



GRADUATE CATALOG 2015-2016

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The American University in Dubai
Dubai, United Arab Emirates
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Effective Fall 2015

The statements and policies set forth in this Catalog (effective September 2015) are for informational purposes only and should not be construed as the basis of a contract between the student and the institution. While every effort is made to provide accurate and current information, AUD reserves the right to change, without notice to the individual student, any provision in this Catalog. Every effort will be made to keep students advised of any such changes.

FROM THE OFFICE OF THE PRESIDENT...



It is my pleasure to preface the *AUD 2015-2016 Graduate Catalog*. The university's scope at the graduate level is reflected throughout its pages.

His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, for whose support The

American University in Dubai is infinitely grateful, recognizes that it is ultimately through education that the UAE and Dubai will achieve the goal of sustainable prosperity and peace – requisites for a society in which each individual can contribute

according to his or her unique capabilities. At AUD – Dubai's American university – it should be no surprise, therefore, that a commitment to excellence, societal relevance, and an appreciation for lifelong learning sets the context for how education enriches the individual as a means to impacting society.

This *AUD Graduate Catalog* provides a snapshot of the academic programs, degree requirements, and policies presently in force at AUD at the graduate level. It also serves to profile the university, providing a useful look at its Mission, Philosophy, and Goals. Current and prospective students should consult the *Catalog* for information pertinent to their area of study. Other members of the university's constituencies will derive valuable insight into graduate education at The American University in Dubai.

Our schools and offices would be pleased to answer any questions the reader may have on *Catalog* contents. Comments are appreciated.

A handwritten signature in blue ink that reads "Lance de Masi".

Lance Edward de Masi
President



ABOUT THE AMERICAN UNIVERSITY IN DUBAI (AUD)

- Overview
- AUD Governing Board
- Administration
- AUD as an American Institution of Higher Learning
- Accreditation and Licensure Summary
- Mission and Goals
- Vision
- Values
- Statement on Research
- Facilities
- Statement on Integrity
- Institutional Effectiveness

Overview

The American University in Dubai is a private, non-sectarian institution of higher learning founded in 1995. AUD's enrollment in 2014-2015 averaged 2,700 students. In Spring 2015, over one hundred nationalities were represented in the AUD student body.

AUD offers both undergraduate and graduate degrees and Certificates in Middle Eastern Studies, and Professional Teaching.

| School | Program | Degree | Major, Track or Emphasis |
|--|---------------------------------------|-------------|---|
| Architecture, Art and Design | Architecture | B.Arch. | - |
| | Interior Design | B.F.A. | Integrated Computational Design |
| | Visual Communication | B.F.A. | Advertising, Digital Media, Graphic Design, Studio Art |
| Arts and Sciences | International Studies | B.A.I.S. | Middle Eastern Studies, Cultural Studies, International Relations |
| | Middle Eastern Studies | Certificate | - |
| Business Administration | Business Administration | B.B.A. | Accounting, Economics, Finance, Management, Marketing, Marketing Communications |
| | | M.B.A. | General, Finance, Management, Marketing |
| Mohammed Bin Rashid School for Communication | Communication and Information Studies | B.C.I.S. | Digital Production and Storytelling, Journalism |
| Education | Education | M.Ed. | Elementary, Secondary |
| | Professional Teaching | Certificate | - |
| Engineering | Civil Engineering | B.S.C.E. | - |
| | Computer Engineering | B.S.Comp.E. | - |
| | Electrical Engineering | B.S.E.E. | - |
| | Mechanical Engineering | B.S.M.E. | - |
| | Construction Management | M.S.C.M. | - |

In addition to courses in their chosen program/major, undergraduate students in all disciplines must follow a curriculum in Arts and Sciences. This is in fulfillment of the general education portion of their degree requirements.

Through its Center for English Proficiency (CfEP), the university also conducts Intensive English programs designed to develop university-level English language skills in students requiring additional language study before commencing university.

The university's faculty possess appropriate academic credentials. Furthermore, many are or have been practicing professionals of note. In terms of faculty composition, North Americans have the highest representation of any national group.

AUD's multi-complex facility has been conceived with the objective of supporting the university's programs (both academic and extra-curricular) to an American standard. The campus surroundings include Dubai Internet City and Media City.

AUD Governing Board

Dr. Steve G. Franklin (Chairman)

President/CEO Global Access Learning, Inc.

Dr. Habib Al Mulla (Vice-Chairman)

Chairman and Co-Managing Partner of Baker & McKenzie

Mr. Elias N. Bou Saab (Secretary)

Executive Vice President, The American University in Dubai

Mr. Joseph Ghossoub

Chairman of G&Co; former World President, International Advertising Association

Mr. Justin G. Cooper

Senior Advisor to President William J. Clinton

Dr. Lance E. de Masi

President, The American University in Dubai

Dr. Ghassan Salamé

Professor of International Relations at Sciences Po, Paris and Columbia University, New York and Dean of the Paris School of International Affairs (PSIA); Former Minister of Culture, Lebanon

Administration

The administration of The American University in Dubai endeavors to fulfill the university's Mission in terms of both academic excellence and attention to the student as an "individual." Operatively, this entails the enforcement of academic policies and procedures, the availability of staff for counseling and advisement, the support of extra-curricular activities that develop the "whole person," and a general sense of fairness in all dealings.

Dr. Lance Edward de Masi

President

M.B.A. (1977), Indiana University at Bloomington; M.A., Indiana University at Bloomington; B.A., St. John Fisher College; Honored, Ph.D. Hum. Lit., Schiller International University (London)

Mr. Elias N. Bou Saab

Executive Vice-President

M.A. (1994), Boston University; B.B.A., American InterContinental University

Dr. Jihad S. Nader

Provost/Chief Academic Officer

Ph.D. (1987), University of Toronto; M.B.A., American University of Beirut; B.B.A., American University of Beirut

Mrs. Maya Amiouny

Chief Financial Officer

M.B.A. (1986), American University of Beirut; B.A., American University of Beirut

Dr. Robin Anke

Dean of Student services

Ed.D. (2000), University of Pittsburgh; M.A., Edinboro University; B.A., Mercyhurst College

Mrs. Peggy M. Awad

Director of External Relations

M.Ed. (2009), American InterContinental University; B.S., Wright State University

Ms. Reina S. Dib

Director of Marketing Communications

B.S. (1998), Lebanese American University

Mrs. Angele El Khoury

Director of Human Resources

M.S.S.W. (1995), St. Joseph University (Beirut); B.S., St. Joseph University (Beirut)

Dr. Suleiman Hamdan

Director of Institutional Effectiveness

Ed.D. (1999), Wayne State University; Ed.S., Wayne State University; M.A.T., Wayne State University; B.A., Wayne State University

Mrs. Matilda M. Jabbour

Registrar

Technical Baccalaureate (1985), Business Automation Training Center (Beirut)

Mrs. Carol A. Maalouf

Director of Admissions

M.Ed. (2004), American InterContinental University; B.F.A., Lebanese American University

Mrs. Tala K. Makhlouf

Director of Student Retention and Success

M.Sc. (2000), Nottingham University; B.B.A., American University of Beirut

Mr. Kevin Martin

Director of Library Services and Educational Technology Specialist

M.L.I.S. (2014), San José State University; M.A., University of Colorado; Graduate Certificate, University of Colorado; TESOL, Pusan University of Foreign Affairs; B.A., University of Colorado

Mr. Elie H. Sawaya

Director of Central Services

Lebanese Baccalaureate (1986)

AUD as an American Institution of Higher Learning

It is widely believed that American education is synonymous with “quality.” This belief is particularly prevalent with regards to American education at the university level. Several factors are judged to explain this excellence: a curriculum that imparts general knowledge but allows for significant specialization; faculty who consistently contribute to scholarship in addition to exercising their classroom duties; teaching methods that develop in students strong skills in critical reasoning and accurate and persuasive self-expression; the maintenance of high academic standards via clear and consistent policies; and instilling in students an appreciation for life-long learning.

The American University in Dubai seeks to duplicate this American recipe for success. Syllabi and textbooks are the same as those used in the United States. In addition, the predominance of American and American-trained faculty further ensures that the university be American in substance as well as in name. Expectations of academic performance either match or exceed those prevailing on a “typical” American campus.

But as with any institution of higher learning, The American University in Dubai – albeit by working within an American framework – has developed a character of its own. This is in large part inspired by its sensitivity to the needs of the student populace of the Middle Eastern terrain in which it operates.

AUD’s curricula across its degree-granting disciplines is skill-directed and career-oriented. Everything, from academic advising to the approach to faculty-student interaction in- and outside the classroom, as well as career counseling, is implemented with attention to the needs of the individual student. It is for this reason that all faculty follow an “open door” policy with regard to office hours. Finally, the globalization of business and communications makes it imperative that the university’s educational programs be delivered with an international perspective and that a tolerance for cultural diversity be promoted through both curricular and extra-curricular activities.

The American University in Dubai remains convinced that since its opening in 1995, it has made great strides towards developing a culture of excellence by combining the heritage of traditional American education with those perspectives it has matured locally. The university looks forward to further collaboration with the local community in its continuous search for relevant educational programs delivered to global standards.

Accreditation and Licensure Summary

- The American University in Dubai is officially licensed by the Ministry of Higher Education and Scientific Research of the United Arab Emirates. The Ministry has accredited the university's programs in International Studies, Business Administration (both undergraduate and graduate), Communication and Information Studies, Engineering, Architecture, Visual Communication and Interior Design, Education (graduate), and Construction Management (graduate), in addition to Certificate programs in Middle Eastern Studies and Professional Teaching.
U.A.E. Ministry: PO Box 45133, Abu Dhabi, U.A.E.; tel.: +971-2-642-7772
- AUD is permitted by the Knowledge and Human Development Authority (KHDA).
KHDA: Block 8, Academic City, P.O. Box 500008, Dubai, U.A.E.. tel.: +971-4-3640000
- AUD is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award Bachelor's and Master's degrees (see www.sacscoc.org). Contact the COC at 1866 Southern Lane, Decatur, Georgia, 30033 or call 404-679-4500 exclusively for matters specific to the accreditation of The American University in Dubai. Inquiries about AUD, regarding topics such as admissions, tuition, educational programs, etc., should be addressed directly to AUD and not to the Commission's office.
- AUD is approved to operate by the State of Georgia Nonpublic Postsecondary Education Commission (NPEC).
NPEC: 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305; tel.: +1-770-414-3300
- The American University in Dubai has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE), located in Olathe, Kansas. The business programs in the following degrees are accredited by the IACBE:
 - Bachelor of Business Administration (B.B.A.), with majors in Accounting, Economics, Finance, Management, Marketing and Marketing Communications
 - Master of Business Administration (M.B.A.), with concentrations in Finance and Marketing*IACBE: PO Box 3960, Olathe, Kansas 66063 USA; tel.: +1-913-631-3009*
- The university's undergraduate majors in Marketing Communications and Advertising have been accredited by the International Advertising Association (IAA) in New York.
IAA World Service Center: 521 Fifth Avenue, Suite 1807, New York, NY 10175; tel.: +1-212-557-1133
- The Civil, Computer, Electrical, and Mechanical Engineering programs of AUD's School of Engineering are accredited by the Engineering Accreditation Commission of ABET. <http://www.abet.org/>
ABET: 415 N. Charles St., Baltimore, MD 21201, tel.: +1-410-347-7700
- The Bachelor of Communication and Information Studies (B.C.I.S.) program, with majors in Digital Production and Storytelling and Journalism is accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC).
ACEJMC: Stauffer-Flint Hall, 1435 Jayhawk Blvd. Lawrence, KS 66045- 7575; tel.: +1-785-864-3973.

Mission and Goals

AUD Mission

The Mission of The American University in Dubai is to fulfill the broad educational needs of a culturally diverse student body by achieving excellence in teaching and learning, ultimately resulting in the intellectual, personal, and professional success of its graduates and the advancement of society.

Philosophy and Purpose of the University

The university community believes it has a special commitment to support each individual's goals. To this end, the university places emphasis on the educational, professional and personal growth of each student. AUD, as an international institution of higher education, encourages global understanding by providing an atmosphere of cultural diversity and opportunities for international education. Programs, policies and activities – which have been designed to implement this Philosophy and Purpose Statement – are evaluated periodically and changed, as necessary, to meet the needs of the student body and the institution.

Purpose-related Goals of the University

In support of its Mission and Philosophy, AUD's Goals are as follows:

- to cultivate and reward excellence, especially as it affects the imparting, acquisition, and advancement of knowledge;
- to guide students in the use of their knowledge and skills for personal and professional fulfillment;
- to foster an appreciation of the history and on-going development of human culture;
- to develop critical thinking, effective communication and lifelong learning skills;
- to promote the value of ethical behavior, responsibility, and commitment;
- to provide academic programs, services, facilities, and technologies that offer diverse opportunities for learning;
- to recruit and retain a diverse faculty of qualified educators, providing them with the environment and opportunity to flourish;
- to foster intercultural understanding as a basis for preparing students as members of a global community;
- to contribute to the economic and societal development of Dubai, the United Arab Emirates and beyond.

Vision

- Enhanced standards and quality in program offerings;
- Selective diversification in program portfolio;
- The liberal arts as the wider context for life-long learning and professional readiness;
- Ever more “American” in terms of the total educational experience;
- Strengthened integration with local community (university as a “point of reference”);
- Expansion of facilities on an “as-needed” basis and technology applied to pedagogical and service enhancement.

Values

There are seven (7) Values that underpin AUD's operations and development and that characterize its dealings with students, faculty, staff, and other constituents:

Whole Person Education – AUD values the intellectual, personal and professional development of its students;

Excellence – AUD values excellence in all that it does and is committed to continuous improvement in its educational offerings and services;

Integrity – AUD values honesty and transparency and has high standards of legal-adherence, morality and ethics;

Service – AUD values all of its constituencies and partners with its stakeholders in the achievement of their objectives and aspirations;

Diversity – AUD values diversity in all its manifestations and recognizes its contribution to the quality of university life;

Tolerance – AUD values respect and open-mindedness as proper responses to concepts, opinions and customs that are diverse, new or unfamiliar;

Accountability – AUD believes that all members of the university community are responsible for fulfilling their roles in support of the institutional Mission and Purpose-related Goals and that evaluation of individual performance should be based on the degree to which this responsibility is satisfied.

Statement on Research

AUD is a teaching-focused institution of higher learning. Located in Dubai and cognizant of the educational, economic and social development priorities of its environment, the university believes that the most impactful contribution it can make to society is to graduate students prepared to meet the needs and challenges of both a dynamic Middle East and a world subject to constant and rapid change. Accordingly, the university recognizes and places special emphasis on the key role of faculty in enhancing the effectiveness of the teaching and learning process. To this end, the university expects faculty to remain current in their academic disciplines through professional engagement and through research and creative output that advances teaching, practice and knowledge in their disciplines. AUD provides various mechanisms to support these endeavors and enable faculty to meet the university's expectations and grow as educators and scholars.

Vision

Research and creative activity undertaken by faculty will enhance program quality and learning outcomes achievement in the teaching disciplines.

AUD will proactively pursue greater visibility as a teaching-focused institution in which high quality intellectual and creative output produced by faculty contributes to knowledge in the various disciplines and enriches the teaching and learning process at the university.

Objectives

The following objectives will be pursued within the context of AUD's teaching-focused mission and policy on support for faculty research, scholarly and creative activity:

- To encourage faculty research and creative activity and potential in terms of quantity, quality and impact
- To pursue greater alignment of faculty research and creative activity with educational, economic and social development priorities and strategies, especially at the national and regional levels
- To create channels for integrating faculty research and creative endeavors into program and curriculum development and into the teaching and learning process
- To enhance the university's visibility in terms of faculty research and creative output
- To develop mechanisms for disseminating this output to the local, regional and international academic and professional communities and to society at large

Action Plans and Assessment

Each school will include in its plan a program-specific action plan for achieving the above vision and objectives. Action plans will set research and creative output and quality targets and will encompass faculty recruitment and retention, ongoing professional development, internal and external research funding, partnerships with industry and various agencies, as well as appropriate support mechanisms and needed resources. Action plans will be subject to approval by the Provost and the President. Schools, in collaboration with Institutional Effectiveness, will also apply approved reporting mechanisms that would enable periodic measurement and assessment of AUD research endeavors and output and the effectiveness of action plans in achieving the above vision and objectives

Facilities

The campus of The American University in Dubai is the material expression of the university's Mission and character. Two words come to mind in describing this campus – American and world-class: “American” because of its sobriety and Jeffersonian architectural rigor, “world-class” because of the notable quality of the physical plant and accompanying facilities.

Indeed, the facilities that comprise the multi-edifice campus are nothing less than impressive, whether they be found in the academic wings, student and faculty housing or administrative complex. Specifically, 15 buildings dot the campus today, a Student Center, housing indoor sports facilities, food-court, 50 offices and 20 classrooms/labs - in addition to several other amenities - being the latest addition.

The accomplishment of AUD's objective to deliver a genuinely American education is facilitated by the sports facilities (soccer field, outdoor track, tennis/volleyball/basketball courts, swimming pool) and other space that provide students with the opportunity to engage in extracurricular activities which constitute student life on a typical US-based campus. A 900-seat auditorium serves as a venue for student assemblies, conferences, and cultural events. A Student Center, housing indoor sports facilities, was inaugurated in September, 2008. A central indoor stadium is designed so that it can be dismantled into two independent courts used for indoor football, handball, basketball or volleyball. This stadium has a capacity of 2,500 spectators, in addition to an outdoor spectator's gallery that faces the soccer field and accommodates a public of 300. Separately, there are two squash playgrounds and a 1,600-square feet gymnasium for males and females and an aerobics/dancing/music room.

Advanced technology supports all aspects of campus operations; most appropriately, the delivery of the university's academic programs. Specifically, 8 computer labs with both IBM and Macintosh hardware form the basis for instruction in information systems and business administration. Two language laboratories serve to enhance teaching effectiveness in the university's intensive/academic English courses.

The Blackboard™ system is deployed to provide instructional support in all courses offered by the university, and students can access it from any location in the world where there is Internet connectivity.

The School of Architecture, Art and Design is composed respectively of the Architecture, Interior Design and Visual Communication departments. The school occupies one of the main academic buildings on campus (Building A) in addition to some freestanding structures that have been added in order to accommodate the continuing growth of the school (building A Annex, the Glass House and three portable cabins). The school maintains several studios, labs, and other spaces that provide a fully professional setting for AUD students enrolled in the School's programs. The studios represent the wide-ranging tasks students in these programs are required to complete: a 2D Design studio, an Advertising Studio, a Graphic Design Studio, a Painting/Drawing Studio, a Photography and general use Studio, a B&W Photography Darkroom, a Lighting Studio, a Senior Studio, and two PC Computer/Design Studios (combined 38 PCs). Likewise, the labs available in the School provide appropriate facilities for a variety of tasks/projects: a Digital Media Computer Lab/Studio (18 Laptop Stations, 4 Mac Pro Editing Suites), One Computer Lab (21 Workstations), One PC Computer Lab/Design Lounge (18 Macs), and two Computer Labs with 41 Workstations. All labs are fully equipped with the latest software, such as Auto CAD, CS, Final Cut Pro, Cinema 4D. Labs are also equipped with a full range of scanners and other creative arts peripherals. In addition to the computer resources, the School also maintains a dedicated Model and Furniture Making Workshop, a fully equipped Exhibition Gallery, and extensive printing facilities with two-color A3 size printers, two Xerox® 7800GX, a Xerox® 7760GX, an Epson® Pro 4800 Mini Plotter, three HP® large format plotters, and an Epson® 9900 large format photography printer. Other spaces in the School include two fully-equipped lecture halls, two lecture rooms, and a resource room where students can check out materials/equipment. Outside the School's main building, students and faculty have access to three additional structures, all with professional-quality facilities. The School Annex houses ten faculty offices, a laser-cutting shop, two Architecture Studios, a Printmaking Lab, and a 3D Sculpture Studio and Woodworking Shop. The recently constructed Design Center serves as a resource, both for research and in terms of outreach to the region's architectural community. Finally, the Glass House includes two Architecture Studios and one large Studio/Student Lounge.

The Mohammed Bin Rashid School for Communication (MBRSC) provides its students in Digital Production/Storytelling and Journalism programs with state-of-the-art facilities to assist them in the completion of their tasks/projects. A CISCO TelePresence™ 3210 resides in MBRSC's Global Classroom and serves as a high-technology medium for lectures by the most accomplished media academicians and professionals from around the world. The School houses a fully equipped, soundproof TV studio and control room with three cameras, state-of-the-art lighting, vision and audio mixers, lighting console and a multi-viewer screen. For other assignments, students have access to "shooting kits" which contain HD cameras as well as lighting and sound equipment. For post-production work, the School provides its students with two Mac Computer Labs (total 36 stations) and six individual editing suites that run Avid™ editing software, MBRSC also houses a 36-seat Screening Room equipped with a high-definition projector and surround sound system.

AUD's **School of Engineering** houses several labs. The physics lab is equipped with Pasco equipment for conducting a broad range of experiments in motion dynamics, electricity and magnetism. The engineering computer labs house over 100 PC's, equipped with educational and professional engineering software including MatLab, Maple, PSPICE, AutoDesk, Primavera, GeoSuite, ETABS, SAFE, SAP2000, and Heastad Methods software.

The Electrical and Computer Engineering Labs comprise 14 stations with complete sets of oscilloscopes, digital multimeters, triple DC power supplies, logic analyzers, function generators, operational amplifiers, and semiconductor curve tracers. The labs are also equipped with educational equipment for electric power systems including DC motors, 3-phase motors, transformers, induction motors, and variable speed drives. The Civil Engineering Labs are equipped with concrete and steel testing equipment, theodolites and total stations for field surveying, environmental water and air quality measurement and water treatment systems, and material and geotechnical equipment for specific gravity, hardness, toughness, soil classification, compaction, permeability, consolidation, direct shear and triaxial testing. The Mechanical Engineering Labs house heat and mass exchange units, material microstructure characterization equipment, a 3D printer for rapid prototyping, and a fully-equipped engineering shop. The Civil and Mechanical Labs also house an Instron Universal Testing Machine, as well as multiple workstations for fluid dynamics and hydraulic experiments.

Statement on Integrity

As an institution committed to quality, The American University in Dubai views integrity as an underlying tenet to its Mission and Purposes. The university uses the integrity tenet as a foundation for all of its operations, services, and programs. Integrity serves as an integral foundation to university governance at the level of the Governing Board and in all university operations, institutional representations, advertising, marketing, and services. Honesty and integrity are essential to these functions and serve as the basic contract defining the relationship between the university and its constituencies.

The intention of the university is to advance the intellectual and social condition of learners in a diverse society through quality academic programs, services and other learning opportunities. The university strives to provide students with a learning environment anchored by the highest caliber of instruction built on a solid intellectual and ethical foundation.

Institutional Effectiveness

AUD is committed to continuous improvement of its academic programs and Student Services. Assessment at AUD is an ongoing process that evaluates the effectiveness of every aspect of the university. Data are regularly gathered and analyzed for the purpose of making improvements where needed. The university's model of institutional effectiveness and planning is based on the student as the center of the educational experience. Thus, students, along with all other university stakeholders, may be asked to participate in various types of assessment activities, including surveys, focus groups, and faculty review of course outcomes.

Stakeholder confidentiality is protected in all university assessment processes.

The information gathered from assessment activities is used to improve student learning, services, and the overall institution. AUD requests student involvement in the assessment process to further enhance the benefits to students and their educational experience.



GRADUATE ADMISSIONS

- Mission
- Goals
- Admissions Philosophy
- Requirements
- Process/Documentation for Graduate Admissions
- Admission on Probation
- Conditional Admission
- Provisional Admission
- Special Admission
- Application Deadlines
- Transfer Credits
- Initial Registration Deferral
- The H.H. Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement

Mission

The Mission of the Admissions Office at AUD is to provide excellent service to all prospective students and to ensure that the admissions process is completed in a timely and comprehensive manner.

Goals

- To provide accurate information on educational opportunities to prospective students; and
- To recruit students consistent with AUD's goals;
- To provide quality services to prospective and new students;
- To provide access to higher education.

Admissions Philosophy

A hallmark of AUD is its culturally diverse student population. AUD students come from many different countries and backgrounds and bring a wide range of viewpoints, special interests and talents to enrich the learning community. **Selection of students is based on an individual assessment of each applicant. Final acceptance is not granted until the university has received all required admissions documents.** To assist the admissions personnel in making informed decisions, an admissions interview may be required.

Requirements

Academic Requirements

- An earned undergraduate degree from an institution accredited by the Ministry of Higher Education and Scientific Research in the U.A.E. or by the relevant national or regional institutional accrediting body in the case of international applicants.
- A 3.00 GPA (on a 4.00 scale) or better in undergraduate study. For students with post undergraduate credits earned at more than one institution, a separate GPA is calculated for each institution.

English Language Requirements

All students must achieve a TOEFL® score of 550 (CBT 213, 79-80 IBT) or International IELTS™ score of 6.5 or an equivalent score in a test approved by the U.A.E. MOHESR.

Exceptions:

- A native speaker of English who has completed his or her undergraduate education in an English medium institution in a country where English is the official language
- A student who has completed his or her undergraduate education in an American Accredited institution.
- A student admitted to and graduated from an English medium institution who can provide evidence of having achieved (upon admission to the undergraduate program) a TOEFL® score of 500 or its standardized equivalent approved by the U.A.E. Ministry of Higher Education and Scientific Research

All the above exceptions are at the discretion of the Admissions Office.

M.B.A. Program-specific Admission Criteria

- Graduate Management Admissions Test (GMAT®). The M.B.A. Admissions Committee will take cognizance of the three GMAT® sub-scores (Math, Verbal, and Analytical Writing Assessment) for purposes of assessing each candidate's specific aptitude strengths and weaknesses. Subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who have not taken the GMAT® at the time of application may be granted conditional admission (see p. 18), with a requirement that they submit satisfactory GMAT® scores not later than the end of the first term following admission.
- Applicant's work experience: Candidates who have a minimum of two years of work experience will be given preference for admission.

- The Committee follows a balanced approach in evaluating each candidate on their individual scores for the Undergraduate GPA, GMAT®, and TOEFL®, and their work experience. This is based on the principle that ample satisfaction by an applicant of one or more of these criteria may be to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.
- Students who have earned their undergraduate degree in an unrelated major may be required to pursue one or more graduate foundation courses. The Graduate Foundation Course Program consisting of various discipline-specific modules is designed to prepare potential students who do not have the necessary competencies in the core areas of accounting, microeconomics, finance, and statistics. These students are required to enroll and satisfactorily complete an appropriate series of non-credited courses in the Foundation Course Program. The courses required of each such student will be determined on a case-by-case basis following a review of the student's academic record.

M.Ed. Program-specific Admission Criteria

- Undergraduate degree: Preferably in education or in a discipline related to a content area of teaching that is applicable to primary or secondary education.
- Graduate Record Examination (GRE®)
- The applicant's history, including length of teaching experience, skills, and evidence of content knowledge (for applicants seeking admission at the secondary level) will be assessed at the time of admission to determine admission eligibility and whether certain courses could be waived. If waived, the student will be required to take the alternative course as indicated by the Dean.

P.T.C. Program-specific Admissions Criteria

Admission requirements for the Professional Teaching Certificate Program are the same as those for the M.Ed. degree with one exception – the Graduate Record Exam (GRE®) is waived for this level of graduate study.

M.S.C.M. Program-specific Admission Criteria

- Undergraduate degree: In Engineering, Architecture, or a closely-related discipline, from a recognized institution.
- Graduate Record Examination (GRE®): The Engineering Admissions Committee will also take into consideration the sub-scores in the other portions of the GRE® to assess the candidates aptitude strengths and weaknesses.
- A minimum of three years of work experience as a field or design engineer is recommended. Students with fewer than three years of documented work experience will be evaluated on a case-by-case basis by the Engineering Admissions Committee.
- Students lacking the following courses or their equivalent in their undergraduate studies may be required to take undergraduate-level equivalent courses at AUD prior to enrolling in certain graduate courses:
 ENGG 255 – Engineering Design and Economics
 ENGG 300 – Probability and Statistics in Engineering
 ECVL 420 – Construction Engineering and Management

Students who have not taken the above courses at the undergraduate level but have acquired the requisite knowledge in the corresponding areas through continuing education, MOOCs, work experience, or other means may submit a request for a waiver along with supporting evidence for consideration by the M.S.C.M. Admissions Committee.

Process/Documentation for Graduate Admissions

Applications for admission to AUD's graduate programs are evaluated by the Graduate Admissions Committee of the respective graduate program, which consists of the Program Director as Chair, two graduate faculty members appointed by the Program Director, and one representative of the Admissions Office. The Committee employs a balanced approach, based on the principle that ample satisfaction by an applicant, of one or more of these criteria, may to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.

Submission of Documents Students should be aware that all records, letters and other documents provided in the original to AUD as part of the admissions process will remain university property. The university reserves the right

to evaluate the adequacy of all credentials submitted for admission. Furthermore, students are reminded that omission or falsification of information constitutes sufficient reason for rejection or dismissal. This dismissal, requiring the President's approval, may occur at any time during a student's residence at AUD; i.e., upon discovery of the omission/falsification.)

To be considered for admission to an AUD graduate program, applicants must submit the following documents and information:

- An *Application for Admission* to an AUD graduate program, duly completed, signed and dated by the applicant. The application must clearly specify the program and specialization option to which the applicant wishes to be admitted.
- Original, official transcripts of academic record from all universities, colleges or other postsecondary institutions attended by the candidate; to be sent directly to the Admissions Office. Transcripts should be attested by the appropriate higher education authority in the country in which the undergraduate degree was granted, and must be translated into English if they are issued in a language other than English.
 - Applicants with degrees granted outside the U.A.E. should obtain attestation from (a) the Ministry of the country of study; (b) the Ministry of Foreign Affairs in/of that country; and, (c) the U.A.E. Embassy in that country or the Embassy of the country of study in the U.A.E. and the U.A.E. Ministry of Foreign Affairs.
 - Applicants with degrees granted outside the UAE should obtain equivalency from the UAE Ministry of Higher Education and Scientific Research (MOHESR). It is solely the applicant's responsibility to obtain this equivalency from the MOHESR.
- Undergraduate and Graduate Diplomas – originals required for verification.
- A statement of the applicant's career objectives, special professional and academic interests, and other reasons why the candidate wishes to pursue their choice of program at AUD, as well as the applicant's special skills, expertise and interests that might contribute towards enriching the graduate learning at AUD.
- CV or resume describing professional and academic experience.
- Official test scores (as required for each program): test scores must be submitted at the time of application; however, subject to the evaluation and approval of the Graduate Admissions Committee, applicants who have not taken the tests at the time of application may be granted conditional admission (see p. 18), with a requirement that they submit satisfactory test scores not later than the end of the first term following admission.
 - M.B.A. applicants: Official GMAT® score sent directly to the Admissions Office.
 - M.Ed. applicants: Official GRE® score sent directly to the Admissions Office. AUD's GRE® code is 7493.
 - M.S.C.M. applicants: Official GRE® score sent directly to the Admissions Office. AUD's GRE® code is 7493.
- Evidence of satisfying the English language requirement: TOEFL® or its standardized equivalent approved by MOHESR sent directly from the testing agency to AUD's Admissions Office. Tests must have been completed within the past twenty-four months immediately preceding the date of the application for admission. *The university's TOEFL® code is 0063.*
- Reference Forms: Graduate Admissions Committees will look for evidence of each candidate's maturity, seriousness of intent, perseverance, academic and professional preparedness, promise and potential, and chances of successful completion of the graduate program. Candidate is required to submit two Reference Forms or letters of recommendation completed by present or former university instructors or employers.
- Colored passport photocopy and two passport-size pictures.
- Non-refundable application fee of AED200.

Admission on Probation

Applicants whose undergraduate GPA is below 3.0, but who otherwise amply satisfy the selection criteria, may at the Admissions Committee's discretion be granted admission on probation. These candidates' course load during the first term may be restricted by the Admissions Committee and will under no circumstance exceed six credit hours. They will be required to achieve a cumulative GPA of 3.0 within the first six credit hours attempted. Probationary status will be lifted and full admission will be granted upon satisfaction of this requirement. **Failure to satisfy this requirement will result in termination of the students' enrollment in the graduate program.**

Conditional Admission

Subject to the evaluation and approval of the Admissions Committee, applicants who largely satisfy the admission criteria except for incomplete information or documentation that can, in the Committee's judgment, be completed within a short time, may be granted conditional admission for one term. These applicants will be notified of the information or documentation that needs to be completed and provided by the end of the term, as a condition for their continued enrollment. **Non-satisfaction of this condition by the end of the first term following conditional admission may result in termination of the student's enrollment in the graduate program.**

Provisional Admission

The Admissions Committee may grant applicants provisional admission to a graduate program. Typically, these are applicants whose area of undergraduate studies is not in the proposed degree field, whose evaluation by the Admissions Committee reveals deficiencies in one or more of the foundation areas normally considered pre-requisite for success in the respective graduate program, but for whom there is nonetheless sufficient promise as potential graduate students. For each applicant in this category, the Admissions Committee will specify an appropriate non-credit course sequence (see Foundation Course Program as designated for each graduate program) that the candidate must successfully complete. No credit towards the graduate degree will be given for successful completion of this sequence.

Special Admission

Applicants who, for special reasons, are interested in taking one or more selected courses in an AUD graduate program, but do not desire to complete the program requirements at AUD, may, at the discretion of the Admissions Committee, be granted special admission to take the specific course(s) requested. Examples of applicants for special admission include:

- Students in graduate programs at other universities who wish to take one or more courses in an AUD graduate program for credit towards their program requirements at their home universities, and
- Individuals pursuing a professional designation (e.g., Certified Public Accountant, Professional Engineer, etc.) who may be required to take specific graduate-level courses in one or more disciplines as part of the qualification requirements for that professional designation.

Application Deadlines

Applications for admission to AUD's graduate programs are accepted throughout the year for Fall, Spring and Summer I entering classes. To allow enough time for the evaluation of applications and the selection of accepted candidates, we encourage applicants to submit their applications in advance of the following meeting times. The Program Director's Office must receive all required documentation for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified below.

The Master of Business Administration (M.B.A.) Admissions Committee reviews applications for (1) applications for the Spring 2016 semester are reviewed mid-October 2015 and mid-December 2015 and mid-January 2016 (2) applications for the Summer I 2016 term are reviewed mid-February 2016 and mid-April 2016; and, (3) applications for the Fall 2016 term are reviewed end-June 2016 and end-August 2016.

The Master of Education (M.Ed.) Admissions Committee reviews applications for (1) Spring 2016 semester mid-October 2015; mid-December 2015 and mid-January 2016, and (2) Summer I mid-February 2016 and mid-April 2016, (3) Fall 2016 semester mid-April 2016, mid-June 2016 and end-August 2016.

The Master of Science in Construction Management (M.S.C.M.) Admissions Committee reviews applications for (1) Spring 2016 semester end-October 2015, mid-December 2015 and mid-January 2016; (2) Summer I 2016 term mid-April 2016; and, (3) Fall 2016 semester mid-April 2016, mid-June 2016 and end-August 2016.

The Admissions Office must receive all required documentation (see above) for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified above.

Entry Dates

Classes in the graduate programs begin in Fall (late August), Spring (early January), and Summer I (early May). For specific starting dates, please consult the *Academic Calendar* section of this *Catalog*.

Transfer Credits

Requests for the transfer of graduate credits completed at other accredited institutions of higher learning towards completion of a graduate program at AUD will be evaluated by the appropriate Admissions Committee on a case-by-case basis. The number of graduate courses transferred or accepted for credit towards a graduate degree at AUD may not exceed two (2) courses or six (6) credit hours.

As a rule, such transfer or acceptance will be highly restricted and may only be granted in cases where there is ample evidence that the graduate coursework in question is at least equal in scope and quality to comparable graduate coursework at AUD. In assessing such evidence, the appropriate Admissions Committee will make use of a wide variety of instruments and information sources, such as recognized guides to post-secondary institutions and programs, the other institutions' catalogs and/or web sites, course syllabi, and letters from instructors at those other institutions describing in detail the applicant's work in these courses. ***In all cases, students must earn the majority of their final year credits towards the graduate program at AUD.***

Statement on Prior Learning

Prior learning is a practice whereby a college or university grants academic credit for learning outside the classroom; i.e., learning acquired through work experience, civic activity, independent study or corporate training. The granting of credit by AUD for learning acquired outside of AUD is limited to courses transferred into AUD per the *Transfer Credit* policy.

Initial Registration Deferral

Acceptance into a graduate program, regardless of type, is valid only for the semester for which an applicant initially applies. If an applicant is granted admission for a specific academic term and for some reason fails to enroll in that term, the applicant may request, in writing, to defer his or her admission to the following term only. Admission for the following term will depend on available places and the admissions criteria in effect at the time.

The H.H. Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement

Background and Objective

In May, 1999, on the occasion of the Second Commencement Exercises of The American University in Dubai held under his patronage, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, announced the creation of scholarships for eligible prospective AUD students. The university's Administration has designated the scholarships to carry Sheikh Mohammed's name, citing how His Highness' gesture reflects a deep commitment to education as the driving force in the accomplishment of Dubai's and the UAE's public agenda. The H.H. Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement have been conceived with the objective of rewarding academic excellence and responding to financial need; as such, they will act as an incentive and reward for superior scholastic performance, as well as providing an economic contribution to the acquisition of an American-accredited university degree.

Eligibility

The scholarship is only open to UAE Nationals. In order to be eligible for the Scholarship, new students must apply to one of AUD's graduate degree programs. Graduate Program candidates must have a minimum 3.0 GPA in their undergraduate studies.

Selection Criteria

The Graduate Admissions Committee employs the following criteria in its applicant evaluation process:

- GMAT®/GRE® scores;
- undergraduate GPA;
- work experience;
- statement of career objectives
- *Graduate Reference Forms*/letters from employers and/or university instructors.

The Scholarship Evaluation Committee will also evaluate financial need as demonstrated by insufficiency of financial support to fund educational expenses.

Coverage/Renewal

The Scholarship entitles the recipient to a waiver of tuition (25%, 50% or 100%) for one academic year (two semesters) until graduation. ***The Scholarship does not cover courses taken in the Summer terms.*** The Student must enroll for two successive semesters and carry a full load of academic credits (6 to 9 credit hours) each semester. Scholarships are renewed on a yearly basis and students are expected to maintain a Grade Point Average of 3.0 or above by the end of each academic year. Failure to comply with any of the above could result in the withdrawal of the scholarship*.

* *Changes in major (program)/concentration may result in student forfeiture of the scholarship.*

Application Process

In order to apply, a new student must fill out an AUD application for *The H.H. Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement* along with all required documentation within the deadline highlighted on the website. Upon examination of a student's academic status and the submission of updated documents, renewal of a scholarship for existing holders will be reassessed once a year prior to beginning of the Fall semester.

Repeating a Course

The Scholarship program will not cover the repetition of any course previously taken and passed at AUD.

Withdrawal from a Course

Students are allowed to withdraw from a maximum of two courses during the entire period of Scholarship coverage.

The penalty for exceeding this two-course withdrawal is reflected in the *Financial Information* section of this *Catalog* (see pp. 89-90).



OFFICE OF THE REGISTRAR

- Mission
- Goals
- Policies

The Registrar's Office supports AUD's academic initiatives by fulfilling the following functions:

- maintaining student academic information;
- conducting and managing the process of registration;
- monitoring and reporting on student satisfactory academic progress and academic eligibility such as degree completion, probations and suspensions, honor roll and graduation roll;
- coordinating and issuing official enrollment and academic certifications as required by the students, such as proof of enrollment letters, ID cards, transcripts and diplomas;
- posting of transfer credits for new and in-school transfers;
- checking and updating student grades and degree audits;
- furnishing data for advising, instruction and policy development.

Mission

The Mission of the AUD Registrar's Office is to support the educational goals of the institution, with an emphasis on conducting registration and keeping academic records.

Goals

- To ensure the implementation of academic policies and procedures that support the Mission of the institution;
- To facilitate the student registration process enabling students to become more efficient in planning for their needs and to improve retention;
- To support the university's efforts to provide quality service for students making office-related functions as efficient and seamless as possible;
- To support AUD's continuous assessment process by providing timely and accurate information for administrative purposes and accreditation bodies;
- To contribute significantly to improving academic support infrastructure by collaborating with both academic and administrative departments.

Policies

Policy on Academic Record Retention and Storage

In order to fulfill its commitment to the security, confidentiality and integrity of its student academic records, The American University in Dubai follows a *Policy on Academic Record Retention and Storage*. Details of this Policy are available in the Office of the Registrar and the Office of Institutional Effectiveness.

Directory Information Changes

It is the responsibility of the student to contact the Registrar's Office immediately in the event of any address, telephone number or email address changes. An online request form for *Directory Information Changes* is available on the Registrar's webpage (www.aud.edu/Registrar/forms.asp).

Release of Grades

Final grades are released by the Registrar's Office within three working days after the end of each academic term. All grade reports are mailed to the student's mailing address of record.

Registration

The Office of the Registrar is responsible for overseeing the registration process and maintaining students' records. The registration is completed online. The period is limited to the exact time assigned in the registration schedules (www.aud.edu/registrar/RegAdv.asp)

When the student has an overdue library book, an incomplete admissions file, is in possession of school property or is delinquent in the payment of fees, he or she will not be allowed to register until the irregularity is remedied.

Drop/Add

Students may make schedule changes without penalty during each academic term's Drop/Add period. **Drop/Add is not allowed outside this period.**

Withdrawal from Courses Students who withdraw officially from graduate courses (using the designated withdrawal form) before the final examination will receive a grade of W. A grade of W may not be awarded after the final examination in the course.

To withdraw from a course, students should apply online <http://registrar.aud.edu/>

Students on scholarship must follow the relevant scholarship rules and regulations concerning withdrawal. Failure to do so entails financial penalties (see pp. 89-90 of this *Catalog*).

Withdrawal from the University

AUD students intending to withdraw from the university must submit a written notice to the Registrar's Office. Any outstanding tuition or fee charges owed must be paid at the time of withdrawal. Student requests for official or unofficial AUD transcripts are not honored until outstanding charges are paid.

The Last Date of Attendance is used as the official date of withdrawal in all cases for refund calculations. **W or F grades will be assigned to all courses based on whether the withdrawal occurs before (W) or after (F) the term withdrawal date specified in the university Calendar.**

A student desiring to re-enroll at AUD after a period of one year from the official date of withdrawal is considered a new student. Students in this situation must contact the Admission's Office to re-activate their files. They will be required to provide updated information and pay the current Reservation and Enrollment deposit. A student desiring to re-enroll after less than a one year period since the official date of withdrawal should contact the Registrar's Office to initiate the reenrollment process.

Official Student Schedule

Students are advised that their official schedule is as recorded by the Registrar at the end of Drop/Add. Students may view this schedule from the AUD website (www.aud.edu/Registrar/RegAdv.asp) or via direct link (<http://schedule.aud.edu/>).

Request for Transcripts

A transcript is not considered official unless it is issued by AUD. Requests for transcripts from The American University in Dubai must be made by filling out an online request form on the Registrar's webpage (www.aud.edu/Registrar/forms.asp). The fee for each official transcript is AED20*. **The student should allow two to four working days for the processing of transcript requests.** Students can request special mail services at an additional cost.

No official transcripts are issued to a student whose file is incomplete. Transcript cannot be released to a third party without a Consent to Release Education Records Exception Form signed by the student.

* The university prefers payment by money order, cashier's check or cash. If payment is made by personal check, transcripts will be held for 10 full days or until the check has cleared.

Certificates of Enrollment

Students may request a certificate of enrollment or a formal letter from the Office of the Registrar by filling out the *Letter Request Form*, available on the Registrar's webpage <http://registrarforms.aud.edu/>. **Two working days for the processing of letter requests should be allowed.**

Names on Diplomas

The name that appears on a student's diploma will be consistent with the name that appears in the student's file upon admission and is corroborated by a passport or identity card.

Diploma Replacement

If an original AUD diploma is destroyed or lost, a duplicate may be ordered from the Registrar's Office. *The Duplicate Diploma Request Form* must be filled by the graduate; and any evidence that the original diploma was lost, stolen or destroyed must be attached to the Request Form (e.g., police report, fire department report). If the original diploma is damaged, the *Duplicate Diploma Request Form* must be submitted to the Registrar's Office with the damaged diploma attached. The reverse side of the duplicate diploma will be stamped with the words, "Duplicate issued on MM/DD/YY to replace lost/destroyed original diploma." In order to receive this duplicate, graduates must fill a *Diploma Request Form*, available online <http://registrarforms.aud.edu/> and pay the university's diploma fee.

Attestation of Diplomas

The Office of the Registrar is responsible for processing the issuance of all diplomas and transcripts for attestation by the UAE Ministry of Higher Education and Scientific Research. ***Obtaining the actual attestation is the student's responsibility.***



EXTERNAL RELATIONS OFFICE

- Mission
- Goals

Mission

The Mission of the External Relations Office is to build and sustain enduring relationships between the university with academic, corporate and government entities that will help increase visibility and awareness of AUD while ultimately benefiting members of the university community, most notably the students and faculty.

Goals

- To establish relationships locally, regionally, and internationally with different entities and to build programs such as student exchange/study abroad programs, internships, and scholarships;
- To ensure recruitment and participation of students in study abroad and exchange programs;
- To organize workshops, conferences, and activities to cultivate and maintain AUD's relationship with its community and external partners;
- To identify external events/activities/conferences beneficial to our students/faculty while encouraging them to take part and serve as AUD Ambassadors;
- To properly implement an action plan for increasing awareness of AUD's External Relations Office by liaising with respective departments at AUD.



OFFICE OF STUDENT RETENTION AND SUCCESS

- Mission
- Goals
- Alumni Relations
- Career Services

Mission

The mission of the Office of Student Retention and Success is to assist students in achieving their goals as AUD degree candidates and graduates. Hence, the Office focuses on enhancing academic viability and status and on job placement and career advancement. Academic advising and support, career services and alumni relations are the vehicles through which the Office achieves its goals.

Goals

- To collaborate with administrative and academic units in devising and implementing multi-dimensional plans for student retention;
- To assist students in the choice of a career, the identification of employment opportunities, and the process of securing recruitment within their chosen field;
- To foster a sense of community among enrolled students and graduates, leading to an active alumni network, which in turn, favors life-long career advancement and contribution to the university.

AUD Alumni Association

The AUD Alumni Association (AUDAA) is the student's link to the university after graduation. The Association extends the AUD community beyond graduation, forging a lifelong bond with the university.

The purpose of the Association is to promote excellence in all aspects of its alumni, establish a relationship between each graduate and the university, and promote communication amongst graduates and the community, and to create a powerful professional network.

To learn more about the Alumni benefits, Alumni events and ways to give back to the AUD community, contact audalumni@aud.edu or check the AUD website.

Career Services

The AUD Career Services Division assists students and alumni to successfully explore and prepare for rewarding and meaningful careers. These services will allow students and alumni to develop and maintain a competitive advantage in the emerging employment market.

A wide spectrum of individualized services is offered, including CV and cover letter writing, interviewing techniques, job search strategies and career planning sessions.

The university's career advisors are available to provide one-to-one career consultation and to assist those who are seeking to make a career move, either within their organization or with future employers. Active support in identifying appropriate employment opportunities is offered through individual career development planning, professional development workshops and networking events.



STUDENT SERVICES OFFICE

- Mission
- Goals
- Divisions of Student Services
- Student Services Programs

The Student Services Office plays a vital role in the campus community. The Office has six divisions: Dean's office, Athletics, Counseling, Health Services, Housing, and Student Activities.

AUD faculty and staff work with students from the time of their admission to their graduation and beyond to ensure their success and comfort, both academically and socially. These caring professionals are available to help students in many ways, providing support and referrals as needed. AUD prides itself on taking an active role in the Dubai community by offering AUD students unparalleled opportunities to be part of Dubai's development through participation and interaction with the local community organizations and initiatives.

Mission

The Office of Student Services, in support of the university's mission, provides a wealth of resources, facilities, events, and programs designed to encourage and enhance the holistic development of AUD's diverse student population, with careful and intentional consideration of opportunities existing outside of the classroom.

Goals

- Support and uphold the mission and values of the institution;
- Provide services that will empower students to become actively involved in campus life, while enhancing their knowledge;
- Increase students' confidence, self-discipline, character, and courage through experiential learning opportunities; and
- Collaborate with campus partners to produce graduates who embody AUD's Core Values for the purposes of attaining positions of responsibility, and meeting the daily challenges of contemporary society.

Divisions of Student Services

Dean of Student Services

The Dean's Office, in the person of the Dean of Student Services, helps students interpret, clarify and understand university policies and procedures and receives student complaints, suggestions, and concerns. The Dean serves on all honor and conduct councils. One of the primary responsibilities of the Dean is to safeguard and represent students' interests.

The Dean of Student Services manages and provides direction to all divisions of Student Services and is available to meet with students and parents who have concerns related to any aspect of university life.

Athletics

The AUD Athletics Office promotes and strengthens individuals' leadership, teamwork, and collaboration skills through a wide range of athletic opportunities, including sports team competitions, intramurals, drop-in sports, and fitness-related activities.

For the highly competitive student athlete who is interested in competing against universities from the UAE and elsewhere, AUD offers a number of intercollegiate team sports. Tryouts for students who desire to join the AUD teams are carried out at the beginning of each semester.

AUD Athletics also has a program for all students who are interested in staying fit. Athletics facilities are open to all in the AUD community when official games and practices aren't scheduled. The AUD Housing also have two fully equipped student gyms available only to Housing students. See pp. 11-12 of this *Catalog* for a description of sports facilities.

Counseling

The AUD Counseling Office provides professional and confidential counseling services to students. These private services help students overcome personal difficulties that may interfere with or hinder their academic success, and their personal/professional development. During their college years, students face a variety of challenges that affect their personal growth, emotional wellbeing, and success, which may prevent them from reaching their full-potential.

The Personal Counselor's role is to assess students' concerns and provide support and guidance. The confidentiality of the counseling sessions is protected by the counselor's code of ethics.

Students may talk about the issues they are facing, and explore related thoughts and feelings, to better understand their personal resources. For some students, one conversation with the Personal Counselor may be sufficient to improve their situation, while others may return for several appointments. The Personal Counselor provides referrals to qualified, certified, and experienced psychologists, psychiatrists, and therapists equipped to aid students with psychological problems, learning disabilities, and/or other serious issues, as needed.

The Personal Counselor also offers a series of seminars and workshops designed to increase awareness of mental health detection and prevention. These educational programs help students identify, understand, and respond to general mental health issues.

Health Services

The AUD Health Center promotes, improves, and maintains a healthy campus environment by providing accessible, high-quality care, health supervision, and educational programs, which encourages students, faculty, and staff to preserve their overall well-being. The Health Center maintains a close relationship with the American Hospital in Dubai (AHD).

Health Services, headed by the Health Center Director (Registered Nurse) and supported by two staff nurses, offers both preventive and daily health care and health education designed to support the physical and emotional health of students and staff. Health services are available 24 hours a day. The Health Center is open weekdays from 8:00 a.m. – 9:30 p.m. (during Summer II, 8:00 a.m. – 6:00 p.m.). After working hours and during weekends, emergency health services are provided by staff nurses who reside on campus and are on call. For any medical emergency, students should call the **University Hotline : 04-3183 555**. The security guard will inform the nurse on duty.

There are two treatment rooms equipped for emergencies in the Male and Female Residence Halls. First Aid Guides are posted in all housing rooms, in the Library, in the Adjunct Rooms, at the Main Reception, and at all the security guard locations.

Health services are available for all students, faculty, staff, and families living on campus. Services include treatment for minor health emergencies and conditions, dispensing medication for minor health problems, providing individuals with medical referrals, and offering information on health-related issues. Preventive medicine is also emphasized at AUD.

The Health Center promotes health awareness and education programs throughout the academic year including but not limited to: nutrition and eating disorders, blood drives, drugs and narcotics awareness, sexually transmitted illnesses, anxiety and stress management, smoking, skincare, health hazards, vision disorders, and other topics based on student's needs.

Newly enrolled students are required to complete and submit their *Health History Form*, endorsed by a licensed physician, to the Health Center. If students fail to comply, they will be placed on registration hold for the subsequent semester. For the best care, students should make sure that their health records are current and up-to-date.

Enrolled students with medical problems or disabilities, who may require care or restriction of their campus activities, must submit to the Health Director and/or Associate Director of Student Retention and Success an up-to-date medical report from their family physician describing their conditions, restrictions, and special requirements.

All health-related documents, reports, and information are kept confidential in the AUD Health Center. Student's health information is not released to those not involved in the student's immediate care without his or her written permission. Students may complete the *Authorization for Disclosure of Health History Info Form* for information sharing as necessary. Student's health forms are included in the AUD *Application for Admission*, and may be printed from the AUD website, or collected from AUD Health Center. AUD offers a private health insurance plan for students who do not have any medical coverage; details and information related to the insurance are placed on AUD website, Health section.

Blood testing for residence visas is facilitated and organized through the AUD Health Center. This service is offered only to students and staff sponsored by the university.

Housing

The AUD Student Housing Division provides residential students with a safe and well-maintained living/learning environment that supports individual progress and provides quality services and programming. These facilities were designed to establish a sense of community coupled with responsible, independent and shared living.

AUD student housing consists of four residential buildings, two for males and two for females. The male and female residence halls are totally segregated. On the ground floor of each building there is a fully equipped kitchen, a student lounge, a laundry room, and a TV room. AUD has clear guidelines for what constitutes inappropriate behavior in student housing. It is the responsibility of students to abide by these rules at all times.

The Housing Manager oversees security, receives and arranges for maintenance and repairs in the student housing, handles roommate conflicts and general complaints, enforces housing rules and regulations, and offers emotional support to students in order to ensure a safe, comfortable, and peaceful living and learning environment. There are a number of important rules and regulations that govern student housing. *The AUD Housing Kit* contains all housing information.

Resident Assistants work in both the residence halls and the Housing Division. They report directly to the Housing Manager and assist with various duties. These duties include, but are not limited to: receiving maintenance requests, recording complaints, answering questions, making appointments for the Housing Manager, and conducting tours for prospective students and their parents. In addition, Resident Assistants report any violations of housing rules, damage to residence halls, maintenance needs and suggestions for improvements in the housing. Resident Assistants, working in close collaboration with the Housing Manager and Student Activities Coordinator(s), plan and host various dorm activities and programs. Any housing student interested in applying for a Resident Assistant position should contact the Housing Manager.

Student Services Programs

General Student Forum

The AUD Student Forum is designed, executed, and managed by the AUD Student Government Association (SGA), under the guidance of the Student Activities Coordinator(s). The Forum is held during the Spring semester and is a means by which the university collects student feedback about AUD issues. A general survey is conducted by the SGA, which reviews all issues related to campus life-i.e. sports, residence halls, student activities, general academic issues, and general non-academic/administrative issues. The Director of Institutional Effectiveness provides the SGA members with the results of the Student Satisfaction Survey. These results are combined with the results from the SGA survey and both are used to create a presentation for the Student Forum.

General Housing Meetings

General housing meetings are held once per semester for all of AUD's housing residents. All residents have the opportunity to freely voice their concerns and ask questions. The Housing Manager and Dean of Student Services facilitate the meetings. The Associate Director of Student Retention and Success, the Athletics Director, and the Student Activities Coordinator(s) may also attend these meetings on a periodic basis.

AUD Annual Gala Dinner and Awards Ceremony

Held in spring of each academic year, the AUD Gala Dinner is a formal event that honors AUD graduates as well as other students, faculty and staff. A series of esteemed awards, including the President's Awards, Departmental Awards, and Student Services Awards, are granted as a result of nominations from the AUD community.

** All undergraduate students who fulfill the obligation of their student leadership contract are invited to attend the annual Student Leadership Luncheon held in the spring of each academic year.*

Student Services - Hours of Operation

- Health Services: Weekdays from 8:00 a.m. to 9:30 p.m. After working hours and during weekends, emergency health services are provided by staff nurses who reside on campus and are on call 24 hours a day and 7 days a week.
- Counseling: Sunday and Tuesday from 10:00 a.m. to 12:00 noon and 1:00 p.m. to 5:00 p.m., Monday and Wednesday from 9:00 a.m. to 4:00 p.m. A counselor is also available by appointment in the evening, including workshops scheduled in the evening hours.
- Student Activities hours: Coordinator available on weekdays from 9:00 a.m. to 6:00 p.m., and is also available by appointment in the evening. The majority of student activities and club meetings take place during evening hours.
- Athletics hours: Weekdays from 9:00 a.m. to 6:00 p.m. The Athletics Director is also available by appointment in the evening. The majority of games and practices take place during evening hours.



LIBRARY SERVICES

- Mission
- Goals
- Library Overview
- Library Hours of Operation

Mission

The Library has both primary and complementary Missions. The primary Mission of the American University in Dubai Library is to provide information resources and services to support the instructional programs and educational goals of the university; namely, to help students prepare for a career, develop life-long learning and critical thinking skills and to promote diversity in the student body and educational programs. The complementary Mission is to support the research and staff development needs of AUD faculty and staff.

Goals

The Library's operational goals include facilitating access to information through:

- the development of the library print collection, electronic information resources and access to external information sources;
- the library's organization and arrangement for access;
- appropriate reference services and user education programs;
- the maintenance of facilities of an adequate size and quality to house collections, resources, and equipment and to provide adequate space for patrons and library personnel.

Library Overview

The Library at the American University in Dubai provides books, academic journals and electronic resources to enrich the university's educational program. The AUD's Library's English language collection is approximately 240,000 volumes, both print and e-books. The Library provides access to around 34 online databases offering over 30,000 full-text journals, magazines, international newspapers and e-resources. The Library also provides more than 250 print journals, magazines and newspapers. The collection is tailored to benefit disciplines in which AUD grants degrees.

An interlibrary loan agreement is maintained with the British Library to enable students to access information not found in the AUD Library.

The Library catalog and databases can be accessed both on-campus and off-campus. This means academic work can be done anywhere, any time. On campus, the AUD Library provides the tools needed to complete research and create presentations. It contains two computer labs (24 computers) and one teaching lab (24 computers) in addition to 11 computer workstations in the Reference area, a photocopier, three printers, four scanners and four study rooms. Wireless access is available.

AUD's library staff is committed to the student. Their knowledge of information resources, professionalism and willingness to assist, provides a learning environment where students feel comfortable knowing they can always receive help. Professional library staff instructs students on the best search techniques and offer advice about which resources to use for their academic work. Course-integrated library sessions are provided to ensure that students develop the skills needed to research the full range of information resources. Experienced library staff is on duty daily until closing and on weekends to provide research assistance. In addition, students can make an appointment for one-to-one library instruction.

Library – Hours of Operation

During the semester:

Sunday to Wednesday: 8:00 a.m. to 11:00 p.m.

Thursday: 8:00 a.m. to 7:00 p.m.

Friday: 3:00 p.m. to 7:00 p.m.

Saturday: 1:00 p.m. to 10:00 p.m.

During the semester breaks:

Sunday to Thursday: 9:00 a.m. to 6:00 p.m.

Friday and Saturday: Closed



GENERAL POLICIES

- Institutional Change
- Government Regulations
- Civil Rights Compliance
- Drug-Free Environment
- Unlawful Harassment
- Student Records Integrity
- Student Records Access and Release
- Health History
- Students with Special Needs/Disabilities
- Campus Security/Crime and Safety Prevention Program
- Disclosure
- AUD Councils
- General Statement of Philosophy on Student Conduct
- Code of Student Conduct
- Conduct Council
- Smoke-free Campus
- Dress Code
- Use of AUD Social Media Channels
- AUD Technology Use Policy
- Online Student Complaint System
- Grievance Process
- Conflict of Interest Clause

Institutional Change

This *Catalog* is current as of the time of printing. From time to time, it may be necessary or desirable for AUD to make changes due to the requirements and standards of the university's accrediting and licensure bodies, or due to market conditions, employer needs, or other reasons. AUD thus reserves the right to make changes to any provision of this *Catalog*, including the amount of tuition and fees, academic programs and courses, policies and procedures, faculty and administrative staff, the calendar and other dates, as well as other provisions.

AUD also reserves the right to make changes in equipment and instructional materials, to modify curriculum and, when size and curriculum permit, to combine classes. ***Students have the responsibility to understand and be familiar with the information presented in this Catalog.***

Government Regulations

The American University in Dubai complies with all laws and regulations of the territorial jurisdiction in which its campus is located. Furthermore, as an American-accredited institution, AUD complies with the spirit of relevant United States legislation in so far as is possible/advisable given the cultural, historical, architectural, and legal contexts within which the university operates in the United Arab Emirates.

Civil Rights Compliance

AUD does not discriminate on the basis of race, religion, age, national origin, gender, sexual orientation, or handicap among qualified persons in the recruitment and admission of students, the operation of any of its educational programs and activities, and the recruitment and employment of faculty and staff. The university provides a means to ensure a prompt resolution of all complaints regarding violations of the above policies and a means to ensure due process to all employees and students who believe that the university's policy of non-discrimination is being violated or that they have been victims of sexual harassment.

Drug-Free Environment

As a matter of rigorous policy, AUD prohibits the manufacture and unlawful possession, use, sale or distribution of illicit drugs and alcohol by students and employees on its property and at any university activity. Further information on the university's policies can be found in the *Student Handbook* and on the AUD website. Any violation of these policies will result in appropriate disciplinary actions up to and including dismissal in the case of students and termination in the case of employees, even for a first offense. ***Violations of the law will also be referred to the appropriate law enforcement authorities.*** Students or employees may also be referred to abuse help centers. Information on the school's drug-free awareness program and drug and alcohol abuse prevention program may be obtained from the Office of the Dean of Student Services.

Unlawful Harassment

AUD is committed to the policy that all members of the university community, including its faculty, students, and staff, have the right to be free from unlawful discrimination in the form of sexual harassment by any other member of the university community. Should a student or staff member feel that he or she has been unlawfully harassed, they should immediately inform the Dean of Student Services (students) or supervisor (staff)*. Unlawful harassment refers to behavior that is not welcome, which is personally offensive or undesirable to the recipient. All students and employees must be allowed to work and study in an environment free from unsolicited and unwelcome sexual overtures and advances. Unlawful harassment undermines the employee/student/university relationship, and it will not be tolerated.

* of accused

Student Records Integrity

AUD practices the standard of developing and implementing effective management systems that ensure integrity, confidentiality, security and accurate interpretation of institutional records. As such, AUD has implemented policies and procedures to protect the security of the student records in our electronic database (*CampusVue*), created adequate backup procedures, and updated procedures for approving grade changes. The integrity and confidentiality of student record information continues to be one of the highest priorities of the university.*

* AUD upholds the commitment to respect and protect the privacy of student information according to AUD policy and the Family Educational Rights and Privacy Act (FERPA) of 1974.

Student Records Access and Release

The university has established a policy for the release of records containing information on students.

- Each student attending AUD shall have the right to inspect and review the contents of his or her education records, including grades. Parents are not entitled to inspect and review financial records of their students. Parental access to a student's records will be allowed without prior consent if the student is a dependent as defined per UAE Law.
- A student's education records are defined as files, materials, or documents including those in electronic format that contain information directly related to the student and are maintained by the institution. Access to a student's education records is afforded to school officials who have a legitimate educational interest in the records, such as for purposes of recording grades, attendance, and advising, and determining financial aid eligibility.
- Students may request a review of their education records by submitting a written request to the Provost/Chief Academic Officer. The review will be allowed during regular school hours under appropriate supervision. Students may also obtain copies of their education records for a nominal charge.
- Students may request that the institution amend any of their education records, if they believe the record contains information that is inaccurate, misleading or in violation of their privacy rights. The request for change must be made in writing and delivered to the Registrar with the reason for the requested change stated fully. Grades and course evaluations can be challenged only on the grounds that they are improperly recorded. The instructor or staff member involved will review the request, if necessary meet with the student, and then determine whether to retain, change, or delete the disputed data. If a student requests a further review, the Provost/Chief Academic Officer will conduct a hearing, giving the student a full and fair opportunity to present evidence relevant to the disputed issues. The student will be notified of the Provost/Chief Academic Officer's decision. Copies of student challenges and any written explanations regarding the contents of the student's record will be retained as part of the student's permanent record.
- Directory information is information on a student that the university may release to third parties without the consent of the student. AUD has defined directory information as the student's name, address(es), telephone number(s), email address, birth date and place, program undertaken, dates of attendance, credential awarded. If a student does not want some or all of his or her directory information to be released to third parties without his or her consent, the student must present such a request in writing to the Registrar within the term of the student's initial enrollment.
- The written consent of the student is required before personally identifiable information from education records on that student may be released to a third party, except for those disclosures referenced above, disclosures to accrediting commissions and government agencies, and other disclosures permitted by law. All students are requested to complete the *Consent to Release "Education Records" Form*.
- A student who believes that AUD has violated his or her rights concerning the release of or access to his or her records may file a complaint with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, S.W., Washington, D.C. 20202-4605.

Health History

AUD prides itself in offering quality health services. To maintain our standards and fully address the health and medical needs of our students, the AUD Health Center requires that all AUD students submit the *Student Health History Form* (available at the AUD Health Center) to the Health Center. ***This Form must be endorsed by a physician.***

All health information is confidential. Only the following staff members have access (as needed): President, Executive Vice President, Dean of Student Services, and Housing Manager (for housing students). All student medical records are kept under a locked filing system, and they are not released to others without the written consent (*Authorization of Health Information Release*) of the student or his or her parents.

Students with Special Needs/Disabilities

Non-Discrimination Statement

AUD does not discriminate against individuals on the basis of physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant program, benefit, or service provided by AUD.

Special Needs

The American University in Dubai is committed to providing reasonable accommodations and equal access to university programs and activities for students with documented disabilities/special needs. A reasonable accommodation is one that is consistent with academic standards of the university and does not require substantial course or program alteration.

The Division of Academic Support welcomes and encourages students with disabilities to identify themselves and to seek access to needed accommodations.

It is the responsibility of all special needs students to contact the Associate Director of Student Retention and Success for an interview and needs assessment prior to their first term of enrollment. To ensure that accommodations are provided in a timely fashion, the university strongly encourages students to submit accommodation requests well in advance of the start of any coursework for which the accommodation is requested. The Associate Director of Student Retention and Success maintains a file on each special needs student including specifics on needed accommodations and adaptations. This information will be kept confidential except that relevant faculty and staff may be informed if they are expected to provide accommodations or if emergency treatment may be required.

For more information, students should contact Academic Support within the Student Retention and Success Office.

Campus Security/Crime and Safety Prevention Program

AUD is concerned about the safety and welfare of its students and employees. Therefore, AUD has implemented a security policy for the protection of students, staff and faculty. AUD maintains a log of all crimes committed and reported on its campus. Information is updated annually. Updated information for the prior calendar year is made available, upon request, to all continuing students, faculty and staff each year. For emergency situations, students are asked to call the **university hotline : 04-3183 555**. A security guard will get in touch with the appropriate authority or university staff member for appropriate action.

Disclosure

Students are encouraged to share personal experiences while participating in classes at AUD. However, students must be aware that should they disclose to any AUD faculty member or staff information that may cause harm to themselves or others. Faculty members and staff are required to report such information to the Deans or Chairs, Provost/Chief Academic Officer, or President.

AUD Councils

The following summarizes the function of those Councils, which deliberate Student Services issues. The role and composition of each can be found in the *Student Handbook* and on the AUD website.

Conduct Council

To investigate suspected violations of the AUD Code of Conduct, such as, but not limited to theft, harassment, verbal abuse, inappropriate public displays of affection, violent behavior, and not complying with the directives of university officials.

Grade Appeal Council

To investigate grade appeals.

Honor Council

To investigate suspected violations of the AUD Honor Code, such as, but not limited to cheating, plagiarism, and turning in papers purchased through online semester paper services.

Conflict of Interest Clause

No Council member shall sit in review of any decision he or she previously rendered which comes before the Council for review. This imperative applies to situations where the Council's decision is actually being challenged and applies in situations where there may be an appearance of impropriety for a Council member to review a decision based on either direct or indirect contact with the matter in question.

General Statement of Philosophy on Student Conduct

AUD believes strongly in promoting the development of personal and social responsibility and also believes in a humanistic approach to discipline conducive to academic pursuits; however, AUD recognizes that its responsibility for the protection of personal and institutional rights and property is a primary focus of the disciplinary process. The administration reserves the right to develop any policy or take any action(s) deemed appropriate to maintain the safety and well-being of any or all students. Policies and procedures on offenses related to persons, property, campus operations and welfare, health or safety can be found in the *AUD Student Handbook* and online on the AUD website.

Code of Student Conduct

AUD is an academic community committed to the educational and personal growth of its students. Behavior that infringes upon rights, safety or privileges or that impedes the educational process is unacceptable and may lead to sanctions up to and including dismissal from the university. An explanation of violations of university regulations can be found in the *AUD Student Handbook* and online on the AUD website.

Smoke-Free Campus

In order to maintain a healthy environment at AUD and to promote the prevention of illness and encourage students, staff and faculty to lead a healthy lifestyle, a smoke-free campus policy has been put in place to reduce the use of tobacco products on campus. The objectives are to reduce the number of smokers on campus and to support those who wish to stop smoking; discourage freshmen students from starting the habit as university students; and to raise awareness on the dangers of smoking.

Those responsible for the application of the policy are the Security Supervisor and Security Staff, Student Services Office, and Human Resources Office.

Three isolated areas on campus have been designated for smokers, equipped with benches and ashtrays. A three point warning system is in place for AUD students, faculty and staff members caught smoking outside these designated areas. (See *AUD Student and Faculty Handbooks* for details).

Dress Code

The American University in Dubai, in accordance with the laws of the UAE, adheres to specific guidelines regarding appropriate attire. As a result, students are expected to respect themselves and others by dressing properly while on campus. Inappropriate attire will not be tolerated and violations are subject to disciplinary action.

Inappropriate attire is defined as, but not limited to:

- Tight or revealing clothing;
- Short shorts and micro-skirts;
- Cleavage-baring tops or dresses;
- Sagging jeans or jeans with suggestive holes or markings;
- T-shirts with inappropriate logos or language;
- Midriff-baring, open-back or halter tops.

Details of the procedure are included in the AUD Student Handbook and online on the AUD website.

Use of AUD Social Media Channels

With social media, the AUD Community grows beyond the walls of the university to include the whole world. AUD's Facebook®, Twitter®, LinkedIn®, Instagram®, and YouTube® profiles have been created to share news and events about the university and its community. It is important that we remain respectful of the environment in which we are in, mindful of other people and constructive in our day-to-day postings. The following guidelines will keep AUD's social media profiles up to standard.

Posting comments: while feedback and criticism are always welcome, they need to be constructive. No political, religious, racist, commercial, sexual, alcohol and tobacco-related or potentially offensive content may be posted on AUD's social media profiles. Material deemed offensive by the Administrators will immediately be deleted, and the student will be blocked.

Advertising and Promotions (Anti-Spam): some promotions and advertising pertaining to the AUD Community may be welcome but requires the Administrators' approval. Abuse on AUD's social media profiles will be considered as spam and dealt with accordingly. Advertising and promotions deemed as spam by the Administrators will immediately be deleted and the person and/or company will be blocked.

The full policy is available online at AUD's website www.aud.edu.

AUD Technology Use Policy

Information technology resources include all university-owned computers, peripherals, and related equipment and software; voice and data communications infrastructure, all other associated tools, instruments, and facilities; and the services that make use of any of these technology resources. Users are encouraged to use the university computing systems in an effective, efficient, ethical, and lawful manner.

AUD invests in technology resources in order to accomplish more effectively university-specific tasks, goals, and learning objectives. As expected in a contemporary environment, the presence of technology on campus is pervasive. University operating processes and procedures are nearly always computer-supported, and course syllabi more frequently than not reflect the imparting of technological learning outcomes and the use of technology in pedagogy.

Computer users at AUD are required to use proper social and professional etiquette when using the AUD systems. Use of the network implies consent for monitoring of traffic that is necessary for smooth administration of the resource. University computing resources shall not be used for purposes that could reasonably be expected to cause directly, or indirectly, excessive strain on computing systems or unwarranted and unsolicited interference with use of email or email systems.

AUD does not condone the use of inappropriate language and visuals when storing, replicating or transmitting messages by/to instructors, staff or students. The AUD computing facilities and network infrastructure is a distributed and shared environment. Improper behavior that could disrupt the computing resources may be ground for termination of access or other penalties deemed appropriate. Anyone accessing or utilizing university computer systems, related data, and information shares the responsibility for the security, integrity, and confidentiality of information.

Online Student Complaint System

The Application

In an effort to continuously improve communication within the AUD Community, IT Services, Registrar and Institutional Effectiveness offices have developed an online "Student Complaint System" to replace the previous paper-based one. The application complaints.aud.edu is accessible through the AUD website under the *My AUD Portal* section. The Student Complaint System is focused on providing feedback to problems/issues raised by AUD students.

Student Complaint Procedure

It is advised that students should first directly communicate with the person/department with whom they have a complaint. If the students still wish to formalize the complaint with the relevant academic or administrative head, then they log into the *Student Complaint System* application complaints.aud.edu available under the *My AUD Portal* section on the AUD website www.aud.edu/myaud/index.asp.

Once a complaint is submitted, the academic or administrative head receives a notification email prompting him or her to log into the application and follow up on the complaint.

Students will receive an update on the status of their complaint via email within 5 working days. If input is not received within this timeframe, students are requested to follow up with the Office of Institutional Effectiveness.

The *Student Complaint System* is not relevant for grade or academic standing appeals.

In the event that the above procedure does not yield reasonable outcomes, students may consult the Grievance Officer by following the *AUD Grievance Process* described below.

Grievance Process

This process applies to all members of the AUD community. Specifically, it applies to all academic grievances, including those related to academic freedom, as well as to those related to administrative, interpersonal and other non-academic issues.

Grievance Officer

The Grievance Officer facilitates the resolution of grievances within the AUD community through the Grievance Process as outlined below. The Grievance Officer offers confidential, informal, independent, and neutral dispute resolution services by providing mediation, information, advice and referrals as appropriate.

Grievance Procedure

To resolve an issue,

- Grievants should **directly communicate** with the person with whom they have a complaint. It is the grievant's responsibility to do this before any further action is pursued;
- If grievants wish to formalize the process; they are required to seek the counsel of the **Grievance Officer within ten working days** of the incident leading to the complaint;
- If the grievant wishes to pursue the matter further, he or she should submit a written complaint to the Grievance Officer with the following information:
 - his or her description of the incident(s);
 - the name of the person with whom he or she has a concern/complaint;
 - a suggested remedy.
- The Grievance Officer will then contact the respective Dean, Associate Dean or Chair (academic issues), Office Director (non-academic issues), or Supervisor (as appropriate) and provide them with the information regarding the complaint;
- The Dean, Associate Dean or Chair (academic issues), Office Director (non-academic issues) or Supervisor will then begin the investigation of the complaint;
- The Dean, Associate Dean or Chair (academic issues), Office Director (non-academic issues) or Supervisor will provide a report reflecting the findings and giving recommendations **within ten working days** of the filing of the written complaint;
- If a written report is not received within this timeframe, the Grievance Officer will forward the grievance to the Provost/Chief Academic Officer (academic issues), Dean of Student Services (non-academic issues) or respective Senior Supervisor;

- The Grievance Officer **in consultation** with the Provost/Chief Academic Officer (academic issues), Dean of Student Services (non-academic issues) or Senior Supervisor, will summarize the decision and rationale in writing **within ten working days** to the grievant, the respondent, and the Dean, Associate Dean or Chair (academic issues), Office Director (non-academic issues) or Supervisor.
 - Appropriate action will be taken by the Dean, Associate Dean or Chair (academic issues), Office Director (non-academic issues) or Supervisor within **five working days** after receiving the summary of the decision/rationale.
 - Confirmation in writing that action has been taken will be provided to the Grievance Officer within **five working days**.

If at anytime during this process, input is not provided within the stated timeframe, the Grievance Officer will collaborate with the appropriate parties to move the process forward. It is the responsibility of the Grievance Officer to keep the university Complaint Log. In the event that a grievance filed in Summer I or Summer II cannot be processed within the prescribed timeframe because one or more of the parties to the grievance are not available, the grievance will then be processed within the ten-day period immediately following the start of the Fall semester.

Grievance Appeal Process

In the event that the above procedure does not yield a satisfactory resolution, the grievant may appeal to the President in writing. The grievant may seek the counsel of the Grievance Officer in preparing the appeal.

- This appeal must be received in the Office of the President **within five working days** after the grievant, the respondent, and the Dean, Associate Dean or Chair, Office Director or Supervisor have received written notification of the action.
- The decision previously made can only be overturned by the President if **additional extremely compelling information** is deemed relevant to the case outcome.

Note

Georgia resident students have the right to appeal the final decision to the Nonpublic Postsecondary Education Commission (NPEC) at: 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305; tel.: +1-770-414-3300; website: <http://gnpec.org/consumer-resources/>



OFFICE OF ACADEMIC AFFAIRS

- Office of Academic Affairs
- Mission
- Goals
- Faculty Recognition

Office of Academic Affairs

The office of Academic Affairs (synonymous with the Office of the Provost/Chief Academic Officer) is responsible for the design and delivery of AUD's academic programs and the quality of academic life at the university.

Provost/Chief Academic Officer

The Provost/Chief Academic Officer oversees the appointment and promotion of all academic staff (Deans, Associate Deans, Chairs, Directors, faculty members and academic support staff), chairs the Academic Council, serves on the Administrative Council, and chairs or is a member of various standing and ad hoc committees whose work impacts academic life at the university.

The Provost/Chief Academic Officer also performs external outreach and representation functions that are aimed at building collaborative relationships and promoting the academic well-being and reputation of the university with the academic and professional communities and with government bodies, locally, regionally, and internationally.

Mission

As the Chief Academic Officer of The American University in Dubai, the Provost/Chief Academic Officer is responsible for overseeing all aspects of academic affairs at the university. Working closely with the President, the primary Mission of the Office of the Provost/Chief Academic Officer is to lead the development and supervise the implementation of academic strategies, policies and procedures whose purpose is to ensure the fullest achievement of the university's educational Mission and Goals. To this end, the Provost/Chief Academic Officer collaborates with the President and the Executive Vice President in allocating resources to the different academic units and academic support functions through the budgetary process.

Goals

- To foster academic leadership in all academic units at AUD;
- To help new faculty to integrate quickly and successfully into AUD's teaching-focused, student-centered culture;
- To pursue excellence in student learning by continually upgrading the quality of teaching and enhancing teaching effectiveness;
- To enhance communication between faculty, Deans Associate Deans, and Chairs, and the Provost/Chief Academic Officer's Office;
- To recognize, publicize, and celebrate faculty accomplishments;
- To oversee the planning and budgeting process for academic units;
- To upgrade the organizational and administrative setup of the academic units for higher effectiveness in program delivery and student learning;
- To provide faculty with opportunities for professional involvement and outreach that would serve the community and enhance student learning.

Faculty Recognition

In addition to the President's Award for Teaching Excellence, Institutional Effectiveness, and Service, the following Awards, granted annually by the Provost/Chief Academic Officer, serve to recognize faculty achievement in teaching, research and other spheres of endeavor:

Provost's Award for Innovation in Teaching

Awarded according to the following criteria:

- evidence of effective use of the innovation to enhance student learning;
- support for the innovation by academics, both within and outside AUD, and by professionals in the discipline;
- potential for continued use and long-term impact of the innovation on teaching and learning.

Provost's Award for Outstanding Research

Awarded according to the following criteria:

- track record of activity and productivity in research and scholarly work;
- originality and quality of the research or scholarly work;

- local and international recognition of the research or scholarly work;
- contribution of research to conceptual knowledge in the academic discipline;
- contribution of research to applications and practices in the professional discipline.

Provost's Award for Creativity in Design and the Visual Arts

Awarded according to the following criteria:

- originality of the creative work;
- evidence of local and international recognition of the creative work such as participation in local and international exhibitions, displays, competitions, etc., and/or presentation at adjudicated conferences and/or publication in adjudicated journals;
- evidence (e.g., through media coverage) of cultural and social significance of the creative work and its impact on the human experience and on public opinion.

Provost's Award for Outstanding Literary Achievement

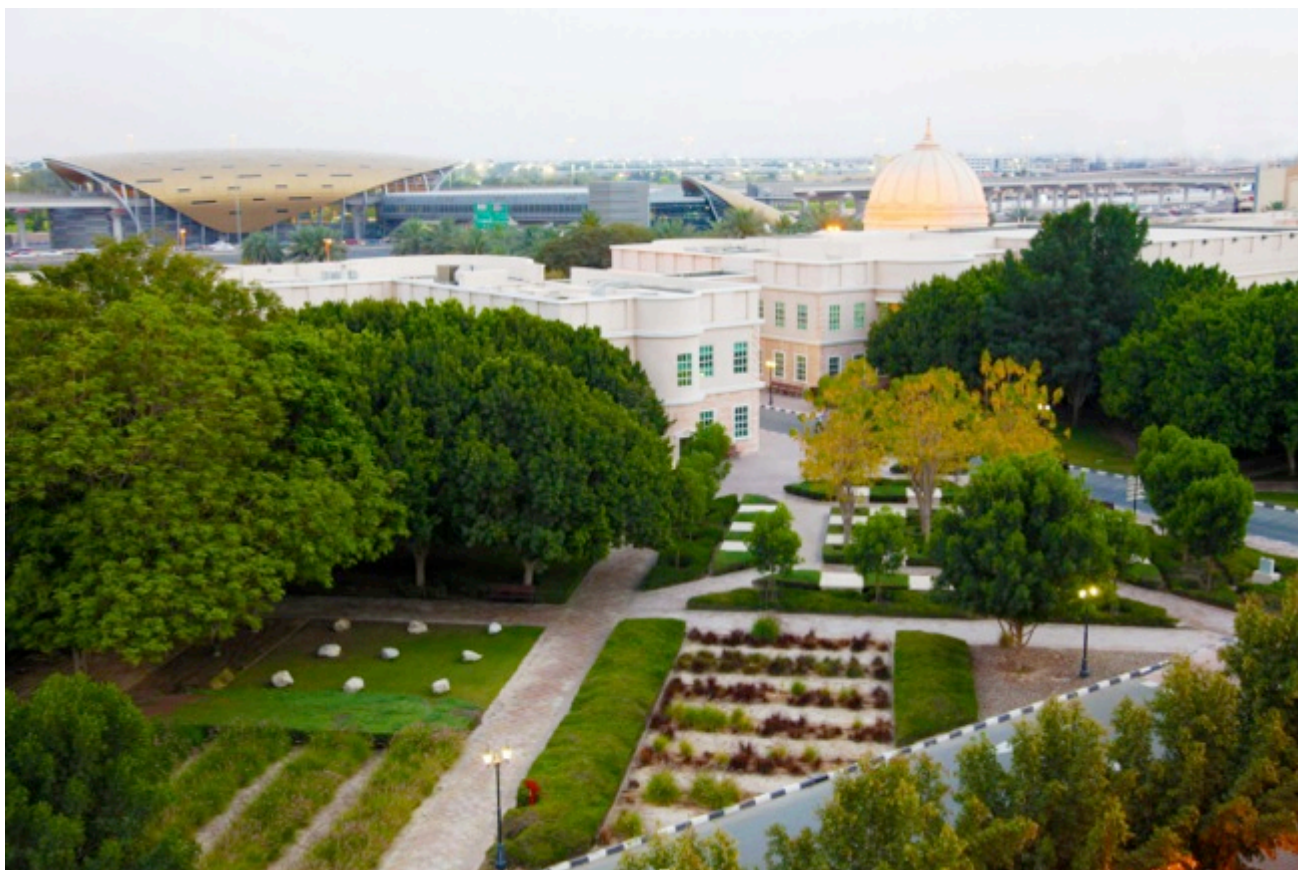
Awarded according to the following criteria:

- originality of the literary work;
- evidence of local and international recognition of the literary work such as interviews with the author, discussions in the media, citations, participation in local and international literary competitions and contests, presentations at adjudicated literary events, publication in adjudicated journals;
- evidence (e.g., through media coverage) of cultural and social significance of the literary work and its impact on the human experience and on public opinion.

Provost's Award for Professional Engagement and Community Outreach

Awarded according to the following criteria:

- evidence of contribution to advancing the achievement of AUD's mission and purpose-related goals and enhancing AUD's name and reputation
- evidence of positive impact on teaching and learning (e.g., internship opportunities for students, professional certification opportunities for faculty and students, research grants and professional consulting opportunities for faculty, etc.)
- evidence (e.g., through media coverage) of external recognition of the significance and success of the engagement or outreach in advancing social, environmental or charitable causes



ACADEMIC POLICIES AND PROCEDURES

- Statement on Academic Freedom
- Academic Advising/Registration
- Academic Year
- Academic Credit Hours
- Course Load
- Audits
- Course Sequencing
- Student Attendance and Class Participation
- Grading System
- Application of Grades and Credits/Repeating a Course
- Grade Appeal
- Academic Honesty
- Penalties for Academic Integrity Violation
- The Graduate Academic Committee
- Maintenance of Good Academic Standing
- Inactive Status
- Readmission Following Interruption of Degree Progress
- Graduation/Diploma
- Graduation Modalities
- Participation in Annual Graduation Ceremony (Eligibility)
- Time Limit for Completion of Graduate Degree Programs
- Graduate Program Award

Statement on Academic Freedom

Academic freedom is the freedom for faculty to discuss all relevant matters in the classroom, to pursue other professional academic activities related to student learning and research, and to explore all avenues of inquiry, learning and instruction in an institution of higher learning. This freedom also extends to students as they engage in learning activities and inquiry related to those activities. However, academic freedom is accompanied by academic responsibility which, for faculty, implies faithful performance of assigned academic duties and obligations including a presentation of course content that meets the requirements and learning objectives of each course. For both faculty and students, responsible exercise of academic freedom involves adherence to the highest standards of academic integrity in all teaching, learning and research-related activities. Academic responsibility also requires that faculty members make clear that they are not speaking for the institution, unless expressly authorized to do so by AUD, particularly in areas of politics, topics related to religious beliefs, and commercial endorsements. Faculty members and students should at all times act with integrity, express themselves within the confines of law and competent authority, show respect for the rights of others to hold differing opinions, be accurate, exercise appropriate restraint, be culturally sensitive, and make every effort to indicate that statements they make express their own views and not those of AUD.

The American University in Dubai recognizes and will uphold for all its faculty, full-time and adjunct, and for its students, the freedom to pursue knowledge wherever it may lead, the freedom to test received wisdom, and the freedom to research, review and put forward new, controversial, or unpopular ideas or opinions within the standards of academic integrity, scholarly inquiry and professional ethics, without interference and without placing themselves in jeopardy—of losing their jobs or any of their rights or privileges as AUD faculty, or of academic detriment or penalty as students.

A faculty member or student who believes his or her academic freedom has not been protected due to violation of this policy may seek redress by filing a grievance with the Grievance Officer. The grievance process described on pp. 42-43 will apply to the processing of grievances related to academic freedom.

Academic Advising/Registration

Graduate students should contact their Program Director for academic advising and approval of courses prior to registration.

Students are encouraged to maintain close contact with their Program Director during their time at AUD. Program Directors provide them with information and perspective related to academic policy and concerns, specific course related problems/issues and other academic matters. However, students are required to become intimately familiar with the various program requirements and necessary requisite coursework and sequencing and are expected to assume responsibility for program planning and course selection. ***Ultimately the responsibility for fulfilling degree requirements rests squarely with the student.***

Academic Year

AUD defines the academic year as a period of time in which a full-time student is expected to complete two semesters (Fall, Spring) of instructional time.

AUD's academic calendar operates on the semester system with each semester consisting of 15 weeks of scheduled classes plus a 16th week for study/makeup classes and final examinations. The Summer sessions are optional and fall outside the academic year. A detailed Academic Calendar is included in this *Catalog*.

Academic Credit Hours

One unit of academic credit is generally awarded for each scheduled class hour (clock hour) per week; i.e., three hours of academic credit is equal to approximately three hours in the classroom per week. Therefore, for every three hours of academic credit awarded, the student receives approximately 45 hours of instruction per term. Summer sessions entail a higher number of weekly hours.

Course Load

The normal academic load in the graduate programs is six credit hours per semester and three credit hours for the summer term.

Audits

A student may audit a course at his or her discretion and with the approval of the Dean, Associate Dean or Chair of the academic unit offering the course. **An audited (i.e., not-for-credit) course may not be taken for credit at a later date.** The normal fee schedule governs audited courses.

Course Sequencing

Students admitted to a graduate program may be required to follow a specific course sequence, which will depend on the student's program option at admission (i.e., choice of concentration/track if applicable). All course sequences will be based on a set schedule, and will be designed to make it possible – assuming a Fall term start and a course load of two courses per semester – to complete a program in just six consecutive terms (excluding Summer II); i.e., in less than two years. This program completion time would become significantly shorter for students who take a full course load of three or more courses per term.

Students should consult the course sequencing charts in the program-specific sections of this Catalog.

Student Attendance and Class Participation

At the graduate level, classroom activities and the learning process in general can be greatly enriched through the active participation of students. It is therefore expected that students will contribute continually to the learning outcomes of the program by attending all class sessions and bringing their diverse professional backgrounds to bear on the lectures, discussions, presentations, and other classroom activities.

While attendance will be taken at the start of each class session, it is not attendance per se, but the amount and quality of class participation that may, at the discretion of the instructor, be included in the evaluation plan and final grade determination for the course. The weight assigned to class participation may vary depending on the subject matter and nature of each course, but will not exceed 15% of the final grade. Instructors will state their policy on class participation in their course syllabi, including the weight assigned to class participation in the final grade determination.

Grading System

Letter grades are issued to students at the completion of each semester/term. Grades are based on the quality of work as shown by written tests, term papers, presentations and projects as indicated on the course syllabus. The following scale is used in the evaluation of academic performance and grading in all graduate programs. Earned quality points are calculated for each course by multiplying the quality point value for the grade received for the course by the credit-hour value of the course. For example, a three-credit course with a grade of B would earn nine quality points [credit value of course (3) times quality point value of B (3)]. The Cumulative Grade Point Average (CGPA) is calculated by dividing the total earned quality points by the corresponding number of attempted credits.

| | Letter Code | Description | Quality Points |
|---------------|-------------|---------------------|----------------|
| Earned Grades | A | Excellent | 4.00 |
| | A- | Very Good | 3.70 |
| | B+ | Good | 3.30 |
| | B | Good | 3.00 |
| | B- | Acceptable | 2.70 |
| | C+ | Minimally Accepted | 2.30 |
| | C | Minimally Accepted | 2.00 |
| | F | Failing | 0.00 |
| | P | Thesis, Pass | n/a |
| | I | Incomplete | n/a |
| | AU | Audit | n/a |
| | IP | Thesis, In Progress | n/a |
| | TC | Transfer Credits | n/a |
| | W | Withdrawal | n/a |

A | Excellent

This grade is awarded for outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course.

B | Good

This grade signifies average academic achievement as evidenced by work that exceeds the minimum expectations for passing the course.

C | Minimally Acceptable

This grade designates academic achievement at the minimum level required for passing the course.

* A + or – following a grade indicates somewhat higher or lower performance than that reflected by the definition provided.

F | Failure

This grade indicates failure to meet the minimum requirements for satisfactory completion of the course. It carries no quality points, and the course must be repeated and passed before credit is granted.

I | Incomplete

This grade is issued in rare cases for extenuating non-academic circumstances that prevent the student from completing all course requirements on time. A grade of “I” requires the approval of the Program Director. The incomplete coursework must be completed by the end of the subsequent term; otherwise, the Incomplete will be changed automatically to a grade of F.

AU | Audit

No credit is given for audit (AU) classes, nor is the grade included in the student’s academic average. Students must receive written approval from the Program Director to audit a class, or classes, prior to the first day of the semester. Instructor approval may be required for some courses.

W | Withdrawal

Students who withdraw officially from graduate courses (using the designated withdrawal form) before the final examination will receive a grade of W. Credits for the course in which the grade of W was awarded are considered attempted credits, but are not included in the CGPA calculation. A grade of W may not be awarded after the final examination in the course.

IP | In Progress

This symbol is used in lieu of a grade when a thesis is still in progress. It is assigned at the end of the first term of registration for the thesis, and in subsequent terms within the time limit for completion, until the thesis is completed, submitted, evaluated and a final grade (P or F) is assigned. No credits are awarded for a thesis while it is in progress.

P | Pass

This grade is awarded upon satisfactory completion of the thesis. Thesis credits are considered attempted credits once a grade of P or F is issued, but are not included in the CGPA calculation.

Application of Grades and Credits/Repeating a Course

An asterisk appearing next to the grade indicates that the course was repeated due to a low grade (B- or lower) obtained the first time the student took the course. A student may repeat a course previously taken and failed, to replace a grade of W, or to try to improve a passing grade achieved the first time the student took the course. (See *Limit on Repeated Courses* p. 51.) When a course is repeated, a new grade is assigned in the semester or term in which the course was retaken. Both the original grade and the new grade are reported on the transcript.

The original (older) grade will be followed by an asterisk (*) indicating that the course has been repeated. Credits for both the original taking and the retaking of the course will be counted as attempted credits; i.e., both the original grade and the new grade will be included in the CGPA computation. All earned grades, including P and F, are included in the CGPA computation. Grades of I, AU, IP, TC, and W are not earned grades and are not included in the CGPA computation.

Grade Appeal

Questions and concerns about grades often result from misunderstandings about grading practices and expected standards. Direct communication between instructors and the students usually clear up these misunderstandings. In some cases, however, a grade appeal is warranted.

Students have the right to appeal a grade and request a reconsideration of the assigned grade within one month subsequent to the issuance of the grade; however, they must provide sufficient, tangible evidence to support their request for a re-examination of the assigned grade.

Reasons for reconsideration of a grade appeal may include:

- Miscalculation of marks;
- Misgrading of a paper, project or exam;
- Application of an evaluation or grading system which was not included in the course syllabus;
- A departure from the instructor's previously announced standards;
- Assignment of a grade on some basis other than the student's performance in the course;
- **Demonstrable** evidence of discrimination or prejudice in the assignment of the grade;
- Arbitrary assignment of grade (lack of consistent and equitable standards for grading).

Grade Appeals will be dismissed if:

- Allegations by the student do not indicate erratic grading;
- The basis of the disagreement is with the instructor's particular grading standards;
- The appeal is not submitted within the given one month period subsequent to the issuance of the grade.

Students should follow the steps listed below to clarify any questions about a particular grade or the instructor's grading policy:

- The student should make an appointment with the appropriate instructor when there is any question about a particular grade or the instructor's grading policy. Students in the Study Abroad Program (SAP) may contact the instructor via telephone or email;
- The student seeking additional clarification related to grading should make an appointment with the appropriate Dean, Associate Dean or Chair;

- The student seeking further recourse related to a grade received should make an appointment with the Provost/Chief Academic Officer. The Provost/Chief Academic Officer will discuss the questions raised with the instructor, give the student a perspective regarding the grade and review the mechanism for appeal;
- The student may request a Grade Appeal Council to review the matter. Composition/operations of the Council parallel those of the Honor Council;
- In the event that the grade in question is received in a course taught by the Provost/Chief Academic Officer, the Dean, Associate Dean or Chair will discuss the matter with the President, give the student a perspective regarding the grade and review the mechanism for appeal. All grade appeals must be submitted within one month subsequent to issuance of the grade;
- If a student chooses to appeal a decision beyond the Grade Appeal Council decision, all documentation can be submitted to the Provost/Chief Academic Officer for review. Final review may be requested of the university's Grievance Officer.

Additional information/documentation on the grade appeal process can be obtained at the Office of the Provost/Chief Academic Officer.

Academic Honesty

At AUD, students are expected to demonstrate academic integrity by completing their own work, assignments and assessments. Effective planning and progress must be accomplished for students to be successful in their degree program of study. Submission of work from another person, whether it is from printed sources or someone other than the student; previously graded papers; papers submitted without proper source citation; or submitting the same paper to multiple courses without the approval of all instructors involved can result in a failing grade or be reported to the Dean, Associate Dean or Chair for appropriate sanction or disciplinary actions. All students are expected to maintain the standards as set forth in the Code of Student Conduct and Statement on Academic Honesty.

AUD Honor Code Pledge

The administration, faculty and student government of AUD believe strongly in the Academic Policies and Procedures concept of an honor system. This belief is based on the knowledge that in competitive professional environments, greater emphasis is placed on originality and integrity of ideas and work. All members of the AUD academic community, including faculty, students, and administration, are expected to assist in maintaining the integrity of the university, which includes reporting incidents that violate the Statement on Academic Honesty. To this end, all students are asked to adhere to an honor pledge that reads as follows:

"As a student of The American University in Dubai, I pledge that all tests taken by me and that all work submitted by me will be original and solely the results of my own efforts. Furthermore, as a student and member of the academic community of The American University in Dubai, I am bound to uphold standards of personal integrity and honesty and to accept my personal, academic and professional responsibilities in the community.

Specifically, I pledge:

- *to adhere to the university's policy on cheating and plagiarism;*
- *not to lie or steal in my university undertakings;*
- *not to evade the truth or deceive;*
- *to inform the appropriate faculty member and Dean, Associate Dean or Chair of my School or Department of any and all cases of academic dishonesty and violations of the Honor Code."*

Violations of the Honor Code are handled as set forth in the *Student Handbook* and on the AUD website. All members of the AUD academic community, including faculty, students and administration, are expected to assist in maintaining the integrity of the university, which includes reporting incidents that violate the Statement on Academic Honesty.

Penalties For Academic Integrity Violation

A. Following careful consideration at the school Dean level or deliberation at the University Honor Council (UHC) level, a penalty commensurate with the seriousness of the offense and the degree of student culpability will be determined from the menu below:

1. Zero on the graded work involved in the offense (normally applied to offenses reviewed at the school Dean level, although more severe penalties may not be ruled out)
2. A grade of F in the course

3. A grade of F in the course plus suspension in the academic term following the term in which the offense was committed
 4. A grade of F in the course in which the offense was committed, immediate withdrawal from all courses in which the student is enrolled, and immediate dismissal from the university (dismissal is subject to ratification by the Provost before going into effect)
- B.** The penalty for second-time offenses can never be less than A.3 above.
- C.** Students who aid in someone else's cheating or plagiarism are equally at fault and will be sanctioned accordingly.

Students in need of clarification of the university's Academic Integrity Policy may consult the Dean or Associate Dean of their School, or their Department Chair.

The Graduate Academic Committee

The Graduate Academic Committee for each program consists of two full-time graduate faculty members and the Program Director as Chair. The Committee reviews the status and academic performance of graduate students each term to ensure that the academic standards of the graduate program are met. The Committee makes decisions on specific actions or future levels of academic performance that are required of students who are found not to be in good academic standing, and these decisions are communicated to each student in writing.

Periodic Evaluation of Academic Standing

All students must maintain satisfactory academic performance in order to remain enrolled at AUD. Academic standing is evaluated periodically by measuring each student's cumulative Grade Point Average (CGPA). Students are expected to meet minimum CGPA requirements in order for their academic performance to be considered satisfactory. ***Graduate students are required to maintain a minimum CGPA of 3.0 throughout their enrollment in order to be in good academic standing.*** A student's CGPA will be reviewed at the end of each academic term after grades have been posted to determine whether the student is in good academic standing. Students admitted to an AUD graduate program on probation must attain a CGPA of 3.0 or higher at the end of their first term in the program.

Limits on Grades

1. Limits on Grades of C or C+

Grades of C and C+ are considered Minimally Acceptable for the purpose of passing a course. No more than two grades of C and/or C+ will count toward completion of the degree requirements. A student who earns C and/or C+ in three core course must repeat one of these courses and secure a grade of B- or higher in order to satisfy the degree completion requirements. A student who earns a third grade of C or C+ in an elective course may either repeat the elective or take another elective instead.

2. Limits on Grades of F

A student who receives a grade of F will be placed on Academic Probation. The course in which an F is earned must be retaken the next term the course is offered. ***A student who receives a second F grade will be subject to dismissal from the graduate program.***

3. Limit on Repeated Courses

A graduate student may not repeat more than three courses. Within this limit, the same course may only be repeated once. All failed courses must be repeated. ***Failure in the same course twice will result in terminating the student's enrollment in the graduate program.***

4. Limit on Ws

Students who withdraw from a course receive a grade of W. Students may receive no more than three W grades.

Academic Probation

In its review following the end of each semester or term, the program's Graduate Academic Committee will identify cases of noncompliance with the above standards and place the following students on academic probation:

- Students whose CGPA has fallen below 3.0.
- Students who have earned a first grade of F in a course.

The Graduate Academic Committee will inform each student placed on probation, in writing, of the specific conditions required for reversion to good academic standing. In all cases, students on academic probation (other than those admitted on probation) must maintain a term GPA of 3.0 or higher until they revert to good academic standing. If a student fails to maintain a minimum term GPA of 3.0 or higher in any subsequent semester, the student will be dismissed from the graduate program.

Conditions Applicable to Students on Academic Probation

Students on Academic Probation must consult with the Program Director prior to selecting their courses and obtaining their academic advisor's approval to register.

Appeal of Termination

A student who has been terminated from the graduate program may be readmitted by filing an appeal to the Program Director, within fifteen days of notification. The School housing the program will reach a decision upon critically assessing the student's academic performance, his or her overall contributions to the classroom learning environment, and his or her prospect for successfully completing the program. The School's decision must be ratified by the Provost, and will be communicated by the School to the student in writing within five days from receiving the appeal. If the appeal is denied, the student has the right to submit a final appeal of the decision to the President within three days from notification of the denial. The President's decision will be final and will be advised to the student in writing within three days from receiving the appeal.

Inactive Status

Graduate students (including those taking Foundation courses) who do not register for two consecutive terms will be considered "inactive" and will be notified of their status by their program's Academic Committee in writing. Inactive students will be required to make their plans known to their Program Director, also in writing, regarding resumption of their studies. As a rule, students who are inactive for two consecutive terms beyond the first two, i.e., for a total of four consecutive terms of non-registration, will be terminated. Exceptions to this rule must be approved by the respective Program Director on a case-by-case basis.

Should inactive students who have been dropped from a graduate program eventually decide to resume their studies, they will be required to apply for readmission to the program. **Approval of readmission will not be automatic but will be decided on a case-by-case basis.**

Readmission Following Interruption of Degree Progress

A student desiring to re-enroll at AUD after a period of one year from the official date of withdrawal or inactivity is considered a new student. Should the student decide to resume their studies, they will be required to apply for readmission to the program and will be required to complete the degree in accordance with the *Graduate Catalog* in effect upon their reenrollment.

A student desiring to re-enroll after less than a one year period since the official date of withdrawal should contact the Registrar's Office to initiate the reenrollment process.

Graduation/Diploma

A student may not request a diploma any earlier than the scheduled date of graduation. An *Intent to Graduate Form* must be completed and returned to the Registrar's Office prior the end of the student's final semester. Failure to complete the *Intent to Graduate Form* by the specified date may result in either a delay in receiving the diploma or an additional charge.

Diplomas are available for personal pick-up by students at the Registrar's Office. A student who prefers an alternative for collecting or receiving his or her diploma should consult the Registrar's Office. (For purposes of graduation verification, the university can provide a letter [stamped] to the student until their diploma is issued.)

Graduation Modalities

In order to qualify for graduation, students must meet the following eligibility requirements:

Academic

- Minimum CGPA of 3.0;
- Clearance by the Program Director and Provost/Chief Academic Officer that all program requirements have been met;

Administrative

- Clearance by the Student Financial Affairs Officer for all financial aid requirements and financial obligations (including AED500 Diploma Processing Fee);
- Clearance by the Library for all financial obligations (if applicable);
- Clearance by Central Services if the student is on a university-sponsored visa.

AUD will award degrees at the end of the academic semester or summer session. A student may not request a diploma any earlier than the scheduled graduation date.

Participation in Annual Graduation Ceremony (Eligibility)

The American University in Dubai holds its Commencement Exercises once a year following the **Spring** semester. In order to be eligible to participate, candidates for **graduate** degrees:

1. must be in good academic standing (cumulative GPA of 3.0 or higher) as of the end of the **Spring** semester; and
1. must have **not more than one course (3 credits, including Thesis)** remaining for completion of their degree requirements by the end of the **Spring** semester preceding the graduation ceremony; and
2. must complete the remaining course not later than the Fall semester of the same academic year; **OR** (in the case of a Thesis) must have an approved Thesis Proposal with a completion timeline and an assigned Thesis Advisor; **OR** (in the case of an Internship) must have written confirmation of an approved Internship to be completed not later than the Fall semester of the same calendar year); and
3. must complete online an *Application Form for Participation in the Graduation Ceremony* <http://graduation.aud.edu/>, which includes a commitment to take their remaining course and complete their degree requirements as soon as that remaining course is offered (not later than the Fall semester of the same calendar year, including Internships), **OR**, in the case of Theses, within the time limit for completion as published on this page.

Students who are approved for participation in the graduation ceremony before completing all degree requirements, as described above, are not eligible for the Graduate Program Award at the graduation ceremony.

Time Limit for Completion of Graduate Degree Programs

All graduate course work and other requirements must be completed no later than **five calendar years** from the date of initial admission to the graduate program. Study terms, inactive terms during which the student was not registered in any courses, and, if relevant, the three-terms time limit for completion of a thesis (plus the one-term extension, if applicable) will all be counted in determining adherence to this time limit. However, terms during which the student was registered in Foundation (non-600 level) courses will not be counted in this determination.

Graduate Program Award

For each program, the Graduate Program Award is presented during the commencement ceremony to the graduating student with the highest academic standing.



ACADEMIC UNITS, PROGRAMS AND DEGREE REQUIREMENTS

- Degree Requirements
- Student Responsibility
- Credit Hour Requirements
- School of Business Administration
- School of Education
- School of Engineering

Degree Requirements

To be recommended by the faculty for graduation with a Master's degree, students must fulfill all degree requirements. Students on a previous curriculum may choose to fulfill the requirements of that curriculum or the current one. Program-specific requirements as they now stand are outlined on the following pages.

Student Responsibility

It is the student's responsibility to fulfill the degree requirements of his or her program. ***Regulations will not be waived nor exemptions granted based on a student's claimed lack of awareness of degree requirements as per this Catalog and subsequent changes.*** Although a number of university personnel (e.g. advisors, faculty, etc.) assist students, it is ultimately the student who is accountable for adhering to the mandates of his or her degree program. ***Citing as an excuse misinformation provided by university personnel will not exonerate a student from this accountability.***

Credit Hour Requirements

The total number of credit hours required in each degree program is clearly stated in the respective sections of this Catalog.



AMERICAN
UNIVERSITY
IN DUBAI

School of Business Administration

SCHOOL OF BUSINESS ADMINISTRATION

Mission of the School

The mission of the School of Business Administration (SBA) is to provide UAE, GCC and international students with an American-style, forward-looking and career-oriented business education that fosters critical thinking, ethical awareness and cultural sensitivity in future global business leaders.

Goals of the School

To accomplish its mission, the School follows a set of broad-based goals:

1. To ensure the highest levels of student satisfaction with the School's educational experience.
2. To ensure that the School's educational programs are continually aligned with the employment needs of the market for business professionals.
3. To ensure the School's sustainable growth through recruitment and retention of appropriately qualified faculty.
4. To provide faculty with a supportive environment that is conducive to their professional growth.
5. To continually enhance the School's reputation and visibility through maintaining a close relationship with the business community.

The School of Business Administration offers two programs, a Bachelor of Business Administration (B.B.A.) and a Master of Business Administration (M.B.A.) program. The curricula in both programs are rich in conceptual content; however, the primary emphasis of our educational experience is on equipping students with the applied skills and the professional and ethical perspectives necessary for success in the global marketplace.



MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

M.B.A. Program Mission

The Mission of the M.B.A. program is to provide graduates who aspire to leadership and management roles within the field of business administration with the opportunity to pursue a high level of professional preparation which will enhance their prospective career options. The M.B.A. curriculum is designed to ensure a broad and integrated conceptual coverage of the functional areas of business, by enabling the application of the concepts, principles, analytical tools and techniques from the different business disciplines to guide

decision making in the global environment of business. The program promotes strategic thinking, ethical values, social responsibility, and cultural diversity.

M.B.A. Program Learning Outcomes

Upon completion of the program, students will demonstrate that they have acquired:

1. A broad understanding of the conceptual foundations of the functional disciplines of business and of their applications
2. An ability to identify, analyze and propose solutions to business problems across a wide range of functional areas
3. A profound understanding of the conceptual foundations of their selected functional area (for students completing a concentration) and an ability to investigate and formulate recommendations for managerial decision problems and policy issues in that area
4. An ability to use quantitative and qualitative techniques skillfully to assess the functional and overall performance of business organizations.
5. An ability to use business communication and presentation skills effectively and persuasively, both orally and in writing
6. A global perspective and an understanding of the international environment of business
7. An understanding of the ethical and social ramifications of business decisions

M.B.A. Program Overview

The M.B.A. program is a graduate-level, twelve-course, 36 credit hour program. It consists of nine common core courses and three advanced elective/concentration courses. Eight of the common core courses provide broad exposure to the functional areas of management. The seventh common core course, Strategic Management and Policy, is the program's capstone course and is normally taken during the last term in the program. In their application for admission, students must specify whether they are interested in pursuing the Generalist M.B.A. program or a program with a concentration in Finance or Marketing. The M.B.A. Thesis is optional for all students and counts as an advanced elective for those who choose the Thesis option.

Master of Business Administration Program Director:

Dr. Mohammed Abu Ali, mabuali@aud.edu or 04-3183315

M.B.A. Summary of Degree Requirements

| Course Classification | Credit Hours Required |
|---|-----------------------|
| Common Core | 27 |
| Advanced Electives/Concentration | 9 |
| Total | 36 |

Curriculum/Courses

| Common Core | Credit Hours |
|---|---------------------|
| ACCG 601 Accounting Information and Management Decisions | 3 |
| ECON 601 Managerial Economics | 3 |
| FINA 601 Corporate Finance | 3 |
| MGMT 601 Managing Organizations and Leading People | 3 |
| MGMT 602 Information Systems in Business | 3 |
| MGMT 603 Operations and Supply Chain Management | 3 |
| MGMT 699 Strategic Management and Policy (Capstone) | 3 |
| MKTG 601 Marketing Management | 3 |
| QUAN 601 Quantitative Methods for Business Decisions | 3 |
| Total Core Requirements | 27 |

| Advanced Electives Generalist Option | Credit Hours |
|---|---------------------|
| FINA 611 Financial Analysis Tools and Techniques | 3 |
| FINA 621 Investment Management | 3 |
| FINA 633 International Finance | 3 |
| FINA 641 Financial Institutions and Markets | 3 |
| MGMT 610 Human Resources Management | 3 |
| MGMT 621 Leadership | 3 |
| MGMT 631 Law and Ethics in Business Organizations | 3 |
| MGMT 651 Organizational Change and Development | 3 |
| MKTG 611 Marketing Research | 3 |
| MKTG 621 Consumer Behavior | 3 |
| MKTG 631 International Marketing | 3 |
| MKTG 651 Marketing for Service Organizations | 3 |
| THES 699 M.B.A. Thesis | 3 |
| Total Advanced Electives Generalist Requirements | 9 |

| Advanced Electives Finance Concentration Option | Credit Hours |
|--|---------------------|
| FINA 611 Financial Analysis Tools and Techniques | 3 |
| FINA 621 Investment Management | 3 |
| FINA 633 International Finance | 3 |
| FINA 641 Financial Institutions and Markets | 3 |
| THES 699 M.B.A. Thesis | 3 |
| Total Advanced Electives Finance Concentration Option | 9 |

| Advanced Electives Management Concentration Option | Credit Hours |
|---|---------------------|
| MGMT610 Human Resources Management | 3 |
| MGMT621 Leadership | 3 |
| MGMT631 Law and Ethics in Business Organizations | 3 |
| MGMT651 Organizational Change and Development | 3 |
| THES 699 M.B.A. Thesis | 3 |
| Total Advanced Electives Management Concentration Option | 9 |

| Advanced Electives Marketing Concentration Option | | Credit Hours |
|--|-------------------------------------|---------------------|
| MKTG 611 | Marketing Research | 3 |
| MKTG 621 | Consumer Behavior | 3 |
| MKTG 631 | International Marketing | 3 |
| MKTG 651 | Marketing for Service Organizations | 3 |
| THES 699 | M.B.A. Thesis | 3 |
| Total Advanced Electives Marketing Concentration Option | | 9 |

TOTAL M.B.A. DEGREE REQUIREMENTS **36**

Course Schedule (2015-2016 / 2016-2017)

| | Fall 2015 | Spring 2016 | Summer I 2016 |
|--------------------|------------------|--------------------|----------------------|
| Common Core | ACCG 601 | ACCG 601 | |
| | ECON 601 | ECON 601 | FINA 601 |
| | MKTG 601 | FINA 601 | MGMT 601 |
| | MGMT 601 | QUAN 601 | MKTG 601 |
| | MGMT 602 | MGMT 602 | MGMT 603 |
| | QUAN 601 | MGMT 603 | |
| Capstone | MGMT 699 | MGMT 699 | |
| Electives | FINA 621 | FINA 633 | FINA 611 |
| | MKTG 651 | MKTG 631 | MKTG 621 |
| | MGMT 621 | MGMT 631 | MGMT 651 |

| | Fall 2016 | Spring 2017 | Summer I 2017 |
|--------------------|------------------|--------------------|----------------------|
| Common Core | ACCG 601 | ACCG 601 | |
| | ECON 601 | ECON 601 | FINA 601 |
| | MKTG 601 | FINA 601 | MGMT 601 |
| | MGMT 601 | QUAN 601 | MKTG 601 |
| | MGMT 602 | MGMT 602 | MGMT 603 |
| | QUAN 601 | MGMT 603 | |
| Capstone | MGMT 699 | MGMT 699 | |
| Electives | FINA 641 | FINA 611 | FINA 621 |
| | MKTG 611 | MKTG 631 | MKTG 651 |
| | MGMT 610 | MGMT 651 | MGMT 621 |

* Summer II courses (one course, if any) may be offered occasionally as “off-schedule” courses if a real need is assessed.

N.B. The university reserves the right to make changes to the schedule if deemed appropriate.

Proposed M.B.A. Course Sequencing

The following is a **proposed** course sequence for students who wish to pursue their MBA program on a full-time basis:

Full-time (GENERAL)

| | Fall | Spring | Summer |
|----------------|---------------------------------|-------------------------------|---------|
| Year I | ACCG601 ECON601 MGMT601 | FINA601 MGMT602 QUAN601 | MKTG601 |
| Year II | MGMT603 ADV ELEC ADV ELEC | MGMT699 ADV ELEC | |

Full-time (FINANCE)

| | Fall | Spring | Summer |
|----------------|-----------------------------------|-------------------------------|---------|
| Year I | ACCG601 ECON601 MGMT601 | FINA601 MGMT602 QUAN601 | MKTG601 |
| Year II | MGMT603 FINA ELEC FINA ELEC | MGMT699 FINA ELEC | |

Full-time (MANAGEMENT)

| | Fall | Spring | Summer |
|----------------|-----------------------------------|-------------------------------|---------|
| Year I | ACCG601 ECON601 MGMT601 | FINA601 MGMT602 QUAN601 | MKTG601 |
| Year II | MGMT603 MGMT ELEC MGMT ELEC | MGMT699 MGMT ELEC | |

Full-time (MARKETING)

| | Fall | Spring | Summer |
|----------------|-----------------------------------|-------------------------------|---------|
| Year I | ACCG601 ECON601 MGMT601 | FINA601 MGMT602 QUAN601 | MKTG601 |
| Year II | MGMT603 MKTG ELEC MKTG ELEC | MGMT699 MKTG ELEC | |

The M.B.A. Thesis

Eligibility of Generalist M.B.A. Students

To be eligible for the M.B.A. Thesis, Generalist M.B.A. students **(1) must have completed or must be completing at least their eighth common core course and at least their second advanced elective, and (2) must be in good academic standing.**

Thesis Application Procedure for Generalist M.B.A. Students

Students who are eligible for and interested in writing an M.B.A. Thesis must contact an M.B.A. faculty member in the business discipline of the intended Thesis, and discuss with him/her, in preliminary form, the topic, purpose, scope, objectives, data sources (if applicable) and methodology of the proposed Thesis. The student must obtain the faculty member's agreement, in principle, that the foregoing constitutes an acceptable basis for a Thesis Proposal. At this point, the faculty member starts acting as the prospective Thesis Supervisor.

Before the application process can go further, the student must submit to the Thesis Supervisor a short, written Thesis Proposal consistent with what was agreed upon in principle, and must include a tentative outline and a timetable for completion of each part of the proposed Thesis. The Thesis Supervisor must then approve the Proposal or request modifications and re-submission of the Proposal by the student.

Acceptance of the Thesis Proposal and Registration for the M.B.A. Thesis

The Thesis Supervisor will indicate approval of the Thesis Proposal by writing a memorandum to the M.B.A. Program Director, and attaching a copy of the approved Proposal. The M.B.A. Program Director will then sign the approval memorandum and send a copy to the Registrar's Office, clearing the student to register for the M.B.A. Thesis.

Evaluation and Grading of the M.B.A. Thesis

Upon completion, the M.B.A. Thesis will be submitted to the Thesis Supervisor in duplicate. The Thesis Supervisor will evaluate the Thesis and arrange for a Second Faculty Reader (M.B.A. faculty member) to evaluate the Thesis at the same time. The results of this evaluation will be discussed by the Thesis Supervisor and the Second Faculty Reader. The Thesis Supervisor will then assign a grade (P or F) to the thesis on a Thesis Evaluation Form, which must carry the signature of both the Thesis Supervisor and the Second Faculty Reader. The signed form assigning the grade must be submitted to the Registrar's Office. A bound copy of the accepted Thesis will be submitted to the M.B.A. Program Director's Office, and a second bound copy will be submitted to the university Library.

M.B.A. Course Legend

ACCG Accounting
ECON Economics
FINA Finance
MGMT Management

MKTG Marketing
QUAN Quantitative Methods
THES M.B.A. Thesis

M.B.A. Course Descriptions

ACCG 601 | ACCOUNTING INFORMATION AND MANAGEMENT DECISIONS

Prerequisite: Accounting module if required

This course focuses on the nature and structure of accounting information that is generated by the business firm. The main emphasis is not on the process through which accounting information is generated, but on how this information can be used in decision making by business managers. Topics covered include key financial statements and their interpretation, ratio analysis and its uses in performance evaluation as well as its limitations, financial planning and budgeting, use of accounting information for more effective control of operations, economic value added vs. ROI, and other approaches to performance measurement.

ECON 601 | MANAGERIAL ECONOMICS

Prerequisite: *Micro-economics module if required*

This course explores the relationship of economics to managerial decisions. Consideration is given to optimization techniques, fundamental microeconomics, theory of competition, market structures, innovation techniques, research and development, oligopolistic behavior and game theory, pricing strategies and other management related matters such as sociopolitical influences, cultural diversity and differing forms and conventions of business.

FINA 601 | CORPORATE FINANCE

Prerequisite: *ACCG 601*

This course consists of a review of financial theory and application, including capital structure, cost of funds, dividend policy, working capital, capital budgeting, cash flow management, treasury and currency management and investment analysis.

FINA 611 | FINANCIAL ANALYSIS TOOLS AND TECHNIQUES

Prerequisite: *FINA 601*

This course develops various tools and techniques that are useful to managers for analyzing corporate financial performance. The analysis is carried out both in the financial statement framework and in the capital market environment. The course covers topics such as the operating cycle, the cash cycle, profitability decomposition, working capital changes, cash changes, free cash flow, projection of financial performance, growth indicators, and operating, financial and total leverage.

FINA 621 | INVESTMENT MANAGEMENT

Prerequisite: *FINA 601*

This course presents the theoretical framework that gives rise to widely used methods for valuing financial instruments, including Treasury bills, bonds, and common and preferred stocks. The main focus of the course is on efficient risk diversification to arrive at optimal portfolios of risky and risk-free assets. Topics covered include the term structure of interest rates, risk and return measurement, mean-variance models, efficient capital markets, and performance evaluation for portfolios.

FINA 633 | INTERNATIONAL FINANCE

Prerequisite: *FINA 601*

This course covers issues related to the global environment, international financial markets, and international financial management. The first part of the course covers topics related to Balance of Payments. The second part focuses on the international financial markets, including foreign exchange markets, international money markets, and their interrelation. The course concludes with an analysis of issues related the operation of a firm in the global environment.

FINA 641 | FINANCIAL INSTITUTIONS AND MARKETS

Prerequisite: *FINA 601*

This course focuses on the structure and role of major financial institutions including commercial banks, insurance companies, mutual funds and pension funds. The role of commercial banks as intermediaries in the financial markets is examined. In addition, various approaches to asset-liability management in financial institutions are examined in detail.

MGMT 601 | MANAGING ORGANIZATIONS AND LEADING PEOPLE

This course provides M.B.A. students with a rigorous, intensive introduction to the applied fields of organizational behavior and human resource management. The course considers micro-organizational issues: motivation, job design, leadership, conflict and stress management, group dynamics and individual perception. In addition, the macro-organizational issues of organization structure and design, organizational culture and operating in inter-cultural environments are presented. The course concludes with the important human resource issues of performance evaluation, HRM planning, staffing, compensation and legal and work environments.

MGMT 602 | INFORMATION SYSTEMS IN BUSINESS

This course introduces students to the criticality of Information Systems (IS) and Information Technology (IT) in today's businesses. The course has 4 main themes: (1) leadership issues of the IT function, (2) managing essential technologies, (3) managing the development of new systems, and (4) using systems to support knowledge-based work.

MGMT 603 | OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Prerequisite: *MGMT 601*

This course prepares students to design and manage the operations and supply chain activities of a firm with a view towards creating competitive advantage and superior returns. Upon completion this course, students will be able to design and develop operations processes and strategies of a firm, and design and control its supply chain. Topics that will be covered in this course include operations and supply strategies, project management, process analysis and management, inventory control, supply chain design and strategy, and logistics and distribution strategies.

MGMT 610 | HUMAN RESOURCES MANAGEMENT

Prerequisite: *MGMT 601*

This course provides students with grounding in theory and best practices of Human Resource management and an understanding of the important strategic role that human resources play in high performance organizations. Topics that will be covered include planning and forecasting human resource needs, job analysis, design and evaluations of training and development, recruitment and selection, design of performance appraisal systems, and the strategic role of Human Resources.

MGMT 621 | LEADERSHIP

Prerequisite: *MGMT 601*

This course integrates major leadership theories with recent concepts and practices, in an attempt to provide methods and insights for becoming effective leaders in the 21st century. The course considers leadership as a complex process of influencing groups toward achieving their stated objectives. The approach is highly inclusive and involves analyzing the behavior of the leader and followers, within the context of their relationship; thus providing a thorough examination of what constitutes effective leadership skills. In addition, the course views effective leadership as a skill which is developed through education and experience.

MGMT 631 | LAW AND ETHICS IN BUSINESS ORGANIZATIONS

Prerequisite: *MGMT 601*

This course exposes students to the most commonly faced legal and ethical issues encountered in setting up and operating a business organization domestically as well as internationally. Topics covered include agency, partnership, corporations (formation, characteristics, and operation), governance, fiduciary duties, mergers and acquisitions, securities regulation and ethical systems.

Business cases will be analyzed to examine the legal and ethical reasoning, which managers and judges use in resolving disputes arising in the realm of business. The goal of this course is to develop students' understanding of the primary legal and ethical issues facing today's business leaders.

MGMT 651 | ORGANIZATIONAL CHANGE AND DEVELOPMENT

Prerequisites: *MGMT 601*

The course discusses organizational development as a process of planned change in organizations including diagnosis of the organization and implementation of appropriate interventions to improve organizational effectiveness.

Drawing on theory and research, the course discusses issues in organizational change and development from the human resource, symbolic, structural, and political perspectives. The course provides managers with the theoretical background and develops their skills to become effective agents of change in organizations.

MGMT 699 | STRATEGIC MANAGEMENT AND POLICY

Prerequisite: *Completion of all other core courses and at least one advanced elective/concentration course, or approval of M.B.A. Program Director.*

This capstone course deals with the craft of strategy, i.e., how to analyze a situation from a strategic perspective, how to identify and choose a superior competitive position, how to sustain competitive position, how to sustain competitive advantage, and finally how to create the organizational context to make the chosen strategy work. As such, the objectives of this course are twofold: 1) to explore conceptual frameworks and models which will assist the student to analyze competitive situations and strategic dilemmas and gain insight into creating and sustaining competitive advantage; 2) to help the student acquire practical experience in dealing with strategic issues.

MKTG 601 | MARKETING MANAGEMENT

This course starts with a review of basic marketing principles and the marketing mix. The main focus then shifts to the systematic development and implementation of a sound marketing policy. To this end, case studies are used to illustrate and critically evaluate the integration of the business mission into the development and implementation of product, pricing, communication, and distribution policies. Ethical issues facing marketing managers are also considered.

MKTG 611 | MARKETING RESEARCH

Prerequisite: *MKTG 601*

This course is designed to provide the student with the opportunity to acquire an understanding of methods and challenges of marketing analysis including desk and field research in the international arena. The course will include research methods such as library research and electronic data storage and retrieval using the University's information technology. Standard sources of financial and economic information from firms, markets and countries will be investigated. Other forms of research design including questionnaire and survey design, database organization and cross-tabulation are introduced in the course with an emphasis on analysis, interpretation and application of data to solve business problems.

MKTG 621 | CONSUMER BEHAVIOR

Prerequisite: *MKTG 601*

The focus of this course is on the process of consumer decision making, including attitude formation, attitude change, cognition, perception, and learning. The course also considers the effects of product positioning, market segmentation, brand loyalty, shopping preferences and diffusion of innovations on the consumer decision making process. Cultural, ethical and social influences on consumer behavior are also considered.

MKTG 631 | INTERNATIONAL MARKETING

Prerequisite: *MKTG 601*

This course is a detailed examination and application of the marketing function in the era of globalization. Emphasis is given to local consumer behavior and the cultural, competitive, economic, political, and regulatory environments prevailing within and across world, regional, and national markets. Students will focus on the strategic and operational aspects of marketing including assessment of country attractiveness, mode of entry strategies, multinational product development and management, pricing strategies, promotional campaigns, and marketing networks and channels.

MKTG 651 | MARKETING FOR SERVICE ORGANIZATIONS

Prerequisite: *MKTG 601*

This course provides an intensive review of current theory as well as application in service organizations including for-profit and non-profit as well as professional services firms. The unique challenges and characteristics of service marketing are examined particularly with respect to future directions in the field.

QUAN 601 | QUANTITATIVE METHODS FOR BUSINESS DECISIONS

Prerequisite: *Statistics module if required*

This course is designed to provide the student with the opportunity to acquire an understanding of management science techniques in particular optimization techniques, simulation, decision analysis under risk and uncertainty, regression analysis, and forecasting. All are illustrated through the use of computer based applications.

THES 699 | M.B.A. THESIS

For a description of the M.B.A. Thesis and the rules, procedures and academic policies applicable to Generalist and concentration students, see the relevant sections on p. 63 of this *Catalog*.

AUD | AMERICAN UNIVERSITY IN DUBAI |

School of Education

SCHOOL OF EDUCATION

AUD's School of Education offers two programs of study: the Professional Teaching Certificate (P.T.C.) and the Master of Education degree (M.Ed.). While both programs focus on elementary and secondary school educator preparation, the P.T.C. is a thoroughly professional 18-credit hours program and the M.Ed. is a higher qualification that consists of 36 credit hours and involves the study and conduct of research.

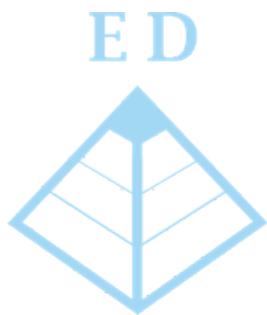
Mission of the School

The Mission of the School of Education at AUD, through the Master of Education (M.Ed.) program is to provide the region with educators who are current in pedagogy, instructional technologies, and content knowledge and committed to ongoing professional learning for the benefit of all whom they serve.

Goals of the School

The goals of the School of Education, through the M.Ed. program, are to ensure that our graduates

1. Develop professional ethics and collaborative skills required to meet the needs of diverse learners in 21st learning environment;
2. Develop specific knowledge of the latest trends in teaching methodologies and in the use of instructional technology;
3. Develop classroom-based problem-solving abilities aimed at advancing the academic achievement of all students;
4. Develop professional dispositions along with the knowledge and skills needed to become highly qualified effective educators and life-long learners;
5. Understand and use a variety of instructional strategies along with multiple methods of assessment to meet the needs of all learners in meaningful ways;
6. Meet the generally accepted international standards for teacher preparation; and,
7. Know how to conduct research and utilize current findings to guide and inform practice.



MASTER OF EDUCATION (M.Ed.)

M.Ed. Program Mission

The Mission of the Master of Education program at AUD is to provide the region with qualified and culturally responsive educators who are current in pedagogy and content knowledge at either the elementary or secondary level, skillful in professional practice and adept in the use of instruction technologies.

M.Ed. Program Goals

1. Develop professional ethics and collaborative skills to meet the needs of a multi-cultural student population in a 21st learning environment;
2. Develop specific knowledge of current trends in teaching and learning and innovative instructional technologies, as well as classroom-based problem-solving abilities aimed at improving student learning;
3. Develop knowledge, skills, and dispositions required to meet the unique learning needs of all students and guide them to becoming life-long learners;
4. Apply contemporary curricular theory to teaching practices with appropriate modes of assessment;
5. Meet generally accepted international standards for teacher preparation; and,
6. Develop capacity to conduct and critically assess research in order to guide and inform professional practice.

M.Ed. Program Learning Outcomes

At the completion of the programs, students will:

- A. Be an effective part of an educational team within a creative learning environment;
- B. Be able to understand the political, social and cultural contexts of education;
- C. Be able to differentiate instruction to meet students' unique learning needs and create environments that are conducive to student learning and development;
- D. Be able to meet the challenges of teaching by designing and implementing an effective classroom management plan;
- E. Be able to use assessment data to improve instruction, advance student learning, and better design content-specific instruction;
- F. Be able to identify, locate, evaluate, design, prepare, and use technology as an instructional resource;
- G. Be able to conduct research and utilize important findings to inform current practices and make new contributions to the field of education.

M.Ed. Program Overview

The M.Ed. is a two-year, 36-credit-hour professionally-oriented program with a solid academic basis, for practicing or prospective teachers. The program combines six core courses for all candidates, with specialized courses in elementary education or secondary education and a capstone research project.

Dr. Catherine Hill, Dean and Program Director
chill@aud.edu or 04-3183211

Internship and Practicum

Candidates without undergraduate preparation and/or teaching experience are expected to complete either EDEL 630 (Elementary Student Teaching Internship/Practicum) or EDSE 630 (Secondary Student Teaching Internship/Practicum) in order to fulfill degree requirements. The Dean of Education will work with students and schools to find appropriate placements.

The faculty member supervising the internship will follow the guidelines for internships/field placements as described in the M.Ed. Internship Guidelines manual and assess continued appropriateness of field placements and cooperating teachers.

Using appropriate international standards, students will be evaluated on mastery of relevant program knowledge, skills, and dispositions for field-based educators. Data from classroom observations, one-on-one conferences with student teachers, and self-reflection memos will be used to determine the student's growth and readiness for entry into the K-12 educational setting. Students can refer to the *Internship/Practicum Handbook* for more information.

M.Ed. Summary of Degree Requirements

| Course Classification | Credit Hours Required |
|---------------------------------|-----------------------|
| Core | 18 |
| Track (incl. Internship) | 9-12 |
| Capstone Experience | 6 |
| Electives | 0-3 |
| Total | 36 |

Curriculum/Courses

Core (18 credit hours)

| | Credit Hours |
|--|--------------|
| EDCO 600 Learning and Human Development | 3 |
| EDCO 625 Advanced Studies of Children and Adolescents* | 3 |
| EDCO 601 Differentiating Instruction for all Learners | 3 |
| EDCO 602 Curriculum, Instruction and Assessment | 3 |
| EDCO 604 Principles of Learning and Classroom Management | 3 |
| EDCO 626 Advanced Principles of Teaching and Learning* | 3 |
| EDCO 620 Technological Applications in the Classroom | 3 |
| EDCO 621 Teaching in a Multicultural Classroom | 3 |

* Subject to the Dean's approval

Elementary Track (9-12 credit hours)

| | Credit Hours |
|--|--------------|
| EDEL 603 Elementary Reading Methods | 3 |
| EDEL 605 Elementary Language Arts and Social Studies Methods | 3 |
| EDEL 606 Elementary Science and Mathematics Methods | 3 |
| EDEL 630 Elementary Student Teaching Internship/Practicum | 6 |

Secondary Track (9-12 credit hours)

| | Credit Hours |
|--|--------------|
| EDSE 605 Reading across the Curriculum | 3 |
| EDSE 603 Secondary General Methods and Assessment | 3 |
| EDSE 606 Secondary Language Arts Methods and Assessment | 3 |
| EDSE 607 Secondary Science Methods and Assessment | 3 |
| EDSE 608 Secondary Math Methods and Assessment | 3 |
| EDSE 609 Secondary Social Studies Methods and Assessment | 3 |
| EDSE 630 Secondary Student Teaching Internship/Practicum | 6 |

Capstone Experience (6 credit hours)

| | Credit Hours |
|---|--------------|
| EDCO 622 Educational Research | 3 |
| EDCO 630 Master of Education Capstone Project | 3 |

Electives (0-3 credit hours)

| | Credit Hours |
|---|--------------|
| EDCO 610 Special Needs and Inclusion | 3 |
| EDCO 623 Creating, Understanding, and Using Classroom Assessments | 3 |
| EDEL 620 Elementary Field Placement | 3 |
| EDSE 620 Secondary Field Placement | 3 |

TOTAL M.Ed. DEGREE REQUIREMENTS

36

M.Ed. Course Sequencing

Students admitted to the M.Ed. Program follow a typical course sequence, depending on the date of admission and scheduling availability. Students who wish to complete the program within two years follow a course schedule similar to the one below.

| | | Elementary Track | Secondary Track |
|---------|--------|----------------------------------|--|
| Year I | Fall | EDCO 600 EDCO 601 | EDCO 600 EDCO 601 |
| | Spring | EDCO 602 EDCO 620 | EDCO 602 EDCO 620 |
| | Summer | EDCO 604 EDEL 603 | EDCO 604 EDSE 605 |
| Year II | Fall | EDCO 621 EDEL 605 EDEL 606 | EDCO 621 EDSE 603 EDSE 606/607/608/609 |
| | Spring | EDCO 622 EDEL 630 | EDCO 622 EDSE 630 |

THE PROFESSIONAL TEACHING CERTIFICATE

As of the fall 2014 semester, AUD's School of Education also offers a Professional Teaching Certificate (PTC) program. The new PTC is a wholly professional certificate program consisting of 18 credits (5 courses) taken from the existing M.Ed. curriculum. Thus, the requirement to study and conduct research will remain an important component of the Master of Education degree program which is considered a higher qualification for teachers and other educators.

Curriculum/Courses

Courses required for the Professional Teaching Certificate include:

| Course | | Credit Hours |
|----------|--|--------------|
| EDCO 600 | Learning and Human Development | 3 |
| EDCO 620 | Technological Applications in the Classroom | |
| EDCO 604 | Principles of Learning and Classroom Management | 3 |
| EDCO 602 | Curriculum, Instruction and Assessment | 3 |
| EDEL 630 | Elementary Student Teaching Internship/Practicum | 3 |
| | Or | |
| EDSE 630 | Secondary Student Teaching Internship/Practicum | 6 |

TOTAL P.T.C. PROGRAM REQUIREMENTS

18

P.T.C. Course Sequencing

The following is the **proposed** course sequence for the P.T.C.

| Semester/Term I (Six Credit Hours) | Semester/Term II (Six Credit Hours) | Semester/Term III (Six Credit Hours) |
|---------------------------------------|--|---|
| EDCO 600 EDCO 620 | EDCO 604 EDCO 602 | EDEL 630 Or EDSE 630 |

M.Ed. and P.T.C. Course Legend

| | |
|------|------------------------------|
| EDCO | Education – Common Core |
| EDEL | Education – Elementary Track |
| EDSE | Education – Secondary Track |

M.Ed. and P.T.C. Course Descriptions

EDCO 600 | LEARNING AND HUMAN DEVELOPMENT

The purpose of this course is to provide a general knowledge about human learning as it relates to the life cycle from birth to young adulthood. It is designed to provide beginning teachers with a fundamental knowledge of human growth and development (physical, social, affective, and cognitive) and theories of learning.

EDCO 601 | DIFFERENTIATING INSTRUCTION FOR ALL LEARNERS

This course begins with an overview of the nature and needs of persons with learning differences and explores how classroom teachers can accommodate for students with a variety of learning needs in the classroom. It offers an in-depth look at how instruction can be differentiated for learners at all ability levels.

EDCO 602 | CURRICULUM, INSTRUCTION AND ASSESSMENT

The primary purpose of this course is to help candidates, including teachers, administrators, and curriculum coordinators to develop an in-depth understanding of 21st century concepts and practices in curriculum development, the delivery of instruction, and the role of assessment. Such understanding should assist in examining the relationships, sources, and components in their dynamic interactions and contributions to effective learning.

EDCO 604 | PRINCIPLES OF LEARNING AND CLASSROOM MANAGEMENT

The primary purpose of this course is to assist candidates in acquiring basic knowledge and understanding of the processes of human learning, development, and motivation and in the application of such knowledge and understanding to classroom teaching, communication management, and evaluation.

EDCO 610 | SPECIAL NEEDS AND INCLUSION

This course provides a comprehensive overview of the historical development of special education and Inclusion. The different categories of disabilities and special needs will be examined along with issues of assessment and placement. The course also reviews modifications, accommodations, instructional and assessment strategies needed for the inclusion of learners with special needs in regular classrooms. The roles of various stakeholders will be explored with an emphasis on collaboration and communication with families.

EDCO 620 | TECHNOLOGICAL APPLICATIONS IN THE CLASSROOM

The purpose of this course is to familiarize candidates with technology applications commonly found in educational settings. The course addresses effectively identifying, locating, evaluating, designing, preparing, and efficiently using technology as instructional resources in the classroom to positively impact student learning. The course is designed to meet the requirements of the International Society for Technology in Education NETS Standards for Teachers. Candidates will learn to use a variety of technologies (including computers) to develop and enhance classroom instruction, communication, and management. Topics will focus on hardware and software to develop skills in word processing, using spreadsheets, use of the Web, evaluating educational software and web pages, using multimedia, and creating web pages.

EDCO 621 | TEACHING IN A MULTICULTURAL CLASSROOM

This course will seek to critically examine the construction of ethnicity, class, religion, disability, age, and gender among others. In doing so, candidates will develop a historical understanding and appreciation for others of diverse backgrounds. Given the diverse cultural context in the United Arab Emirates, it is particularly vital candidates understand this level of multiculturalism particularly in relation to social relationships and power structures that will have critical implications for classroom teachers.

EDCO 622 | EDUCATIONAL RESEARCH

Prerequisite: Completion of all Core Courses

In this course, candidates study the key concepts, norms, and principles of educational research with an emphasis on qualitative methodologies and action research designs. The course will help candidates to develop the research skills needed for effective inquiry into practice such as interviewing, observation, coding and analysis, synthesis, and

evaluation as well as how to present research findings. Students will conclude the course with an approved proposal for the capstone thesis project (EDCO 630) which will be carried out in the following semester.

EDCO 623 | CREATING, UNDERSTANDING, AND USING CLASSROOM ASSESSMENTS

Prerequisite: *Permission of the Program Director*

This course focuses on basic concepts and common assessments such as multiple choice and essay questions, performance assessments, classroom interactions, and attitude surveys. Resources and techniques for integrating technology are included.

EDCO 625 | ADVANCED STUDIES OF CHILDREN AND ADOLESCENTS

Prerequisite: *Permission of the Program Director*

Intensive study of research in child development from conception to maturity and implications for educational practice. Study of the major theories of child and adolescent development, their underlying philosophic premises; and their role and function.

EDCO 626 | ADVANCED PRINCIPLES OF TEACHING AND LEARNING

Prerequisite: *Permission of the Program Director*

The primary purpose of this course is to assist candidates in acquiring advanced knowledge and understanding of the processes of human learning, development, and motivation and in the direct application of such knowledge and understanding to classroom teaching, communication, and evaluation.

EDCO 630 | MASTER OF EDUCATION CAPSTONE PROJECT

Prerequisite: *EDCO 622*

This course is the capstone project for all master's level candidates pursuing a track in elementary or secondary education. The final product is a master's thesis reporting the outcome of an in-depth study of an area of educational practice. Topics of inquiry are individually determined and provide synthesis and culmination to the candidate's program of study.

EDEL 603 | ELEMENTARY READING METHODS

This course serves as a foundation course in reading instruction preparing future reading teachers for grades K-8. Emphasis is given to theories of reading, emergent literacy, word recognition strategies, comprehension skills, approaches and materials for reading instruction, literature and technology in reading, content literacy, assessment and teaching individual learners including non-English speaking students. It teaches reading readiness and development of reading at elementary level, and it is a foundation for teaching clinical/remedial reading, consultant services to school personnel, and directing/supervising system-wide reading programs.

EDEL 605 | ELEMENTARY LANGUAGE ARTS AND SOCIAL STUDIES METHODS

This course prepares candidates to become effective elementary language arts and social studies educators capable of teaching children the content knowledge, the intellectual skills, and the civic values necessary for fulfilling the responsibilities of global citizenship. Special attention is given to effective teaching strategies, the nature and development of language arts, individual and cultural diversity of all learners, assessments tools, and interdisciplinary teaching. The appropriate use of informational technologies and software will be an integral element throughout the course. Candidates will critique the current methodology, trends, and issues; evaluate instructional strategies, and enrich their research, decision-making, and leadership skills to enhance the elementary curriculum.

EDEL 606 | ELEMENTARY SCIENCE AND MATHEMATICS METHODS

This course is designed to prepare teacher candidates with a broad-based understanding of central issues involved in the learning and teaching of elementary science and mathematics for children (grades K through 8). Candidates will be expected to design individual lessons and a unit that take into consideration school curricula, classroom management, and the physical and emotional safety of students, learning, and assessment. Candidates will also be expected to apply accurate science and mathematics content, inquiry, and problem solving skills through in and out of class activities and assignments.

EDEL 620 | ELEMENTARY FIELD PLACEMENT

This course is designed to enable elementary teachers to design, implement, evaluate, and reflect upon the processes of elementary school teaching and learning. Content is focused on application of instructional and management practices and adaptations, curriculum planning and curricular modifications, effective collaboration strategies, accessing related and support services, and skills necessary for effective instruction and management within an inclusive classroom.

EDEL 630 | ELEMENTARY STUDENT TEACHING INTERNSHIP/PRACTICUM

Internship/practicum is a guided pre-service experience in conducting the professional work of a classroom teacher, extending through an entire 15-week semester on a full-time schedule. The purpose of internship/practicum is to accelerate a future teacher's pedagogical development and foster a positive and progressive conceptualization of the profession of teaching. In order for candidates to develop critical thinking and problem solving skills to their fullest potential, teachers must model these skills. Internship/practicum provides an opportunity for candidates to demonstrate these skills, determine their strengths and weaknesses, and make the necessary adjustments to best serve the children they are teaching. It is the responsibility of the cooperating teacher and the site supervisor to work with the candidate in identifying strengths and weaknesses and facilitate the development of appropriate methods for implementing curriculum and management.

EDSE 603 | SECONDARY GENERAL METHODS AND ASSESSMENT

This course is designed to enable secondary teachers to understand, implement, evaluate, and reflect upon the processes of secondary school teaching and learning. Content is focused on history, classroom climate, diverse learning styles, assessment practices and adaptations, curriculum planning and modifications, effective collaboration strategies, accessing related and support services, and skills necessary for effective instruction and classroom management. Strategies for choosing appropriate methods of instruction, and effective classroom interaction are also explored.

EDSE 605 | READING ACROSS THE CURRICULUM

This course emphasizes techniques for using reading and writing tools for the acquisition of new content in a given discipline. The areas of general literacy skills, prior knowledge of content and content specific literacy skills are important related concepts stressed in this class. The first two are emphasized as the two factors with the greatest influence on learning through text.

EDSE 606 | SECONDARY LANGUAGE ARTS METHODS AND ASSESSMENT

This course is designed to prepare effective high school Language Arts Teachers. It acquaints candidates with various materials, teaching methods, and theories appropriate for teaching composition, Language Arts, and literature in high school settings, and fosters professionalism, dispositions/attitudes, and performances needed to teach Language Arts successfully to adolescents. It also prepares candidates to work with English as a second language or foreign language learners.

EDSE 607 | SECONDARY SCIENCE METHODS AND ASSESSMENT

This course is designed to prepare potential science education teachers with a broad-based understanding of central issues involved in the learning and teaching of secondary science. It is intended to help potential science education teachers address the difference between being a student of science, a user of science, and a teacher of science. This process involves addressing the concepts of learning and teaching, and the nature of knowledge in science. These concepts will be integrated into practical activities designed to prepare the candidates to teach in actual science classrooms. Candidates will be expected to design individual lessons and a unit that take into consideration school curricula, classroom management, the physical and emotional safety of students, learning, and assessment. They will also be expected to apply accurate science content and inquiry skills through in and out of class activities and assignments.

EDSE 608 | SECONDARY MATH METHODS AND ASSESSMENT

This course is a study of strategies, techniques, materials, technology, and current research used in the teaching of mathematical concepts to high school students. Students will review the traditional and contemporary standards involved in teaching mathematics at the secondary school level; develop an awareness of the professional resources, materials, technology and information available for teachers; prepare unit and lesson plans with related assessment procedures on a variety of topics; and acquire teaching experience by taking part in individual tutoring, observation at a high school, and/or presenting lessons at the appropriate level.

EDSE 609 | SECONDARY SOCIAL STUDIES METHODS AND ASSESSMENT

This course focuses on the nature, development, purpose and value of social studies, with emphasis on methods and techniques of instruction. Curriculum development, unit planning, materials of instruction, and evaluation are all requirements of the course.

EDSE 620 | SECONDARY FIELD PLACEMENT

This course is designed to enable secondary teachers to design, implement, evaluate, and reflect upon the processes of secondary school teaching and learning. Content is focused on application of instructional and management practices and adaptations, curriculum planning and curricular modifications, effective collaboration strategies, accessing related and support services, and skills necessary for effective instruction and management within an inclusive classroom.

EDSE 630 | SECONDARY STUDENT TEACHING INTERNSHIP/PRACTICUM

Internship/practicum is a guided pre-service experience in conducting the professional work of a classroom teacher, extending through an entire 15-week semester on a full-time schedule. The purpose of internship/practicum is to accelerate a future teacher's pedagogical development and foster a positive and progressive conceptualization of the profession of teaching. In order for candidates to develop critical thinking and problem solving skills to their fullest potential, teachers must model these skills. Internship/practicum provides an opportunity for candidates to demonstrate these skills, determine their strengths and weaknesses, and make the necessary adjustments to best serve the children they are teaching. It is the responsibility of the cooperating teacher and the site supervisor to work with the candidate in identifying strengths and weaknesses and facilitate the development of appropriate methods for implementing curriculum and management.



AMERICAN
UNIVERSITY
IN DUBAI

School of Engineering

SCHOOL OF ENGINEERING

The School of Engineering at the American University in Dubai provides students with a unique opportunity to experience American-style engineering education in one of the fastest growing and most diverse metropolitan areas in the world.

The School offers undergraduate programs leading to Bachelor of Science degrees in Civil Engineering, Computer Engineering, Electrical Engineering, and Mechanical Engineering. The curricula are supported by state-of-the-art labs and facilities, a diverse group of faculty with outstanding expertise, and solid links with the professional community. With local and international accreditations in place, and through a broad education grounded in cultural diversity and technical excellence, our graduates continue to be highly sought at both the regional and global levels.

Mission of the School

The School of Engineering prepares a culturally diverse student population for successful professional careers in engineering at the regional and global levels. The School's educational experience provides all students with the knowledge needed for technical excellence in engineering, while emphasizing the role of general education, ethical and social responsibility, and life-long learning in the personal and professional growth of future engineers.

Goals of the School

- To prepare our graduates for engineering practice, pursuit of advanced degrees, and leadership roles within their professional communities by providing them with a solid engineering education complemented by a general education component;
- To instill in students the importance of critical thinking, cultural diversity, and lifelong learning, and personal and professional skills that will enable them to continually adapt to a global engineering workplace;
- To foster a constructive learning environment through positive faculty-student interactions, recruitment and retention of highly qualified faculty, and promotion of professional and personal growth among all constituents;
- To provide our students with unique traineeship and job placement opportunities by maintaining strong ties with industry professionals and periodically aligning the School's strategies and curricula with the evolving needs of the engineering industry;
- To effect positive change within the local and regional communities through professional engineering contributions by the faculty and students.



MASTER OF SCIENCE IN CONSTRUCTION MANAGEMENT (M.S.C.M.)

M.S.C.M. Program Mission

The Mission of the Master of Science Program in Construction Management is to prepare a culturally diverse student population for successful careers by equipping them with the technical tools needed to plan, manage, and execute construction programs and projects in a safe, sustainable, and ethical manner. The Program provides a unique integration of global and regional perspectives within the curriculum, and emphasizes the role of technology, technical communication, and research in the construction management profession.

M.S.C.M. Program Goals

The M.S.C.M. prepares graduates who will:

1. advance in their professional careers in the field of construction management, by building upon the knowledge acquired during their graduate studies
2. engage in and lead a broad range of construction projects in diverse multi-cultural and multinational environments
3. supplement their engineering knowledge with competencies in verbal and written communication, negotiation, project planning and management, and financial management
4. demonstrate social and ethical responsibility by observing the principles of sustainability, safety, and cost control in construction
5. stay technically current by continuing to seek learning opportunities such as professional development, training, and research

M.S.C.M. Program Learning Outcomes

Upon completion of the Master of Science in Construction Management, students will have demonstrated:

1. proficiency in the core areas of construction planning, scheduling, estimating, cost control, and productivity
2. an understanding of advanced construction methods and modern equipment used in medium to large-scale projects
3. thorough familiarity with the benefits and risks associated with different construction project delivery methods and contract types
4. an ability to apply probability, statistics, and decision analysis in project planning, infrastructure durability evaluation, and health monitoring of constructed facilities
5. competency in technical report writing, verbal communication, construction project documentation, and computer applications
6. in-depth understanding of the regional and international laws and regulations governing construction organizations and operations
7. a strong awareness of the professional and ethical obligations governing the construction management profession at the regional and global levels
8. knowledge of current issues in construction and appreciation for research and continued professional development in the field

M.S.C.M. Program Overview

The M.S.C.M. curriculum consists of 30 credit hours of graduate-level courses. Students have the following options:

Thesis Option: Students must complete 24 credit hours of course work, as well as a 6-credit-hour master's thesis in a research topic agreed upon with their graduate advisor. A thesis defense will be presented before a committee of three professors, including the graduate advisor. To earn the required 6 credit hours toward the thesis, the student must enroll in two separate semesters in EICM 698 and EICM 699 (pass/fail courses). This option is recommended for students wishing to pursue doctoral studies

Non-Thesis Option: Students must complete 30 credit hours of course work, and document a Case Study focusing on a practice-oriented topic agreed upon with the Program Coordinator.

Students who have not accumulated two years of work experience prior to graduation must also successfully complete EICM 688 – M.S.C.M. Project.

Curriculum offerings are structured around a set of four (4) core construction engineering courses, combined with one course in Decision Management. The requirements are summarized in the following tables.

Master of Science in Construction Management Program Coordinator:

Dr. Edgar Small, esmall@aud.edu or 04-3183447

M.S.C.M. Summary of Degree Requirements

| Course Classification | Thesis Option | Non-Thesis Option |
|-----------------------|-----------------------|-------------------|
| | Credit Hours Required | |
| Core | 12 | 12 |
| Decision Management | 3 | 3 |
| Primary Electives | 3-9 | 9-15 |
| Secondary Electives | 0-6 | 0-6 |
| Thesis | 6 | - |
| Total | 30 | 30 |

Curriculum/Courses

Core Credit Hours

| | | |
|--------------------------------|---|-----------|
| EICM 612 | Planning and Scheduling in Construction | 3 |
| EICM 622 | Construction Estimating | 3 |
| EICM 632 | Construction Laws and Regulations | 3 |
| EICM 642 | Construction Equipment and Operations | 3 |
| Total Core Requirements | | 12 |

Decision Management

| | | |
|--|---|----------|
| ACCG 601 | Accounting Information and Management Decisions | 3 |
| EICM 620 | Construction Accounting and Finance | 3 |
| ENGG 600 | Reliability-Based Analysis in Engineering | 3 |
| ENGG 620 | Advanced Decision Analysis | 3 |
| Total Decision Management Electives | | 3 |

Primary Electives

| | | |
|--|--|-------------|
| EICM 616 | Construction Productivity | 3 |
| EICM 636 | Construction Safety Engineering | 3 |
| EICM 646 | Design and Construction of Temporary Facilities | 3 |
| EICM 656 | Computer Applications in Construction Management | 3 |
| EICM 662 | Sustainability in Design and Construction | 3 |
| EICM 666 | Lean Construction | 3 |
| EICM 672 | Megaproject Development and Management | 3 |
| ENGG 600 | Reliability-Based Analysis in Engineering | 3 |
| ENGG 620 | Advanced Decision Analysis | 3 |
| Total Primary Electives Thesis Option | | 3-9 |
| Non- Thesis Option | | 9-15 |

Secondary Electives

| | | |
|----------|---|---|
| FINA 601 | Corporate Finance | 3 |
| FINA 611 | Financial Analysis Tools and Techniques | 3 |
| FINA 633 | International Finance | 3 |
| ECON 601 | Managerial Economics | 3 |
| MGMT 601 | Managing Organizations and Leading People | 3 |
| MGMT 621 | Leadership | 3 |

| | | |
|----------------------------------|-------------------------|------------|
| MKTG 601 | Marketing Management | 3 |
| MKTG 611 | Marketing Research | 3 |
| MKTG 631 | International Marketing | 3 |
| Total Secondary Electives | | 0-6 |

Thesis Option

| | | |
|----------------------------------|-----------------|----------|
| EICM 698 | M.S.C.M. Thesis | 3 |
| EICM 699 | M.S.C.M. Thesis | 3 |
| Total Thesis Requirements | | 6 |

TOTAL M.S.C.M. DEGREE PROGRAM 30

Course Sequencing

M.S.C.M. students should adhere to the following course sequencing:

Full-time

| | Fall | Spring | Summer |
|----------------|--|----------------------------------|----------------------------------|
| Year I | EICM 612 Decision Management Elective Elective | EICM 622 EICM 632 Elective | EICM 642 Elective or EICM 698 |
| Year II | Elective Elective or EICM 699 | | |

Part-time

| | Fall | Spring | Summer |
|----------------|--|----------------------------------|----------------------|
| Year I | EICM 612 Decision Management Elective | EICM 622 EICM 632 | EICM 642 |
| Year II | Elective Elective | Elective Elective or EICM 698 | Elective or EICM 699 |

M.S.C.M. Course Legend

| | |
|--|-----------------|
| ACCG Accounting | FINA Finance |
| ECON Economics | MGMT Management |
| EICM Engineering – Construction Management | MKTG Marketing |
| ENGG Engineering – Mathematics | |

M.S.C.M. Course Descriptions

ACCG 601 | ACCOUNTING INFORMATION AND MANAGEMENT DECISIONS

Prerequisite: Module if required

This course focuses on the nature and structure of accounting information that is generated by the business firm. The main emphasis is not on the process through which accounting information is generated, but on how this information can be used in decision making by business managers. Topics covered include key financial statements and their interpretation, ratio analysis and its uses in performance evaluation as well as its limitations, financial planning and budgeting, use of accounting information for more effective control of operations, economic value added vs. ROI, and other approaches to performance measurement.

ECON 601 | MANAGERIAL ECONOMICS

Prerequisite: Module if required

This course explores the relationship of economics to managerial decisions. Consideration is given to optimization techniques, fundamental microeconomics, theory of competition, market structures, innovation techniques, research and development, oligopolistic behavior and game theory, pricing strategies and other management related matters such as sociopolitical influences, cultural diversity and differing forms and conventions of business.

EICM 612 | PLANNING AND SCHEDULING IN CONSTRUCTION

Prerequisite: *ECVL 420 or equivalent*

This course aims to introduce project planning and scheduling for analysis and control of construction projects. Topics include bar charts, cost-loaded Gantt Charts, network and precedence diagramming, PERT/GERT, linear scheduling, integration of construction costs and optimization of resources within the schedule context, exploration of contractual and ethical implications, and development of an understanding of the role of predominant computer applications, and the integration of such, within the scheduling process. Multi-project planning and control across multinational borders will also be explored.

EICM 616 | CONSTRUCTION PRODUCTIVITY

Prerequisite: *EICM 612*

This course focuses on fundamental productivity concepts, data collection, analysis of productivity data, factors affecting construction productivity, means for improving production, and study of productivity programs. Topics include preplanning of construction projects, field evaluation techniques, and time-lapse evaluation for post-activity post-project enhancement. Evaluation of the effectiveness of construction project management is also covered.

EICM 620 | CONSTRUCTION ACCOUNTING AND FINANCE

Prerequisite: *ECVL 420 or equivalent*

This course covers a range of key topics to allow the construction manager to understand and make key financial decisions at both the construction project level and the corporate level. Topics include company financial management, determining project profitability, projecting costs and cash-flows, engineering economic analysis, taxation impacts, and accounting for construction projects and construction corporations. Financial management considerations for operating in international environments are considered.

EICM 622 | CONSTRUCTION ESTIMATING

Prerequisite: *EICM 620 or ACCG 601*

This course covers the capital-life cycle for construction estimating and cost control. Topics include cost coding; conceptual, preliminary and detailed cost estimates; adjustments for unique construction conditions; productivity; indirect project costs; bidding strategies and payment line items; bid-evaluation techniques; historical information for business intelligence; computer applications; surety bonding; and decision making. International considerations of construction estimating, as well as ethical and legal implications of the estimate and bid are covered.

EICM 632 | CONSTRUCTION LAWS AND REGULATIONS

Prerequisite: *ECVL 420 or equivalent*

This course provides an in-depth analysis of the legal aspects of the relationships between the parties involved in construction operations, including the owner, architect/engineer, contractor, construction manager, creditors, investors, material suppliers, and the public. An overview of those aspects of legal systems most relevant to construction and engineering practice are addressed. Contracts, forms of association, agency relationships, project delivery methods, property and labor law, remedies for contract breach, professional registration issues, ethical responsibility and professional liability are studied. Specific topics include the competitive bidding, risk management, intellectual property, surety bonds, lien law, arbitration and indemnification and contract claims. Regulatory restriction on owners, engineers, contractors and professional construction managers are also discussed.

EICM 636 | CONSTRUCTION SAFETY ENGINEERING

Prerequisite: *EICM 632*

This course focuses on construction safety and construction safety management with an emphasis on international construction health and safety provisions, as well as regional occupational safety and health regulations. Safety hazards on construction sites are discussed, followed by a survey of general safety and health provisions and safety management programs. Safety management approaches according to different country standards will be explored in detail, and the safety management philosophies will be contrasted. The course culminates into an examination of the approaches currently employed in multinational construction projects.

EICM 642 | CONSTRUCTION EQUIPMENT AND OPERATIONS

Prerequisite: *ECVL 420 or equivalent*

This course introduces basic and advanced construction equipment and methods used in medium to large-scale commercial and heavy-highway construction projects. Predominant tools and techniques for equipment decision support will be explored with a focus on obtaining a competitive advantage in the bid process and adding value within construction implementation. Other topics covered in the course include site preparation, earth fill, land

reclamation, and ground excavation methods; sustainability in construction operations; advanced techniques for construction visualization; and regional differences in selection and availability of equipment and construction methods.

EICM 646 | DESIGN AND CONSTRUCTION OF TEMPORARY FACILITIES

Prerequisite: ECVL 360 or equivalent

This course covers the design and construction of formwork, falsework, scaffolding, cofferdams, cableways, earth retaining structures, and temporary structural systems. The course begins with a review of fundamentals of structural engineering design and geotechnical design. Emphasis is given to the design and analysis of temporary support systems such as trusses, beams, frames, and structural slabs, and the importance of analyzing the structural system during the various phases of construction will also be highlighted. Practical examples of in-service temporary facilities used on typical and noteworthy projects will be discussed.

EICM 656 | COMPUTER APPLICATIONS IN CONSTRUCTION MANAGEMENT

Prerequisite: EICM 612, EICM 622

This course presents an overview of current computer usage in the construction industry; computer and applications and numerical analysis in construction; commercially available software applications for estimating, scheduling, productivity assessment, and decision support; and development of specialized software tools. The course will also explore building information modeling (BIM) principles and supporting technologies.

EICM 662 | SUSTAINABILITY IN DESIGN AND CONSTRUCTION

Prerequisite: ENGG 255 or equivalent

Understanding the design and construction of green buildings are key elements in the operation of sustainable engineering systems. This course introduces the major aspects of green building design and construction, including sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, innovation, and design process. The internationally-recognized United States Green Building Council's Leadership in Energy and Environmental Design (LEED) green building rating system is used as an example of a green building rating system, along with an understanding of the need for different regional rating systems. Life cycle principles will be discussed to expand the focus into use, operations, and decommissioning of infrastructure and building systems.

EICM 666 | LEAN CONSTRUCTION

Prerequisite: ENGG 255 or equivalent

The concepts of lean construction are becoming increasingly important in the construction management profession. This course focuses on extending lean manufacturing principles to the construction environment. Particular emphasis is placed on system- and process-level concepts to increase value and reduce waste within the construction climate.

EICM 672 | MEGAPROJECT DEVELOPMENT AND MANAGEMENT

Prerequisite: ECVL 420 or equivalent

This course covers the challenges and successes associated with megaprojects including risk assessment, optimism bias, benefit shortfall, cost overrun, and long term branding and marketing value. The specialized sets of project and program management skills associated with megaproject construction are outlined. Examples of case histories covered include the Panama Canal, Empire State Building, Hoover Dam, Abu Simbel Temple relocation, and more recently the Three Gorges Dam, Palm Islands, Boston Central Artery, La Defense, Kansai Airport, and Downtown Burj Khalifa. Guest lecturers from the industry will be invited.

EICM 680-685 | SPECIAL TOPICS IN CONSTRUCTION MANAGEMENT

Prerequisite: Dean's Approval Upon Demand

Construction Management topics of interest to students and faculty which are not available in the existing graduate curriculum can be offered through this course. Prior approval of the course material and syllabus by the Dean is required.

EICM 688 | M.S.C.M. PROJECT

Prerequisite: Completion of 24 credit hours

This capstone course integrates the skill sets acquired throughout the M.S.C.M. Program into a single project. The project topic is defined by the student in consultation with the faculty advisor. This course is not for credit and is graded on pass/fail basis.

EICM 698 | M.S.C.M. THESIS

Prerequisite: *Completion of 18 credit hours*

For a description of the M.S.C.M. Thesis and the applicable rules, procedures, and academic policies, the relevant sections of the *Graduate Catalog* should be reviewed in consultation with the academic advisor.

EICM 699 | M.S.C.M. THESIS

Prerequisite: *EICM 698*

For a description of the M.S.C.M. Thesis and the applicable rules, procedures, and academic policies, the relevant sections of the *Graduate Catalog* should be reviewed in consultation with the academic advisor.

ENGG 600 | RELIABILITY-BASED ANALYSIS IN ENGINEERING

Prerequisite: *ENGG 300 or equivalent*

This course covers functions of random variables, random processes, Bayesian approaches, constant and variable failure models, engineering system reliability, Markovian approaches and load-sharing systems, standby systems, physical reliability, maintainability and availability. Applications of reliability theory and processes are examined through a variety of engineering case studies demonstrating redundancy, burn-in testing, preventative maintenance, allocation, growth modeling and testing, and repairability.

ENGG 620 | ADVANCED DECISION ANALYSIS

Prerequisite: *ENGG 300 or equivalent*

This course covers the fundamental quantitative techniques for decision making in engineering. Topics include linear programming for engineering system optimization, goal programming, multi-objective decision making techniques, dynamic programming, game theory, integer programming and non-linear programming. The role of probabilistic decision algorithms is covered, including stochastic processes, inventory theory, forecasting, utility approaches, simulation, and sensitivity analysis.

FINA 601 | CORPORATE FINANCE

Prerequisite: *ACCG 601*

This course consists of a review of financial theory and application, including capital structure, cost of funds, dividend policy, working capital, capital budgeting, cash flow management, treasury and currency management and investment analysis.

FINA 611 | FINANCIAL ANALYSIS TOOLS AND TECHNIQUES

Prerequisite: *FINA 601*

This course develops various tools and techniques that are useful to managers for analyzing corporate financial performance. The analysis is carried out both in the financial statement framework and in the capital market environment. The course covers topics such as the operating cycle, the cash cycle, profitability decomposition, working capital changes, cash changes, free cash flow, projection of financial performance, growth indicators, and operating, financial and total leverage.

FINA 633 | INTERNATIONAL FINANCE

Prerequisite: *FINA 601*

This course covers issues related to the global environment, international financial markets, and international financial management. The first part of the course covers topics related to Balance of Payments. The second part focuses on the international financial markets, including foreign exchange markets, international money markets, and their interrelation. The course concludes with an analysis of issues related the operation of a firm in the global environment.

MGMT 601 | MANAGING ORGANIZATIONS AND LEADING PEOPLE

This course provides M.B.A. students with a rigorous, intensive introduction to the applied fields of organizational behavior and human resource management. The course considers micro-organizational issues: motivation, job design, leadership, conflict and stress management, group dynamics and individual perception. In addition, the macro-organizational issues of organization structure and design, organizational culture and operating in inter-cultural environments are presented. The course concludes with the important human resource issues of performance evaluation, HRM planning, staffing, compensation and legal and work environments.

MGMT 621 | LEADERSHIP

Prerequisite: *MGMT 601*

This course integrates major leadership theories with recent concepts and practices, in an attempt to provide methods and insights for becoming effective leaders in the 21st century. The course considers leadership as a complex process of influencing groups toward achieving their stated objectives. The approach is highly inclusive and involves analyzing the behavior of the leader and followers, within the context of their relationship; thus providing a thorough examination of what constitutes effective leadership skills. In addition, the course views effective leadership as a skill which is developed through education and experience.

MKTG 601 | MARKETING MANAGEMENT

This course starts with a review of basic marketing principles and the marketing mix. The main focus then shifts to the systematic development and implementation of a sound marketing policy. To this end, case studies are used to illustrate and critically evaluate the integration of the business mission into the development and implementation of product, pricing, communication, and distribution policies. Ethical issues facing marketing managers are also considered.

MKTG 611 | MARKETING RESEARCH

Prerequisite: *MKTG 601*

This course is designed to provide the student with the opportunity to acquire an understanding of methods and challenges of marketing analysis including desk and field research in the international arena. The course will include research methods such as library research and electronic data storage and retrieval using the university's information technology. Standard sources of financial and economic information from firms, markets and countries will be investigated. Other forms of research design including questionnaire and survey design, database organization and cross-tabulation are introduced in the course with an emphasis on analysis, interpretation and application of data to solve business problems.

MKTG 631 | INTERNATIONAL MARKETING

Prerequisite: *MKTG 601*

This course exposes students to the most commonly faced legal issues that one encounters in setting up and operating a business organization. Topics ranging from agency, partnership, corporations, governance, and mergers and acquisitions will be covered during this term. We will be analyzing appellate court cases to understand the legal reasoning that judges use in resolving disputes arising in the world of business. We will also be exploring the question of whether the economics concept of efficiency is the primary tool that judges and legislatures use in creating and defending law, and resolving disputes relating to business and organizations.



FACULTY LISTING

Inspired educators and practitioners in the business and professional communities comprise AUD's international faculty. Faculty members, in addition to having appropriate academic credentials and contributing to knowledge in their disciplines, often are or have been actively involved professionals. Students and faculty share a close and special bond which comes from dedication and commitment to a discipline and its associated professions.

M.B.A. Program Faculty

Abouzeid, Shadi - Professor of Decision Sciences

Ph.D. (2000), University of Strathclyde; M.Sc., University of Strathclyde; B.B.A., American University of Beirut

Abu-Ali, Mohammed – Dean of the School of Business Administration and Professor of Economics

Ph.D. (2003), George Mason University; M.A., George Mason University; M.A., Catholic University of America; M.A., Catholic University of America; B.S., La Roche College

Al-Doori, Mulhim – Professor of Computer Science

Ph.D. (1995), Edinburgh University; M.Sc., Hull University; Post-graduate Diploma, Strathclyde University; B.Sc., Glasgow University

Bahrami, Shahin – Associate Professor of Management

D.B.A. (1985), George Washington University; M.S., George Washington University; B.S., North Carolina State University

Braendle, Udo C. – Chair of Business and Economics and Associate Professor of Management

Ph.D. (2005), University of Vienna; M.B.A., University of Vienna; LL.M (Com)., Saarland University

Buigut, Steven – Associate Dean – Academic Affairs, School of Business Administration and Professor of Economics

Ph.D. (2006), Georgia State University; M.A., Georgia State University; M.Phil., Moi University; B.Sc. (First Class Hons.), Egerton University (Kenya)

Corelli, Angelo – Associate Professor of Finance

Ph.D. (2009), Università Degli Studi di Verona; M.B.A., Università Ca' Foscari Venezia; Laurea., Università Degli Studi di Siena

Daher, Elie – Adjunct Instructor in Business Administration and Management

D.B.A. (2003), Southern Cross University; M.B.A., Southern Cross University; Diplôme d'Ingénieur, Université Saint Joseph (Beirut)

Dedousis, Evangelos - Professor of Management

Ph.D. (1992), Griffith University; M.A., Waseda University; B.B.A., Athens University of Economics and Business

Farah, Assaad – Associate Professor of Management

Ph.D. (2011), University of Bath; M.Sc., Concordia University; B.Eng., Concordia University

Formanek, Steven David – Associate Professor of Decision Sciences

Ph.D. (2009), University of Waterloo; M.Math, University of Waterloo; B.A., University of Minnesota

Jarrar, Nazmi – Assistant Professor of Accounting

Ph.D. (2009), Edith Cowan University; M.B.A., Edith Cowan University; M.P.A., Edith Cowan University; B.Com., University of Aleppo

Kapar, Burcu – Assistant Professor of Economics

Ph.D. (2013), City University London; M.Sc., City University London; B.Sc., City University London

Malhotra, Jatin – Chair of Finance and Accounting, and Assistant Professor of Finance

Ph.D. (2012), University of New Orleans ; M.S., University of New Orleans; M.S., State University of New York at Buffalo; M.B.A., University of Mumbai; B.Com., University of Mumbai

Nader, Jihad S. - Provost/Chief Academic Officer and Professor of Finance

Ph.D. (1987), University of Toronto; M.B.A., American University of Beirut; B.B.A., American University of Beirut

Obeidat, Mohammad – Assistant Professor of Marketing

D.B.A. (2015), Wilmington University; M.B.A., Strayer University; B.A., Yarmouk University

Sbei Trabelsi, Nadia – Assistant Professor of Accounting

Ph.D. (2007), University of Nice Sophia Antipolis (UNSA); M.Sc., Institut Supérieur de Comptabilité et d'Administration des Entreprises (Tunis); B.B.A., Institut Supérieur de Comptabilité et d'Administration des Entreprises (Tunis)

Toufaily, Elissar – Associate Professor of Marketing

Ph.D. (2011), Université du Québec à Montréal; M.B.A., Université du Québec à Montréal; B.B.A., Lebanese University

Zalan, Tatiana – Associate Professor of Management

Ph.D. (2003), Flinders University; M.B.A., University of Adelaide; M.A., Moscow State Linguistic University; B.A., Moscow State Linguistic University

Zeineddine, Hassan – Chair of Management and Associate Professor of Management Information Systems

Ph.D. (2009), University of Ottawa; M.Sc., University of Windsor; B.S., American University of Beirut

M.Ed. Program Faculty

AlBorno, Nadera – Assistant Professor of Education

Ed.D. (2013), British University in Dubai; M.Sc., Imperial College, University of London; B.S., Kuwait University

El-Bilawi, Nora – Assistant Professor of Education

Ph.D. (2012), George Mason University; M.Ed., George Mason University; B.A., Ain-Shams University

Gholam, Alain – Assistant Professor of Education

Ed.D. (2012), Saint Louis University; M.A., Haigazian University; B.A., American University of Beirut

Hill, Catherine - Dean of the School of Education and Associate Professor of Education

Ed.D. (1996) Harvard University, Graduate School of Education; M.Ed., Harvard University, Graduate School of Education; M.A., Villanova University; B.A., Saint Joseph College

M.S.C.M. Program Faculty

Al-Doori, Mulhim – Professor of Computer Science

Ph.D. (1995), Edinburgh University; M.Sc., Hull University; Post-graduate Diploma, Strathclyde University; B.Sc., Glasgow University

Bakry, Ibrahim – Assistant Professor of Civil Engineering

Ph.D. (2014), Concordia University; M.Sc., Cairo University; B.Sc., Cairo University

Saqan, Elias - Chair of Civil Engineering and Professor of Civil Engineering

Ph.D. (1995), University of Texas at Austin M.S., University of Texas at Austin B.S.C.E., University of Houston

Small, Edgar - Coordinator of Construction Management and Associate Professor of Civil Engineering

Ph.D. (1999), State University of New York at Buffalo; M.Eng., State University of New York at Buffalo; B.S., State University of New York at Buffalo



FINANCIAL INFORMATION 2015-2016

- Tuition and Fees
- Medical Insurance
- Explanation of Fees and Expenses
- Payment Policies
- Refunds

Tuition and Fees (effective Academic Year 2015-2016)

University institutional policy requires all students to pay tuition and fees in advance. A student whose account is delinquent will not be allowed to register for the subsequent semester until the balance owed is paid in full.

The university evaluates institutional tuition and fee rates in the second semester of each academic year, and rates may be subject to change at the beginning of the following academic year. In the recent past, when implemented, tuition increases have been in the range of the 4-5% per annum. Any future hikes in tuition, if any, are expected to be within this range.

Study Abroad Program (SAP) students receiving financial aid may be allowed a tuition deferment based upon the anticipated receipt of funds. This is granted solely at the discretion of AUD, based on the official notice of approval from the granting or lending agency.

(The standard academic year is comprised of the Fall [September-December] and Spring [January-April] semesters. There are two Summer sessions [May-June and July-August].)

Undergraduate Programs

Fall and Spring Semesters

| | |
|--------------------------------------|------------------------|
| Tuition (less than 12 credit hours) | AED3,400 per credit |
| Tuition (12 to 16 credit hours) | AED39,000 per semester |
| Tuition overload (over 16 cr. hours) | AED2,600 per credit |
| Service Fee | AED300 per semester |

Summer Sessions

| | |
|-------------|---------------------|
| Tuition | AED3,400 per credit |
| Service Fee | AED200 per session |

Graduate Programs

| | |
|---------------------------------|---------------------|
| M.B.A. Tuition | AED3,500 per credit |
| M.Ed. Tuition | AED3,300 per credit |
| M.S.C.M. Tuition | AED3,500 per credit |
| Additional Modules, if required | AED2,500 per module |

Intensive English Language Program (Ielp)

Fall and Spring Semesters

| | |
|-------------|------------------------|
| Tuition | AED28,000 per semester |
| Service Fee | AED200 per semester |

Summer Sessions

| | |
|-------------|-----------------------|
| Tuition | AED20,000 per session |
| Service Fee | AED100 per session |

Study Abroad Program In Middle Eastern Studies

(Includes tuition and fees for 5 classes [15 hours], housing and some classroom-related activities)

| | |
|------------------|--|
| Tuition and Fees | US\$13,370 (of which US\$274 is refundable at the end of the semester if no housing damage has occurred) |
|------------------|--|

Withdrawal Penalty (Scholarship Students)*

- If an **undergraduate student** on scholarship exceeds the two-course limit for withdrawals, the following financial penalty will apply for each term the student withdraws from an additional course:
 - If a student is enrolled full-time (12 to 16 credits in Fall and Spring or 7 to 9 credits in Summer), the full-time tuition rate per credit for the academic year is applicable and will be charged at the time of withdrawal;
 - If a student is enrolled part-time (less than 12 credits in Fall and Spring or less than 7 in Summer), the part-time tuition rate per credit for the academic year will be charged at the time of withdrawal.

- If a **graduate student** on scholarship exceeds the two-course limit for withdrawals, he or she will be charged the full tuition for the course(s) from which he or she withdraws.

* Scholarships appearing in the AUD Undergraduate and Graduate Catalogs.

Family Tuition Waiver*

For families who have more than one son/daughter **enrolled simultaneously** at AUD as full-time undergraduates, a tuition remission of 25% is given to each offspring (sibling) after the first. Students who qualify for this waiver must, upon registration, complete a form available at the Finance Office. Scholarship students are not eligible for a *Family Tuition Waiver*.

* Applicable during Fall and Spring semesters only

Health Insurance (Mandatory)

Private health insurance covering care in the UAE is mandatory for all AUD students except UAE nationals. In order to meet this requirement by enrolling in the AUD-sponsored health insurance plan, students are charged a non-refundable fee of AED1,700 on their Fall semester bill covering the period September 1 through August 31.

For this fee to be waived, students are required to provide evidence of currently valid private health insurance covering care in the UAE (original insurance card) to the Finance Office. Deadline to do so is the last day of the Fall semester Drop/Add (see *AUD Academic Calendar*).

Failure to provide this evidence before the deadline will result in cancellation of the option to waive the health insurance coverage and associated fee.

Explanation of Fees and Expenses

Application Processing Fee

A non-refundable application processing fee of AED200 must accompany the Application for Admission.

Reservation Deposit

A reservation deposit (non-refundable) of AED5,000 (for undergraduate applicants) and AED2,000 (for graduate applicants), which is fully applied toward tuition, is required upon acceptance for admission (provisional or other). Due to the high number of applicants, undergraduate students are requested to pay this deposit within two months of the start of the term of entry. No application will be accepted after this date without the reservation deposit. **The reservation deposit is non-refundable unless the application is rejected by the Admissions Office.**

Entrance Exam Fee

| | |
|-------------------------------|--------------------------|
| Math and English Exam Fee | AED300 (non-refundable) |
| Computer Proficiency Exam Fee | AED 150 (non-refundable) |

Late Registration Fee

A late registration fee of AED1,000 will be charged for those registering after the final advising and registration date set for the semester (see *AUD Academic Calendar*).

Services Fee

Services Fees are designated for labs and activities, for undergraduate and IELP students.

Books

Students are responsible for buying their own books. Book expense is not included in the tuition.

Graduation Processing Fee

A non-refundable diploma fee of AED500 will be billed to students earning degrees.

Middle Eastern Studies Certificate Fee

A non-refundable fee of AED200 will be billed to students to cover processing and production of the Middle Eastern Studies Certificate.

Part-Time Undergraduate Students

An undergraduate student taking less than 12 credit hours per semester is considered part-time. The fee per 1 credit hour is AED3,400.

Housing (Optional)

Accommodation is provided by semester for those who wish student housing. The nonrefundable housing fees per semester are:

- AED8,500 (shared)
- AED12,500* (single)

A one-time, refundable security deposit of AED1,000 is required. This one-time security deposit is payable with the student's first housing payment. Housing charges are subject to change. In the summer sessions, housing fees are AED5,700 for a shared room and AED8,500 for a single room*.

** Single rooms are not available and will not be guaranteed at all. In the event that there are cancellations and there is availability of rooms, applications for single rooms will be considered.*

A housing reservation fee of AED2,500 is required to reserve a place in the residence halls. This is payable according to the following schedule:

| Semester | Deadline |
|-----------------|-------------------|
| Spring 2016 | November 11, 2015 |
| Summer I 2016 | March 23, 2016 |
| Summer II 2016 | May 17, 2016 |
| Fall 2016 | May 25, 2016 |

The balance of the student housing fee must be paid in full one month before the beginning of the semester or summer session. Failure to pay the housing fee in full may result in the cancellation of the housing reservation. ***In such cases, the housing reservation fee will not be refunded.***

Student Residence Visa (Optional)*

Only full-time students are eligible. Visa fee, AED1,000. Passport deposit of AED2,000 is refundable ***only upon cancellation of visa.***

**Additional fees may apply, check with the Visa Officer (Emirates ID, blood test, cancellation, etc...)*

Course Abroad (Optional)

AUD Course Abroad Seminars are scheduled annually. The fee, which is determined annually, covers round-trip transportation and hotel accommodations. Students are responsible for their meals. Students may earn three hours of academic credit upon satisfactory completion of requirements set by the trip instructor. Previous Study Tour locations have included New York, Paris, Milan and Florence.

Payment Policies

Tuition and fees are due upon registration, unless a student is registering online, in which case the deadline for payment established by the Registrar's Office must be respected. Student can pay by cash, check drawn on a UAE bank, and bank drafts at the AUD branch of the Commercial Bank of Dubai. Credit Card payments may be made at the AUD Finance Office. Tuition and fees may also be paid by bank transfer or by filling the *Credit Card Authorization Form*.

Bank Transfer

Payable to the "American University in Dubai" account number: 1000351229, IBAN number AE470230000001000351229 at the Commercial Bank of Dubai, Dubai Head Office, swift code: CBDUAEADDXB. Include student name and I.D.# on the payment details. Students should ensure that they cover wire transfer or conversion rate charges and that amount received by AUD is net.

Credit Card (Paid Via Written Authorization)

By filling out a [Credit Card Authorization Form](#), available online or at the Finance Office, and faxing this form to AUD Finance Office +971 4 399 4566 or emailing finance@aud.edu. Only Visa and Master Cards are accepted.

Checks

Students who submit non-negotiable checks will be charged an AED200 non-refundable administrative fee and will henceforth be required to make future payments in the form of cash or bank transfer.

Outstanding Balances

A student cannot register until all outstanding balances are cleared. Payments will be credited toward outstanding balances before being applied to current registration charges. Transcripts, grades, diploma and certifications will not be issued for students who have not met their financial obligations.

Refunds

All refund requests will be processed within 30 days and are done in the form of checks or wire transfers. Refunds are governed by the following regulations:

(1) Tuition (Except Ielp)

In the event that a student withdraws or is dismissed from all classes during the term, refunds of tuition and fees will be calculated according to the following schedule:

| Schedule | Refund |
|------------------------------------|---------------|
| During Drop/Add* | 100% |
| Until the end of the second week** | 50% |
| Until the end of the third week | 25% |
| After the third week | 0% |

In the event that a student withdraws from partial classes during the term, refunds will be calculated according to the following schedule:

| Schedule | Refund |
|--------------------------|---------------|
| Until end of Drop/Add*** | 100% |
| After Drop/Add | 0% |

(2) Tuition (Ielp)

| Schedule | Refund |
|---------------------------|---------------|
| Until the end of Drop/Add | 100% |
| After Drop/Add | 0% |

(3) Housing Fees And Charges

The one-time, housing security deposit is refundable at the end of the semester if no housing damage has occurred.

The housing reservation fee is non-refundable and nontransferable unless the student's application for admission is rejected or the student cancels their admission (including conditional) one month prior to the start of the semester for which he or she has paid.

**For new students in the first semester of attendance 100% refund with the exception of the reservation and enrollment deposit of AED5,000 (for undergraduate) and AED2,000 (for graduate) which is nonrefundable.*

*** Sunday-Thursday*

**** The refund amount will be a credit to the student's account and carried forward to the following semester. Non-returning students will receive a refund within 30 days of submitting a request form. Check the AUD Academic Calendar for dates of Drop/Add.*

Note

AUD has a Refund Policy specific to legal residents of the U.S. State of Georgia. This Policy has been written to be in compliance with Standard Nine of Georgia's Minimum Standards and Criteria for NPEC Institutions. The existence of this Policy is announced during Student Orientation and referenced at the time of exit from AUD (during the account settlement process) of any Georgia resident who requests a refund. A copy of this Policy is available in the Finance Office, the Registrar's, and the office of the Director of Institutional Effectiveness. The standard academic year is comprised of the Fall (September) and Spring (January) semesters. There are two Summer sessions (May and July).

ACADEMIC CALENDAR

| FALL SEMESTER 2015 | |
|----------------------|--|
| August 23+ | LD: Submit Academic Standing Appeal Online |
| August 27 | Arrival of Housing Students |
| August 29*-30 | Final Days for Advising and Registration |
| August 30 | Student Orientation |
| September 1+ | LD: Appeal Suspension/Dismissal to President |
| September 1 | Classes Begin |
| September 1-7 | Drop/Add |
| Sept. 24-28** | Eid Al Adha Break |
| October 15** | Islamic New Year |
| November 5 | Last Day for Withdrawal from Classes |
| November 30 | Martyr's Day |
| December 2 | National Day |
| December 10 | Last Day of Classes |
| December 13 | Final Exams Begin |
| December 17 | Semester Ends |
| SPRING SEMESTER 2016 | |
| January 3+ | LD: Submit Academic Standing Appeal Online |
| January 7 | Arrival of Housing Students |
| January 9*-10 | Final Days for Advising and Registration |
| January 10 | Student Orientation |
| January 11+ | LD: Appeal Suspension/Dismissal to President |
| January 11 | Classes Begin |
| January 11-14 | Drop/Add |
| March 6-10 | Spring Break |
| March 17 | Last Day for Withdrawal from Classes |
| April 21 | Last Day of Classes |
| April 24 | Final Exams Begin |
| April 28 | Semester Ends |

| SUMMER I SESSION 2016 | |
|-----------------------|--|
| May 3+ | LD: Submit Academic Standing Appeal Online |
| May 4 | Arrival of Housing Students |
| May 4 | Final Day for Advising and Registration |
| May 5** | Al Israa Wal Miraj |
| May 8+ | LD: Appeal Suspension/Dismissal to President |
| May 8 | Classes Begin |
| May 8-10 | Drop/Add |
| May 15 | Commencement |
| June 9 | Last Day for Withdrawal from Classes |
| June 20 | Last Day of Classes |
| June 21 | Final Exams Begin |
| June 22 | Session Ends |

| SUMMER II SESSION 2016 | |
|------------------------|--|
| June 28+ | LD: Submit Academic Standing Appeal Online |
| June 30 | Arrival of Housing Students |
| June 30 | Final Day for Advising and Registration |
| July 3+ | LD: Appeal Suspension/Dismissal to President |
| July 3 | Classes Begin |
| July 3-5 | Drop/Add |
| July 6-7** | Eid Al Fitr |
| August 4 | Last Day for Withdrawal from Classes |
| August 15 | Last Day of Classes |
| August 16 | Final Exams Begin |
| August 17 | Session Ends |

LD Last Day

+ For Undergraduates only

* Normal working day for all faculty and staff

** All Islamic Lunar Holidays for the private sector will be fixed per announcement by the relevant Ministry.

Placement exam dates and registration procedures are available each term from the Admissions Office.

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