



THE AMERICAN UNIVERSITY IN CAIRO

Faculty Handbook 2015-16

Amended April 16, 2019 by Approval of Senate

Amended April 5, 2022 by Approval of Senate

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Preface¹

The purpose of this Faculty Handbook is to provide clear and accessible information about the principles and procedures that govern faculty life at AUC, such as academic freedom, faculty appointments, criteria for promotions and leaves of absence, instructional, research and service responsibilities, and other important policies relevant to members of the teaching and research faculty. The Faculty Handbook has been developed in consultation with the appropriate committees, principally the Faculty Affairs Committee of the University Senate, and was approved by the University Senate and President, as authorized by the Board of Trustees.

The policies and regulations in this handbook, when adopted, form an integral part of the faculty member's employment agreement. Such policies and regulations are under continuous review. Accordingly, faculty members may anticipate that these policies will, from time to time, be revised or modified to meet changing circumstances. Suggestions for improvement are welcome.

When revision and modifications of policies and regulations are adopted, incumbent faculty should not be negatively affected from such modifications.

¹ Some of the language in this Handbook has been adapted from comparable documents of other universities, to which we are grateful. They include:

Brandeis University http://www.brandeis.edu/provost/faculty-info/faculty_handbook.html

Columbia: <http://www.columbia.edu/cu/vpaa/handbook/index.html>

Grinnell College: <http://www.grinnell.edu/offices/dean/handbook/>

Iowa State University: <http://www.provost.iastate.edu/faculty/handbook/current/>

Kenyon College: <http://www.kenyon.edu/x18684.xml>

Lewis And Clark College: <http://legacy.lclark.edu/org/handbook/fullindex.html>

Rice University : <http://fachandbook.rice.edu/fhb.cfm>

Vanderbilt University: <http://www.vanderbilt.edu/facman/>

I. University Mission Statement

The American University in Cairo (AUC) is a premier English-language institution of higher learning. The university is committed to teaching and research of the highest caliber, and offers exceptional liberal arts and professional education in a cross-cultural environment. AUC builds a culture of leadership, lifelong learning, continuing education and service among its graduates, and is dedicated to making significant contributions to Egypt and the international community in diverse fields. Chartered and accredited in the United States and Egypt, it is an independent, not-for-profit, equal-opportunity institution. AUC upholds the principles of academic freedom and is dedicated to excellence.

(Approved by the Board of Trustees, May 2009)

II. Principles of Academic Freedom

The American University in Cairo affirms and protects the full freedom of scholarly and intellectual inquiry and expression of all faculty in the fulfillment of their university responsibilities, including teaching, advising, discussion, research, publication, and creative work, as well as other scholarly activities. When a member of the faculty speaks or writes in public, other than as a representative of the university, he or she is free from institutional restraints, although the University expects faculty to exercise these freedoms with sensitivity and integrity.

Quite apart from its value to society at large, freedom of expression is essential to the academic enterprise, for when people hesitate to speak their mind, critical thinking has no outlet and the university cannot serve its mission. Free expression sometimes permits disturbing or noxious speech and arouses the temptation to suppress such offensive speech by force, censorship, or intimidation. It is therefore important that all individuals associated with the university -- whether as student, teacher, administrator or trustee -- exercise the responsibility, respect and restraint in which freedom of expression flourishes.

The American Association of University Professors, founded in 1915 specifically to cultivate and defend the rights of academic freedom, has consistently acknowledged the need for such responsibility. The most authoritative statement of the rights of academic freedom as they exist today is the AAUP's "1940 Statement of Principles." It defines three elements of the academic enterprise—teaching, research, and service—and describes the scope of academic freedom in each²:

(a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(c) College and university teachers are citizens, members of a learned profession, and members of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational authorities, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

²"1940 Statement of Principles on Academic Freedom and Tenure," at <http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>

III. Organization and Governance of the University

The American University in Cairo was founded in 1919. Today it is an American not-for-profit institution, operating in accordance with American law under the provisions of the Internal Revenue Service Code as a 501c3 tax-exempt, nonprofit association. The University is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools in the United States and by the Supreme Council of Universities of Egypt. It operates under the terms of a bilateral cultural treaty between the United States and Egypt and is governed by a protocol establishing its status in Egypt that was approved and signed in 1976.

1. Board of Trustees

Final legal authority for governance of the university rests with the Board of Trustees, yet in practice many academic decisions are delegated to university officials or to the faculty.

Distinguished for their professional accomplishments in the areas of business, law, education, philanthropy, diplomacy and scholarship, AUC's board members are all volunteers who dedicate their time and resources to supporting the university. Drawn from Egypt, the United States and elsewhere, the trustees do not receive a salary but instead provide financial support to the university. AUC's trustees usually meet three times a year, twice in New York and once in Cairo.

Much of the work of the board is done through standing committees such as: Academic Affairs, Finance, Facilities, Advancement, Audit and Trusteeship. In addition, there is an Executive Committee which exercises most of the powers and duties of the full board between board meetings. The president is an ex-officio member of the Board of Trustees.

See the website of the Board of Trustees at <http://www.aucegypt.edu/about/leadership/board-trustees>

2. Senior Administration

The President of the University is selected by the Trustees, and serves as the chief executive officer and oversees all its operations. The president provides leadership and supervises the strategic actions that advance the overall direction, vision and values of the institution.

The president works with the provost, the University's chief academic officer, on all issues related to academic programs. The provost is responsible for shaping and implementing the University's academic vision, building the size and quality of its faculty, and ensuring that the quality of research and education are at par with the University's mission and goals.

The senior administration includes the President's Cabinet (see the University Leadership webpage for details). The academic mission of the University is overseen by the Provost's Council, which is chaired by the Provost and composed of the University School deans, and other members as appointed by the Provost.

For more information, see the Leadership page on the AUC website
<http://www.aucegypt.edu/about/leadership>

3. Deans, department chairs, associate chairs and unit heads

3.1 Deans

There are nine deans at AUC, five of whom oversee Schools which offer autonomous degree programs in varying configurations: the School of Business, the School of Global Affairs and Public Policy, the Graduate School of Education, the School of Humanities and Social Sciences, and the School of Sciences and Engineering. In addition, the dean of undergraduate studies oversees the Academy of Liberal Arts and the Core Curriculum; the dean of Graduate Studies works with all the schools that offer graduate degree programs to ensure the quality and consistency of AUC's Masters and PhD offerings; the dean of the School of Continuing Education administers the School's non-degree programs for learners of various ages and backgrounds and works with the degree-granting schools to offer non-degree extension programs; and the dean of Libraries and Learning Technologies oversees the research and instructional support provided to students and faculty by the University.

Deans are responsible for ensuring the quality, value and suitability of the academic programs of their school or programs, for maintaining the quality of teaching, research and service conducted by the School faculty and the skill and effectiveness of the School administration. They work with department chairs, who compose the Dean's Council in each School, to manage School-level faculty hiring and promotions processes, curricular reviews and initiatives, research programs, and extension, outreach and development activities. School deans may appoint up to two associate deans; except for LLT which appoints three associate deans due to its unique administrative structure. The terms and responsibilities of these positions may vary according to the needs of the School.

3.2 Chairs

There are twenty-eight chairs of academic departments at AUC. Working with the deans, department chairs are responsible for the management of department-wide activities, including review and development of curricula, assignment of faculty teaching responsibilities, mentoring of junior faculty and graduate students, recruitment and retention of majors and graduate students, collection of data on student and faculty activities and achievements, management of the department budget and supervision of department administrative staff. Most relatively large departments also have associate chairs; the responsibilities of these positions vary according to the needs of the department (e.g. depending on the size and number of major programs, the existence of graduate degrees, etc.). (See Appendix 1: Roles and Responsibilities of Department Chairs.)

3.3 Associate chairs

The "Associate Chair" works closely with the department chair and helps in performing some of the academic and administrative responsibilities of managing large departments and serves as acting chair when the chair is away. The Associate Chair is appointed by the Department Chair in consultation with the departmental faculty and the dean. The term of office for the position is one year and can be renewed. Compensation and course release policy for departments of varying sizes and complexity as well as eligibility for the position of Associate Chair are covered in Appendix 9 of the Faculty Handbook.

In departments with a wide range of disciplines, it is advisable that the disciplines and experiences of the department chair and the associate chair reflect that range.

The responsibilities of the associate chair may vary depending on the needs of the department, the size and number of major programs, the existence of graduate degrees, etc. Such responsibilities need to be specified in the governance document of the department.

The performance of the associate chair is evaluated annually by the Dean's office taking into account the opinion of the department chair and faculty.

Specific policies and procedures with regard to the appointment and responsibilities of associate chairs in individual departments should be registered in the governance of the department in question.

3.4 Unit heads

A unit within an academic department normally consists of the faculty, programs and students of a given discipline in the department. The unit head is the academic leader of the discipline whose responsibilities are developed by the department chair in consultation with members of the department depending on the needs of the department. Such responsibilities are documented in the department's governance document. The term of appointment of a unit head is three years renewable once.

The Unit Head is elected by faculty members of the unit in consultation with the department chair and the dean. Compensation and course release policy for departments of varying sizes and complexity as well as eligibility for the position of Unit head are covered in Appendix 9 of the Faculty Handbook.

The performance of the unit head is evaluated annually by the Dean taking into account the feedback of the department chair and faculty.

Specific policies and procedures with regard to the appointment and responsibilities of unit heads in individual departments should be registered in the governance of the department in question.

4. University Senate

The Senate is the representative council of the university faculty, with the participation of students, staff, and administration. It ensures faculty participation in governance and in the discussion of issues important to the university community. It aims to facilitate communication among university constituencies, and to foster mutual respect and cooperation among faculty of the various departments and disciplines, students, and staff. Its resolutions are transmitted to the president for consideration and appropriate action.

Full-time faculty members of each academic department, non-teaching academic unit, and SCE shall return two senators. Departments with nine or fewer full-time faculty members shall return one senator. Faculty members must have served a minimum of two consecutive years at AUC

before election. At least one of the faculty members returned by departments that are eligible to return two senators and have faculty with tenure or permanent status must be tenured or have permanent status. Otherwise, such departments shall return only one senator. Senate membership includes one Senator elected at-large from each of the School of Humanities and Social Sciences, the School of Science and Engineering, the School of Business, the School of Global Affairs and Public Policy, the Graduate School of Education, and the School of Continuing Education. At-large Senators are elected at the last general faculty meeting of the academic year, with nominees restricted to their respective schools, but with all full-time faculty members eligible to vote. The Student Union provides two senators according to procedures established by the Student Union, and the Graduate Student Association provides one senator according to its own procedures, and, similarly, the Staff Advisory Group provides two senators according to procedures established by the Staff Advisory Group.

The University President, University Counselor, Vice-President of Student Affairs, Vice-President for Planning and Administration, Vice President for Finance, Vice President for Development, and Associate Provosts of the University shall be *ex officio*, non-voting members of the Senate. The University Provost, Dean of Libraries and Learning Technologies, Dean of Graduate Studies, and Deans of the schools in the academic area shall be *ex officio*, voting members of the Senate. The Senate elects by majority vote a chair, a vice-chair, and a secretary. The Chair of the Senate represents the faculty as a whole in circumstances where that is necessary and appropriate.

See the website of the University Senate: <http://aucegypt.edu/about/leadership/senate>

5. Organized Research Units

Organized Research Units (ORUs) at AUC may have teaching and/or service missions, along with their main mission to conduct research. Each unit should make important contributions to the mission of AUC. They serve as links to important constituencies in the community, civil society, government, other universities, the private sector, and multinational agencies in Egypt, across the Arab region and internationally. They contribute to building important new fields of inquiry and academic networks; sponsor major programs of research at AUC involving multiple investigators and producing high-impact findings with considerable scientific impact, scholarly reach and public policy influence.

Although the historical evolution of each ORU is unique, broadly speaking the ORUs can be divided into three types:

1. Serving a department and reporting to the department chair
2. Serving several departments within a school and reporting to the school dean
3. Serving more than one school and reporting to the Vice Provost

Click here for [Guidelines for Establishing Organized Research Units](#).

Click here for [Guidelines and Procedures for Annual Reporting and Review Process for Organized Research Units](#)

Faculty associated with an ORU, whether appointed directly to the ORU or holding a joint appointment with an academic department, are expected to participate in the governance of the ORU. Governance includes whatever committees an ORU determines to be useful to identify, prepare, and assess research projects; recruit additional faculty, researchers, and staff; administer research funds; admit, advise, and supervise students; etc. Apart from ORU Directors, these assignments do not typically carry additional compensation, as they are understood to be elements of conventional faculty responsibilities. The directors of ORUs offering academic instructional programs are responsible for working with School Deans and Department Chairs to provide services to students, faculty affiliated with centers, and center staff. Being outside the academic school structure, ORUs reporting to the Provost may have their own representatives in the University Senate. Other ORUs are represented through their schools and/or departments.

See the website for more information on research centers:

<http://www.aucegypt.edu/research/research-centers>

6. Libraries and Learning Technologies

AUC Libraries and Learning Technologies consist of the Main Library, Rare Books and Special Collections Library, and the Tahrir Library. These constitute a vital component of the university as they provide access to resources, information and services for students, faculty and scholars from Egypt, the Middle East and worldwide –services designated to promote innovative, technologically advanced teaching and learning.

6.1 Main Library:

The mission of the AUC Main Library is to support the instructional and research needs of the AUC community. Accordingly, the Library plays an active and integral part in the University's pursuit of excellence in all academic and scholarly programs. In addition to the largest English language academic print collection in Egypt, the Library offers access to myriad electronic databases and e-book resources that are available both on and off-campus for faculty and students. In addition to the information resources offered, the Main Library provides a Learning Commons area for student collaboration where users have the tools and support services needed to access, manage, and produce information. The Graduate Student Commons offers a quiet space for individual study and research. Library services include professional research instruction and assistance as well as document delivery services. The Library also extends its services to an external community of researchers and scholars from Egypt and around the world.

6.2 Rare Books and Special Collections Library:

The Rare Books and Special Collections Library (RBSCCL) operates as a scholarly research facility and teaching resource center specializing in the arts, culture and society of ancient, medieval and modern Egypt and the region. Along with growing rare and contemporary book collections of over 45,000 volumes including a complete first edition of the *Description de l'Egypte*, the RBSCCL endeavors to assemble and conserve primary source collections of photographs, manuscripts, architectural plans and drawings, cinema memorabilia, maps and a growing collection of oral histories that attract researchers from around the world. Of particular note is the Creswell Collection

in Islamic art and architecture, as well as special collections in Egyptology, regional architecture and photography, and the personal papers of Egyptian politicians, social activists, artists, and Coptic scholars. The University Archives documents the history of the AUC. The RBSCL also has an active program of professional conservation and digitization of rare and fragile materials. The growing Digital Archival Research Repository (DARR) and RBSCL Digital Collections conserve indigital format the special collections as well as offering the opportunity to publish AUC student and faculty research.

For more information, visit the RBSCL website: <http://library.aucegypt.edu/rbscl/index.html>

6.3. Tahrir Library:

The Tahrir Library functions as a satellite facility and provides academic support primarily for eligible students of the Tahrir Campus: the School of Continuing Education, Engineering & Science Services, and the Management Center. The Tahrir Library provides full access to all databases and electronic books offered on the New Cairo Campus.

7. Office of Information Technology

From the perspective of faculty, there are three principal technology support units. In addition to the following two units, the Center for Learning and Teaching supports faculty in the effective application of technology to the teaching and learning process (see Chapter VI section 2.2).

7.1 Classroom Technologies and Media Services

As a department of the Office of Information Technology, CTMS facilitates teaching and learning where technology is used through the installation and support of technology, particularly in the classroom. They also support non-instructional needs with presentation technology and audio support as well as video conferencing, streaming media and satellite channel services. Among the services offered are:

- Conventional Classroom Services: equipping classrooms and training faculty to use
 - Conventional AV
 - Presentation computers and access to Internet
 - Projectors: data, video, OHP
 - Playback and recording equipment: VCRs, camcorders, digital cameras
- Campus Services
 - Instructional video and audio recording
 - Event support
 - Streaming media services
 - Satellite channel distribution
 - Simultaneous translation equipment

7.2 University Academic Computing Technologies

This office assists faculty in making the best possible use of the University's technology services portfolio in the design and delivery of instruction, including technology training for Blackboard and other on-line course management programs, data storage facilities, faculty personal websites and blogs, and custom application development.

8. Auxiliary Enterprises

8.1 *The American University in Cairo Press*

The American University in Cairo Press is the Middle East's leading English-language academic book publisher. Its mission is to accurately reflect the Middle East to a global readership in line with the main teaching and research interests of the American University in Cairo.

Drawing on an international author and editor community, the AUC Press publishes—in both digital and print formats— reviewed scholarly books, fiction (through a separate imprint hoopoefiction.com), Arabic teaching books, and general interest publications. The Press currently produces up to 80 new books each year, and maintains a backlist of some 800 titles mainly for distribution worldwide through Oxford University Press (North America) and IB Tauris (rest of world, excluding North America). It also operates six bookstores in Cairo, including a flagship store in Tahrir Square.

See the AUC Press website: <http://www.aucpress.com/default.aspx?template=home>

IV. Faculty Appointments

1. Guiding Principles:

The University recognizes that fair and equitable appointment, promotion and tenure policies are important elements of faculty security and satisfaction and contribute to building and maintaining a strong, active and effective academic community. The University does not discriminate in its policies for full-time faculty members on the basis of nationality or location of hire. The procedure and criteria used in placement of newly appointed faculty and in assigning their salaries and benefits is regularly announced.

2. Tenure and Tenure-track Professorial Ranks

2.1 Assistant Professor

An appointment to the rank of assistant professor requires an appropriate terminal degree, typically a PhD. (In certain fields, other professional degrees are recognized in conjunction with scholarly achievement.) All appointments at the rank of assistant professors are tenure-track unless a specified term, not to exceed seven years, is announced in the initial advertisement and the offer letter. When the requirements for the doctoral degree are not completed before September 1 of the first year of employment at AUC, the appointment is changed to that of a one-year instructor, renewable once.

Assistant professors are appointed for an initial contract of four years. The developmental review occurs in the third year. If the assistant professor is reappointed for a second period, he or she may take a paid, one-semester junior leave devoted entirely to research, scholarship, or creative work, usually in the fourth or fifth year. If the assistant professor's contract is not renewed, the fourth year of the initial appointment will be the terminal year. No review for promotion is made in a terminal year.

An assistant professor's second contract is for four years. Although an assistant professor may request review for tenure at any time, this review would normally take place in the sixth or seventh year, and cannot take place later than the seventh year. If the assistant professor is not promoted by the end of the seventh year, the eighth year will be the final year in the professorial ranks. In a terminal year no further review for promotion is made. The individual cannot be appointed to any other professorial rank. See the table below for a summary of this review process.

The only circumstances that can delay tenure review beyond the seventh year involve leaves of absence. For example, authorized medical or parenthood leaves can postpone a tenure review up to one year.

Summary of Tenure Clock Review Process:

Action	Timing in the tenure clock cycle
Appointment and assumption of duties and first year Review	Year 1
Developmental review (Chapter V, 5.2)	Year 3
Renewal (second appointment) or end of notification of terminal year	Year 3
Second period begins	Year 5
Junior research leave	Year 4 or 5
Second review	Year 7 or earlier
Promotion or notification of terminal year	No later than Year 7

2.2 Associate Professor

Promotion of a tenure-track faculty member to the rank of associate or full professor includes the award of tenure. Term appointment faculty with professorial rank can voluntarily apply for promotion in compliance with the criteria for evaluation set forth in section V “Procedures for Appointment and Promotion” of the Faculty Handbook. Term appointment faculty can apply for promotion without tenure after three years of service and after a successful renewal of their contract to a second term. Term appointment faculty who are denied promotion can continue their existing contracts to completion. Renewal of the contract is subject to a separate contract renewal review. Faculty may also be recruited to AUC on tenure-track in the rank of associate professor. Such an untenured appointment cannot exceed three years, and such a faculty member must be reviewed for tenure no later than the end of their third year. As in all other cases, associate professors who fail to receive tenure will be given a final “grace” year after the decision is made.

2.3 Professor

Promotion to full professor typically follows five years after promotion to associate professor. Promotion to full professor is not a requirement for continued service at AUC, however, and is not automatic. Except in unusual circumstances and with the authorization of the Provost, faculty may be recruited to AUC on tenure track in the rank of professor without tenure for no longer than three years. Ordinarily, faculty recruited to positions as tenure track full Professors, should be reviewed for tenure within the first two years. If tenure is not received, a final “grace” year is given after the decision is made.

2.4 Part-Time Tenured and Tenure-Track Professor

Professorial appointments are full-time appointments. Under exceptional circumstances, however, faculty already at AUC may request a part-time appointment, on a fixed term basis, to take up commitments elsewhere—a joint appointment at another university or research facility, for example. The initial part-time appointment specifies the period for which the individual will serve part-time and outlines his or her obligations to AUC during the period of the part-time appointment. With the assent of the department and School, such appointments are renewable. Such part-time faculty will be expected to resume their full-time status at the conclusion of the part-time appointment; untenured faculty on part-time appointments will be reviewed for reappointment and promotion at the ordinarily scheduled intervals, and as outlined at the time of their initial appointment.

3. Professorial Ranks on Term Contracts

3.1. Associate Professor of Practice (APoP) and Professor of Practice (PoP)

As liberal undergraduate arts education has increasingly embraced experiential learning as a complement to classroom instruction everywhere, and as AUC itself has not only adopted these new approaches but also developed graduate professional programs, the University has recognized the desirability of including skilled teachers with substantial practical and professional experience in the mix of faculty. APoPs and PoPs are expected to remain current in their professions and to bring a high level of professional expertise to their teaching. They may also be expected to maintain significant influence and presence in their fields. To that end, AUC makes a number of APoP and PoP appointments according to the needs of various departments.

Associate Professors of Practice and Professors of Practice are faculty who possess substantial professional experience and expertise that meets specialized instructional needs in the creative and performing arts, business, law, journalism, public policy, engineering, education and other arenas of professional endeavor. The limit for each academic department is no more than 30 percent of the total full-time faculty appointments at the APoP and PoP level, although some departments may exceed this if approved by the Provost. They are expected to undertake all duties within the department, including service, and they are voting members except for promotion and tenure matters. The positions of Professors of Practice are eligible for Department Chair, provided they have sufficient experience with academic life. The position is not tenure-track and the incumbents are not eligible for consideration for tenure. Service in such a position does not prevent subsequent appointment to a tenure or tenure-track position for qualified individuals but holding a tenure-eligible position does preclude transfer to an APoP or PoP appointment.

While advanced degrees are preferred, they are not required for appointment and promotion within the ranks of Professor of Practice. The primary criteria for appointment, re-appointment and promotion are a demonstrated record of professional impact in the field. This can be accomplished in many ways, depending of the field: artists, entrepreneurs, engineers, policymakers should all be able to present a substantive record of work in their field. That expectation precludes appointments of Professor of Practice faculty at the assistant professor level.

The duration of all initial appointments is for a five-year term that is renewable, upon recommendation of the department, and subject to a satisfactory first year review.

When a Professor or Associate Professor of Practice is appointed, they will be expected to perform the same range of duties as tenure track colleagues except that they will be evaluated on their professional practice and contribution, which may or may not include research. As this is unique to each field, the Department Chair, after consultation with the department faculty, is responsible for submitting a detailed rubric for fair evaluation of candidates to the Dean for approval prior to advertisement of the position. At this time the Department Chair also submits specific criteria that will guide evaluations and promotions for the position, approved by the Dean. Once a candidate is selected by the search committee and submitted to the Dean and Provost for approval, the Department Chair and the Dean confirm criteria for ongoing evaluation, renewal and promotion to be included in the formal offer of employment.

Summary of Guidelines for Associate Professors of Practice and Professors of Practice appointments:

- Primary criteria for initial appointment include a record of professional impact as supported by a portfolio of substantial practical experience that demonstrates recognized distinction and significant influence in the field. Any candidate for Associate Professor of Practice or Professor of Practice must go through a full appointment process and be fully qualified under these guidelines. Service in such a position does not prevent subsequent appointment to a tenure or tenure-track position for qualified individuals but holding a tenure-eligible position does preclude transfer to an Associate Professor of Practice or Professor of Practice appointment.
- Primary criteria for re-appointment are stipulated in initial and subsequent terms of appointment. Associate Professors of Practice and Professors of Practice are expected to remain current in their professions and to bring a high level of professional expertise to their teaching. They may also be expected to maintain significant influence and presence in field. Departments are expected to specify the minimum criteria for appointment to the positions of APoP and PoP in accordance with the norms of the discipline.
- Primary criteria for promotion of APoP to Professor of Practice is a demonstrated record of professional impact as supported by a portfolio of professional experience and activities that demonstrate recognized distinction and significant influence in the field.
- Cannot exceed 30 percent of total full-time faculty in any department unless approved by Provost.
- Non-tenure. Five year terms offered, with a major fourth year review for consideration for renewal. Appointments may be renewed multiple times. Associate Professors of Practice may apply for promotion to Professor of Practice at any time. Associate Professors of Practice who apply for and fail to be promoted to Professor of Practice may continue to apply for renewal at the rank of Associate Professor of Practice.
- Voting members of their departments in all matters except promotion and tenure review of professorial-level faculty.

3.2. *Research Professor*

The position of Research Professor (including assistant, associate and full) is designed to strengthen the research capacities of the university by complementing the tenured and tenure-track faculty with qualified full-time research collaborators. The most important distinctions between these positions and routine faculty appointments are: (a) they do not carry tenure, (b) they are supported entirely from external research funds by at least 50%, and (c) they carry expectations of classroom teaching. Appendix 2 outlines the rationale and conditions that govern these appointments.

3.3. *Part-Time Research Professor Appointments*

As with tenure-track and tenured and practice professorial appointments, research faculty positions are ordinarily full-time appointments. Under exceptional circumstances, however, and with the endorsement of both their research center and a host department, research faculty may be given a part-time appointment, on a fixed term basis, to take up commitments elsewhere within AUC—

typically, a teaching department or administrative unit. The initial joint appointment will specify the period for which the individual will serve in the teaching department or administrative office; such appointments are ordinarily renewable. The University's compensation of individuals in these appointments will be equivalent to the faculty in their rank and department, pro-rated to reflect their part-time status. Faculty in such joint appointments may resume their full-time status as research faculty at the conclusion of the joint appointment, subject, of course, to the availability of external funding.

4. Instructors and Special Appointment Faculty Ranks

4.1 Instructor Track Appointments

4.1-a Instructor

Instructors are the entry level in the Instructor track appointments. They are members of the faculty holding a minimum of a Master's degree or equivalent in a relevant field whose primary role is instructional or, in some cases, administrative. The position of instructor is untenured. An instructor's initial appointment may be for up to two years and may be extended, after review, in five-year terms indefinitely.

4.1-b Senior Instructor

Instructors who have distinguished themselves as excellent classroom teachers or administrators and dedicated and effective members of their professional and university communities may be considered for designation as —Senior Instructors. Such a designation recognizes exceptional distinction and is not a requirement for continued service at AUC.

4.1-c Senior Instructor II

Position description

Senior Instructors who show exemplary performance in the areas of teaching, service, and professional development may be considered for promotion to Senior Instructor II. An instructor is eligible to apply for Senior Instructor II status in his/her sixth year as Senior Instructor; however, with approval of the Provost, exceptions may be made for faculty members who have been hired at the rank of Senior Instructor with considerable prior experience. Senior Instructor II is the highest rank in the Instructor track appointments. Such a designation recognizes extensive contributions and leadership in the field, and is not a requirement for continued service at AUC.

Criteria for promotion to the rank of Senior Instructor II

The criteria for reviewing applications for promotion to the rank of Senior Instructor II will be based on a combination of the following general elements. Each unit will develop its own list of benchmarks elaborating on each of the following elements:

For Faculty in Teaching Departments

A. Exemplary Teaching record/portfolio, as demonstrated by consistently effective teaching which can include:

1. Excellent student evaluations

2. Other forms of assessment, including peer reviews, self-assessment, and evaluation by a supervisor
3. The degree of achieving course outcomes and student success on learning outcomes
4. The use of innovative teaching pedagogy (including the use of technology, group work, discussion techniques, self-analysis of writing)
5. Contributions to course or curriculum development
6. Student advising and mentoring

B. Excellent service record, as demonstrated by contributions such as:

1. Service to the department and the university
2. Professional service to the community
3. Leadership in teaching-related activities, such as mentoring junior colleagues, organizing events or conferences

C. Extensive professional development record, as demonstrated by activities such as:

1. Extensive contributions by conducting workshops inside and outside the department, or participating in professional conferences
2. Published work related to the field and to pedagogy and teaching
3. Grants related to teaching enhancement and attending conferences related to teaching

For Faculty in Libraries and Learning Technologies

A. Exemplary Performance Record

- Departmental evaluations of above average (for at least 3 of the most recent 5 years)
- Student evaluations of above average (if applicable)
- Commendations/evaluations from supervisors, colleagues, or others with whom the instructor interacts professionally
- Demonstration of increasing level of responsibilities
- Demonstration of ongoing initiative (implementation of new services, new technologies, new courses or pedagogies, or departmental improvements and innovations)

B. Excellent Service Record

- Demonstration of ongoing service or leadership within the department and within the university including but not limited to: committee work, staff training, mentoring, lecturing, managing of special projects or events
- Demonstration of professional service or leadership beyond the department or university (professional or community organizations)

C. Extensive Professional Development and Contributions to the Field

- Continuation of professional education or training
- Coordination, participation, or attendance of relevant conferences, workshops, and seminars
- Research and publications
- Successful grant proposals

4.1-d Actions in exceptional circumstances

Instructor-level faculty may apply to a professorial rank if there is a need in the University and they meet the general requirements of the rank.

Under exceptional circumstances, faculty may be appointed at the rank of instructors in anticipation of the completion of their PhD as a prerequisite to taking up an assistant professorship.

4.2 Post-Doctoral fellow

There are two kinds of post-doctoral appointments at the American University in Cairo.

Postdoctoral Teaching Fellows are typically appointed for three years, and they carry a full teaching load, concentrated in the Core Curriculum offerings. Affiliated with a variety of disciplinary departments, they receive most of the benefits of assistant professors, as well as modest supplemental research funding; the appointments are non-renewable.

Post-Doctoral Research Fellows are appointed in departments, schools or research centers through external grants or contracts received by the university. The duties and responsibilities of the postdoctoral fellows are determined by the requirements and regulations set by the funding agency. Although these post-doctoral fellows are contracted to carry primarily research work, they may also teach no more than one course per semester provided that they are compensated as an overload. The appointment requires an appropriate terminal degree, typically a Ph.D., and is limited by a specified term set by the agreement between the university and the funding agency. Such appointment may be extended if the funding is renewed, and the performance of the postdoctoral fellows is satisfactory.

5. Endowed Chair or Named Professorship

Some professorial positions are supported by endowments, which are contributions from individuals or institutions that are put into interest-generating trust funds to provide permanent funding for professorships in given fields or disciplines. These positions are typically named by the donor (“the ABC chair in, or the ABC Professor of, XYZ Studies”). Some endowed chairs are accompanied by endowments supporting research funds for the use of the chair holder. Faculty named to endowed professorships are typically among the most distinguished professors at the University; faculty may be recruited from outside the University or nominated to vacant chairs from within; in either case requests to fill named professorships are solicited from relevant departments by School deans who then propose candidates for appointment by the Provost.

6. Distinguished University Professor

In recognition of exceptional scholarly merit of the highest distinction, recognized excellence in teaching, and extended service to the University, the Trustees appoint a limited number of senior faculty members to the grade of Distinguished University Professor. Only six professors may hold this title at the same time. Candidates for appointment as a Distinguished University Professor are nominated to the Trustees by the President on the recommendation of the Provost, in consultation with the Provost’s Council and members of the Executive Committee of the University Senate.

Distinguished University Professors serve the University as a whole rather than a specific School or department. Their teaching assignments may be within their own discipline or, reflecting interdisciplinary interests, range across schools and departments. Specific course assignments are determined by the Provost with the advice of the appropriate deans and department chairs.

The University offers other types of temporary distinguished appointments which include, but are not limited to, the following:

6.1. Distinguished Visiting Professor Program

The AUC Distinguished Visiting Professor program is a special initiative with University-wide support, mission, and focus. Aligned with the University strategic plan, the goals of the program are to support the expansion and strengthening of international partnerships, to expand international learning experiences for all students, and to ensure maximum impact of the University's research through both knowledge exchange activities and promotion of the University's research.

Every academic year, nominations are welcomed from each school, including ALA. The Office of the Provost will notify schools with the final DVP list. The Provost may seek balance with regard to disciplines represented, but need not mechanically rotate the award between schools, and preference will be based on nominee quality. Strong preference will be given to those who are planned to stay for one semester. The minimum period of stay is one month and the maximum is one year. Nominees with broad appeal to multiple fields will also be favored.

6.2. Distinguished Visiting Researchers Program

Every year, the Distinguished Visiting Researchers Program brings eminent scholars to give at least two lectures in their field, and to interact with faculty and students. The program is designed to foster a spirit of intellectual and scholarly inquiry among faculty, staff, students and the wider community.

The goals of the program are to foster collaborations and partnerships between AUC and internationally recognized researchers, to enrich the research experience of students by giving them the opportunity to meet and work with leading researchers, and to increase the visibility of AUC in the international research community.

Every academic year, nominations are welcomed from each school, including ALA. The Provost, in consultation with the Vice Provost, will notify schools with the final DVRP candidates' list. The Provost may seek balance with regard to disciplines represented, though there is no rigid requirement to rotate the award between schools, and resource allocations will be based on nominee quality. Nominees with broad appeal to multiple fields will be given priority.

6.3. Scholars Without Stipend

The University provides institutional affiliation with AUC as a scholar without stipend for a limited number of visiting scholars who wish to do research in Egypt and already have a source of funding but who need such an affiliation. International scholars wishing an affiliation with AUC must show evidence that they are currently enrolled at, or employed by, a bona fide university and that they are visiting Egypt for the purposes of research.

For more information, visit the website: <http://www.aucegypt.edu/research/graduate-research/scholar-without-stipend>

6.4. *Emeritus/Emerita Professor (or Librarian)*

The Emeritus Professor (or Librarian) status is conferred on the basis of length of service and the quality of the individual's contribution to the University. Normally, a minimum of 10 years of continuous service at AUC, significant contributions to AUC or the discipline, and consistently positive performance evaluations are required for consideration of this status. By conferring Emeritus status, the University ensures that, after retirement, faculty members remain a part of the academic community. Emeritus faculty enjoy a number of benefits such as free access to AUC clinic, lifetime mail and email addresses and library privileges. In exceptional circumstances, and when available, access to office space, research facilities and secretarial help may be provided. Emeritus faculty are invited to participate in university events and may be invited to deliver general lectures, and may be employed in part-time term appointments to teach or conduct research, at the discretion of the department and school. For more details see Chapter V Section 11.2 and 11.3.

A department's nomination for Emeritus status must secure the approval of the appropriate School committee and the Dean, who will then submit a recommendation to the Provost. In assessing a recommendation, the Provost will consult with the Provost's Council and the Promotion and Tenure Advisory Committee.

7. Special Appointments

Under some circumstances, AUC may make appointments with distinctive titles, such as executive-in-residence or composer-in-residence. The terms and conditions of these appointments are developed by the appointing school and department but typically represent part-time or short-term appointments of individuals who would otherwise be eligible for Professor of Practice appointments.

7.1. *Full-time Visiting Appointments/Secondments*

Visiting appointments are sometimes extended to faculty members from other institutions. These full-time untenured appointments are made at a rank appropriate to the individual's status at the home institution. The terms and conditions of these positions are developed by the appointing school and department but must provide for the resumption of employment at the home institution at the end of the appointment at AUC. Visiting appointments should not be longer than six years cumulatively. Faculty who have had visiting appointments for six years, whether sequentially or not, may not be rehired except in one of the other full or part-time appointments described in this document. Visiting faculty or faculty on secondment may be proposed for tenure at AUC; if they are awarded tenure, they must resign their appointment at their original university.

7.2. Adjunct and Affiliate Appointments

Adjunct faculty are individuals who are paid to teach one or two courses a semester. Adjunct appointments are made for one semester at a time but may be renewed indefinitely. Rank is determined by rank at the home institution (where relevant) or by appropriate experience. Compensation rates are determined annually.

Affiliate faculty are adjuncts who have taught two courses each semester for at least two years and have participated in departmental activities as requested by the chair. Affiliate faculty are paid 1.5 times the rate of regular adjuncts at the same rank; reappointment after five years requires formal departmental and School review.

No adjunct or affiliate faculty member may teach a full-time load (currently, three courses in a single semester). Departments wishing to secure the services of an adjunct for three courses (whether in a single department or shared by more than one department) must seek authorization (and funding) from the Provost to do so in one of the full-time positions described in this document.

7.3. Joint Appointments

Faculty of all ranks may hold joint appointments in more than one department, or with both a department and a research center. Their responsibilities to each department—including the proportion of their teaching, research and service obligations—and the composition of such review committees as will be appropriate are to be established at the time of the initial appointment. In cases with an equal division of responsibilities, the departments may agree to conduct separate reviews.

7.4. Part-time Instructors in Non-Degree Programs

The School of Continuing Education employs part-time instructors for its non-degree programs on both University campuses, as well as other sites, including Zamalek, Heliopolis, El Gouna, and elsewhere throughout Egypt. The Management Center and the International Executive Education Institute of the School of Business and the Engineering and Sciences Services unit of the School of Sciences and Engineering also employ both current AUC faculty and part-time instructors with no other AUC affiliation to provide instruction. The terms, conditions and procedures for such appointments are governed by the Schools who make the appointments.

V. Procedures for Appointment and Promotion

1. Guiding Principles

The University recognizes that fair and equitable appointment, promotion, and tenure policies are important elements of faculty security and satisfaction and contribute to building and maintaining a strong, active and effective academic community.

General provisions of a faculty appointment include the following:

- The terms and conditions of appointment shall be stated in writing and be in the possession of both the University and the faculty member before the appointment is finalized. Since the details supporting that agreement are set forth here, this Handbook constitutes an integral part of the agreement.
- The faculty member is required to keep the University informed about any contractual commitments to any other institutions, including during leaves of absence and sabbaticals, and extending to part-time employment, consulting arrangements, board or advisory board memberships, and the like. Please also refer to chapter 6 section 5 on outside interests and activities
- Some benefits accruing to faculty appointments depend on length of full-time service at AUC. Should an individual resign before his or her appointment expires, these benefits may be reduced or withheld.
- Faculty members without tenure have the same academic freedom as tenured members.
- All faculty members must abide by the laws of the Arab Republic of Egypt.
- The University reserves the right to terminate a faculty appointment when such termination is deemed to be in the best interests of the individual and the University and when such action does not abrogate the University's obligations for tenure. In such an event the University will provide the remaining salary and benefits due to the individual for the current academic year. (See VII.4.2 for more detail on the circumstances and procedures for termination of faculty appointments.)

2. Types of appointments and contracts

Faculty may have tenure-track, tenured, or term appointments. All initial appointments are for four years, subject to a satisfactory first year review, though typically they are routinely renewed; tenure-track appointments are extended after a junior development review in the third year; faculty on tenure-track appointments must be reviewed for tenure by their seventh year; if they are not tenured, they may continue in their appointment for a final and terminal “grace” year.

Tenured faculty appointments have no stated term.

Term appointments may or may not be renewable. Both the length of the initial term and whether it is renewable should be spelled out explicitly in the initial offer letter. Most renewable term appointments, such as professors of practice and instructors, are initially for up to two years and then renewed, after review, in five-year terms.

No term appointments are automatically renewed in the absence of a review. Faculty who are offered an initial position or a renewal must notify the University in writing within a month of receiving such an offer of a position or a renewal of their intention to accept it. The decision not to renew a term appointment (or not to continue a tenure track appointment) is not necessarily a reflection on the faculty member but may indicate changing departmental needs or priorities.

Term Appointment Faculty with professorial rank are eligible for promotion without tenure based on the outcome of a formal promotion review.

Faculty recruited from tenured positions at other institutions may be reviewed for tenure at AUC during the first or second year but there are no external appointments to tenure. Typically, tenured faculty are therefore advised to come as visiting faculty, on leave from their home institution, until the outcome of their review, since tenure at AUC is not guaranteed. Departments may determine the length of time a faculty member should be at AUC before being considered for tenure, subject to the seven-year limitation on all tenure cases.

Instructors appointed in the Department of Rhetoric and Composition, the Department of Arabic Language Instruction, and the Department of English Language Instruction are on five-year renewable term appointments unless their appointment letter explicitly states otherwise. The recommendation to renew such appointments is made by the Dean of the Academy of Liberal Arts to the Provost for approval, upon the prior recommendation of the department chair and unit head and on the basis of performance review* and program needs. Of primary importance in such reviews is evidence of effective teaching as documented by methods such as peer and student evaluation input, student portfolios and/or other materials determined by the department and by review of new teaching materials developed. Also considered in the review process is evidence of: (1) departmental service as documented by involvement in departmental committees and other relevant departmental service (administration, computer lab supervision, etc.); (2) University service as documented by involvement in school or University committees; and (3) professional development in areas clearly pertinent to the instructional responsibilities as documented by publications, papers presented (at conferences and elsewhere), attendance at workshops, etc.

*This contract renewal policy does not affect the employment status of currently appointed instructors with permanent status appointments. However, the process of annual review of performance shall apply to such instructors.

Lack of an extension or renewal offer is not necessarily a reflection on the faculty member but may indicate one or a combination of the following considerations:

1. Normal personnel rotation consistent with the University's policy of providing new perspectives in each department.
2. Elimination of a position for program or budgetary reasons.
3. Different use of the position dictated by changing departmental needs or priorities.
4. Completion of a special assignment.
5. Termination of the need for replacement due to return of a regular AUC faculty member from leave.

3. Conducting a faculty search

Early each spring, all departments and centers are asked to provide the School dean with a list of the replacement and new positions (sometimes called “substitutional” and “incremental” lines) for which they would like to conduct searches during the following year. At the same time, the Provost develops the budget proposal that will establish how many incremental lines, if any, will be available in the year for which the authorized searches will be run (typically, the year after the search is conducted).

In April, the deans submit their search requests, documenting the need for each position. No replacement is automatic; each search must be justified on the merits—that is, on the basis of departmental curricula, research programs, etc—and the rank and term specified, and any additional costs (lab set-up, space, technological support, etc) identified. The Provost’s Council then deliberates on all the requests and recommends to the Provost a ranking of the search requests.

In May the Provost informs the deans which searches have been authorized; the deans then consult with the departments to return to the Provost’s Office the language for the position advertisement, the outlets in which the ad should be placed, and the members of the search committee. All search committees must be composed of at least three faculty members, one of whom is from a department other than the department conducting the search.

The Provost’s Office manages the process of posting the ads and arranges interviews of candidates who are shortlisted, whether in person or by videoconference. All searches, recruiting, and hiring must be conducted in compliance with the Equal Opportunity/Affirmative Action (EO/AA) principles. Searches in which fewer than three candidates are suitable for interviews are deemed to have failed and are put back in the pool for consideration the following year except at the explicit request of the School dean.

Once a ranking of the short-listed candidates is established by the search committee, the department chair informs the dean, who forwards it, with his or her endorsement, and any relevant information about the candidates, the search, or the market, to the Provost.

The protocol which governs AUC's operation in Egypt mandates a mix of faculty that is 45% Egyptian, 45% American, and 10% of any other nationality. While no single department or school must reflect these proportions exactly, the University strives to maintain this balance and search committees should be alert to the desirability of hiring faculty whose nationality may be underrepresented in their department.

All offers of faculty positions are made by the Provost in consultation with the concerned Dean. Search committees and department chairs should not discuss the specifics of compensation or benefits with candidates, since they may vary depending on the personal circumstances of the individual recruit.

Occasionally, faculty may leave the University after search authorizations have been announced, or even shortly before a semester in which they were scheduled to teach. Ordinarily, searches are not automatically authorized for replacements in these circumstances; departments are encouraged to suspend the course offerings of the departed faculty member and request a replacement search for the following year. In some cases, however, curricular demands are such that replacements are necessary; in those instances, emergency searches for one or two-year replacements may be authorized. Departments should not expect to conduct "emergency searches" on a regular basis; repeated requests for such searches are evidence of management deficiencies.

Once a candidate has accepted an offer of a faculty position at AUC, the process of getting on the payroll begins. See section VI.

4. Induction of New Faculty

To enhance the academic induction procedures for all new faculty in order to enable them to fit smoothly into their new teaching environment at AUC the following activities are recommended **at the start of each new semester:**

1. A document listing all the relevant policies related to teaching matters has been added to the AUC Web site and its URL is to be included in the welcome package sent to all new faculty. (University Policies: <http://schools.aucegypt.edu/about/policies/Pages/default.aspx>)
2. All Schools should organize a special orientation session for the new faculty.
3. All Schools should appoint a "mentor" for each new faculty hired.
4. Departments should organize a meeting for all new faculty in order to brief them on departmental procedures related to their professional work at AUC.
5. The Chair/Associate Chair should review the syllabus format with all new faculty in order to ensure that they adhere to AUC teaching policies and include the minimum requirements agreed upon by the Senate.
6. Academic Affairs will identify an appropriate slot during induction week to introduce all new faculty to the current University policies on teaching and emphasize the importance of adhering to them.

5. Assessment and Annual Faculty Reports

Assessment of overall faculty performance, by means commensurate with the standards of the academy, is desirable for faculty development and the pursuit of academic excellence. Performance

should be assessed against clearly formulated criteria, which constitute reasonable expectations of faculty members. The guidelines presented here are intended to apply to the entire University. Each department, and in accordance to the norms of its discipline, should develop its own procedure in writing, and this procedure should be publicly available and disseminated among department faculty and to the school and the university senior administrations. Departments should also clarify the relative weights of a faculty member's performance on teaching, relative to research and services. Assessment criteria could take into consideration the differing career paths of various disciplines, so that junior faculty might in some fields be expected to put more effort in research than teaching, or vice versa. Assessment should be carried out by the department according to the following guidelines.

- Annual assessment should be done in order to help faculty improve their performance and to determine whether a faculty member is performing his/her teaching and other responsibilities well.
- All faculty members will be informed of their assessment in writing and be given the opportunity to respond to it in writing.
- Coordination of assessment is the responsibility of the Chair of the department, in consultation with other appropriate members of the department.
- Faculty are required to provide a self-assessment through the Annual Faculty Report.
- Copies of the file containing such material will be available for the Dean's review and kept in the Provost's Office as well as in the office of the department Chair.

Every faculty member must fill out and submit to the department an Annual Faculty Report which will contain information pertaining to the three faculty review criteria that govern all renewal, extension, promotion and tenure decisions. These are:

- The teaching record of the faculty member, as evidenced by his or her competence and initiative in the range, level, and development of courses taught, contributions to thesis supervision, and evaluations of the quality of teaching.
- The research record of the faculty member, as evidenced by books, articles, juried shows, patents, or other externally validated and disciplinarily appropriate scholarly, scientific or creative activity.
- The service record of the faculty member, which includes participation in academic, professional and community service activities outside the University, university service as evidenced in committee work, special University assignments, or additional duties, such as those associated with the organization of seminars and colloquia, the editorship of University publications, or other dissemination of University-produced work, and activities with regard to student affairs, including both academic advising and assistance with student extracurricular activities, such as clubs and organizations.

The current template of the Annual Faculty Report is included in the appendices to the Faculty Handbook.

It is expected that together the teaching and research activities occupy 70% of a given faculty member's workload. This percentage may be different for faculty at the ranks of instructors and professors of practice.

Assessment of Teaching

Effective teaching evaluation requires integrating data from multiple sources (triangulation). Student evaluations of faculty teaching will be one of the sources and will constitute part of the faculty member's Annual Faculty Report. In order to ensure a fairer and more comprehensive assessment of teaching, departments should also compile additional information, such as chair and peer observations, and self assessment (as part of a teaching portfolio).

1. Student evaluations of faculty teaching:

To take advantage of student input and be able to incorporate student suggestions, faculty are encouraged to conduct mid-term formative assessment of instruction, such as the mid-semester assessments conducted through CLT, and to discuss the overall results with their classes. Faculty can select the mode of assessment they desire and retain sole rights over the results of these exercises. With regard to the final online student evaluations of instruction, evaluations by less than 25% of the student enrollment in a given class should not be taken into account when calculating statistics for evaluating faculty performance. However, departments should note repeated patterns of feedback and student comments.

2. Chair and peer observations:

Chair or peer observations should be conducted annually, or as often as required to meet the needs of different departments. The department should decide on an observation form and procedure to ensure the process is objective and constructive. The department chair is expected to follow up on these observations, receive the completed forms from the observers, and ensure that feedback is delivered to the faculty being observed.

3. Self-assessment:

Self-assessment should include self-reflective statements and teaching portfolios which may include statements of teaching responsibilities; teaching philosophy; teaching objectives, strategies and methodologies; description and samples of teaching materials; evidence of student learning; student feedback other than the official online evaluation; evidence of efforts at enhancement of teaching and upgrade of courses; commentary on classroom observations conducted; as well as an account of teaching recognition and rewards received.

Procedures:

Each department should establish efficient and transparent procedures and design a rubric with benchmarks for such teaching evaluation, and have it approved by the respective school. These should take into consideration the norms of the discipline, the practice among peer institutions, and the distinction between undergraduate and graduate teaching. The criteria to be considered should include effectiveness of course delivery, quality of course content, course development, curriculum development, effective mentoring and advising of students including independent study, supervising and examining graduate theses, and effective synergy with research and service.

Measures must be taken to develop students' understanding of the impact of student evaluations on the quality of instruction at AUC and to ensure that students fulfill their responsibility to engage in the evaluation of instruction and ensure that both sections (Instructor and Course) are completed.

The desired mindset can be cultivated over the course of the students' freshman year, starting with the First Year Experience orientation. The importance of their evaluations to the university, to their departments, the individual professors, as well as their fellow students should be emphasized within the context of the newly highlighted core values of their AUC education, in this case: engaged citizenship.

In order to benefit most from the student feedback on instruction and courses, at the start of each semester/year, the chair of the department is expected to do the following:

1. Call a special department meeting, to which the student representatives are invited, and present a narrative of the department performance and initiate a discussion of what changes need to be made.
2. Organize a forum, to which faculty and students are invited, to discuss issues related to teaching and courses in the department and invite ideas for change and improvement.
3. Take the feedback from these sessions, as well as that from end of term student evaluation of instruction and exit surveys of graduating students, into account when reviewing departmental courses and faculty performance.

The end of semester student evaluations of instruction should be launched three weeks before the last day of classes, and remain open for two weeks, to allow students to take time to fill in the evaluation forms before they sit for exams.

Assessment of Research and Creative Endeavors

Schools and departments are encouraged to create rubrics with benchmarks and points of varying weight to assess the research outcome of a given faculty member, in accordance with the norms of the discipline. Items to assess include: academic publications, editorial work, papers delivered at conferences, public lectures, creative work, grants applied for, grants received, establishing collective or single research projects, establishing new labs etc. Factors in the assessment should include the quality of the research, the sustainability of the research, the productivity of the research and its relevance and ability to enhance teaching and service.

For instructors and senior instructors, professional development in the field will be assessed in lieu of research. The criteria for assessment normally considers the following: conducting research, giving presentations, attending conferences, publishing, receiving grants, taking/auditing classes, evidence of other professional development activities.

Assessment of Service

Normally, 30% of a faculty's workload is expected to be devoted to service. However, departments can change this percentage with the approval of the dean. It is recognized that some departments, such as newly created ones, might need more time devoted to service. Service applies a faculty member's knowledge, skills and expertise as an educator, a member of a discipline or profession, and a participant in an institution to benefit students, the institution, the discipline or profession and the community in a manner consistent with the missions of the university and the campus.

It is important to document service in ways that afford transparency and allow for administrative review. It is not enough to list service activities. Instead, documentation must deal with what was done as a result of position or role, how it was accomplished, with what impact, and why it is relevant to the faculty member, department, institution, community constituencies and discipline in a way that is relevant to a set of criteria. Material that does not speak to the criteria of evaluation should not be presented.

Each school is invited to prepare a rubric with points as a tool to assess the extent of a faculty member's service record, while also requesting that faculty briefly explain their particular contribution under certain items in a given year. The following four types of faculty service can be included in assessment, and awarded points of varying weight documented and evaluated:

- 1) Services to the Institution: this includes serving as an academic administrator at different university levels; chairing or being a secretary or being a member of a committee, task force or council at any of the university level; serving on the University Senate; mentoring new faculty members.
- 2) Services to Students, such as: acting as an academic adviser; student mentoring; supervising a student activity or organization; participating in student activities or field trips or excursions; acting as an examiner in another department.
- 3) Services to the Discipline or Profession, such as: being a coordinator for an external grant or award; organizing a conference, symposium or workshop; carrying out professional activity (such as consultations etc); serving on the editorial board of a scientific journal; refereeing articles for journals in the discipline; being a member of a scientific society.
- 4) Services to the Community such as: Membership in professional associations; membership in non-governmental organizations; organizing professional development courses for the industry and for research institutions; participating in mentoring or training outside the university

The summarized results of this annual assessment process, which includes the Annual Faculty Report and the completed rubrics based on the report, will be forwarded to the Dean for review and comment and will serve as the basis for:

- diagnostic feedback to the individual faculty member to improve his/her level of performance.
- identification of instances where performance falls repeatedly below expectations.
- annual salary reviews and contract renewals in the case of first year or term appointments.
- documentation that accompanies promotion and/or tenure cases.

Comments made by the department chair and dean will be shared with the respective faculty member before any action is taken.

After the Dean's review, the summarized results are forwarded to the Associate Provost for Academic Administration.

5.1. First year review

All initial tenure-track appointments are for four years, subject to a satisfactory first year review. The first-year review, which follows the pattern described above for annual salary reviews, ensures

that both the individual and the department have an opportunity to assess both the individual's performance and the department's provision of support and mentoring to a new colleague.

5.2. *Developmental Review ("Third Year Review")*

Faculty members are typically reviewed again by their departments in the third year of their appointments. The purpose of this review is to provide constructive, developmental feedback to tenure track and term faculty regarding progress in meeting departmental criteria for promotion and/or tenure. The goal of the discussion is articulation of a plan for continued development in teaching, scholarship or creative activity, and service. The plan should also help the faculty member to compile a robust portfolio that can form the basis for a case for promotion or renewal. A faculty member may also ask for additional discussion about the plan prior to submitting a file in support of a case for promotion to Professor.

To guide discussion, the faculty member should submit the following documents to the Department chair: reflective statement containing a self-assessment of performance as a teacher, scholar, and University citizen and a plan for ongoing professional development. This, with the data compiled in the previous years' Annual Faculty Reports and reviews, forms the documentary basis for review by a three-person committee of more senior members of the department(s). The committee may elect to meet with the faculty member, or with others having knowledge of the faculty member's performance. (This process, because it is designed to provide mentoring and constructive feedback, does not require that the membership of the committee be confidential, although the substance of their conversations with the faculty member in question should remain so.)

The committee will prepare a report to the Department chair, with copies to the School dean and the Provost. The department chair and the School dean then meet with the faculty member to discuss the plan for continued development, including implementation strategies, and the review and then writes a letter to the faculty member summarizing the discussion. In unusual circumstances, the Department may recommend that the faculty member's appointment not be renewed at this point, in which case the following academic year is his or her terminal year at AUC.

Tenure and Promotion Reviews

Although tenure may be conferred at any time after the first year, tenure reviews are typically not initiated until after completion of four years of continuous employment at the University, and not later than during the seventh year of appointment. If tenure is not awarded in the seventh year, the following year is the faculty member's terminal year at AUC. Since tenure carries with it promotion to Associate Professor, Assistant Professors may not be promoted to Associate Professor without tenure. In the event that a faculty member is recruited laterally, at the level of untenured Associate Professor, he or she may retain that title in the expectation that a tenure review will be conducted within three years of the initial appointment.

Only tenured faculty at the appropriate rank may be involved in evaluation of tenure cases. Each department shall provide in writing the weight it assigns to each of the three faculty review criteria

in all departmental considerations of tenure. External evaluations of publications or other scientific or creative production are mandatory, (see section 5.2)

The department's final decision on all cases is determined by a vote by a simple majority of its tenured faculty, taken by secret ballot. If a given department has fewer than three tenured members to vote, the Chair, in consultation with the Dean of the School, shall form a committee of all tenured members of the given department plus tenured members from other departments in the School so as to constitute a committee of three. This committee shall carry out the functions normally performed by a department's tenured members in handling tenure cases.

Tenured Associate professors are typically eligible for promotion to full Professor five years after the tenure decision, although in exceptional cases (such as retentions of distinguished faculty, recognition of major prizes, etc.), that timetable may be accelerated. Committees to consider promotion to full Professor should be composed only of full Professors.

5.3. Criteria for Appointment to Tenure and full Professor

Tenure requires demonstrated excellence in the faculty member's discipline and promise of future contributions to the AUC of a high order. The granting of tenure constitutes the most serious commitment AUC makes to a faculty member and must be based on the expectation that the faculty member will continue a high level of performance throughout the years of service. In addition, all departments proposing a candidate for tenure must prepare “a departmental need statement” as part of the case. This statement reviews the relationship between the department’s program and developments in the appropriate discipline(s) more broadly, and describes the place of the candidates teaching and research within the department’s curricular offerings, research profile, and plans for the future.

To qualify for tenure, candidates must demonstrate a high overall level of teaching effectiveness, research accomplishment, and commitment to service. In the first instance, successful candidates for tenure must possess both the skills required to transmit the content of their disciplines and the capacity to motivate an active learning and pursuit of new knowledge or insight. Such skills and capacities require:

- Competence and familiarity with current developments in one's field;
- Thorough and imaginative course planning and preparation;
- Effective lecture presentations, discussion leadership, and tutorial guidance;
- Timely, careful, and fair review and evaluation of student work;
- Availability and effective guidance to students, particularly to those enrolled in classes or assigned as advisees.

Successful candidates for tenure at AUC must also be active scientists, scholars or artists. Both past achievements and future promise, both the quantity and the quality of completed work, determine eligibility for tenure, and are demonstrated by:

- Active and effective participation, and recognized impact, in the field, through publications, exhibitions, performances, invited lectures, conference papers or posters; or through the receipt of grants or other extramural funding;
- Active and effective work with students on artistic, scholarly, or scientific research projects that go beyond regular courses.

Finally, candidates for tenure at AUC must exhibit a commitment to serve the University and the wider professional and social communities in which the University operates. This commitment can be exhibited through leadership in various aspects of University governance, including

- assistance in important University activities, such as student recruiting and alumni affairs,
- participation in the University senate or other governance bodies,
- involvement in professional associations and learned societies
- service in the public, social and community life of Egypt, the region, or elsewhere.

Candidates for promotion to full Professor will exhibit a comparable breadth of accomplishment in teaching, research and service, although one or another element may be accented; typically, for example, faculty should be expected to undertake more service after they have been tenured than before.

5.4. *Nomination to Tenure: Process of Review*

- In the fall semester of every academic year the Provost issues a detailed timetable for the promotion & tenure procedures and distributes it to the Deans and Chairs/Directors. In addition, departments with faculty who are in their sixth year, and must be reviewed for tenure the following year are notified by the Provost's Office.
- Early in the spring semester, School deans submit to the Provost's Office all the candidates who will be considered for tenure and promotion.
- The Chair arranges for the department to appoint an ad hoc committee of tenured members to review each tenure case, and of full professors to review each promotion to professor.
- The ad hoc committee elects its chair (who must not be the Chair of the department). The chair of the ad hoc committee is responsible for coordinating the evaluation and presenting the committee's recommendation to the department.
- The ad hoc committee identifies at least six potential external reviewers and forwards their names to the Chair of the department. The committee may consult the candidate for suggestions, but must include at least three potential reviewers not on the candidate's list. Reviewers may not include advisors, former or current department colleagues, co-authors or other individuals with close professional or personal ties to the candidate, and should be drawn from strong departments at good universities. The Dean, in consultation with the Chair, selects at least four of these persons and forwards to them the publications or other evidence of creative or scientific

production that the candidate presents as material to the tenure case. The external letters of evaluation will be treated as highly confidential and will be assessed at the levels of the department, the School and the Provost.

- The ad hoc committee evaluates the case in accordance with the three faculty review criteria and the chair of the ad hoc committee presents its recommendation to the department.
- The department considers the case and members of the tenured faculty (or the full professors, in the case of a promotion to full professor) vote by secret ballot. A simple majority of those present in favor is required for a positive recommendation. (In instances in which cases are discussed over multiple meetings, the Chair may accept the proxy or absentee vote of a colleague who cannot attend the final meeting if, in the Chair's judgment, the colleague has enough information about the case to make an informed assessment.) The Department Chair submits a letter summarizing the deliberations, and vote, to the Dean.
- In consultation with the School Council, the Dean annually appoints a School Promotion and Tenure Committee of tenured faculty that considers the cases presented by departments and department Chairs and makes recommendations to the Dean.
- A two-thirds majority of those present of the School Promotion and Tenure Committee is required to recommend tenure. Voting is by secret ballot. No member can vote more than once on a tenure decision.
- "Once a recommendation on promotion or tenure is formulated at the level of the Dean of the school, the faculty candidate will be informed in writing concerning the recommendation and its justification. The candidate will acknowledge in writing receipt of the recommendation and may submit a response within two weeks to be included in the application file, should the faculty member wish to do so. The file, including the Departmental Committee Report, the Chair's letter, the Dean or School Council Recommendation, and the Candidate's Response (if there is one), is then forwarded to the provost who makes a final recommendation to the Board of Trustees. The candidate receives word of the Board of Trustees decision on the application following the Board's May meeting."
- The Provost annually appoints a Promotion and Tenure Advisory Committee of five full professors, informing the University Senate at large of the Committee's composition. This committee reviews all the dossiers of all the candidates eligible for promotion to tenure or to full professor, and advises the Provost of their assessment of the cases. With the advice of the PTAC, the Provost may ask for more information or, in unusual circumstances, overturn the recommendation of the department or School. Once the cases have been reviewed, the Provost, after consultation with the Committee, sends the entire dossier of all the tenure nominations to the President with his or her recommendation; denials are sent back to the School with appropriate explanation. Any disagreements or disputes are adjudicated in the final analysis by the President. Promotion decisions are made by the Provost and the President, tenure decisions are submitted to the Board of Trustees.

- The President therefore submits his or her affirmative recommendations for tenure, as well as a report on all the cases for the year, to the Board of Trustees, who formally make all appointments to tenure at the University.
- The Provost will convey the decisions on tenure and promotion cases to all candidates. In a case where tenure was denied, the Provost will give the candidate a written explanation. The candidate has the right to appeal to the Senate Grievance Committee in writing within 30 days of being notified by the Provost if he or she suspects there were procedural violations.

These tenure provisions, policies, and procedures apply to all departments, centers, schools, libraries and other units that may make faculty appointments. In such cases in which such a unit reports directly to the Provost and not to one of the Schools, the Provost may carry out the role of the Dean. In all cases, specific procedures may be modified to suit the structure and capabilities of the unit so as to ensure fair and comprehensive reviews. Any such modifications shall be explained in writing to the candidate at the beginning of the process and become part of the record of the case.

6. Major Practice Review (for Professors of Practice)

Prior to initiation of searches for Professors of Practice, departments should propose to the Provost and the Dean of the School some discipline-specific criteria to guide initial appointment, evaluation and promotion of candidates in this field. First appointments in this rank may be for up to five years, with a major review, comparable to a tenure review, conducted in the fourth year. For an Associate Professor of Practice, an initial positive major review may result in either a promotion to the next higher rank or a continuing appointment for up to no more than five additional years before another review. APoPs may apply for promotion to PoP at any time. APoPs who apply for and fail to be promoted to PoP may continue to apply for renewal at the rank of APoP. Following the first major review as an APoP or PoP, subsequent reviews shall take place at five-year intervals. Those APoPs or PoPs failing to be approved for re-appointment shall be entitled to a final and terminal grace year at the appropriate rank.

Professors of Practice are expected to perform all of the service roles their tenured and tenure-track colleagues fulfill, including all appropriate departmental, school and university service. They are voting members of their departments in all matters except promotion and tenure reviews.

7. Procedures Related to Professorial Ranks on Term Contracts

Renewable term contracts for Associate Professors of Practice and Professors of Practice are for five years. In the year before the terminal year, that is typically in the fourth year, departments are asked to review candidates for renewal. Like reviews for tenure-track faculty, reviews for renewal of Professors of Practice are based on the data provided in the preceding years' cumulative annual faculty reports, outside evaluations, and departmental need.

To be considered for promotion on exceptional basis, a faculty member submits a request with justification to the department. Approval of the request by the department, dean, and provost are needed for the case to be considered.

As with other five-year review positions, the Provost's Office will notify departments in which there are candidates for review in the spring before the year in which the review is to be conducted. The process is the same as the tenure review through the department and school levels; recommendations are made to the Provost.

Three features of the review of Professors of Practice are different from those of tenure-track faculty. First, the assessment of departmental need plays a larger role in the decision of whether to renew a Professor of Practice; disciplines evolve and the value of certain kinds of practitioner experience may change. Since the purpose of these appointments is to ensure that the department's research and teaching is intimately tied to the world of practice in which their students anticipate working and in which their faculty's research is to have influence, it is essential that the fields in which the appointments are made be periodically reassessed and, if need be, revised and updated. This can be initiated either by the incumbent Professors of Practice or the department.

Second, since a Professor of Practice is to have a continuing active profile in the professional community in which he or she practices, scholarly publications may not be an appropriate measure of his or her impact. Other appropriate mechanisms for measuring impact must be identified, for example: consultancies, exhibits, concerts, business enterprises, websites, newspaper columns, reports and so forth. The department must make an explicit case for their use in making an assessment of an individual's impact in the field.

Finally, because Professors of Practice do not usually aspire to academic reputations as such, special care must be made in selecting outside reviewers who are familiar with the state of the field or fields in which the faculty is expert. This might entail contact with prospective reviewers who are neither academics nor familiar with the culture of academic reviews. Lists of prospective reviewers should be solicited from the candidate and developed by the department. The Dean selects the final list of reviewers and those selected should be provided with adequate instruction about the sort of assessment that would be useful to the University. As with reviewers for tenure cases, the reviewers should not have had close personal or professional ties to the candidate.

7.1 Process of Review for Renewal and Promotion for Professors of Practice

Early in the spring semester of every academic year the Provost issues a detailed timetable for the renewal and promotion procedures and distributes it to the Deans and Chairs/Directors. In addition, departments with Professors of Practice who are in their fourth year, and must be reviewed for renewal or promotion the following year are notified by the Provost's Office.

By the end of the spring semester, School Deans submit to the Provost's Office all the candidates who will be considered for renewal or promotion.

The department must submit an assessment of continuing need for the position for approval by the Dean and Provost prior to establishing the review committee.

The Chair arranges for the department to appoint an ad hoc committee of tenured faculty and Professors of Practice to review each case. Up to half of the members of the committee may be Professors of Practice, with at least one member from outside of the department and all others must be senior tenure-track faculty.

The ad hoc committee elects its chair (who must not be the Chair of the department). The chair of the ad hoc committee is responsible for coordinating the evaluation and presenting the committee's recommendation to the department.

The ad hoc committee identifies at least six potential external reviewers and forwards their names to the Chair of the department. The committee should consult the candidate for suggestions, but must include at least three potential reviewers not on the candidate's list. Reviewers may not include former or current colleagues, co-authors or other individuals with close professional or personal ties to the candidate. These reviewers should be taken from the field of professional practice and have substantial practical experience.

The Dean, in consultation with the Chair, selects at least four of these persons and forwards to them the evidence of practice, creative or scientific production that the candidate presents as material to the case. The external letters of evaluation will be treated as highly confidential and will be assessed at the levels of the department, the School and the Provost.

The ad hoc committee evaluates the case in accordance with the three faculty review criteria: teaching, practice and service, as well as the renewal and advancement criteria specified in the offer of employment or contract in force and the chair of the ad hoc committee presents its recommendation to the department. The procedure for promotion of professorial level faculty applies here, with due consideration of creative endeavors as a possible substitute for research.

The department considers the case and senior tenure-track faculty members and Professors of Practice track faculty members vote by secret ballot. A simple majority of those present in favor is required for a positive recommendation. (In instances, in which cases are discussed over multiple meetings, the Chair may accept the proxy or absentee vote of a colleague who cannot attend the final meeting if, in the Chair's judgment, the colleague has enough information about the case to make an informed assessment.) The Department Chair submits a letter summarizing the deliberations, and vote, to the Dean.

In consultation with the School Council, the Dean annually appoints a School Review and Promotion Committee for Professors of Practice. This committee will consist of senior tenure-track faculty members and Professors of Practice for the consideration of these cases. Up to half of the committee will consist of Professors of Practice and the remainder senior tenure-track faculty. This committee considers the cases presented by departments and department Chairs and makes recommendations to the Dean.

A two-thirds majority of those present of the School Review and Promotion Committee for Professors of Practice is required to recommend renewal or promotion. Voting is by secret ballot. No member can vote more than once on a decision.

Once a recommendation on renewal or promotion is formulated at the level of the Dean of the school, the faculty candidate will be informed in writing concerning the recommendation and its justification. The candidate will acknowledge, in writing, receipt of the recommendation and may submit a response within two weeks to be included in the application file, should the faculty member wish to do so. The file, including the Departmental Committee Report, the Chair's letter, the Dean or School Council Recommendation, and the Candidate's Response (if there is one), is then forwarded to the Provost.

The Provost annually appoints a Renewal and Promotion Advisory Committee of five members, informing the University Senate at large of the Committee's composition. At the discretion of the Provost, this committee may be used to hear these cases, in which case the membership should be expanded by the addition of three Professor of Practice rank faculty for the consideration of these cases only. If a separate committee is formed, it should be populated with at least half Professors of Practice and the remainder senior tenure-track faculty. This committee reviews all the dossiers of all the APoP and PoP candidates eligible for renewal or promotion and advises the Provost of their assessment of the cases. With the advice of the committee, the Provost may ask for more information or, in unusual circumstances, overturn the recommendation of the department or School. Once the cases have been reviewed, the Provost, after consultation with the Committee, sends the entire dossier of all the nominations to the President with his or her recommendation; denials are sent back to the School with an appropriate explanation. Any disagreements or disputes are adjudicated in the final analysis by the President. Renewal and promotion decisions are made by the Provost and the President.

The Provost will convey the decisions on renewal and promotion cases to all candidates. In a case where renewal or promotion was denied, the Provost will give the candidate a written explanation. The candidate has the right to appeal to the Senate Grievance Committee in writing within 30 days of being notified by the Provost if he or she suspects there were procedural violations.

These provisions, policies, and procedures apply to all departments, centers, schools, libraries and other units that may make faculty appointments. In such cases in which such a unit reports directly to the Provost and not to one of the Schools, the Provost may carry out the role of the Dean. In all cases, specific procedures may be modified to suit the structure and capabilities of the unit so as to ensure fair and comprehensive reviews. Any such modifications shall be explained in writing to the candidate at the beginning of the process and become part of the record of the case.

8. Appeal Procedures

See University Grievance Policies and Procedures detailed in Section VIII.

9. Faculty Grievances

See University Grievance Policies and Procedures detailed in Section VIII.

10. Sabbaticals and other Leaves

It is the policy of the AUC to encourage faculty members to have occasional opportunities for extended leave of a kind that will enhance their future professorial performance, add to their professional stature, or contribute to the public interest.

10.1. Exemptions from Teaching Duties [ETD]:

Certain administrative roles, such as department chair, carry partial course release. Faculty may elect to teach during the years in which they perform those roles, if it does not interfere with that performance, and accumulate enough course release credits to entitle them to a one semester's exemption from teaching duties. Ordinarily, faculty on ETD, unlike those on research leaves, sabbaticals or public service leaves, are expected to be available for departmental and university service during the semester.

10.2. Sabbatical Leave:

Sabbatical leave promotes study, research and/or creative work, and general professional improvement. Faculty members who have served for at least six years on a full-time basis since their appointment to the faculty or since the end of their last leave with pay, may be granted a sabbatical leave of absence for the purpose of study, research, or other pursuit, the object of which is to enable them to increase their effectiveness in teaching and research and their usefulness to AUC. Certain academic positions that involve an unusual burden, such as serving as a department chair, may entitle their holders to an adjustment in their sabbatical schedule.

Sabbatical leave may be granted for two semesters at one-half salary, or one semester at full salary. Upon completion of a sabbatical leave, faculty are expected to return to full-time service at AUC for at least two consecutive semesters.

Sabbatical leave is granted by the Provost, with the advice of the department chair and school dean. Faculty members submit their plans for sabbatical leave to their department chair. After consulting with the faculty member and other members of the department, the chair sends the proposal and his or her recommendation for leave to the dean, who forwards the proposal with a recommendation to the Provost.

Faculty will be paid a supplement if they take all or part of their sabbatical outside Egypt. The amount of the supplement depends on the location and duration of stay outside Egypt.

10.3. Development Leaves for Assistant Professors:

Faculty members at the assistant professor rank initially appointed into full-time, regular (i.e., not temporary or replacement) faculty positions may apply for a one-semester research leave at full salary. Faculty members may apply for these leaves during their third or fourth years at AUC and take the leave during the following year. Faculty applying for such leaves must supply a written description of the work they expect to accomplish during their leave, and the department chair and school dean must endorse the plan as likely to contribute to a research portfolio suitable for consideration for tenure should it be successfully completed. Upon completion of the development leave, faculty are expected to return to full-time service at AUC for at least two consecutive semesters.

10.3.a. Development Leaves for Instructors

The University may grant, on a competitive basis and according to the availability of funds, partial or full release time or leave with pay for purposes of professional development to instructor-level faculty who have completed six years and are awarded an additional contract. Detailed proposals for which partial or full professional development leave is sought must explain the leave's benefit to the department, should be directly related to the applicant's current position and areas of expertise, and should be recommended by the applicant's department and school to the Provost for approval.

The maximum stipend for either a year or semester of such full leave shall not exceed the full-time cash compensation for one semester; stipend for partial release time or leave will be reduced commensurately. No outside employment may be undertaken during a professional development leave except as authorized in advance as necessary to the fulfillment of the approved professional development proposal. Six years of full-time service are required for eligibility, and the instructor must have agreed to return to the University for one year immediately after completing such a professional leave. He/she will not be eligible for such a leave again until after an additional six years of service.

A full report on the results of such professional development leave must be submitted to the Provost through and with the recommendation of the department and the Dean of the School upon return to the University.

10.4. Leaves Without Pay:

Faculty members may request leave of absence without pay for personal or professional reasons. Such a leave requires a recommendation from the department chair and approval by the dean and the provost, as do any subsequent extensions. Such leaves are ordinarily for no more than two years but may be extended by the provost in consultation with the department chair and dean. Two years full time service at the University must elapse between applications for leaves without pay. Such leaves ordinarily “stop the clock” in calculations of schedules for tenure, promotion or sabbatical; that is they are not counted.

Failure to return at the expiration of such a leave will be construed as an effective resignation.

10.5. Public Service Leaves:

All leaves, whether with or without pay, are normally limited to no more than two years except leaves without pay to perform a public service, in which case a longer term may be authorized by the President upon the recommendation of the Provost.

11. Resignation and Retirement

11.1. Resignation

A faculty member may terminate his or her appointment effective at the end of an academic year, provided that he or she gives notice in writing as early as possible, preferably before March 1. Faculty members resigning tenure appointments are expected to give at least six months' notice.

11.2. Rights and Privileges of Retired Faculty

Faculty who have served AUC for a period of more than 7 years, and who are above 62 years of age, are entitled to the following retirement package: AUC will continue to pay the employer's share (50%) of the health insurance plan for five years if the retired faculty chooses to continue coverage; the faculty member will retain email and a library borrowing privileges, and University tuition benefits for him or herself, spouse, and dependents.

11.3. Privileges of Emeritus Faculty

Emeritus faculty receive all of the benefits of retired faculty. In addition, they will receive priority in allocation of office space, where available, and be invited to special events for friends of the University.

12. Nepotism

“The American University in Cairo seeks to foster an environment where members of its community are treated with respect and trust. Employment of family members may be problematic because such situations can create a conflict of interest and possibility of favoritism. Because of these concerns, the University is sensitive to circumstances in which relatives of employees might be hired, transferred, or promoted to positions where one relative might have influence over any of the following: a relative's employment, performance review, salary administration, promotion, or other employment-related decisions.

If a relationship develops during the course of employment that would violate this policy, the University will work with the individuals involved to resolve the situation. In all cases, the needs of the University determine the resolution. The responsible supervisor should take measures in consultation with the appropriate dean/area head. If an approved employment relationship exists where individuals work together in the same department, evaluation and recommendations concerning performance and/or salary will be accomplished at the next higher level of supervision. The University requires full disclosure of any relationship as defined below to the dean/area head at the time of employment or at any time that it occurs in the course of employment.

Relationships covered by this policy include: spouse, parents, grandparents, brothers, sisters, children, grandchildren, aunts, uncles, nephews, nieces, and relatives by marriage (in-laws).”

VI. Faculty Rights and Responsibilities

1. Introduction to the nature of faculty responsibilities

Teaching and service are essential obligations of all AUC faculty members; research is expected of all professorial-rank faculty, and welcomed and rewarded for instructor-level faculty as evidence of engagement with their discipline. Teaching and Instructional Responsibilities

2. Teaching and Instructional Responsibilities

While faculty are given considerable freedom in deciding what they teach, their courses are subject to the approval of their department or school in order to ensure that they contribute to the curricular programs of the University. Each school has its own procedures for determining the instructional assignments of its faculty. Typically, these decisions are made by the individual faculty member in consultation with the department chair, taking into account the need to ensure that the department or school meets its instructional obligations. New courses must also be approved by the University Senate.

Faculty should contact their department or dean's office for information on the preparation of course proposals and for the deadlines for their submission. Proposals for major changes to existing courses, such as in the number of points of credit, their level, or manner of instruction, also need approval of the appropriate dean and the University Senate. .

Disagreements over what a faculty member will teach may be appealed to the dean. If still not satisfied, the faculty member may ask the Grievance Committee of the University Senate to attempt to mediate the dispute. If the Committee is unable to find a resolution acceptable to the faculty member and the department chair or dean, it may submit a report on the dispute to the Provost, who will make the final determination.

2.1. *Teaching load*

A normal teaching load per year is 30 contact hours for language instructors and 18 credit hours for writing instructors. Faculty with the rank of Assistant Professor and above will normally teach 18 credit hours (or equivalent) per year.

Individuals should consult with their department chair and dean if they have any questions about the number or kind of courses they are expected to teach. Variations from the norm are permitted with the authorization of the department chair, dean, and Provost. With the authorization of the chair, dean, and Provost, faculty are also permitted to "bank" courses by teaching overloads or teaching full loads while undertaking administrative responsibilities for which course release is typically an element of the additional compensation (i.e. serving department chair) to accumulate credit towards semesters in which they are "exempt (or partially exempt) from teaching duties [on "ETD.]" (See Section V)

Full-time faculty in their first year at AUC are accorded a one course release during that year, to assist in their adaptation to the University.

2.2. *Instructional responsibilities*

a. Standards of Classroom Instruction

In conducting their classes, faculty should promote an atmosphere of mutual tolerance, respect, and civility. They should allow the free expression of opinions within the classroom that may be different from their own and should not permit any such differences to influence their evaluation of their students' performance. They should confine their classes to the subject matter covered by their courses and not use them to advocate any political or social cause. These principles of classroom conduct help to promote a healthy learning environment, but they do not limit the authority of the faculty to determine the actual content of their courses nor do they interfere with the right of faculty to express personal views outside of the classroom in the manner of their choosing. Faculty are also expected to be familiar with the Student Bill of Rights and Responsibilities, see Appendix 7.

The language of instruction at AUC is English. All classes, labs, advising sessions and other instructional interactions must be conducted in English. The only exceptions are those classes—such as Arabic or other foreign language or performance classes, or specially-authorized Continuing Education programs—in which instruction in another language is a recognized component of the delivery of the curriculum.

b. Office Hours & Advising

Faculty should hold regular office hours of sufficient duration to advise students during the academic term, typically at least one hour per week for each course taught. Those hours should be clearly communicated so that students will know when they are available. They are also expected to be available additional hours for consultation with students during registration and the final examination period following the end of classes.

Faculty who are on leave are expected to continue to supervise the work of their students but can discharge that responsibility by telephone or email when it is not possible to meet in person. In particular, faculty on leave remain responsible for providing guidance to their student advisees who are conducting research for or writing doctoral dissertations, Master's essays, or undergraduate senior theses. They should also provide prompt feedback on the drafts of manuscripts for which they are the second readers and should be present for qualifying exams and the defense of dissertations and other capstone projects if it is logistically feasible.

c. Syllabi

Faculty are expected to give students clear written statements of course requirements and to judge them solely on the basis of academic performance. A template for a typical syllabus, developed by the University Senate, is provided in Appendix 3—also see <http://www.aucegypt.edu/ResearchatAUC/IR/Assessment/Documents/Template%20for%20an%20Effective%20Syllabus.pdf>

d. Academic Calendar

The University's Academic Calendar is set two years in advance and available on the website at <http://www.aucegypt.edu/academics/Pages/AcademicCalendar.aspx> The University makes every effort to incorporate all significant holidays into its published calendar; periodically, however, unanticipated closures or breaks may be announced by the Government of Egypt. In such instances, faculty are expected to cover assigned materials during extra class meetings or through on-line instruction.

e. Class Hours and Schedule

Continuing students normally register in the fall for the following spring term and in the spring for the following fall. Therefore, the deadline for submitting teaching schedules is well in advance of the start of the term. Faculty should be prepared to submit teaching schedules for the coming academic year to their chairs by mid-December. Once submitted, schedules should be considered final. Requests to change them should be limited to extraordinary circumstances.

It is the responsibility of the faculty to meet all scheduled classes. In the event of unavoidable absence due to emergencies, religious holidays, or other scheduling conflicts, a faculty member must reschedule missed classes, arrange for a replacement, or provide alternative instruction. Should a faculty member be absent for an extended period due to illness or injury, the department or school will provide substitute instructors for his or her courses. It is a University policy that no classes may be scheduled during the final examination period and examinations may not be scheduled during the last week of classes without prior departmental and dean's approval.

f. Grades

The evaluation of the student's performance in a course and a decision on the appropriate grade is the responsibility of the designated instructor or instructors in the course. At the end of the term, all faculty must submit their grades to the Registrar before the announced deadline. No student should be given an extension of time or opportunities to improve a grade that are not available to all members of the class, except for verified illness or justified absence from campus. Except for scheduled exams, no course assignments may be due between the last day of classes and the last day of the final examination period.

The basis for grading and the expectations on all written assignments or tests should be clearly explained to students in writing at the beginning of the semester. To prevent allegations of plagiarism on written assignments, students should be reminded that all direct and indirect quotations from other sources should be properly acknowledged. (See Appendix 4, Academic Integrity)

Instructors should be willing to give any student an explanation of his or her grade as consistent with the grading for the rest of the class. For this reason, faculty are advised to preserve all examinations and written material not returned to students, as well as grade records, for at least the following semester so that students may, if they wish, review with their instructor the basis for the grade received.

Instructors may not change a final grade after grades have been submitted to the registrar, except when there is a clerical error in calculating the grade. This is a university rule designed in part to protect the faculty from student pressure for grade changes.

g. Use of Copyrighted and Other Materials for Instructional Purposes

Copyright laws protect forms of expression (rather than the underlying ideas, concepts, facts or information) for originally authored works in certain specified categories, including literary works (includes certain software); musical works (includes accompanying words); dramatic works (includes accompanying music); pantomimes and choreographic works; pictorial, graphic and sculptural works; motion pictures and other audiovisual works; sound recordings; and architectural works. A copyright owner has the exclusive right to reproduce the work, prepare derivative works, distribute copies of the work, publicly display the work, and publicly perform the work.

From time to time, faculty members may want to use the copyrighted works of others to supplement their research and teaching and to otherwise facilitate the university's mission of developing and transmitting knowledge. Under copyright law, the doctrine of "fair use" may allow such use (including making and distributing copies) without obtaining the permission of the copyright owner. "Fair use" is an equitable doctrine, which limits a copyright owner's exclusive rights and requires a case-by-case analysis of the following four factors:

- purpose or character of the use (noncommercial uses such as teaching, research, scholarship, comment, and criticism are better than commercial uses);
- nature of the work (published works are easier to use than unpublished works);
- amount and substantiality of the portion used in relation to the work as a whole; and
- effect of the use upon the potential market for or value of the work.

h. Graduate Teaching and Supervision

The Office of the Dean of Graduate Studies coordinates with departments and schools in the development of new proposals for graduate programs and oversees their implementation; supervises the allocation of fellowship resources, teaching and supervised research opportunities, and appropriate internship or other practical training elements of the various postgraduate curricula; develops University graduate enrollment and recruitment plans consistent with overall academic plans; supervises the graduate admissions and registration process; oversees conditions of graduate student life and services to graduate students; liaises with the Graduate Student Association; and ensures that accurate and up-to-date information is available to faculty, as well as current and prospective students about admissions, degree requirements, and extra-curricular resources and activities available to graduate students.

Faculty who teach in graduate programs need to be particularly attentive to the special requirements of post-graduate students, whether in research or professional degree programs. All departments, centers, or Schools that offer graduate degrees must have clear and accessible policies on how graduate students are advised, and how theses are supervised. Students who conduct research under the supervision of AUC faculty must be told at the outset of the research, in writing, how the research results will be disseminated, and how credit for any discoveries or inventions growing out of the research will be allocated. (See the University Intellectual Property Policy, Appendix 8)

Graduate teaching assistants must be provided clear instructions about their responsibilities before the beginning of classes and faculty should expect to meet frequently with their teaching assistants to discuss the progress of the class. Graduate students may conduct discussion sessions in which other graduate students participate, and to report on attendance at such sessions, but they may not assign grades for any assignment or other work.

2.3. *Students with Disabilities*

The Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 require that AUC provide accommodations for individuals whose disabilities impact them in their pursuits at the university. AUC, accordingly, provides reasonable accommodations. Faculty members who have disabilities or who have students in their classes with disabilities should work with the chairs of their departments, the provost, and the director of Disability Support Services to take full advantage of the facilities and services that are available for people with disabilities. Faculty should expect to receive an Accommodation Letter from the Student Disability Support Services indicating the accommodations a student with a disability will need.

2.4. *Student Grievances against Faculty*

The University seeks to provide a learning environment that promotes intellectual inquiry and analytical thinking. In pursuit of those goals and the objectives of their courses, faculty may find it necessary to engage their students in discussions about issues that are contentious and emotionally charged, to respond critically to students' reasoning, and to challenge them to reexamine deeply held beliefs. This is an important part of the faculty's responsibility to their students and the educational mission of the University, but it must be done with civility, tolerance, and respect for ideas that differ from their own.

When students feel that one of their professors has not met that requirement, they are encouraged to resolve the problems directly with the faculty member. If this attempt fails, the next appropriate step is to raise the issue with the department chair or the dean of the school. If all else fails, students are directed to lodge their complaint with the Provost, after consultation with the Office of the Vice President for Student Affairs, who will attempt to mediate any misunderstanding. The Provost makes the final determination.

Also see the policy on discrimination and sexual harassment and the complaint procedures (Section VIII), and the Student Bill of Rights, Appendix 7.

2.5. *Privacy of Student Records*

The University is committed to the protection of its members from unreasonable intrusions into their individual privacy. It will also provide considerate, and where appropriate, confidential management of their academic, health, disciplinary, financial, and personal records.

Faculty members must respect the privacy rights accorded students under the federal law known as the Family Educational Rights and Privacy Act (the Buckley Amendment). This law affords students rights of access to their education records and generally prohibits the University from releasing or disclosing those records to third parties. Education records protected under the Act include any personally identifiable student information, such as grades, exam scores, or student ID numbers. In compliance with the Act, the University does not disclose any such information from the education records of a student without that student's written consent.

The administrative officials of AUC who have access to the education records of students include the President and other senior officials of the University, the Deans of each school, the University Registrar, the Director of Financial Aid, the Associate Provost for Academic Administration, the Vice President for Student Affairs, and the designees of each such official, for purposes reasonably believed to facilitate actions within such officials' areas of responsibility.

Members of the faculty and any others who instruct students as well as those who advise students, either formally or informally, will have access to student education records for purposes of facilitating their evaluation of student performance and assisting them in the guidance of students in matters such as the choice of a major and other academic areas of concentration, the choice of courses, and career guidance. Members of the faculty and others who instruct students will also have access to education records for the purpose of providing recommendations for students. Committees, groups, boards, and organizations, such as the Student Judicial Board, which are officially recognized by the University, will have access to student records for the purpose of carrying out their assigned responsibilities.

2.6. *Student Discipline*

The continuance of each student on the rolls of the University, the receipt of academic credits, graduation, and the conferring of any degree or certificate are subject to the disciplinary powers of the University, which is free to cancel registration at any time on any grounds it deems advisable. The Trustees and the President have delegated responsibility for student discipline primarily to the deans of the individual schools and to the Office of the Vice President for Student Affairs.

A faculty member who believes that a student has engaged in an academically dishonest practice, such as cheating on an examination or plagiarism, should promptly report the allegations to the Academic Integrity Committee, which is administered by the Office of the Provost (see Appendix 4).

Other student discipline issues are the responsibility of the Office of Student Support (OSS), which includes units devoted to counseling, mentoring and student conduct. It is responsible for supporting and enhancing the experience of all AUC students, including those with physical and learning disabilities. The OSS provides student counseling for emotional wellness, student mentoring for academic success and promotes appropriate student conduct to ensure that students learn and abide by AUC community ethics and values.

Faculty have authority to take appropriate disciplinary action with students enrolled in their class to ensure that classroom behavior is conducive to learning and that students conform to the university's codes of conduct. A student who deviates from proper classroom conduct may be penalized by the professor or instructor. If a faculty member does not feel that his or her disciplinary actions are a sufficient response to the student's misconduct, then the problem should be raised with the Office of Student Affairs for further investigation and adjudication.

2.7. Center for Learning and Teaching

The Center for Learning and Teaching (CLT) helps create a stimulating learning environment by promoting excellence in teaching, facilitating the effective integration of technology to the teaching and learning process, providing support and resources, and engaging in outreach activities.

Individual consultations are offered to faculty in three areas, which are not regarded as distinct from each other, but rather as fulfilling an integrated approach: pedagogy (instructional design, experimenting with new pedagogies, etc.), technology integration (one-on-one support ranging from training on basic technologies to designing and developing engaging multimedia instructional materials) and formative assessment (including confidential mid-semester surveys, Small Group Instructional Diagnosis and custom classroom and departmental assessments.)

Professional development opportunities for faculty include weekly workshops, day-long institutes, and a yearly symposium. CLT also offers a six-week course on blended learning and supports the development and design of blended learning courses. In addition, it offers a Professional Training Program for Teaching Assistants.

For more information see the CLT website at <http://in.aucegypt.edu/services/center-learning-and-teaching>

3. Research and creative endeavors

The creation and dissemination of new knowledge is a fundamental part of AUC's mission. To that end, the University supports creativity in all its forms and encourages the development, extension, and application of its faculty's work for wider professional communities and publics, from the performance of music to the commercialization of technology.

3.1. *University-funded research (Faculty support grants)*

The University houses a number of research centers and programs in its various units and it encourages individual faculty members to initiate, conduct and disseminate research.

The University has an internal grants program to support seed funding, travel for research itself or to present papers at conferences and professional meetings, or otherwise disseminate research findings. In addition to funds, release time is sometimes granted in conjunction with direct funding.

Each application for a Research and Conference Grant is examined on its merits by a departmental committee, reviewed and ranked by the School's Research Committee, and recommended to the Provost for funding subject to the availability of funds. The Associate Provost for Research Administration oversees the grants program.

Each recipient is required to submit to the Associate Provost for Research Administration, through Department chair and School dean, a substantive report on his/her grant activities.

3.2. *Fundamental Principles Governing Externally Funded Research*

AUC encourages faculty, as individuals and as representatives of research centers, units or teams, to seek extramural funding for research. Not only does such funding underwrite the cost of much University-based research that would otherwise be too expensive to conduct, it represents external validation of the merit and significance of research conducted by AUC faculty. Not all disciplines have equal access to external funding—typically research in science and engineering is both more expensive and better supported than research in the humanities—but all researchers should explore the availability of external funding as they contemplate research projects.

3.3. *Principal Investigators*

The handbook for the Principal Investigators—those who manage funded research projects—is posted on the AUC website at the following link: <http://in.aucegypt.edu/offices/office-sponsored-programs/award#pi>

3.4. *Office of the Vice Provost*

The Vice Provost promotes and strengthens research, scholarship and creative endeavors throughout AUC. He/She acts as a catalyst in initiating research activities, encourages interdisciplinary activities, and provides support to AUC faculty. He/She handles the annual and periodic reviews of Deans and Schools and coordinates the reviews of Chairs and Departments. The Vice Provost is the focal point for the development and coordination of local, regional, and international collaborations, and for enhancing the University positioning in international academic rankings. In consultation with the Provost, the Vice Provost may from time to time convene University Committees or Task Forces to address issues related to the academic area.

For more information, visit the following website: <http://www.aucegypt.edu/research/research-administration>

3.5. *Office of Sponsored Programs*

The Office of Sponsored Programs promotes the acquisition and effective use of external funds through grants and contracts, by all units of the university, in order to carry out research, instruction and service activities which help reach the overall goals of the AUC, and increase its resource base. Proposals and awards submitted or received as gifts or endowments are handled by the Office of Institutional Advancement.

The functions of the OSP address four major areas of responsibility: Advising AUC faculty of funding opportunities, deadlines and requirements for external funding for research, projects and programs of interest to the University.

- Counseling and assisting faculty and staff of the AUC in the conceptualization, preparation and delivery of proposals for external funding, including proposal-writing workshops and assistance in budget development.
- Review and analysis of proposals for external funding, on behalf of the central administration, to ensure that requirements and standards of the University are met; ascertaining that all reviews and approvals have been secured; and ensuring that appropriate administrators have concurred with the commitments of University resources. (All proposals for external support, which involve the University in any way, must be reviewed by the central administration, except those covered by a specific delegation of this authority which has been granted to the School of Continuing Education, Engineering and Science Services, the Management Center, and the International Executive Education Institute for certain of their activities.)
- Monitoring of and support for implementation and administration of externally funded programs; including negotiating, monitoring compliance, and assisting faculty and administration during program implementation.
- Assisting the University administration in maintaining policies and procedures necessary to ensure appropriate use of external funding, including review of existing ones and introduction of new ones as necessary.

See <http://in.aucegypt.edu/offices/office-sponsored-programs>

3.6. *Administration of Externally Funded Research*

Only the Provost is authorized to approve research proposals and only the Office of Sponsored Programs may submit the final proposal to the prospective sponsor. All University agreements must be signed by the Provost. Faculty members, Department Chairs, Center Directors, and Deans are not authorized to sign such agreements unless they have specific written delegation from the Provost.

Most fundraising proposals submitted to public entities—government agencies, public foundations, international organizations, and the like—are managed through the Office of Sponsored Programs. Most proposals to private individuals, companies and foundations are managed through the Office of Institutional Development. Faculty who are unsure of the appropriate office should consult with

the Director of the Office of Sponsored Programs or the Vice President for Institutional Development *before* contacting the agency or sponsor and beginning to prepare a proposal.

a. Applications for Sponsored Research

Guidance on the preparation of proposals for funding of sponsored research projects at AUC, including how to develop a research idea into a funding proposal for a sponsored research project, and an explanation of the procedures that must be followed at AUC before submitting a research proposal to a potential funding agency or foundation are found at the following links:

Pre-proposal: <http://in.aucegypt.edu/offices/office-sponsored-programs/pre-proposal>

Proposal: <http://in.aucegypt.edu/offices/office-sponsored-programs/proposal>

b. Post-Award Administration

The technical requirements, day to day administration, and financial management of the project as well as keeping the department Chair and Dean informed of progress and any problems, are the responsibility of the Principal Investigator. During the course of the project, the PI is expected to work with the Office of Sponsored Programs (OSP) and the Grants Accounting Services (GAS) whose staff will assist in the management of the project and are available to help with all aspects of project implementation. OSP is responsible for the agreement's negotiations, the administration of the project and is the official liaison with university sponsors. GAS is in charge of disbursement of external funds and financial reporting. This office is also responsible for ensuring compliance with AUC and sponsors' financial policies and procedures.

Guidelines for the procedures are outlined in the **Principal Investigator Handbook** can be at the following link:

<http://in.aucegypt.edu/offices/office-sponsored-programs/award#pi>

c. Indirect Costs

Definition of the Indirect Cost and Fringe Benefit Rate: In addition to the "direct costs" of conducting a research project -- salaries, equipment, travel, etc. -- there are "indirect costs" involved. These indirect costs include administrative support and services and the use of university facilities for research. Indirect costs incorporate a wide range of university costs from administrative salaries to lights and water to the library. In addition, the costs of university personnel include both direct salary costs and fringe benefits.

Most sponsoring agencies recognize the right of universities to recover some of these costs when university personnel and facilities are involved in sponsored research. Most sponsors will agree to some form of cost-sharing with universities on the indirect costs of a sponsored research project. Typically US universities engaged in sponsored research negotiate with the US government a standard formula for sharing of indirect costs. Once a Negotiated Indirect Cost Rate has been approved, most other US Federal sponsors will apply the same rate. AUC's rate has been negotiated with the US Department of Health and Human Services. Non-governmental sponsors usually cap indirect costs at a lower rate. All faculty seeking external funding should consult with OSP about applicable indirect cost recovery rates well before deciding to prepare a proposal. The current applicable AUC rates for recovering indirect costs and fringe benefits on sponsored programs are available from the Office of Sponsored Programs.

For more information, see the Office of Sponsored Programs webpage:

<http://in.aucegypt.edu/offices/office-sponsored-programs>

3.7. *Research on Human Subjects [Institutional Review Board]*

The American University in Cairo complies with regulations of the Department of Health and Human Services for the protection of human subjects involved in research (45 CFR 46 as amended and published in the Federal Register on June 18, 1991). AUC applies the principles of protection of human subjects whether or not the research is subject to US regulations or conducted using funding supplied by agencies of the US government.

The AUC Institutional Review Board for the Protection of Human Subjects (IRB) is charged with the responsibility of reviewing, prior to its initiation, all research involving human subjects or participants (whether or not funded). The IRB is concerned with justifying the participation of subjects in research and protecting the welfare, rights and privacy of subjects. The IRB is composed of seven members: six from the AUC, and one external community member. Members must be from varying backgrounds and disciplines, and must include both men and women. At least one member must have a primary career base in science and one should be primarily concerned with non-science areas. The members of the IRB will be appointed by the Provost. Institutional support for the work of the IRB is provided by the Office of the Associate Provost for Research Administration. The IRB may add individuals to its ranks as needed on a case-by-case basis to ensure its ability to review proposed research projects fully. Interested parties may obtain the names and qualifications of the current members of the IRB by request to the Office of the Associate Provost for Research Administration.

All research (including interviews, surveys, and questionnaires) involving humans as subjects or participants must be reviewed by the IRB. Provisional approval may be granted by the IRB as needed during the design of a project or preparation of a proposal. Full approval must be sought as soon as feasible, and must be obtained before the involvement of human subjects in the project begins.

Students making proposals must specify the name of an AUC faculty supervisor responsible for overseeing the research, as do researchers from outside AUC who seek research authorization through the AUC IRB: they too should list an AUC faculty liaison when making their proposal. For more information on the IRB, see <http://www.aucegypt.edu/research/research-administration/institutional-review-board>

In addition, any survey carried out in Egypt requires prior approval by the Egyptian government. The American University in Cairo complies with the regulations of the Egyptian Government's Central Agency for Public Mobilization and Statistics (CAPMAS). CAPMAS Regulations require entities in the government, public or private sector, to request CAPMAS written approval prior to carrying out any survey. For more information, see <http://www.aucegypt.edu/research/research-administration/policies/capmas-policy>

3.8. *Environmental Health and Safety*

Environmental Health and Safety is a specific function within the combined Department of Safety and Security and makes every effort to provide its faculty, students, and staff with proper equipment and training in safe work practices; and it complies with all US and Egyptian codes pertaining to health and safety. Faculty members are responsible for the safety of personnel working under their direct supervision.

AUC is committed to complying with all applicable environmental laws and to maintaining all necessary environmental permits and approvals. Environmental compliance includes the proper handling, storage, use, shipment, and disposal of all materials that are regulated under any applicable environmental law. If any employee has actual knowledge that a spill, release, or discharge of any material regulated pursuant to an applicable environmental law has occurred, such employee must immediately report such event to his or her supervisor so that necessary action may be taken. Necessary action may include evacuating employees, reporting such event to a governmental authority if necessary and containing and cleaning up any such spill, release, or discharge. Employees should also report any other violations of applicable environmental law of which they have actual knowledge that could endanger the health and safety of other individuals.

3.9. *Intellectual Property and the Technology Transfer Office*

AUC encourages the publication and display of original works and the uninhibited dissemination of new knowledge. Both academic freedom and quality education are served by these activities. As an institution where the faculty is expanding the frontiers of knowledge, AUC accepts its obligation to serve the public interest by ensuring that the best and most promising of the new discoveries, ideas, art, papers, books, computer software, and other works are made available for public use. AUC also recognizes that it must assist its faculty in properly disclosing their scholarly work, in complying with applicable laws and formal agreements, and in gaining the protection available under United States laws governing patents, copyrights, and trademarks.

It is important to understand that applying for patents, copyrights, and trademarks, which are classes of intellectual property, is a critically important step in achieving the university's objective of making research discoveries available for public use. Intellectual properties convey certain rights to their owners, which can provide significant competitive advantage; this important aspect helps to motivate investment in the risky process of transforming a university developed research discovery into a bona fide product. Companies and AUC may enter into contractual agreements, called licenses, whereby AUC conveys the right to use an invention in exchange for the company's development of the technology into a product(s), and (usually) fees and/or royalties.

AUC policy requires that all discoveries or creations (including software) made during the conduct of university research be disclosed to the university. If, upon evaluation, the university decides to seek intellectual property protection, the policy requires the inventor(s) or developer(s) to sign a legal document assigning ownership rights to AUC. AUC will then pursue, at its expense, any opportunities that may flow from the disclosed technology and will share any earnings with the inventor(s) or developer(s).

Patents: Patent laws protect useful, new, and non-obvious inventions (rather than the underlying ideas or concepts) in specified categories, including machines, devices, processes, methods, techniques, software, materials, compositions, substances, mixtures, and chemical compounds. A patent owner has the right to exclude others from making, using, offering for sale, or selling the invention for a period of twenty years after the filing date of the patent.

When a potentially patentable invention is discovered or developed at the university, a confidential disclosure report should be submitted to the Technology Transfer Office (TTO). Prompt reporting can be critical to obtaining patent protection for the invention in Egypt, the U.S. and foreign countries. U.S. patent rights will be lost if the patent application is not filed within one year of a "trigger event," which includes public disclosure (including regular or web based publication, oral presentation, and proposals to government agencies), public use, commercial use, offer for sale, or sale of the invention. Most industrialized foreign countries do not have this one-year grace period.

The TTO will report its preliminary findings to the Intellectual Property (IP) Committee, which acts in an advisory role for the AUC Provost. The IP Committee is chaired by the Associate Provost for Research Administration, and includes a representative from each of the schools along with several *ex officio* members: the Director of the TTO, the Dean of Graduate Studies, the Director of the Yousef Jameel Science and Technology Research Center (YJSTRC), and a representative appointed by the Vice President for Finance. The IP Committee maintains a list of criteria to be used in evaluating intellectual property cases, and may invite the author of the proposed intellectual property to address the Committee. The Associate Provost for Research Administration will summarize the discussions of the IP Committee for the Provost, and also co-ordinates efforts with the various offices that might be involved in any intellectual property case. The Provost has the final decision on whether to pursue any intellectual property case.

AUC may elect to pursue patent protection and licensing of a disclosed invention, in which case any royalty income will be shared among the inventor, the inventor's department, and the university in percentages detailed in the policy. If the university declines to pursue patent protection for an invention, it will offer to return the intellectual property rights to the inventor(s), subject to the rights of any third party sponsor of the research, which led to the invention. Generally when patentable inventions are discovered or developed in the course of research supported in whole or in part by federal funds, the government shall have a non-exclusive, worldwide, royalty-free license to practice the subject invention. If rights are returned to the inventors and they elect to develop the technology for their own purposes, the university's name and trademarks may not be used for any promotional or commercial purposes without the prior written consent of the president.

See appendix 8 Intellectual Property Policy, and for more information on the TTO, see the following website: <http://www.aucegypt.edu/research/technology-transfer>

4. University and Professional Service

Although many aspects of faculty governance have been delegated to the university administration, it is still very important that faculty members fulfill their responsibility to contribute to the smooth operation of the university by assuming committee assignments and other university duties in addition to their teaching and research commitments. Participation in departmental meetings, committee assignments, student advising, and participation in faculty meetings are all important aspects of faculty life.

In some circumstances, a role is considered so important that the faculty member will be extended additional compensation, whether in money or time, in recognition of the responsibility they have taken on. These roles include such as Department Chair, Associate Dean, Center Director and the like. Positions carrying such additional compensation are presumed to be year-long responsibilities; no compensation is provided to faculty to serve as “acting chair” or “acting associate dean” during the winter or summer terms.

Ordinary service on departmental or university search committees, review committees, policy committees (such as the Academic Integrity Committee or the Research Council) do not carry additional compensation, although they are important measures of University service in the periodic appointment reviews and annual salary assessments.

4.1. Academic Departments

All faculty should have an affiliation with a disciplinary department. This permits all faculty, even those whose primary appointment is in an interdisciplinary center or program, to retain a connection with and role in one of the fundamental building blocks of university life, the academic department. As a member of a department, a faculty member is expected to take on departmental committee assignments, student advisees, and other departmental obligations in proportion to his or her appointment. (That is, faculty with joint appointments are expected to perform such functions in both departments or units, in approximate relation to their teaching responsibilities in each unit.) Faculty with research appointments may be exempted from most of the conventional service obligations of teaching faculty at the discretion of the chair, in consultation with the School dean.

Responsibilities of Department Chairs

Department chairs are responsible for allocating such assignments, as well as overseeing the curriculum, student advising, faculty searches and reviews, and the everyday life of the department. The responsibilities of department chairs are detailed in Appendix 1.

4.2. University Administration and Committees

The University has a number of standing committees on which faculty are invited or elected to serve, and from time to time, the President or Provost may invite faculty to serve on ad hoc University committees dealing with policy issues of concern to faculty. The most important of the standing committees is the Senate (whose elected Chair receives 3 credit hour release from teaching each semester), and its constituent committees (see section III), the Provost’s Promotion and Tenure Committee, the Academic Integrity Council and Committee, and the Research Advisory Council. Faculty do not ordinarily receive additional compensation for these activities.

5. Outside Interests and Activities

Non-University activities include consulting, teaching in another institution, outside employment, or research on behalf of another institution. These activities are secondary to such primary functions as teaching, research for academic publication, student advising, and committee assignments at AUC. The compensation given to full-time faculty members presupposes that these university functions constitute a full-time professional commitment and responsibility. Nevertheless, because the University desires to be of service to its host community and region in as many ways as possible, it permits and even encourages its faculty members to share their knowledge and expertise through appropriate consulting assignments, outside employment, and other tasks undertaken on behalf of a body outside the University. In order to ensure that the primary functions of faculty members are performed consistently with their specialties and in accordance with high professional standards the following criteria are set forth.

- **Compatibility and Enrichment.** The University insists that any compensated activity be compatible with faculty member's special area(s) of formally recognized competence and thereby enriching for his/her teaching or professional responsibilities and research interests.
- **Limits.** To minimize the possibility of interference with the faculty member's primary functions, the university places a limit of one day a week during the semester on the total time devoted to all non-University activities.
- **Overload** precludes consulting or other non-university activities. A faculty member who carries an authorized overload, may not perform consulting or other activities on behalf of a body outside the University during the overloaded semester or session.
- **Reporting.** The University requires its faculty to report each consulting assignment or other activity on behalf of a body outside the University upon acceptance of the task in a written statement specifying (i) the name of the body outside the university, (ii) the nature of the assignment, and (iii) the amount of time to be devoted to the assignment. This statement must be submitted through the department Chair to the Dean of the School within three days after the agreement is made. These activities should also be reported in the Annual Faculty Report.
- Faculty may not teach at another university during their full-time employment at AUC without prior written consent of the department chair, dean and the provost.
- Absences of more than four consecutive official University working days during a semester must be approved, in writing and in advance by the Dean of the School through the department Chair. Approval for four days or less can be given by the department Chair. Faculty members are responsible for ensuring that their classes and other university responsibilities are covered during their absence.
- **Use of Materials and Facilities.** Faculty members may not use the University's laboratories, its materials and supplies, and/or its clerical staff in order to carry out private consulting assignments for personal gain without prior written approval from the appropriate department Chair and the Dean of the School. In cases in which such approval is given, it is the responsibility of the Dean of the School to see that the university is adequately compensated.

- **Conflict of Interest.** When rendering services to clients outside the University, faculty members are expected to put the University's interest first, and to avoid the exploitation of privileged information concerning the University's affairs or otherwise pose a risk to the University. The University's name is not to be used in any way that would imply a university connection to the service where an official one does not exist.
- **Outside Teaching.** A faculty member on a full-time appointment may teach a course at another educational institution only after submitting through the department Chair a request to the Dean of the School and receiving from the Dean and the Chair, with a copy to the Provost, written authorization to proceed. The University will not authorize a full-time faculty member to teach more than one three credit hour course (or its equivalent) at another institution. A full external load will preclude overload within the University.
- **Tutoring.** No faculty member may tutor for compensation any of the University's own students in any subject. Payment of tuition entitles a student to obtain a reasonable amount of assistance from the University's instructional staff without having to pay additional fees.

VII. Faculty Compensation and Benefits

1. Guiding principles

Faculty compensation and benefits at AUC consist of a number of different components, which apply equally to teaching, research, and library faculty. All faculty will have equal access to benefits stated herein this document.

2. Basic Compensation

Faculty compensation at AUC is designed to reflect the prevailing US salary scales for the various professorial and instructor ranks in the various disciplines represented at the University.

When a candidate for a faculty position is extended an initial offer, the salary offer is determined by reference to the published data on salaries in comparable fields, at comparable ranks in the US and AUC. Typically, AUC starting salaries are lower than their US counterparts, reflecting the favorable tax status of AUC faculty, but since prevailing salaries vary by discipline, and may also reflect features of special interest to AUC--the desirability of a particular research program to the department or school, for example. The Provost, the School dean, and the department chair will consult in each case about the appropriate starting salary, taking into consideration the local cost of living, tax issues, and local inflation rates.

2.1. Annual faculty assessment and salary setting

Subsequent raises depend on periodic assessments of performance. The most regular is the annual faculty assessment that governs annual salary adjustments. These reviews are conducted by peers within the faculty member's department (or, where relevant, center) according to procedures agreed to within the department and set forth in its governance document. These reviews are based on the Annual Faculty Report and annual departmental reviews.

Based on the Annual Faculty Report and internal review of performance, departments recommend to the dean and provost that the performance of faculty members be assigned to one of four categories:

- **Unable to meet expectations**, which is very rarely used, but exists to remind departments that gross neglect of responsibilities should not be rewarded;
- **Below target expectations**, which reflects minimum satisfactory faculty performance,
- **Meets expectations**, which recognizes the performance expected from faculty members at AUC;
- **Exceeds expectations**, which is reserved for exceptional achievement.

It is expected that the majority of faculty in a given department will perform at the level that is expected from a faculty member at AUC.

Department Chairs or Directors are expected to explain to the Dean and Provost in writing the rationale for placing faculty in any of the other categories described above. Department reviews and recommendations are submitted by chairs or directors for consideration by the School performance review committee and the Dean of the School. All School level recommendations, both positive and negative, must be accompanied by brief written justifications to which the individual faculty member shall have access and the right to respond.

Each School Dean is informed of the school's allocation for salary increases by the Provost in May. This allocation is based on the available salary pool for that year, as reflected in the budget approved by the Board of Trustees, and the proportion of the faculty budget accounted for by his or her school, after the Provost keeps back a proportion of the total pool for promotions, retentions and other exceptional purposes. Drawing on the recommendations of the department chairs and the School committee, the School deans recommend specific raises for each faculty member in their Schools to the Provost, who makes the final determination. Deans may recommend extraordinary adjustments to rectify inequities, reward unusual achievements or retain especially valued colleagues.

Promotion from one rank to another requires a more exhaustive review of proficiency than do annual salary reviews. Accordingly, promotion to a new rank is accompanied by an automatic increase of 8% in addition to whatever annual salary increase is recommended.

2.2. Salary

Faculty salaries are typically deemed "nine – month" salaries, although they are paid in equal installments over twelve months. This means that faculty may earn up to an additional 3/9th of their salary through a variety of overloads, administrative allowances, research stipends, etc paid by the University. (The provisions for externally funded grants vary slightly from this; see below, on additional compensation.) Typically, significant administrative positions which carry additional compensation, are deemed 11 or 12 month positions, which signifies that the incumbents are responsible for their duties even while their faculty colleagues may be away from campus. Please refer to Appendix 9 for details.

All faculty are paid in both US dollars and Egyptian pounds and all faculty are required to have bank accounts in both currencies. Monthly pay is deposited directly into the designated bank accounts. US citizens and green card holders may have their dollar denominated salary deposited directly into US bank accounts.

3. Additional Compensation

3.1. *Administrative Allowance*

Teaching, research, and library faculty who also carry major administrative responsibilities will be granted an administrative allowance, the amount of which shall be approved by the Provost in consultation with the appropriate Dean. No combination of additional compensation payments may total more than 3/9ths, or 33% of annual salary, except in the case of externally funded research or special awards. See Appendix 9 for details.

3.2. *Summer and Winter Compensation*

Summer and winter teaching is arranged as needed, and is optional. Courses taught in the summer by regular full-time faculty are compensated at 15% of full-time salary for each course taught (three credit hours for professorial-level faculty; 5 contact hours for instructor-level faculty); two courses (six credit hours; 10 contact hours) may be taught during the summer term; one course (three credit hours; 5 contact hours) during the winter term.

3.3. *Overload (within the University)*

It is the expectation that faculty will fulfill all their official duties in the course of their annual and ordinary responsibilities. No faculty member is required to take on an overload for any reason. Faculty may agree to do so when program needs arise and in accordance with stipulations set forth in the governance documents of their departments. Overload compensation shall be provided in one of the forms set out below, specified in writing in advance:

- Compensatory course release to be “banked” for future use. Faculty may bank a number of courses to be used for a semester or more exemption from teaching duties” [ETD].
- Overload compensation of 6% of salary per three credit (five contact hours) course.
- Compensation from the School of Continuing Education, Engineering and Science Services, the Management Center and the International Executive Education Institute, which established by their administrative committees, when the overload is taken on for such divisions or units.

3.4. *Compensation for Sponsored Research*

The rates governing faculty compensation for externally funded research are as follows:

- up to 25% of base annual salary (both Egyptian pounds and US dollars) for research work during the Fall and/or Spring semesters
- up to 1/9 (1 month) of Base Annual Salary for research work during the Winter semester.
- up to 3/9 (3 months) of Base Annual Salary for research work during the summer.

The above compensation levels are contingent on prior written approval by the School dean in consultation with the school council, and on condition that the faculty is not teaching overload, winter or summer courses.

3.5. Getting on the University's Payroll

Individuals who have accepted an offer of a faculty position at AUC typically have a number of administrative responsibilities they must meet in order to get on the payroll and ensure they are appropriately registered on the University personnel systems. The Office of the Provost is their first point of contact, and they are provided with a variety of forms to complete that permit securing a work permit, medical insurance, life insurance, pension contributions, and other benefits. It is the responsibility of the individual faculty member to provide the necessary documentation in a timely way; faculty who do not do so may face delays in securing necessary work permits or receiving a first paycheck.

3.6. Authorization to Work

All faculty must be authorized to work in Egypt. An HIV test is required for work permits for non-Egyptians.

4. University Awards

4.1. Teaching, research and service awards

To recognize special merit, the University confers a limited number of awards each year to outstanding faculty members in the arenas of teaching, research and service. These awards carry cash compensation, and are announced at the University graduation ceremonies. The selection process is administered through the Provost's Office.

4.2. 25-years of Service Award

Faculty members completing 25 years of full-time service to AUC receive institutional recognition of their contribution. Years in which an individual has remained on the faculty but has been on leave, whether paid or unpaid, will be counted as years of full-time service to AUC.

5. Benefits

Faculty holding full-time appointments are eligible to participate in the University's benefits programs. Some of these programs assist faculty in meeting the cost of medical care for themselves, their spouses, and dependents. Others help to compensate for the loss of salary if they become disabled, protect them if they are injured while traveling for purposes associated with their University responsibilities, or provide their families with financial assistance if they should die. Still others help them prepare for retirement; aid them in meeting educational costs they incur for themselves, their spouses, and children; or provide assistance with relocation to and housing in Cairo. The term "qualifying dependent" refers to (a) a legally married spouse and (b) any legally dependent child under the age of 21, unless the child is a full-time student or medically certified to be incapacitated and unable to function without assistance. A child engaged in full-time study is considered to cease being a "qualifying dependent" upon attaining the age of 25.

With some benefits, faculty must choose their benefits coverage at the time of their initial appointment. Due to IRS rules and restrictions imposed by the insurance carriers, new American faculty must enroll in the University's medical, life insurance, and long-term disability plans within 31 days of the start of their appointment in order to have the premiums deducted from their monthly paychecks on a pretax basis. Otherwise, they will need to pay the monthly premium on an after-tax basis until the next calendar year.

The terms of the university's benefits programs are governed by their respective plan documents, which are frequently updated. In the case of conflicting information, the plan documents supersede any statements in this Handbook or any other descriptive materials.

The benefits outlined below are described in detail on the web site of the Office of Human Resources at <http://in.aucegypt.edu/offices/office-human-resources/benefit-plans>

5.1. Deductions

The costs of some benefit programs are government-mandated or shared by the University and the recipient such as American Social Security, Egyptian Social Insurance, local and international medical insurance. In such cases, the premiums assigned to the faculty member are automatically deducted from their monthly paycheck. All faculty are responsible for any taxes for which they may be liable and should check their pay slips regularly to ensure that appropriate deductions are being made.

5.2. Retirement and Other Benefit Programs

AUC provides three different plans: Vanguard in the USA, Fidelity off shore plan located in the United Kingdom and the plan provided by the African American Bank in Cairo. AUC Faculty and administrators with U.S. citizenship are obliged to join the Vanguard retirement plan. Green card holders have the choice of the three plans. Faculty and administrators who are citizens of Egypt and those citizens of countries other than U.S and Egypt may select the Fidelity offshore plan or the African American Bank in Cairo.

For faculty and administrators, the University contributes 9 percent of 120 percent of total compensation with a matching requirement of 6 percent on the part of the individual faculty member. In the event a relocated faculty member belongs to a plan other than those mentioned above, the University may agree to contribute directly to the individual's plan an amount which bears the same proportion to the individual's contribution (9:6) as is called for under any of the above plans.

5.3. Medical insurance

The University holds a group medical insurance plan with Cigna. Full-time relocated faculty not already possessing acceptable alternative medical coverage are required to enroll in the Cigna plan. Locally hired faculty who do not have other medical insurance have the option to either enroll in Cigna or MetLife local medical plan.

The University contributes half the cost of the insured's premiums. The balance not paid by the University is deducted directly from the insured's dollar allowances. A copy of the Plan is available for inspection at the Office of Human Resources in Cairo or at the University's New York Office.

Cigna policyholders remain eligible to receive treatment and medicine from the University Clinic on condition that they assign to the University the right to claim and receive reimbursement directly from Cigna for the value of services provided by the clinic.

5.4. Medical Services and Clinic

The University maintains a campus clinic staffed by qualified medical and pre-medical personnel. The details and extent of coverage under the University medical plan vary from time to time, and information is provided to faculty through the clinic. In general, the University provides the following: free medical services by the clinic physician or by specialists under contract with the clinic; medications (only when prescribed and supplied by the clinic), and hospitalization (when prescribed by the University Physician - at Second Class A rates for local hired faculty who are not covered by any medical insurance). Fees for specialists and consultants not under University contract, laboratory work and X-rays are paid by the faculty member with partial reimbursement by the clinic. Certain types of medical expenses (dental care, eye glasses) are strictly limited in the amount of reimbursement; some other expenses (including plastic surgery, pre-natal care and delivery, conception and contraception) are not covered at all under the medical plan. Qualified dependents of the faculty member are eligible for free medical services by the University Physician.

5.5. Social Security

Because the University is legally incorporated in the U.S., faculty of American citizenship (or in some cases legal residents) are required to participate in the US Social Security System. Deductions for such individuals will be made from their compensation, and contributions made by the University, in accordance with U.S. law. For faculty who are Egyptian citizens, the University will withhold and remit the legally required amount to the Social Insurance Department.

5.6. Travel and Commuting

AUC has provided an extensive bus system that is designed to provide comprehensive and flexible service over a wide range of routes throughout greater Cairo; it is free to faculty, and they are encouraged to commute to the new campus by bus. For those faculty who feel that the bus service does not meet their needs, limited on-campus parking services are available for faculty holding valid parking permits. In addition, there are some parking spaces in a Visitors Only lot for short-term parking. See more information about the bus service <http://in.aucegypt.edu/services/bus>

The Travel Office of the American University in Cairo provides travel services to faculty, administrators, staff and students with their travel plans. Among the services faculty enjoy are: air, train and bus fare quotations, reservations and ticketing; hotel reservations in Egypt and abroad; sightseeing, including Nile cruises, in Egypt and abroad. See <http://in.aucegypt.edu/services/travel-office>

All University-funded or supported business travel--including research and conference grants, as well as professional development--and annual home leave, must be booked through the University Travel Office, faculty members may be allowed to use other booking venues provided that the charges do not exceed those presented by the University Travel Office. Business travel will also be eligible for per diem expenses, calculated by the Office of the Provost.

The University's business travel accident plan insures full-time administrators and faculty, at no cost, for accidental death, dismemberment, or permanent disability while traveling on official University business, including attendance at professional meetings as well as University-sponsored trips. Commutation between one's home and the University is not covered by the plan.

5.7. Medical Leave

Full-time faculty who are unable to work due to an illness or injury may be eligible to receive their full salary and benefits for up to six months in any consecutive 12-month period or until they return to work, whichever occurs first.

5.8. Family (Maternity) Leave

Women may take up to one semester for the care of newborn (or newly adopted) infants. Under certain circumstances, faculty may also be eligible for leaves to care for seriously ill dependents. Insofar as Egyptian law mandates more generous provisions, the University honors those terms.

5.9. Toddler, and Pre-School Child Care

Our AUC daycare center was founded in 1984 to serve children of AUC faculty and staff. It is an English medium Center/Preschool welcoming children from one year (they must be walking) through four years of age. It is open from 8:00 AM to 4:45 PM, Sunday to Thursday. It follows the University calendar and are closed on the days the university is closed. The Center stays open most of the summer, with a brief vacation for the teachers and staff in August.

5.10. Relocation Assistance Programs

Faculty who move to Cairo from other parts of the country or abroad must make adjustments in their personal lives as well as starting a new phase in their professional careers. They need to find new housing; often need childcare and schooling for children; and may have a spouse interested in locating employment. The University offers several services to assist faculty and their families in meeting these needs. Some are summarized below. Further information can be found on the web sites dedicated to the individual services or through the web page of the Office of Faculty Service.

5.11.AUC Tuition

Tuition at AUC is free for faculty and qualifying dependents who are academically qualified for admission to the University. In the event of the death or permanent disability of a serving faculty member at AUC, his/her qualifying dependents who are currently enrolled or admitted will continue to benefit from free tuition at AUC.

6. One-Time, or time-limited Payments and Services on Appointment and/or Termination

In recognition of the fact that faculty who move to Cairo from other parts of the country or abroad must make adjustments in their personal lives, the University also provides transition support, including the following.

6.1. Incidental Departure Allowance

The value is commensurate with the size of the family and is paid in U.S. dollars to relocating faculty, on acceptance of contract and in advance of departure for Cairo. The allowance is given for such expenses as medical examinations, inoculations, moving of household goods into storage, surface transportation of goods, purchase of items needed for stay in Egypt.

6.2. *Home leave*

All relocated faculty are entitled to an annual home leave to their point of origin (or comparable destination) for themselves and their qualifying dependents.

VIII. Professional Conduct and Academic Integrity

Standards for faculty conduct encompass but exceed the requirements of lawful behavior. These expectations are derived from tradition and evolve with contemporary practice. Accordingly, grounds for discipline for members of the faculty of a University are usually not made the subject of precise statement; when commonly held standards of conduct are broken, however, disciplinary action must be taken if the community is to be sustained.

At AUC, the Deans of the schools are responsible for assuring that the University's standards for faculty conduct are observed. Accordingly, Deans will, in cases in which there is a pattern of activity by a faculty member that appears to substantially deviate from University standards, advise the faculty member at the earliest reasonable date and counsel the faculty member concerning applicable standards of performance.

In some cases, a single instance of unacceptable activity by a faculty member may be serious enough to warrant discipline in addition to counseling. In other cases, the continued pursuit of a course of unacceptable activity after counseling by the Dean may warrant discipline. A committee of senior faculty will decide on the disciplinary action against the faculty member. Such actions may include, but are not limited to, a reprimand, a probationary period with specified conditions, suspension (with or without pay), or dismissal for cause. The grounds for cause include: (a) professionally incompetent performance or neglect of duty; (b) gross personal misconduct rendering the person unfit for association with students or colleagues; (c) misconduct in research; and (d) conduct employing unlawful means to obstruct the orderly functioning of the University or to violate rights of other members of the University community. The severity of any discipline shall not exceed a level that is reasonably commensurate with the seriousness of the cause.

1. Research Misconduct

Misconduct in research is considered to be a special case of deviation from standards of conduct established by the University. Misconduct in the pursuit of truth is inimical to the purposes of the academy and represents a serious violation of the commonly held standards of conduct of the community.

AUC defines misconduct by individuals involved in research or research training as: 1) falsification, fabrication, or theft of data or samples; 2) plagiarism; 3) unauthorized use of privileged information; 4) abuse of authorship; and 5) significant failure to comply with international, American, Egyptian, or University rules governing research: examples include rules involving human subjects, animals, new drugs, new devices, radioactive materials, and preservation of antiquities and natural resources.

The intent of the University with respect to allegations of misconduct in research is to 1) recognize that honest error in judgment or interpretation of data does not constitute misconduct, 2) establish fair procedures for dealing with allegations of misconduct, 3) ensure that policies and procedures are made known to faculty and staff members, and 4) initiate confidential preliminary inquiries promptly after receiving an allegation of misconduct to determine whether a formal investigation is necessary

A tenured faculty member may not be finally dismissed for cause prior to an opportunity for a hearing. In cases where in the judgment of the Dean, the Provost, and the Vice President for Administration, immediate action against a member of the faculty is necessary to prevent harm to the faculty member or others, the faculty member may be suspended pending a hearing.

2. Instructional Misconduct

The relationship between teacher and student is one of the most important connections we make in our lives, and it is paramount that it be respected by both parties. Faculty are expected to be considerate of their students as individuals, to conduct their classroom with decorum, and to respond promptly and courteously to queries from students, in class and out. Students who believe that faculty have violated these expectations should address their complaints to the Office of the Vice President for Student Affairs, who will attempt to mediate any misunderstanding. If no satisfactory resolution can be reached the Vice President (or his delegate) will take up the student's complaint with the department chair and school dean. The Provost and the Vice President of Student Affairs are the final arbiters of disputes arising from faculty-student interactions. Students are expected to reciprocate in terms of respect to their professors and conducting themselves in a professional manner in class. Faculty members should report any student violations of conduct to the Department Chair, who will attempt to mediate. If no satisfactory resolution can be reached the case will be referred to the Dean and eventually to the Provost who will be the final arbiter.

3. Equal Opportunity and Affirmative Action: Discrimination, and Sexual Harassment Policies and Complaint Procedures

Membership in the academic community imposes on faculty members, university officials, and students an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off campus. It is therefore the policy of AUC to provide an environment that is free from discrimination on the basis of race, color, religion, sex, sexual orientation, national or ethnic origin, gender, age, disability or veteran status. Any discriminatory conduct seriously undermines the atmosphere of trust and respect that is essential to a healthy academic environment.

The Discrimination and Sexual Harassment Policies and Complaint Policy and Procedures are outlined in Appendix 6.

4. University Grievance Policy and Procedure

The American University in Cairo (AUC) is committed to providing a fair and secure educational and work environment for its faculty, staff, and administrators. The University expects those who make management, administrative, and personnel decisions to make them in good faith, fairly, and to the best of their abilities consistent with established AUC policy and practice. To support these objectives, AUC provides a grievance procedure for legitimate complaints from faculty, staff or administrators who believe they have been adversely affected by a decision that contravenes AUC policy and practice, without fear of retaliation.

A legitimate grievance is a complaint that an AUC policy or procedure has been violated so as to adversely affect an individual's rights and privileges. The complaint must specify in writing the specific policy or procedure alleged to have been violated with a detailed explanation, including the names of anyone involved in the alleged violation. The complaint procedure described below must be initiated within thirty (30) working days from the time the grievant became aware of the alleged violation.

The grievance procedure under this policy is not applicable for complaints and cases made or heard through the Office of Equal Opportunities and Affirmative Action (EO&AA) or any other applicable University Office.

4.1. Grievance Committee of the Senate

Grievance procedures, whether informal or formal, should insure fairness in faculty relations, and should be a means of resolving misunderstandings and redressing injustices fairly and without undue delay. Members of Grievance Committee see themselves as mediators who are entrusted with that task.

Issues that might be appropriate bases for initiating grievance procedures include: (a) a perceived violation, misinterpretation, or inequitable application of policy or procedure affecting a faculty member; and (b) perceived discrimination against a faculty member because of race, color, religion, national origin, sex, age, handicap, or sexual preference.

4.2. University Disciplinary Procedures

Faculty are expected to fulfill their responsibilities with dedication and integrity, and they should expect to be terminated only for adequate cause and in accordance with the formal review or disciplinary procedures. A tenure appointment may only be terminated in the following situations:

- The faculty member demonstrates incompetence, that is, an inability to fulfill essential duties of his or her appointment. A one semester's notice will precede such termination.
- The faculty member is guilty of misconduct involving dishonor, dishonesty, moral turpitude, or behavior endangering others.

In reaching a decision to discipline a faculty member, the Dean shall afford that faculty member appropriate procedural protections to assure that the decision is fully informed and fair. To that end, the following general procedures shall apply in all cases of alleged faculty misconduct, or misconduct by a staff member participating in a research project.

Step 1: Any allegation of misconduct should immediately be brought in written form to the attention of the Dean of the relevant school, who in turn will notify the Provost of the allegations. Initial allegations of misconduct that are found to be false and maliciously motivated may themselves become the basis of a disciplinary action. But no allegations made in good faith, however incorrect, will be the basis for discipline against a complainant, and efforts will be made to assure that no retaliatory actions occur over the good faith reporting of alleged misconduct.

Step 2: Upon receiving a report of misconduct, the Dean may conduct an initial inquiry to determine whether the allegations have merit and whether a formal investigation is warranted. Such an initial inquiry will be completed as expeditiously as possible with a goal of completing it within sixty (60) days. The Dean, at his or her discretion, may appoint one or more persons, including an ad hoc committee, to conduct the initial inquiry and make a recommendation to the Dean.

The individual for whom disciplinary action is being considered will be given written notice of the allegations, including references to the time, place, others present, etc., when the alleged acts occurred. This notice must reasonably inform the individual of the specific activity that is the basis of the allegations. The accused individual will be afforded confidential treatment to the maximum extent possible. It is normally expected that persons having or reasonably believed to have direct knowledge or information about the activity that is the basis of the allegations will be consulted and that those consulted will maintain the confidence of the consultation. The person or persons bringing allegations of misconduct may request that their identity be withheld during this stage of the initial inquiry, but their identity must be disclosed to the accused should the process proceed to the stage of formal investigation.

Step 3: Regardless of whether the Dean decides to conduct an initial inquiry, the accused faculty member will be invited to make a response in writing to the Dean regarding the allegations of misconduct. At his or her option, the accused faculty member may also respond in person.

Step 4: Based on the allegations, the initial inquiry (if any), and the response of the accused, the Dean shall make a decision falling into one of two categories:

- That insufficient grounds have been presented to warrant further pursuit of the allegation and, therefore, that the accused will be subject to no discipline or only minor discipline. The Dean will maintain sufficiently detailed documentation of inquiries to permit a later assessment, if necessary, of the reasons for determining that an investigation was not warranted.
- That there is presumptive evidence for major discipline and that a formal investigation is warranted. If so, the Dean will notify the accused in writing summarizing the evidence received, relevant interviews, and the conclusions of the initial inquiry, if any.

Step 5: If, in the previous step, the Dean determines that minor discipline is warranted, the final disciplinary action will be taken by the Dean at that point with the matter being subject to appeal to the Senate Faculty Grievance Committee. If, in the previous step, the Dean concludes that grounds for major discipline may exist, the Dean will so notify the faculty member and will refer the matter to a school committee within thirty days for investigation.

Step 6: The purpose of the formal committee investigation is to explore further the allegations in order to determine whether misconduct has actually occurred. In appointing the investigative committee, the Dean will include individuals with knowledge and background appropriate to carry out the investigation. The Dean will also take precautions against real or apparent conflicts of interest on the part of members of the investigative committee. Such conflicts of interest may include: administrative dependency, close personal relationships, collaborative relationships, financial interest, or scientific bias. The committee members will be expected to state in writing that they have no conflicts of interest.

This committee will be given the notice of the allegations as provided the accused, and will be charged to investigate the matter. In its investigation, the committee will be expected to talk with witnesses and review documentary evidence, secure necessary and appropriate expertise to carry out a thorough and authoritative evaluation of the relevant evidence, advise the accused of the evidence against him or her, and offer the accused a reasonable opportunity to respond and present evidence. As in the initial inquiry stage, it is normally expected that persons having or reasonably believed to have direct knowledge or information about the activity that is the basis for the allegations will be consulted, and that those consulted will maintain the confidence of the consultations.

The committee will reach findings of fact in regard to the Dean's charge. If the committee finds facts that appear to constitute a breach of relevant University or scholarly standards of performance or conduct, the committee's report shall state the nature of the breach and assess the seriousness of the breach. A written report containing the methods of procedure, how and from whom the information was obtained, including the views of those found to have been engaged in misconduct, conclusions, and recommendations of the committee will be submitted to the Dean with a copy to the accused at the end of the investigation.

During the formal proceedings before the committee, the accused shall have full access to all evidence that may form the basis of discipline within a reasonable time to respond to the evidence, including knowledge of the person or persons alleging misconduct. Only with such full access is the accused afforded an adequate opportunity to refute or explain the evidence. Thus, evidence normally must be acquired by the Dean or school committee for use in the formal investigation with no assurances of confidentiality of sources. If such an assurance of confidentiality must be given to facilitate investigation, the evidence obtained under that assurance may not be used as a basis of disciplinary action.

After receiving the report with findings of fact from the committee, the Dean will reach a decision and determine the disciplinary action and the appropriate sanctions to be taken against the accused. The severity of the discipline will not exceed a level that is reasonably commensurate with the seriousness of the cause.

The disciplinary actions or sanctions may include, but are not limited to, any of the following:

- reprimand;
- a requirement to correct or retract publications affected by the findings of the investigation;
- a special program for monitoring future research activities;
- removal from a project;
- probation;
- suspension;
- reduction in salary and/or rank; or
- termination of employment.

The process of a formal misconduct investigation will be conducted as expeditiously as possible with a goal of being completed within 120 days. This period includes conducting the investigation, preparing the report of findings, making that report available for comment by the subjects of the investigation, and submitting the report to the Dean for decision and submission to the Provost.

All of the foregoing procedures should be carried out promptly and in confidence so that the risk to the reputation of the person under investigation is minimized. Diligent efforts will be made to restore reputations of persons alleged to have engaged in misconduct when allegations are found not to be supported.

5. Termination of Faculty Appointments for Cause

Faculty members may be terminated for cause subject to the procedures described above. After a final decision is reached, the University may, in its discretion, provide notice of the outcome to those persons who were informed about the investigation, may have been affected by the misconduct, or otherwise have a professional need for such information.

In the case of a termination for cause of appointment with tenure, or a dismissal for cause prior to expiration of a term appointment, the faculty member concerned will be entitled to a hearing upon request. In such event, the faculty member shall be informed in writing before the hearing of the charges against him/her, and shall have the opportunity to be heard in his/her own defense by all bodies that pass judgment upon the case. He/she will be permitted to have with him/her an advisor of his/her own choosing who may act as counsel. There shall be minutes of the hearing available to both the University and the faculty member unless both the University and the faculty member waive the requirement. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his/her own or from other institutions. A faculty member having an appointment with tenure who is dismissed for reasons not involving professional misconduct or moral turpitude shall receive his/her salary for one year from the date of notification of dismissal.

Under this policy, the services of a non-tenured faculty member may also be terminated because of extraordinary circumstances, such as financial exigencies. In addition, the services of tenured and non-tenured faculty members may be terminated due to program discontinuance. In this case, no less than one year's notice will be given to the faculty member. Such decisions may be made only by the President, in consultation with the Provost and other relevant senior administrators, including, as appropriate, school deans.

IX. Procedure for Amending the Faculty Handbook

The policies and regulations in this handbook form an integral part of the faculty member's employment agreement. Members of the faculty who wish to propose changes to the handbook should submit their proposals to the University Senate for consideration and adoption. Any modification to this handbook must be approved by the President. If any modification to this handbook requires significant allocation of University resources, the President must obtain approval of the Board of Trustees before his/her approval shall become effective. It is the shared responsibility of the Provost and the Faculty Affairs Committee of the Senate to ensure that the contents of the handbook are updated in accordance with the Senate bylaws.

X. Appendices

Included here should be all statements of University Policies, including appropriate Senate Resolutions, on topics of relevance to faculty. Note that the Faculty Handbook will be maintained on-line, at the website of the Office of the Provost, by the Associate Provost for Academic Administration, and these appendices will be assembled, and maintained, there. The appendices attached therewith, as of November 15, 2010, are only a sample of the documents that will be available through this mechanism. Other may include, for example: University Policy on Smoking, Drugs and Alcohol; Use of the University's Name, Facilities and Equipment; and templates for frequently used forms, such as Syllabi, Faculty Annual Reports, etc.

Appendix 1: Roles and Responsibilities of Department Chairs

The position of department chair is one of the most critical in the university. Department chairs are the essential link between the administration and department faculty. When chairs fulfill their role effectively, there is clear and collegial communication between faculty and administration. When chairs are ineffective, there is often misunderstanding and miscommunication, which can have serious repercussions on program quality, faculty retention and satisfaction, and the university as a whole.

A department chair plays multiple roles within the university, serving as the department's primary spokesperson and advocate as well as the administration's representative to the department. A department chair is the chief academic and administrative officer for an academic department and is accountable to the dean of the School for all aspects of the operation and development of that department. The chair is responsible for the overall proper functioning of the department and for demonstrating effective leadership in developing strong academic programs.

The quality of a chair's leadership is reflected in many ways, from the strength of the faculty recruited and retained, the quality of the department's academic programs, and the programs' standing with faculty and students, to the ability of students and faculty to effectively describe the mission and vision of the department, the visibility and reputation of the department with external audiences, and the maintenance of high ethical and professional standards.

The responsibilities and duties of the Chair include, but are not limited to, the following:

Department Governance and Office Management

Provide effective leadership for the department. This includes working with the faculty to shape the department's vision, mission and strategic plan; developing consensus around shared goals, encouraging faculty members to invest in planning; collaborating with faculty on important decisions; informing faculty of the actions and decisions taken by the Dean and other university administrators; and developing and leading the implementation of long-range plans, goals, and policies.

Ensure that the department is effectively administered. This includes, ensuring the department is appropriately and effectively staffed, ensuring that departmental records are managed in accordance with university policy, submitting required plans and reports for official university publications in a timely manner, and managing conflict and mediating disputes.

Work to create a climate of trust, mutual support, teamwork, respect for differences, and dedication to the highest ethical standards of the profession and the university.

Curriculum and Program Development

Lead the development and implementation of high-quality curricula, programs, teaching methods, courseware, and effective outcomes assessment. This includes guiding and coordinating assessment and accreditation activities, reviewing course syllabi, collecting and sharing data to guide discussions to improve effectiveness, and creating an environment that recognizes and strives for excellence.

Schedule classes, in cooperation with the University Registrar, establish teaching schedules, assign faculty to classes, and ensure an equitable distribution of teaching loads to meet the needs of the curriculum.

Demonstrate understanding and interest in faculty research, help faculty members secure resources for research, and ensure that faculty members understand guidelines on research and scientific standards. This includes encouraging cooperation and linkages between faculty within the department, within the university, and with relevant external researchers and programs.

Faculty Responsibilities

Recruit, train, and mentor qualified faculty and create an environment that will encourage faculty productivity and retention. This includes promoting and assisting the professional development of faculty, encouraging faculty participation in department activities, assigning committee work, and managing faculty work assignments in a way that builds on the individual strengths of faculty members and meets teaching, research, and service goals.

Communicate the criteria for faculty evaluation clearly and transparently, meet with faculty and discuss the results of faculty evaluations, and use the results to help faculty members improve their performance.

Student Responsibilities

Lead department efforts to recruit and retain students. This includes establishing effective communication with student organizations, including, where applicable, student advisory groups to facilitate open communication.

Adjudicate student petitions and other requests for action in accordance with department and university policy.

Collect aggregate data regarding student progress and success and communicate and discuss this data with the department. These data include the results of program and course learning outcomes assessment, graduation rates, survey results, and other evaluation.

Communication with External Audiences

Serve as the liaison between the department and internal and external constituencies. This includes communicating department needs, achievements, and activities to the Dean and university administration and being an effective advocate for the department with external audiences, persuasively communicating the department's mission, vision, goals, and achievements.

Ensure that the department's visual communication (website, publications, etc.) are effective, persuasive, accurate, and adhere to AUC's branding guidelines.

Resource Management

Prepare and monitor the department's budget to ensure that there are adequate resources to carry out the department's mission and the department's budget is not overspent.

Communicate to the faculty and the administration the relationship between the budget, the department's strategic plan, and the school and university's strategic plans.

Adhere to the highest ethical and professional standards in allocating and spending department funds and ensure that all financial transactions are conducted in an objective, transparent manner and in accordance with university regulations.

Other expectations: As faculty members, department chairs are expected to teach two courses per semester in addition to their administrative duties and engage in university service and research or creative work, as appropriate to their field and in accordance with the policy of their School.

The department chair holds a renewable three-year term. No faculty member may serve more than two consecutive terms as chair; however, there are no limits on non-consecutive terms. In consultation with the Dean, each department will decide the selection process by which the chair is nominated. The Dean of the School makes the final selection. The Dean may remove a department chair at any time, following consultation with the Provost and the department's faculty.

The department chair will be evaluated confidentially each year by the department's faculty as well as by the Dean, who will discuss a summary of the evaluation results with the chair. These evaluations are designed to provide chairs with feedback that will allow the chair to improve his/her performance and validate those areas that are going well. All evaluation forms should be submitted directly to the Dean. Departments and Schools may develop their own forms to evaluate the performance of the Chair or they may use the attached template.

Sources:

Hecht, Irene W. D., Mary Lou Higgerson, Walter H. Gmelch, and Allan Tucker. "Roles and Responsibilities of Department Chairs." *The Department Chair as Academic Leader*. 1999. ACE Oryx Press, Quoted in *American Council on Education: Department Chair Online Resource Center*. Web. 5 Oct 2009.
<http://www.uky.edu/Provost/APFA/Department_Chairs/HECHT_roles_respon.pdf>.

"Responsibilities of Chair (or Director) of Department (or School)." *Academic Policies and Procedures*. 2009. Northern Illinois University, Web. 5 Oct 2009.
<<http://www.niu.edu/provost/policies/appm/II20.shtml>>.

"Department Chair Job Description." *Merrick School of Business*. University of Baltimore, Web. 5 Oct 2009.
<<http://www.ubalt.edu/downloads/Department%20Chair%20Job%20Description.pdf>>.

Appendix 2: Research Professors

Research is increasingly seen as a significant component of high quality undergraduate liberal arts education; it has always been an essential feature of graduate programs at research universities. It is also--and this is particularly important for AUC--a very important element of a University's outreach to the community, often fostering collaborations with government, business, and other institutions of higher education, in Egypt and beyond.

Because research is often sponsored by external resources, it is neither practical nor desirable to commit large numbers of faculty positions to purposes, including specific research programs, that are not entirely within the control of the University. Yet at the same time, the desirability of hosting significant research collaborations is increasingly apparent.

To ensure that we continue to recruit and retain high-quality research staff who will work closely with our tenured and tenure-track faculty in ambitious programs that sometimes require multiple investigators over a number of years, AUC makes limited number of research faculty appointments. All research faculty must have a departmental appointment as well as their association with a research enterprise—a center or program—at the university. No department may have more than 20 percent of its faculty in this category.

Research faculty positions (Assistant Research Professor, Associate Research Professor and Research Professor) are full-time positions that parallel the corresponding ranks of assistant professor, associate professor and professor of the tenure-track faculty with three important exceptions: research positions carry no tenure, no financial support from the University and only modest expectations of classroom teaching. (Most Research Professors are expected, as a condition of their appointment, to teach at least one course a year.)

All compensation paid to research faculty is provided by external research funds, but the amount of compensation is established by the University and is typically comparable to tenured and tenure track faculty at the equivalent rank in the same department.

Appointments to any rank of research faculty are made for a specific period of time, usually no less than three nor more than five years. Renewals of appointments are contingent upon satisfactory performance as determined by the members of the center and the department as appropriate; in addition, the availability of external funds to support the research is also required. Recommendations for promotion of research faculty must be accompanied by a dossier essentially identical to that prepared for tenure-track faculty. The steps taken and the approvals required for promotion are the same as for the tenure-track faculty. Those research faculty who fail to be promoted shall be offered a final one-year appointment at the appropriate rank. All ordinary procedures for advertising and filling other faculty positions apply to those of research faculty.

At the request of the department; a research faculty member may be appointed to a part-time, tenured or tenure-track faculty position in the department. The specific terms and expectations of such joint appointments must be determined at the initial time of appointment, including the expectations for

teaching and the evaluation criteria that will be used for renewal and promotion.

Research faculty are not required to serve on University committees, although they may do so.

Typically, they are entitled to attend department and University faculty meetings and to vote on all issues except tenure decisions but departments may modify this arrangement, by vote of the tenured and tenure-track faculty of that department, as appropriate.

Appendix 3: Syllabus Rubric

Course title, number and section, number of credits
Semester and year
Department (cross listings if applicable for particular course)
Instructor's Name
Time, duration, place of course delivery
Contact information for Instructor, including e-mail and AUC office phone extension
Office hours and location

Course Description
Course objectives and outcomes (what is being delivered and what are students expected to be able to master at the conclusion of the course):
Any pre- or co-requisites, placement tests, or instructor/Chair/Dean permissions required if applicable:

Reading
Required textbooks, recommended reading, referral to additional sources.

Assessment
Exam schedule - list of all requirements: tests, quizzes, papers, presentations, group work, simulation, midterm, finals including, preferably, tentative exam. Dates.
Breakdown of weight of course components in computing final grade.

Exact attendance policy (at minimum in line with university standards)
Policy on Academic integrity and Policy on Attendance
Clear mention of what constitutes academic dishonesty and what consequences are, that academic dishonesty is not tolerated at AUC. Either provide link or cut and paste AUC's Academic honesty regulations.
Schedule of topics and reading
Session by session or alternatively week by week listing of topics, assigned reading (required/recommended), activities, exercises, group work, presentations etc.

Appendix 4: Academic Integrity

Academic integrity is a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect and responsibility. From these values flow principles of behavior that enable academic communities to translate ideals into action.

All activities at the American University in Cairo, from teaching to administrative and support functions, serve the process of learning. Together, the university's faculty, staff, and students form a cohesive academic community, which shares the Code of Academic and Professional Ethics outlined in this document.

Statement of Intent

The American University in Cairo affirms its commitment to the guiding principles of academic integrity. Academic integrity matters. It is important not just for an institution of higher education and the members of that community but has an impact on how the institution is perceived by society and how it trains its future citizens and leaders of society, and the global community. The American University in Cairo's faculty, students, administrators and staff are committed to the highest standards of academic integrity throughout the university.

Statement of Values

The American University in Cairo encompasses a community of scholars and students who are engaged in the enterprise of learning and are supported in this process by administrators and staff. The process of learning requires an open exchange of ideas between scholars and students, and can only be based on trust in each other. This trust does not necessarily come naturally to everyone engaged in the learning process, and faculty, students and staff need to constantly re-establish and confirm it. It allows participants in the academic community to feel that their ideas will be respected, discussed, and evaluated in an atmosphere free of prejudice and bias. It also makes a moral demand on every participant in the academic community: that the ideas which they have expressed verbally, in writing, in papers, books and lectures are their own, or that if they are someone else's, they be honestly and clearly acknowledged.

By committing ourselves to the highest standards of academic integrity at AUC we also reaffirm our commitment to the larger communities of Egypt and the world, so that it can be said that the entire AUC community is respected for its honesty and integrity.

In order to cultivate such a community founded on trust, academic integrity, and social responsibility, AUC needs to:

- Promote an atmosphere of academic integrity by constantly reaffirming its value in all the forums of interaction at the university, involving students, faculty, administrators, staff, and parents.
- Clarify the responsibilities of each member of that community.
- Promote an understanding of the seriousness of violating the principles of academic integrity as a violation of the AUC community.
- Make it clear that violations of academic integrity will not be tolerated, and that the punishment for such infractions will be appropriate to the act committed.
- Clarify exactly what constitutes a violation of academic integrity.

Appendix 5: Research Conflict of Interest Policy

AUC's policy requires that, for only externally funded projects, each principal investigator disclose to the Office of Sponsored Programs all significant financial interests of the investigator (including those of the investigator's spouse and dependent children) (i) that would reasonably appear to be affected by the research or educational activities funded or proposed for funding by the Sponsor; or (ii) in entities whose financial interests would reasonably appear to be affected by such activities.

The term "investigator" means the principal investigator, co-principal investigators, and any other person at AUC who is responsible for the design, conduct, or reporting of research or educational activities funded or proposed for funding by the Sponsor.

The term "significant financial interest" means anything of monetary value, including, but not limited to, salary or other payments for services (e.g., consulting fees or honoraria); equity interest (e.g., stocks, stock options or other ownership interests); and intellectual property rights (e.g., patents, copyrights and royalties from such rights).

The term does not include:

- salary, royalties or other remuneration from the applicant institution;
- income from seminars, lectures, or teaching engagements sponsored by public or non-profit entities;
- income from service on advisory committees or review panels for public or nonprofit entities;
- an equity interest that, when aggregated for the investigator and the investigator's spouse and dependent children, meets both of the following tests: does not exceed \$10,000 in value as determined through reference to public prices or other reasonable measures of fair market value, and does not represent more than a 5% ownership interest in any single entity;
- salary, royalties or other payments that, when aggregated for the investigator and the investigator's spouse and dependent children, are not expected to exceed \$10,000 during the twelve month period.

The principal investigator is also required to insure that those financial disclosures are updated during the period of the award, on an annual basis, or as new reportable significant financial interests are obtained.

A conflict of interest exists when the reviewer(s) reasonably determines that a significant financial interest could directly and significantly affect the design, conduct, or reporting of externally-funded research or educational activities.

To manage, reduce and eliminate conflicts of interest AUC may impose conditions that include, but are not limited to:

- public disclosure of significant financial interests;
- monitoring of research by independent reviewers;
- modification of the research plan;

- disqualification from participation in the portion of the funded research that would be affected by significant financial interests;
- divestiture of significant financial interests;
- severance of relationships that create conflicts.

Monitoring of Compliance:

Compliance with the policy is monitored by OSP. Any conflict of interest, as determined by the OSP, is reported to the Provost. The Provost makes a determination and if a conflict of interest is confirmed (against the terms of the policy). The Provost may apply such sanctions as are deemed in his judgment to be appropriate. The individual subject to such sanctions may appeal the Provost's determination to the university President. The President's decision on the appeal is final and binding. OSP shall keep the sponsor appropriately informed if AUC is unable to satisfactorily manage a conflict of interest. OSP shall maintain records of all financial disclosures and of all actions taken to resolve conflicts of interest for three years beyond the termination or completion of the grant to which they relate.

Appendix 6: The Discrimination and Sexual Harassment Policies and Complaint Procedures Policy Statement

The American University in Cairo (AUC) is committed to providing a secure educational and work environment for its faculty, students, staff, and administrators, as set out in its policies on Equal Opportunities and Affirmative Action and on Discrimination and Sexual Harassment. AUC does not tolerate harassment, including sexual harassment, or any form of discrimination on grounds included in its policies. Accordingly, AUC prohibits such discrimination and sexual harassment.

Discrimination based on race, color, religion, sex, sexual orientation, national origin, or disability is prohibited. This applies to hiring, firing, recruitment, testing, retirement, disability leave, reasonable accommodation for the disabled, and other terms applicable to conditions of employment. Agreements between AUC and the Government of Egypt concerning nationality of faculty members and university administration are an exception.

AUC accepts the definition of sexual harassment as covering any unwelcome conduct of a sexual nature when:

- a. Submission of such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic standing; or
- b. Submission to, or rejection of, such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or
- c. Such conduct has the purpose or effect of substantially interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive work/academic environment.

Sexual harassment includes, but is not limited to, conduct such as:

- Persistent requests for a date
- Unwelcome sexual propositions
- Unwelcome physical contact
- Sexually suggestive objects or pictures at the work place
- Derogatory gender-based comments or humor
- Preferential treatment or promise of preferential treatment for submitting to sexual conduct

The AUC prohibition of discrimination and sexual harassment applies to faculty, students, staff, administrators, visitors, and any outside groups or individuals contracted to perform services on AUC premises. AUC considers it the responsibility of its employees and students to foster respect for human dignity and worth by helping to ensure an environment free from discrimination and harassment, including sexual harassment.

In support of its policy against discrimination and sexual harassment, AUC has assigned a number of responsibilities to its Office of Equal Opportunity and Affirmative Action (EO&AA). The Office:

- Promotes understanding of the AUC policy and provides education about discrimination and sexual harassment;
- Provides advice and counseling to complainants, to those who may be required to respond to

complaints, and to officials and committees of AUC;

- Seeks to obtain resolution of complaints;
- Maintains records of complaints and investigations; and
- Monitors cases so that correct procedures are followed.

AUC has instituted the following procedures to resolve cases of discrimination and/or sexual harassment. The procedures are available to any person covered by AUC policies who believes that she or he is, or has been, subject to discrimination and/or sexual harassment. At any point, a person who believes they are a victim of discrimination or sexual harassment may seek help from the EO&AA in identifying discrimination or sexual harassment and counsel in resolution of the problem. In cases involving students, the EO&AA and/or the Vice President for Student Affairs may be similarly consulted.

Complaint resolution follows a four-phase process, but resolution may occur at any point during the process. AUC will not tolerate retaliation against any person who has submitted a complaint in good faith.

Phase 1. Initial Action

As an initial action, the person feeling discriminated against or sexually harassed (hereafter referred to as the complainant) is advised to inform the alleged discriminator or harasser (hereafter referred to as the respondent) to stop the prohibited actions. Further, the complainant should report the alleged discrimination or sexual harassment and the respondent to the respondents' supervisor, unit head, or department chair. If the conduct does not stop, or if the complainant does not wish to have direct contact with the alleged offender or to speak to the supervisor, then the complainant may seek the assistance of the staff of EO&AA, who will explain the options available and the next phases of the resolution process.

If the complaint is against a person who is not an employee or student of AUC, then it will be referred to the Vice President for Planning and Administration for appropriate action.

Phase 2. EO&AA Mediation and Initial Investigation

Should the complainant request; the following actions may be taken by EO&AA:

If the complaint is against an AUC employee or student, then the EO&AA will inform the Area Head of the respondent about the complaint against the respondent.

The EO &AA will contact the respondent to inform them of the complaint, to receive a response, and to determine whether mediation is a viable option.

If both parties agree, the EO&AA will conduct mediation between the parties.

If the mediation is successful and the complaint is resolved to the satisfaction of both parties, then the case will be considered closed and the Area Head of the respondent will be informed.

If the mediation is unsuccessful, then the EO&AA and Area Head will discuss whether or not the complainant should be advised to seek an initial investigation and report by the EO&AA.

If the EO&AA determines that mediation is not a viable option, and if the complainant requests, then the EO&AA will conduct an initial investigation of the complaint.

The initial investigation by the EO&AA will include the following:

- A written statement from the complainant;
- A written response from the respondent (submitted within 10 working days of receipt of the written statement from the complainant);
- Interviews by EO&AA of witnesses named by both parties;
- A written report by the EO&AA with their findings;
- Meetings between EO&AA and complainant and respondent separately to summarize the findings of the initial investigation and, if appropriate, to discuss resolution of the case.

If the meetings between the EO&AA do not result in resolution of the case, then the EO&AA shall present a report with recommendations for action to the Area Head of the respondent and to the Area Head of the complainant, if they are different Area Heads. The report will not be made available to either the complainant or the respondent. The Area Head of the respondent shall take appropriate action. If either party is not satisfied with the action of the Area Head of the respondent, then they may request a formal investigation by a Committee of Investigation within 10 working days of the action by the Area Head.

Phase 3. Formal Investigation by Committee of Investigation

A Committee of investigation is formed as a result of actions and outcomes in Phase 2, including a request made by either party following the initial investigation by the EO&AA and action by the Area Head. The request is made in writing to the Area Head of the respondent, and the Committee is normally formed within ten working days of receipt of the request. The Committee consists of five members appointed by the Area Head of the respondent. The appointments should be made in consultation with the Area Head of the complainant, if two Area Heads are involved, and the membership should reflect the constituencies from which the complainant and respondent are drawn. The Area Head should seek the technical expertise of the Director of EO&AA to determine the definitions and requirements to establish evidence of discrimination and/or sexual harassment before the Committee is empaneled. The Area Head shall fully inform the Committee of the issues at stake and of the past history of the case and the actions taken in prior phases of the process. The Committee shall continue to have access to the Director of EO&AA for technical advice and information. The Committee may call upon the Director of EO&AA as a witness during its investigation. The Area Head of the respondent will arrange for administrative support to the Committee.

The Committee's work shall consist of the following:

- Interviewing and hearing evidence from the complainant and respondent, each of whom has the right to be accompanied by a support person;
- Interviewing and hearing evidence from witnesses called to the Committee by either party. Either party may know and respond to the evidence presented by the other party and witnesses;
- Requesting additional information or interviewing witnesses not called by the parties that the Committee feels have relevant information;
- Determining whether a violation has occurred;
- Providing a report with findings and recommendations to the Area Head (or both Area Heads, if different), normally no later than 25 working days from the time it was appointed.
- A majority vote (three of five) is required to determine whether a violation has occurred. If

the Committee finds a violation, it shall recommend appropriate sanctions or other measures. If the Committee finds no violation, then it must determine if a false complaint was knowingly filed. If a complaint was filed in good faith, and it was later determined that no violation occurred, the complaint shall be dismissed and the Area Head(s) of both parties informed. If the Committee determines that a false complaint was knowingly filed, then it shall recommend appropriate sanctions or other measures to the Area Head of the complainant.

In either the case of a violation or a false complaint, the respective Area Head shall consider the Committee's findings and recommendations, decide on appropriate action, and notify the complainant and respondent. Normally, decision on action should happen within ten working days of receipt of the recommendations.

Records of proceedings will be maintained under strict confidentiality in the Office of EO&AA. All written material pertaining to the case, including investigation reports, Committee documents, recommendations, written complaints and responses, requests for investigations, and correspondence between Area Heads, complainant, and respondent must be sent to the Director of the EO&AA.

Phase 4. Appeal

The complainant and respondent have ten working days to appeal the decision and action of the Area Head(s). An appeal is made in writing to the President, who shall be given all documentation of the case, including the committee's report and the explanation for the Area Head's decision. The President shall make the final decision regarding the violation, if any, and the appropriate action to take.

Monitoring the resolution of cases of discrimination and sexual harassment is the responsibility of the EO&AA. In cases where a violation is found, the EO&AA shall periodically contact the complainant to insure that no further discrimination or sexual harassment or retaliation has occurred. Contact shall be made no less than once every three months over a period of twelve months. If there is a recurrence of the violation, or if there is retaliation, then the Area Head or President of the University, as appropriate, shall be immediately informed so that appropriate measures may be taken.

Sanctions for violations of the AUC discrimination and sexual harassment policies, or for knowingly filing a false complaint, may range from oral reprimand to suspension or termination.

Complete records of proceedings, together with all supporting documents, shall be maintained in confidentiality in the EO&AA. If a case is dismissed, no records shall be maintained in any other office of the University. If a charge is upheld and sanctions are applied, then an additional record of the outcome and the sanctions will be a part of the files

- In the Office of the Provost in the case of faculty
- In the Office of Human Resources in the case of staff, and
- In the Office of the Vice President for Student Affairs in the case of students

Appendix 7: Students' Bill of Rights and Responsibilities



The Students' Bill of Rights And Responsibilities

The SBR Work Group

Seif Abou Zaid, Student Union President

Donia El-Khouli, Student Union Academic Committee Chairperson

Kareem Omara, "Student Bill of Rights and Responsibilities" Head
Academic Committee Member

Mina Iskander, Academic Committee Member

Amr Salem, Academic Committee Member

Sylvia Ghattas, Academic Committee Member

Norhan Ezzat, Academic Committee Member

Ayman Momeh, Academic Committee Member

Somaya Ismail, Academic Committee Member

Mahitab Tarek, Academic Committee Member

This document should be read in conjunction with, and does not replace, policies set at all times by AUC, such as the Student Handbook, the University Catalogue, and the Constitution of the General Assembly of Students.

1. General Student Rights and Responsibilities

The university's commitment to liberal education applies to all University activities.

- Students have the right to voice their position on any topic of general interest that does not affect the safety of students, staff or faculty or the security or responsibility of the University or the country.
- Students have the right to free inquiry and free speech within the academic community and freedom of expression of opposing views on all subjects by all individuals. This includes the freedom to express opposing views on all subjects discussed in course content.
- Students must be treated equally.
- Students have the responsibility to respect the religious beliefs, cultures, political affiliations, and heritage of others.
- Students must respect the rights of all, and they must refrain from behaviour that violates or adversely affects the rights of other members of the AUC community.

Students' personal security and physical safety while on campus, attending classes or engaged in authorized university activities.

- Students who are harassed or assaulted have the right and responsibility to report wrongdoing to AUC Security, identify those responsible when possible, and alert the Office of Equal Opportunities and Affirmative Action of such incidents.

The quality of university provided services.

- Students have the right to be provided with quality service in academic advising and in career and employment advising.
- Students have the right to emergency medical care, if necessary, while on campus, attending classes or engaged in a University-related on-campus activity.
- Students have the right to expect that they will find on campus food and beverages that have been produced in a hygienic environment.
- Students have the right to expect that the places on campus where food and beverages are produced, stored or consumed are clean and hygienic, and that food and beverages are served by staff whose hygiene and level of service is continuously monitored.

Student participation in formulation of university policies and decisions.

- Student representatives have the right to be invited to participate in all formal University bodies that set new policies, amend existing policies, or exercise policies affecting students' academic and non-academic pursuits. Such bodies include, but are not limited to, the University Senate and its sub-committees, the Admissions and Readmissions Committees, the Undergraduate Late-Drop and Withdrawal Committee, and relevant University Re-accreditation Task Forces.
- Students who are members of such bodies must be treated as equal and active voting

members and they must be given equal access to all relevant information.

- Students who are members of such bodies must meet the full responsibilities of membership, including attending all meetings and completing all assignments.
- Students have the responsibility to objectively judge on all matters discussed in such committees.
- Students have the right to expect that the regulation of student conduct is carried out through the university bodies designated for dealing with such violations.

Student petitioning

- Students have the right, collectively or individually, to petition regarding any aspect of their education and general university-provided services, and to present petitions against actions or decisions taken by members of the University's faculty, staff or administration, and have these petitions treated seriously and given due consideration.
- Students have the responsibility to present such petitions to department chairs, deans, the Provost or the Vice President of Student Affairs, as appropriate.
- Students have the responsibility to provide, along with their petitions, any supporting legal documents/medical reports when appropriate.
- Student protests for or against any matter that concerns them directly, or that they deem important to them.
- Students have the responsibility of keeping such protests peaceful and respects established University policy.
- Students engaged in protest of any kind have the responsibility to ensure that the orderly and daily routine of the University community and its members is not hindered, and that the rights of those not protesting are respected.

2. Academic Rights and Responsibilities

Course objectives, content, grading system, attendance policies and other requirements of the courses in which students register.

- Students have the right to receive course syllabi or outlines in which all course requirements are clearly specified. Students have the right to expect that the course syllabi will conform to the university policies.
- Students have the responsibility to adhere to and meet the course requirements identified in the syllabus and the right to have the instructor of the course abide by the course syllabus during the period of the course in question.
- Students have the responsibility to respect class time and abide by each instructor's policies concerning attendance and late admission as specified in the course syllabus.
- Students who are late to class may only enter if their doing so will not disturb the class.

Student pursuit of education in an environment that promotes academic integrity

- Students have the responsibility to uphold the highest standards of academic integrity in their own work at AUC. Students need to be very familiar with and to implement AUC's policy which can be reviewed at www.aucegypt.edu/resources/acadintegrity .

- Students are obligated to understand and comply with the University's Code of Academic Ethics, which they must read and sign upon admission to AUC. Compliance with this code means, among other things, you must not share your AUC username and password to allow offsite use of AUC's licensed databases by anyone who is not a current degree student or employee of the AUC. That is a violation of legal contracts with the database owners, and can result in the termination of AUC's access.
- Students also need to adhere to and strictly observe the International Copyright Law pertinent to photocopies and to electronic copies and any material protected by copyright.
- Students have both the right and the responsibility to report any suspected violation of the Code to an appropriate faculty member, administrator, student judicial board member, and/or the Academic Integrity Committee.

Student tests and assignments

- Students have the right to be informed of the basis on which their instructors assign them grades.
- Students have the responsibility to complete all tests and assignments in the manner and at the times required by their instructors.
- Student have the right to have their papers, tests and exams returned to them by their instructors within a reasonable period of time; to meet with their instructors to discuss their grade within a reasonable period of time; and to be advised by their instructors concerning how individual grades were determined.

Student evaluation of faculty members and courses at the end of every semester

- Students have the right and responsibility to evaluate faculty members and courses at the end of every semester.
- Students have the responsibility of submitting these evaluations in the most objective and well-considered manner possible, with a view of improving the quality of education at AUC.

Student registration in courses prior to every semester

- Students have the right to enroll in the sections of the course they wish to attend, subject to the availability of both space and faculty.
- Students have the right to attend classes in which they have registered.
- Students have the right to pursue their intended studies in the sections of courses in which they have enrolled during the University's formal registration periods, subject to the availability of appropriate space and faculty.
- Students may not be transferred to other sections of the courses in which they have registered or to other courses without their knowledge and approval. In cases of schedule change, affected students should be accommodated in other sections or courses that fit the needs and timing of their individual schedules, and that meet the needs of their academic course requirements. This will be done subject to the availability of appropriate space and faculty.

Course instructors' revision and approval of all examinations, assignments, and grades given to students.

- Students have the right to have final grades determined only by the designated instructor of a course.
- Students will not be required to take examinations, quizzes or tests or to complete assignments that have not been reviewed and approved by the designated instructor of a course.

Faculty member availability for consultation

- Students have the right to expect that all faculty members maintain and keep regular office hours, and that faculty will make every effort to assist them in answering questions and advising them in the academic problems.

Student absence

- Students have the right to be excused by instructors for absences from class for reasons that the University has formally authorized and approved.
- Faculty members and instructors have the responsibility to advise and assess the academic standing of any student with a considerable number of university-authorized class excuses regarding their completion of the course.

3. Student Activities, Rights and Responsibilities

Student participation in, and association with, extra-curricular activities

- Students have the right to participate in student activities only when they maintain an overall Grade Point Average above 2.0.
- Student organizations have the responsibility to ensure that all participating students are not under academic or social probation.
- Students have the responsibility to respect the rights of individuals who do not desire to associate themselves or sympathize with student organizations.
- Students have the right to receive University certification of their participation in University-approved and -sponsored activities.
- Such certification should take the form of certificates issued and stamped by the Office of Student Development.

Invitation of public speaker by student organizations to campus

- Students have the right to expect that the various clubs and organizations of AUC which are formally supervised by the Student Affairs Office and/or by AUC academic departments and programs be able to invite speakers to campus without interference, subject to the University's established policies.
- Students have the responsibility to recognize that the presentation of a balanced political, economic, social, and cultural program of speakers and topics is essential for a true and exhaustive analysis of critical issues.
- Students and student organizations must recognize that they are responsible for the safe and orderly conduct of speakers and the audience.
- Such organizations must comply with the legal mandates of Egypt, the U.S whenever applicable and AUC in order to gain recognition by University officials.

Amendment: All amendments to this document must be student-initiated and advocated by the Student Union through the proper administrative channels.

Appendix 8: Intellectual Property Policy

I. INTELLECTUAL PROPERTY POLICY

I.1. Introduction

This policy (“Policy”) is intended to provide guidance to faculty, staff and students on the practices and procedures of the American University in Cairo (“AUC” or the “University”), with respect to Intellectual Property. The policy is further intended to protect the respective interests of all concerned by ensuring that the benefits of such property accrue to the public, to the Creator(s), to AUC, and to the sponsors of specific research. This Policy statement includes the nature of Intellectual Property, its ownership, commercialization and specific procedures adopted within the University.

The University is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, recognizing that certain Intellectual Property is developed as a result of the environment provided by the University and the special relationships which exist between the University and its faculty, staff and students, the University itself wishes, where appropriate, to benefit from the creative activity, with the benefits flowing on to future generations of the AUC community. Accordingly, AUC encourages the protection of expressions of knowledge and creative activities through the utilization of appropriate Intellectual Property protection.

In developing this policy, the University has been guided by Intellectual Property policies elsewhere. It acknowledges, in particular, input provided by a significant number of other universities and has adopted some of the wording provided in those documents. The foregoing considered, the American University in Cairo does hereby establish the following policy with respect to the development, protection, and transfer of rights to Intellectual Property resulting from the work of its faculty, staff or students.

I.2. Definitions

Certain terms as used in this Policy shall have the meanings set forth below.

I.2.1. “Creator” shall refer to any inventor, creator, originator or developer of Intellectual Property.

I.2.2. “Incidental use of university resources” shall refer to resources usually or normally provided or made available to similarly situated faculty, staff or students. They include, for example, ordinary use of resources such as libraries; one’s office, computer and University computer facilities; secretarial and administrative support staff; and supplies. For any given department, unit or individual, what constitutes a usual resource will depend upon the functions and responsibilities of that department, unit, or individual.

I.2.3. “Intellectual Property” shall refer to intellectual property of all types, including but not limited to any invention, discovery, trade secret, technology, scientific or technological development and computer software regardless of whether subject to protection under patent, trademark, copyright or other laws.

I.2.4. “Intellectual Property Rights” shall refer to legally based protection for Intellectual Property, governed by the laws of a particular country, region or jurisdiction.

I.2.5. “Net Revenue” means royalty, licensing and other income received from the assignment, sale or licensing of the rights to Intellectual Property, less legal and other fees incurred directly in the process of establishing and maintaining the legal protection of those rights.

I.2.6. “Trademarks” shall refer to trademarks, service marks, trade names, company names, seals, symbols, designs, slogans, or logotypes.

I.3. Policy Applicability to Faculty, Staff and Students

I.3.1. This Intellectual Property policy applies to all persons employed by AUC including, but not limited to: full-time and part-time faculty and staff and, visiting faculty members and researchers. The policy also applies to students when employed by the university and when Intellectual Property arises directly from activities within the scope of such employment.

I.3.2. This policy does not apply to Intellectual Property created in the course of demonstrably private research unrelated to the Creator’s University functions or in the course of private consulting activities to outside bodies, when such activities do not involve more than incidental use of University facilities or resources. Similarly, Intellectual Property created in the course of extra-curricular activities by students is not subject to this policy.

I.3.3. AUC shall not assert any interest in scholarly or educational materials, artworks, musical compositions, and dramatic and non-dramatic literary works related to the Creator’s academic or professional field, regardless of the medium of expression.

I.4. Disclosure

All Intellectual Property conceived or first reduced to practice in whole or in part by members of the faculty or staff (including student employees) of the University in the course of their University responsibilities or with more than incidental use of University resources, shall be disclosed on a timely basis to the University according to procedures that may be prescribed by the University.

I.5. Determination of Rights and Equities in Intellectual Property

I.5.1. Sponsor-Supported Efforts The grant or contract between the sponsor and AUC, under which Intellectual Property is produced, may contain specific provisions with respect to disposition of rights to such Intellectual Property. The sponsor (1) may specify that the Intellectual Property be placed in the public domain, in whole or in part, (2) may claim reproduction, license-free use, or other rights, or (3) may assign all rights to AUC. When the terms of the grant or contract either do not specify the disposition of the Intellectual Property arising from that sponsorship, or permits the University and/or the Creator(s) to retain or acquire rights to such Intellectual Property, the University will originally retain such rights. In those cases where income is realized by AUC, the Creator may appropriately share in the income.

I.5.2. Institution-Assigned Efforts Ownership of Intellectual Property, when developed in the course of duties/tasks assigned as part of employment, shall reside with AUC. The general obligation to produce scholarly and creative works does not constitute a specific assignment for this purpose. For example, AUC does not automatically claim ownership of faculty-created instructional materials or courseware merely because it requires faculty members to teach courses as part of their regular responsibilities. Similarly, AUC does not claim ownership of faculty-initiated scholarly works based merely on general expectations that faculty members will publish such works.

I.5.3. Institution-Assisted Individual Effort When AUC provides support of the efforts of faculty, staff or student employees of AUC through more than the incidental use of University resources in the creation of Intellectual Property, ownership of such Intellectual Property shall be shared by the Creators(s) and the University, with the University having control over the exploitation of such Intellectual Property, subject to the provisions of Section II.6.

I.5.4. Individual Effort Other than Intellectual Property covered by Sections I.5.1., I.5.2. or I.5.3., ownership of Intellectual Property developed by faculty, staff or student employees of AUC shall reside with the Creator(s).

I.5.5. Other Efforts Ownership of Intellectual Property developed under any circumstances other than those listed in Section I.5.1. through I.5.4. of this Policy shall be determined on an individual basis and approved by the President or his or her designated representative. The University may also, at its sole discretion, assume ownership of Intellectual Property which is voluntarily assigned to the University by the Creator(s), but that would not otherwise be owned by the University.

I.5.6. Revenue Sharing In those cases where income is realized by AUC from the ownership and/or exploitation of Intellectual Property, the Creator(s) may appropriately share in the income. The nature and extent of such income sharing is set forth in Section III.

I.5.7. Trademarks Within the context of the development or promotion of Intellectual Property, there shall be no use of any Trademarks of the University without the express

prior written approval of the Office of the Provost or other University office as may be delegated by the Provost from time to time. This restriction applies to the inclusion of the name of the University in the title of any Intellectual Property, regardless of whether such Intellectual Property is the property of the University pursuant to this Policy. This is not intended to limit the use of the AUC name for legitimate purposes that fall within the normal scope of University activities and in a manner customary in the academy.

II. ADMINISTRATIVE PROCEDURES

II.1. Intellectual Property Policy activities shall be under the general cognizance of the Provost who will be advised by an Intellectual Property Committee. The Office of the Provost is responsible for implementation of the University's Intellectual Property Policy, and shall be empowered to negotiate the University's rights under the Policy.

II.2. The Intellectual Property Committee shall be appointed by the Provost after consultation with the Faculty Senate. One representative and the Chair of the Committee shall be the Associate Provost for Research Administration representing the Provost; one representative shall be selected from the Office of the Vice President for Finance; one representative shall be selected from each school, center and other bodies as determined by the Provost; and one representative shall be selected from the student body. Committee appointments (other than that of the student body representative) will be for three years; provided, however, that of the original members of the Committee, three shall be appointed for a term of one year, three shall be appointed for a term of two years, and the remainder shall be appointed for a term of three years. The student representative shall be appointed for a term of one year or until he/she graduates or ceases to be a fulltime student, whichever comes first. Members of the Committee may be appointed to serve consecutive terms; but may not serve for more than six consecutive years. In the event any seat on the Committee is vacated prior to expiration of the normal term, the Chair may appoint a successor to fill the unexpired term of the seat vacated.

II.3. Day-to-day management of all Intellectual Property Policy activities shall rest with the Associate Provost for Research Administration. The Associate Provost for Research Administration shall implement the decisions of the University Intellectual Property Committee as approved by the Provost.

II.4. Intellectual property subject to this Policy shall be disclosed to the Office of the Associate Provost for Research Administration, which will be responsible for: (i) timely review of all disclosures; (ii) a complete review of the patentability and marketability of the Intellectual Property disclosed; and preparing a report/recommendation to the Intellectual Property Committee. This office shall also be responsible for working with Creators, obtaining patent, copyright, or other protection of Intellectual Property owned by the University, and marketing and licensing of all such Intellectual Property. In concert with the Office of the Vice President, Finance, this office shall also set up and manage expenses and income accounts for AUC's Intellectual Property portfolio.

II.5. The Role of the Intellectual Property Committee is to:

- (a) Advise the Provost on policy matters relating to Intellectual Property and Intellectual Property Rights.
- (b) Propose amendments considered necessary to the Intellectual Property Policy.
- (c) Arbitrate internal disputes relating to Intellectual Property and the administration of this Policy.

II.6. The University undertakes to exercise its ownership over any Intellectual Property which it acquires under this Policy, for the good of the public, the Creator(s) and the University. To this end, the University shall make, or shall cause to be made, efforts that are reasonable in order to promote the commercial development and utilization in appropriate jurisdictions of Intellectual Property and obtain commercially significant Intellectual Property protection in such jurisdictions. The University may make such arrangements for the licensing, sale or other disposition of any Intellectual Property in any country as will reasonably serve the interests of the public, the Creator(s) and the University. The interests of the Creator(s) in such matters are recognized and preferences expressed by the Creator(s) will be actively sought and given the strongest consideration. Exclusive licensing agreements by AUC will contain a provision to terminate the license or cause the license to revert to AUC within a reasonable period of time in the event that a licensee does not commercialize the Intellectual Property or otherwise make the Intellectual Property available to the public. The University, in the exercise of its discretion, may take, or delegate others to take, such action as the University deems appropriate in order to enforce or defend any rights associated with any Intellectual Property within the University's control under this Policy, and any such action, including the conduct and any settlement thereof, shall be subject to the University's exclusive control.

II.7. AUC will advise the Creator(s) of its decision to accept particular Intellectual Property for administration under the Policy within ninety (90) days of receipt of a complete Intellectual Property disclosure statement (in a form to be established). Should AUC decide not to accept the particular Intellectual Property for administration, or if it at any future time decides not to take any further action in marketing, or encouraging further developments as a prelude to marketing, such Intellectual Property, AUC shall within thirty (30) days of such decision notify the Creator(s) and, should the Creator(s) so request, release or assign the particular Intellectual Property to the Creator(s), at no cost to AUC.

II.8. Upon acceptance by AUC of any particular Intellectual Property for administration, the Creator(s) of such Intellectual Property shall do all things necessary and comply with reasonable requests by AUC, to assist in obtaining appropriate Intellectual Property protection, securing AUCs' rights and title thereto, and marketing of such Intellectual Property. Such assistance will be at no cost to the Creator(s).

II.9. Appeals and Conflicts University faculty, staff or students shall have the right to appeal from decisions of the Intellectual Property Committee. Appeals from committee decisions shall be made to the Provost. Appeals from decisions by the Provost shall be made to the President.

II.10. Changes in Policy This policy may be changed by the President on the recommendation of the Intellectual Property Committee, with the endorsement of the Faculty Senate, or on his/her own initiative, after consulting with the Intellectual Property Policy Committee and the Faculty Senate.

III. DISTRIBUTION OF INCOME

III.1. Net Revenues received by the University through income or other exploitation of Intellectual Property under this policy shall be distributed in a manner that recognizes the efforts and contributions of the Creator(s). The University will maintain a detailed accounting for all expenditures and receipts associated with each disclosed Intellectual Property and will manage the distribution of income according to this policy under the auspices of the Provost.

III.2. Net Revenue will be distributed as follows:

Creator(s), Creator's heirs, successors, and assigns: collectively 50%
Creator(s)' School(s) or Center(s): collectively 20%
University: 30%

III.3. The above terms of distribution of Net Revenue may be replaced by other terms mutually agreed upon by the Creator(s), the organizational unit, and the University. However, any modification in the terms described above must be approved by the Provost.

III.4. In the case of multiple Creators of Intellectual Policy, the Creators may enter into an agreement among themselves specifying a distribution formula that takes into account the differential contributions of the individual Creators. This Net Revenue distribution agreement should be submitted to the Office of the Associate Provost for Research Administration at the time of filing of the Intellectual Property disclosure to the University. In the absence of such an agreement, the University's policy will be to divide Net Revenue payments equally to all Creators. Where multiple schools or centers are involved, the University's policy will be to divide Net Revenue payments equally to all schools and/or centers, however, the Provost may determine if an adjustment in payments is appropriate.

(March 25, 2007)

(revision of November 10, 2010: all instances of "Vice Provost" replaced by "Associate Provost for Research Administration," the successor office in matters of research policy)

Appendix 9: Faculty Compensation for Administrative Duties

This section explains the compensation system for administrative duties assumed by faculty in managing departments and programs. Specific provisions of the system are detailed in each department, center and/or unit, showing roles recognized, cash compensation, and associated release time. This course release system is determined through analyzing the work load for all positions and the size of departments and divisions; the size defined will remain valid for two academic years.

Departments are divided into three sizes: 1) Average; 2) Above Average; and 3) Large, according to:

- Number of generated credit hrs.
- Number of equivalent full-time faculty (FTEs)
- Number of students served by the department
- Number of degrees offered by the department.
- Number of support staff in the department.

The definitions of these three categories are based upon the statistical averages of each of the four parameters under consideration. All release time is assigned on the department's category basis, and their calculations are by semester.

For large, above average, and average departments respectively, the recommended release time is 6 hrs./semester, 4 ½ hrs./semester, and 3 hrs./semester. The release time for the large and above average departments will be shared by two faculty members: the Chair and the Associate Chair. Some departments due to the unique nature of their activities, will be granted release time that deviates from the unified approach described above.

Chairs: Chairs are eligible for 4.5 credit hours release time, will teach an annual load of 2/1, with 11 percent annual compensation.

Associate Chair: Associate Chairs eligible for 1.5 credit hours release time, will teach an annual load of 3/2, with 3 percent annual compensation.

Unit Head: This position is defined only for units with degree programs. In some cases Unit Head positions may have less work to do than other program coordinators with considerable number of undergraduate students within a more general degree program; they are compensated LE 3,000 per year.

Graduate Directors: In departments which offer graduate programs, release time for the graduate director faculty member is granted to administer the admission, advise the graduate students, and oversee the implementation of the program. Graduate programs are divided into two categories: 1) Large; 2) Average; the number of release hours depends upon the size of the program, with a 3 and 1 ½ hr./ semester given respectively; with an LE 6,000 compensation per year.

Exceptions to this rule will be in departments with only graduate programs, in which chairs are not administering undergraduate programs; therefore, no additional release is recommended for them.

Center Directors: Recognizing the variations among these centers and that some of them are self-supporting, and other have a specific structure of administration contingent upon sponsor's support, directors of centers are treated on a case-by-case basis.

Positions that are unique to various departments and schools will follow the same criteria as other administrative positions.

Release Time Guidelines:

- Individuals will not be allowed a course release time for more than one position at a time without approval of the dean.
- No release time may be taken as an overload; yet up to 9 credit hours of release time may be “banked,” and used to accumulate a semester without teaching duties at the end of a term.
- With the authorization of the dean and provost, release time of 1-3 credit hours may be granted for specific and urgent activities. (program assessment for accreditation or review)]
- No release time is granted during summer and/or winter semesters; with the availability of new technologies, no partial, acting or “summer chair” assignments will be made, except in exceptional circumstances approved by the dean and provost.