

**The American University in Cairo**

**Personnel Policies and Procedures**

for Teaching, Research and Library Faculty  
and Related Staff

May 2007 Version

### **Note on this Printing**

This 2007 version of the *Personnel Policies and Procedures* document replaces January 2006 version.

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## **CURRENTLY APPLICABLE PERSONNEL POLICIES AND PROCEDURES**

### **PREFACE**

#### **NATURE AND GOALS OF THE UNIVERSITY**

The American University in Cairo is a private institution, devoted to teaching and research in the arts and sciences and selected professional fields, and to service in the Egyptian community. Its goals are to offer liberal education and to foster understanding between the Arab World and the West.

The University strives to provide instruction at an academically demanding level based on American educational principles and attuned to the special needs and stresses of the contemporary Middle East. The University sponsors and encourages research to benefit the Arab World and the West.

In working toward these goals, the University strives to develop in its students appreciation for the values of objectivity and academic freedom of expression. The University is aware that, in present-day conditions, such values can be realized only through a careful and sympathetic consideration of the attitudes and sensitivities current in the area. This highly difficult task falls squarely upon the faculty of the University. Every member of the University faculty and administration must possess a special degree of idealism and devotion to the service of developing countries, as well as insight, understanding, and good sense. Accordingly, the faculty is carefully selected and a great deal of attention is given to faculty retention and advancement. This document sets forth University policy as formulated by the University Senate and its predecessors. The University Senate recommends policy to the President and a hierarchy of committees implements it. The final authority for the approval of all personnel policies rests with the Board of Trustees.

The University is bound by the laws and regulations of the Arab Republic of Egypt as well as by applicable laws of the United States of America.

## STATEMENT OF MISSION AND GOALS

The mission of the American University in Cairo (AUC) is to provide high quality educational opportunities to students from all segments of Egyptian society as well as from other countries, and to contribute to Egypt's cultural and intellectual life. The university offers programs at the undergraduate, graduate and professional levels as well as an extensive continuing education program. The language of instruction is English.

The university advances the ideals of American liberal arts and professional education and of life-long learning. As freedom of academic expression is fundamental to this effort, AUC encourages the free exchange of ideas and promotes open and on-going interaction with scholarly institutions throughout Egypt and other parts of the world.

The pursuit of excellence is central to AUC's mission, and the university maintains high standards of academic achievement, professional behavior and ethical conduct. Toward this end it also provides a broad range of disciplines and learning opportunities and strives to contribute to the sum of human knowledge.

The university environment is designed to advance proficient use of the tools of learning as well as students' thinking capabilities, language and personal skills. Through its adult and continuing education programs, the university offers educational opportunities to enhance the professional and job skills of non-degree students.

AUC considers it essential to foster students' appreciation of their own culture and heritage and of their responsibilities to society. The university's aim of promoting international understanding is supported by means of scholarship, learned discourse, a multicultural campus environment, and a diversified publishing program.

To advance its mission, the university seeks to maintain a highly qualified faculty. Emphasis is placed on excellence in teaching as well as on research, creative work, and faculty members' intellectual contributions to their disciplines. Outstanding administrative, professional and support staff, leading edge instructional technology and use of other resources are also central to the pursuit of the university's aims.

*The American University in Cairo is an independent, non-profit, apolitical, non-sectarian and equal opportunity institution.*

(Amended and approved by the Board of Trustees, May 1998)

## PART ONE

### PERSONNEL POLICIES

This document, in its entirety, forms an integral part of the faculty member's employment agreement.

This document sets forth University policies and procedures relating to appointment, promotion, tenure and other administrative matters for faculty, administrators and other professional staff in the academic area. These policies and procedures have been established in consultation with the appropriate committees, principally the Faculty Affairs Committee of the University Senate.

Personnel policies 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 revisions and modifications of policies and procedures are adopted, it is not the intention of the University that individuals should suffer from such modifications. In cases where the application of revised policies appears to be less advantageous to the individual, the University seeks means of adjustment and equalization in applying the revised policies.

Interpretation and application of personnel policies and procedures, including appointment and advancement of faculty, are functions of the Deans and the Provost, together with advisory committees as appropriate. Any issue involving these policies, procedures or their application may be brought before the Faculty Affairs Committee via the Senate Executive Committee. Similarly, suggestions for revisions, amendments or additions to personnel policies and procedures should be directed to the Senate's Faculty Affairs Committee through the same channel.

#### I. NATURE OF FACULTY DUTIES

Each faculty member is expected to assume committee assignments and University duties in addition to teaching and research commitments. Participation in departmental meetings, committee assignments, student advising, and responsible comment on policy of the University in open faculty meetings are all important duties. The University emphasizes continuing, intensive self-study and self-criticism. The University considers the following factors integral to its efforts to implement a system embracing both individual teaching and research and encouraging contribution to the University as a whole.

1. A normal teaching load, per semester, is 15 **contact** hours for language instructors and 9 credit hours (or equivalent) for writing instructors. Faculty with the rank of Assistant Professor and above, in departments other than language institutes, will normally teach 9 credit hours.
2. Individual development and research are encouraged. Faculty members who assist in or conduct approved research projects may be assigned a reduced teaching load if conditions and research funds permit.

3. Faculty members have the right, the opportunity and the responsibility to take an active role in the determination of University policy and in institutional planning.
4. Participation in Commencement ceremonies is every faculty member's responsibility.

## **II. APPOINTMENT OF NEW FACULTY**

The University is committed to the achievement of academic excellence. The pursuit of this excellence is the guiding spirit of the procedures and of criteria for the appointment of new faculty. The University wishes to assure both an infusion of new ideas and the continuity of its faculty. To this end, the University hires largely on fixed-term appointments but also provides opportunities for reappointment and advancement.

The faculty is the heart of the University enterprise, and its composition must always be a central concern. The faculty is limited in number and its members must possess the best available talents and abilities, insofar as University circumstances permit.

All appointments, except tenure and permanent status appointments,<sup>\*</sup> are for a stated period. Each contract indicates the faculty member's status or term of appointment.

Appointments are generally made at a determined professional level with a corresponding point on the salary scale. The level of appointment offered depends on the academic and professional qualifications of the appointee, the responsibilities he/she is expected to assume at the University, and the position that the University is filling.

The faculty members of a department play a key role in the selection of new faculty. The department's recommendations are subject to approval by the Dean and the Provost.

In recruiting and appointing faculty and/or professional staff, the University:

- a. determines the need and requirements for the position;
- b. advertises the position through a broad range of international outlets including websites, professional journals and electronic means;
- c. evaluates the qualifications of all applicants through a transparent screening process, including English proficiency, teaching skills, scholarly interests and ability, and relations with students and colleagues;
- d. selects the candidate who best satisfies the requirements of the position, after personal interviews with a short list of candidates. If in the judgment of the

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<sup>\*</sup>Faculty members at other than "professorial rank" who, on the basis of merit and program needs, have continuing appointment equivalent to tenure are considered to have "permanent status." Permanent status applies to some instructor level-faculty and is distinct from tenure, which applies to "professorial rank," and is awarded by specific criteria and procedures.



University no suitable candidate is found, the position may not be filled at that time and is then re-advertised for the following year.

Details of this process are elaborated in the document "Hiring Procedures," copies of which are available from the Office of the Provost.

### **A. Guiding Criteria**

The University has developed a number of guiding criteria regarding minimum qualifications for appointment and promotion of faculty. The principal minimum criteria are listed here. These criteria consist primarily of length and quality of teaching experience and quality of scholarly publications. It should be noted that years of experience prior to a required degree are not automatically counted. However, factors of general scholarly reputation, academic professional involvement and applied professional experience are considered. In certain fields such as the creative arts, degrees other than the Ph.D. are recognized as sufficiently fulfilling degree requirements for appointment and promotion through all professorial ranks, and in some special cases means other than research and publications may be an appropriate gauge of a faculty member's continuing contribution to his/her field. In such cases, mechanisms of peer evaluation such as adjudication or portfolio assessment must be in place which will assure a review process comparable in depth and rigor to the review of published scholarly research.

It is recognized that these criteria represent guidelines for both the appointment itself and for the level of appointment. The department recommending a candidate for appointment is also expected to recommend the level of appointment. The level of appointment will be determined by the number of credits awarded; therefore, thoroughly documented supporting evidence is required. Most important of all, quality must be the overriding factor, and arguments for quality must be supported by reasoning and documentation.

*Professor and Research Professor:* Should have a doctoral degree or its equivalent from an accredited university, and a minimum of 10 credits **after a terminal degree**. In cases of unusual and special merit, a minimum of 8 credits may be accepted.

*Associate Professor and Associate Research Professor:* Should have a doctoral degree or its equivalent and a minimum of 6 credits-after a terminal degree suitable to the appointment. In cases of unusual and special merit, a minimum of 4 credits **after a terminal degree** may be accepted.

*Assistant Professor, Assistant Research Professor, and Deputy Librarian:* Should have a doctoral degree or its equivalent.

*Instructor, Research Associate, Senior Librarian:* Must have an appropriate Master's degree or higher.

*Lecturer or Consultant:* Titles for faculty with significant teaching and/or other experience but for whom AUC prefers not to recommend one of the usual titles.

*English Language Instructor, Writing Instructor.* An English Language Instructor must have a Master's degree in the Teaching of English as a Foreign Language. A Writing Instructor must have a Master's degree or higher in an appropriate field.

Instructors hired in the Arabic Language Institute must have a Master's degree in the Teaching of Arabic as a Foreign Language or in Arabic Language and Literature.

## B. Calculation of Credits for Placement at Time of Appointment

	<u>Credit Factors</u>	
	<u>Closely Related</u>	<u>Less Related*</u>
<b>FOR ASSISTANT, ASSOCIATE OR FULL PROFESSOR OR LECTURER</b>		
Additional terminal degree	1	
Additional Master’s degree	1/2	
Publications, academic professional involvement or service, and especially meritorious teaching (possible recognition as additional Category I credits)	to be determined case by case	
Category 1: Experience after Terminal Degree or after last promotion in the case of Associate Professor and Professor ranks,		
a) Teaching and research <i>For each year:</i>	1	3/4–1/2
b) Professional experience especially in fields such as management, journalism, engineering, art, theater or any other fields where professional experience is important  <i>For each year:</i>	1	3/4-1/2
c) Part-time teaching or research <i>For each year:</i>	1/2	1/3
d) Part-time professional experience as specified in 'b' above. Also freelance positions in fields such as journalism <i>For each year:</i>	1/2	1/3

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\* To be determined on a case by case basis.

**Category II: Experience after completion of all  
Doctoral courses work: "All-but-dissertation"**

	<u>Credit Factors</u>	
	<u>Closely Related</u>	<u>Less Related</u>
a) Teaching or research experience as Assistant Professor or other full-time college, university or research appointment <i>For each year:</i>	1 to 3/4	1/2
b) Professional experience especially in fields such as management, journalism, engineering, art, theater or any other fields where professional experience is important <i>For each year:</i>	1 to 3/4	1/2
c) Part-time teaching or research <i>For each year:</i>	1/2	1/3
d) Part-time professional experience as specified in 'b' above. Also freelance positions in fields such as journalism <i>For each year:</i>	1/2	1/3

**Category III: Professional Experience after Master's Degree**

in fields such as management, journalism, engineering, art, theater or any other fields where professional experience is important

a) Full-time <i>For each year:</i>	1/2	1/3
b) Part-time <i>For each year:</i>	1/3	1/4

**Category IV: Professional Pre-Master's experience**

in fields such as management, journalism, engineering, art, theater or any other fields where professional experience is important

1/6                      0

# 1. FOR INSTRUCTOR OR EQUIVALENT

	Credit Factors	
	<u>Closely Related</u>	<u>Less Related</u>
Extra Master's degree or a Ph.D. degree	1	

## **Category I: Experience after a Master's degree**

a) Teaching or research in the required field <i>For each year:</i>	1	3/4–1/2
b) Professional experience especially in fields such as libraries, management, journalism, engineering, art, theater or any other fields where professional experience is important <i>For each year:</i>	1	3/4–1/2
c) Part-time teaching or research <i>For each year:</i>	1/2	1/3
d) Part-time professional experience as specified in 'b' above. Also freelance positions in fields such as journalism <i>For each year:</i>	1/2	1/3

## **Category II: Professional Experience after a Bachelor's degree**

in fields such as libraries, management, journalism, engineering, art, theater or any other fields where professional experience is important

a) Full time <i>For each year:</i>	1/2	1/3
b) Part-time <i>For each year:</i>	1/3	1/4

An administrative appointee accorded academic rank will be subject to these criteria of appointment and promotion plus other criteria appropriate to the position. The appointee will benefit from arrangements indicated here and other considerations specified by contract. Duties and the service year will be fixed according to University need, including teaching incidental to administrative appointment.

## **C. Emeritus Professor Status**

The Emeritus Professor status is conferred on the basis of length of service and the quality of the individual's contribution. Normally, a minimum of 10 years of continuous service at

AUC, major contributions to AUC or the discipline, and consistently positive performance evaluations are required for consideration of this status. By conferring the status of Emeritus Professor, the University ensures that, after retirement, faculty members remain a part of the academic community. Emeritus Professors enjoy a number of amenities such as mail and E-mail addresses, library privileges, receiving the institution's publications and being listed in the University catalog. Whenever possible, office space, research facilities and secretarial help may be made available. Emeritus Professors are invited to participate in, university events and celebrations and may be invited to deliver general lectures.

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

### **III. EMPLOYMENT SECURITY**

The University recognizes that security of employment for full-time teaching and non-teaching faculty with satisfactory professional qualifications builds morale within the academic profession. Fair and equitable appointment, promotion and tenure policies add to the individual's sense of security. Academic freedom and security are vital to the success of the University in fulfilling its obligations to its students and to society.

Instructor-level faculty have the same rights and responsibilities, employment security and academic freedom accorded to professorial-level faculty.

#### **A. Terms and Conditions**

General provisions of a faculty contract include the following:

1. The terms and conditions of appointment shall be stated in writing and be in the possession of both the institution and the faculty member before the appointment is finalized. Since the details supporting that agreement are set forth here, this document constitutes an integral part of the agreement.
2. The faculty member is required to keep the University informed about contractual commitments undertaken or maintained with other institutions, leaves of absence, sabbaticals, part-time employment, consulting arrangements, etc.
3. Certain financial items in a relocated faculty contract relate directly to contracted length of service. Should an individual resign before his or her contract expires, these items are reduced proportionally or may be withheld in their entirety, consistent with the provisions of Part Two (Benefits and Grants).
4. Faculty members without tenure will have the same academic freedom as tenured members.
5. All faculty members must abide by the laws of the Arab Republic of Egypt.

6. The University reserves the right to discontinue a contract when such discontinuation 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 travel home for a relocated appointee and the remaining salary due to the individual for the current academic year.

## **B. Types of Contracts**

Faculty other than those with tenure or permanent status normally are given contracts for limited time periods, typically one, two or three years. Within the limits described elsewhere in this document, such contracts are renewable, depending on institutional need and faculty performance. Thus, there are no automatic renewals.

Faculty recruited from overseas are normally appointed for two-year periods. Faculty hired locally on "secondment" from national universities or other organizations are normally hired for one year at a time. Other locally hired faculty will be on either "fixed-term" contract or on "foreign-local hire" status. In the case of a one-year appointment, the University notifies the faculty member in writing by May 15, or in exceptional circumstances as soon thereafter as possible, whether or not it wishes to offer a renewal of contract.

In the case of relocated hire contract, the University notifies the faculty member in writing, one year before the end of the contract, usually before the June commencement, whether or not it wishes to offer a renewal of contract. If a renewal offer is made, the University must receive a written response by the beginning of the second year of the contract. The same procedure might be followed in the case of local hire contracts for more than one year.

The recommendation to renew such contracts is made by the Dean of the School to the Provost for approval, upon the prior recommendation of the department chair and unit head and on the basis of an annual performance review and program needs. Such annual reviews as developed by the department will include the following:

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.

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.

#### **C. Contract Renewals for Instructor-Level Teaching Faculty<sup>\*</sup>**

Instructor-level teaching faculty appointed in the Writing Program, the Arabic Language Institute, and the English Language Institute are contracted for a fixed term period. The recommendation to renew such contracts is made by the Dean of the School of Humanities and Social Sciences to the Provost for approval, upon the prior recommendation of the department chair and unit head and on the basis of an annual performance review and program needs. Such annual reviews as developed by the department will include the following:

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.

### **IV. ADVANCEMENT, PROMOTION AND TENURE**

#### **A. Faculty Review Criteria**

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<sup>\*</sup>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.

Following are the principal factors considered by the evaluating school committees in advising the Provost of the suitability of a candidate for advancement, promotion or tenure:

1. The teaching record of the faculty member, as evidenced by Degree of competence and initiative as judged by factors such as the range, level, and development of courses taught, contributions to thesis supervision, and evaluation of the quality of teaching which shall include student input.
2. The research record of the faculty member, as evidenced by books and articles, published either individually or in cooperation with others, or, in the arts, the record of creative endeavor.
3. Participation in academic, professional and community service activities outside the University.
4. University service as evidenced in committee work, special University assignments, or additional duties, such as those associated with the organization of seminars and colloquia or the editorship of journals and materials the University has produced.
5. Activities with regard to student affairs, including both academic advising and assistance with student extracurricular activities, such as clubs and organizations.

## **B. Promotion**

Promotion of personnel already on the faculty to a higher rank is governed by the general requirements for that rank. Promotion from instructor level to a professorial rank is governed by the needs of the University as well as by general requirements of that rank. Acquisition of a higher degree is only one factor in the promotion of a faculty member to fill a budgeted position; hence, for example, no AUC faculty member may claim a right of appointment as Assistant Professor on the basis of acquisition of a doctoral degree.

Promotion to a higher professorial rank has University-wide significance. All requests for such promotion shall be evaluated in terms of the above Faculty Review Criteria.

Because the evaluation of the research record or the record of creative endeavor (see criterion 2 above) is central to any consideration of promotion to a higher rank, the need for external evaluation becomes paramount.

### **1. Policy and Procedures**

#### **a. Policy**

Only faculty at or above the rank to which the candidate is applying (Assistant, Associate, and Full Professors) should be allowed to vote in promotion cases at the level of the department or analogous entity except in cases of conflict of interest. The nature and the degree of involvement shall be decided on by the department or analogous entity. Each



department or analogous entity shall indicate in writing the weight assigned to each of the five Faculty Review Criteria listed in Section IV.A above in departmental considerations of promotion. This and the resulting procedures have been set down in writing and presented to the School's Council for endorsement previously. External evaluations of publications are mandatory in promotion cases. In all promotion cases, procedures established by the Senate, the School and the department or analogous entity will be followed.

Each School has developed its Policy and Procedures for evaluation of promotion cases at the School level. These have been set down in writing and approved by the Senate.

All departments and analogous entities are required to evaluate promotion requests with direct reference to the five Faculty Review Criteria cited above (section IV.A.), except where the nature of the individual case might make some criteria irrelevant. Cases in which any of the criteria are deemed irrelevant, the department or analogous entity shall explain the basis for the judgment in writing.

Entities such as the research centers and the library that do not belong to a School must follow these procedures internally. Externally, the role of the Dean is played by the Provost, and School-level review does not apply.

#### **b. Procedures**

1. Early in the spring 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.
2. The candidate applies formally to the Chair of the department. If the candidate is the Chair, then a senior tenured member shall be selected by the department to function in the capacity of the Chair.
3. The Chair, through the Dean of the School, verifies the candidate's eligibility with the Provost's Office. The Chair arranges for the department to appoint an ad hoc committee to review the case.
4. 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 recommendations to the department and subsequently, upon the approval of the department, to the Dean for consideration by the School's Promotion Committee.
5. The ad hoc committee identifies at least six potential external reviewers and forwards their names to the Chair of the department. The Dean, in consultation with the Chair, selects three of these persons and forwards to them the publications the candidate presents as material to the promotion 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.
6. The ad hoc committee evaluates the case in accordance with the five Faculty

Review Criteria listed in Section IV.A above, and the chair of the ad hoc committee presents its recommendations to the department.

7. The department considers the case and votes upon it by secret ballot by a simple majority of those present. The promotion case and the respective recommendations of the department and the Chair are forwarded to the Dean.
8. The Dean annually appoints a School Promotion Committee. This Committee considers each case as presented by the department and the department Chair, and forwards its recommendation to the Dean, together with a record of the vote by secret ballot by a 2/3<sup>rd</sup>s majority of those present. The entire case including the recommendations of the School Promotion Committee and the Dean are forwarded to the Provost.
9. The Provost annually appoints an Advisory Promotion Committee of five members, which is subject to confirmation by the Senate. The Provost, after consultation with the Committee, sends the entire case including the recommendation if affirmative to the President, or if negative, back to the School with appropriate explanation. Disagreement should be worked out at this stage, if possible. If not, the entire case is referred to the President for a final decision.
10. A candidate shall be informed in writing of the status of his or her application at the department and School levels. A decision not to promote shall be explained in writing by the Provost. The candidate has the right to appeal to the Senate Grievance Committee on grounds of procedural violation.

## C. Tenure

### 1. General Tenure Provisions

Although tenure may be conferred at any time, normally tenure review is not considered until after completion of four years of continuous employment at the University. In order to be consistent with AAUP policies, tenure must be considered no later than during the sixth year of employment. If tenure is not awarded in the sixth year, employment may continue for a seventh year after which employment must be discontinued. The attainment of the rank of Associate Professor or equivalent is mandatory for tenure.

Faculty, with rank of Assistant or Associate Professor, who are eligible to apply for tenure and need support in preparing publications to strengthen their case may apply for a Preparation for Tenure Award. The **award** may cover: (a) Release from all teaching and administrative responsibilities for one semester; or (b) release from teaching of one or two courses over a period of one or two semesters and release from administrative load, with a maximum release from teaching of 3 courses. The request for release time may be combined with a research grant if needed. These **awards** are **approved** on a competitive basis and may be received only once.

Any placement decision involving full-time professorial-level faculty (Assistant, Associate, and Full Professors) that would result in a permanent position in the University must be treated as a tenure case.

The following rules govern tenure of professorial-level faculty and permanent appointment status for instructor-level faculty.

- a. In each teaching department or comparable unit and for the University as a whole, not more than 60% of the full-time faculty in the rank of Assistant Professor and above may have tenure. For each teaching department and for the teaching departments as a whole not more than 60% of the instructor-level faculty may have permanent appointment status. Because of these provisions, tenure or permanent appointment status may have to be awarded competitively.
- b. In the Desert Development Center and the Social Research Center, not more than 2 of the 3 regular positions authorized by the Board of Trustees may be tenured or of permanent appointment status.
- c. In each non-teaching department or comparable unit and for such units as a whole, not more than 80% of the instructor-level faculty may have permanent appointment status.

## **2. Policy and Procedures**

### **a. Policy**

Only tenured faculty may be involved in evaluation of tenure cases at the level of the department or analogous entity, except in cases of conflict of interest.. Each department or analogous entity shall provide in writing the weight it assigns to each of the five Faculty Review Criteria listed in Section IV.A above in all departmental considerations of tenure. All departmental procedures on tenure review have been set down in writing and presented to the Dean for approval previously. External evaluations of publications are mandatory. In all considerations of tenure, procedures established by the Senate, the School and the department or analogous entity will be followed.

Each School has developed its Policy and Procedures for evaluation of tenure cases at the School level. These have been set down in writing and approved by the Senate.

All departments and analogous entities are required to evaluate tenure requests with direct reference to the five Faculty Review Criteria cited above (Section IV.A), except where the nature of the individual case might make some criteria irrelevant previously decided by departments and schools . In cases in which any of the criteria are deemed irrelevant, the department or analogous entity shall explain the basis for the judgment in writing.

The department's final decision on all cases is determined by a vote by a simple majority of its tenured faculty. 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. This committee shall carry out the functions normally performed by a department's tenured members in handling tenure cases.

## **b. Procedures**

1. Early in the spring 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.
2. The candidate applies formally to the Chair of the department. If the candidate is the Chair, a senior tenured member shall be selected by the department to function in the capacity of the Chair.
3. The Chair, through the Dean of the School, verifies the candidate's eligibility with the Provost's Office. The Chair arranges for the department to appoint an ad hoc committee of tenured members to review the case.
4. 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.
5. The ad hoc committee identifies at least six potential external reviewers and forwards their names to the Chair of the department. The Dean, in consultation with the Chair, selects three of these persons and forwards to them the publications 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.
6. The ad hoc committee evaluates the case in accordance with the five Faculty Review Criteria listed in section IV.A above, and the chair of the ad hoc committee presents its recommendation to the department.
7. The department considers the case and members of the tenured faculty as defined above vote by secret ballot. A simple majority in favor is required for a positive recommendation.
8. The Dean annually appoints a School Tenure Committee of tenured faculty that considers the cases presented by departments and department Chairs and makes recommendations to the Dean.
9. A two-thirds majority of those present of the School Tenure Committee is required to recommend tenure. Voting is by secret ballot. The entire case including the recommendations of the School Tenure Committee and the Dean are forwarded to the Provost. No member can vote more than once on a tenure decision.
10. The Provost annually appoints an Advisory Tenure Committee of five tenured faculty members and sends the names to the University Senate. The Provost, after consultation with the Committee, sends the entire case including the recommendation if affirmative to the President, or if negative, back to the

School with appropriate explanation. Disagreement should be worked out at this stage, if possible. If not, the entire case is referred to the President.

11. The President submits his or her recommendation, if affirmative, to the Board of Trustees, whose approval is the final step.
12. The Provost will convey the decisions on tenure 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 on grounds of procedural violation.

These tenure provisions, policies, and procedures apply to research centers (i.e., Desert Development Center and Social Research Center) and other entities of the University reporting to the Provost and not to one of the Schools (e.g., Library). The Provost will carry out the role of the Dean. However, specific procedures may be modified to suit the structure of such entities as may be deemed necessary. The modifications shall be explained in writing as part of the individual case.

### **3. Permanent Status for Instructor-Level Faculty**

The procedures and criteria stated above for professorial-level faculty are applicable in awarding indefinite appointment status to instructor-level faculty, except for the criterion of publication unless requested by the applicant or the department.

## **4. Termination of Tenure**

### **a. Policy**

After tenure has been conferred, service may be terminated only for adequate cause and in accordance with the procedures in subsection b below. A faculty member with tenure has the assurance, subject to the following conditions, of a position at present rank and salary, or higher, until retirement. A tenure appointment may only be terminated in the following situations:

1. The faculty member violates any of the agreed conditions stated in the contract.
2. The faculty member demonstrates inability to fulfill essential duties under his or her contract. No less than seven months' notice will be given upon such termination.
3. The faculty member is guilty of misconduct involving dishonor, dishonesty, moral turpitude, or behavior endangering others.
4. The position which the faculty member holds at the University is discontinued due to a major change in University policy. In this case, no less than one year's notice will be given.

## **b. Procedures**

1. Acting on a recommendation by the department or the Dean, or at his or her own initiative, to terminate a tenure appointment, the Provost initiates a review process at the same levels, in reverse order, where tenure review normally occurs — at the levels of the Provost, the School and the department. All evidence must be thoroughly reviewed at each level and an opportunity provided for the opposing views to be argued. After these reviews the case is referred to the President, who submits his or her recommendation to the Board of Trustees for final judgment.
2. The faculty member whose tenure appointment has been terminated may submit a request for review of the decision to the Chair of the University Senate, who shall convene an ad hoc Termination of Tenure Review Committee composed of members of the Grievance Committee of the University Senate. The Provost shall inform the faculty member in writing of the grounds for the dismissal before a hearing is scheduled. The faculty member shall have the opportunity to be heard by the Termination of Tenure Review Committee and shall be permitted to be accompanied by an advisor, who may act as counsel. The Termination of Tenure Review Committee may recommend reinstatement to the President if it should find this warranted.

## **D. Dismissal Prior to Expiration of Contract**

Dismissal of a faculty member prior to the expiration of a contract shall follow the same policies and procedures as in cases of termination of tenure.

## **V. ANNUAL FACULTY ASSESSMENT**

Assessment of overall faculty performance, by means commensurate with the dignity and collegiality of the profession, 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 should work out its own procedure in writing, and this procedure should be publicly available. Each department should strive for an appropriate balance of evaluation methods so that student evaluation forms are not overemphasized. Any form of evaluation should allow for a response by the individual concerned.

All faculty members should be assessed annually at the departmental level according to the following guidelines. 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.

1. Every faculty member must fill out and submit to the department an Annual Faculty Report which will contain information pertaining to the five Faculty

Review Criteria listed in section IV.A above or other criteria deemed relevant. This report may include other material relevant to the faculty member's teaching approach and self-development.

2. Student evaluation of faculty will constitute part of the faculty member's file. As a supplement to the information on the student evaluation form, departments may elect to collect additional information in order to enhance their ability to assess teaching effectiveness; e.g., classroom visits, observations of faculty public lectures, and interviews with current and former students. Any such additional information needs to be approved by the respective school and established as standard practice for the department.
3. The grading pattern of each faculty member should be made available to the Chair, Dean, authorized unit heads and personnel action committees.
4. Each department must assure peer involvement in the assessment process. Peer assessment should be carried out according to the following guidelines. [1] Annual assessment should be done in order to determine whether a faculty member is performing his/her teaching and other responsibilities well. [2] All faculty members will be informed of their assessment in writing and be given the opportunity to respond to it in writing. [3] Assessment is the responsibility of the Chair of the department, in consultation with other appropriate members of the department.
5. The summarized results of this annual assessment process, which includes the Faculty Report with accompanying documentation plus the results of systematic peer evaluation, will be forwarded to the Dean for review and comment and will serve as the basis for the department to follow certain courses of actions: [1] To assure diagnostic feedback to the individual faculty member to improve his/her level of performance. [2] To communicate to the Dean those problem cases where performance falls repeatedly below expectations. [3] To be part of the basis for departmental evaluation and recommendations regarding contract renewals. [4] To form part of the documentation that accompanies promotion and/or tenure cases.

## **VI. PROFESSIONAL CONDUCT AND ETHICS**

### **A. Plagiarism and Cheating<sup>\*</sup>**

Within the academic world, where advancing knowledge remains the highest calling, scholars must give full and fair recognition to the contributors to that enterprise, both for the substance and for the formulation of their findings and interpretation. AUC fully endorses this practice and regards plagiarism in any form a serious offense for which the normal penalty is dismissal from the University.

Accordingly, every faculty member should be guided by the following:

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<sup>\*</sup>Adapted from the American Association of University Professors (AAUP), "Professional Ethics," July 1989.

1. In his or her own work, the faculty member must scrupulously acknowledge every intellectual debt — for ideas, methods, and expressions — by means appropriate to the form of communication.
2. Any discovery of suspected plagiarism should be brought at once to the attention of the affected parties and, as appropriate, to the profession at large through proper and effective channels — typically through reviews in or communications to relevant scholarly journals.
3. Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit; to do so is to abuse power and trust.
4. In all cases alleging plagiarism, the Provost will review the evidence and determine what penalty is appropriate. Any person so charged has the right to appeal the Provost's decision to the Grievance Committee of the University Senate, which shall consider the case and make a recommendation to the President.
5. Every faculty member has the responsibility to treat acts of alleged academic dishonesty according to the procedures of the University's Academic Honesty Policy.

## **B. Information Technologies**

The University recognizes that access to appropriate information technology is essential for faculty members to carry out their responsibilities. To that end, the University provides faculty with computing facilities and network access, and other forms of instructional and information technology.

To ensure the integrity and confidentiality of the information made available through the University's computing systems, all users are expected to abide by institutional policies on computing, data access and security, network use and software copyright. Violations of these policies may be subject to disciplinary action under the provisions of the University's Computing Policy Manual.

## **C. 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.

## **Complaint Resolution**

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 Dean of Students 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 empanelled. 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**

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 Dean of Students in the case of students

## **D. University Grievance Policy and Procedure**

### **Policy**

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 AUC policy and/or implementation of a procedure has been contravened by decision that violated a person's rights and privileges. The complaint must specify in writing the specific policy or procedure being contravened with detailed explanation, including the names of anyone involved in the contravention (hereby referred to as the respondent). The complaint procedure described below must be initiated by the grievant within thirty (30) working days from the time the grievant became aware of the contravention.

To avoid duplication, the grievance procedure under this policy is not applicable for complaints and cases made or heard under another university procedure and for which there is a separate appeal mechanism\*.

### **Procedure**

The University encourages timely resolution of complaints. To this end, the grievance resolution procedure has three distinct phases, each designed to find resolution and uphold compliance with AUC policy.

#### **Phase I. Informal Resolution**

1. The grievant(s) should try to informally resolve the complaint directly with or through their supervisor, chair, the appropriate director, or the appropriate Area Head (hereby

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\* Sexual harassment – Office of Equal Opportunities and Affirmative Action (EO&AA); Discrimination of any kind – EO&AA; Complaints pertaining to wages, fringe benefits, or other financial matters -- AUC administration

referred to as the *liaison*) by submitting a dated written complaint within 30 working days of becoming aware of the contravention. In the event that the grievance is against their immediate supervisor, the grievant may circumvent that individual and move to the next higher administrator. The liaison should issue a written response to the grievant within 15 working days from receiving the written complaint.

2. If no resolution is reached to the satisfaction of the grievant, he or she (or they) should present a written complaint to the Chair of the Senate within 30 working days of receiving the unacceptable written response from the liaison. The Chair of the Senate will call an initial meeting with the Grievance Committee (SGC) within 5 working days from the time of receipt of the complaint to determine whether the grievance is within the SGC's purview. If they agree that the complaint is within its purview, a copy of the complaint will be sent to the respondent with a request that a response be made in writing within 10 working days. A copy of the respondent's response will be sent to the grievant upon its receipt.

## **Phase II. Grievance Committee Investigation**

The first meeting of the SGC for investigating a complaint shall take place no later than 10 working days after the deadline for receiving a written reply from the respondent.

The grievant and respondent shall be informed of the names of the SGC members at least 5 working days before the investigation and either one should inform the Senate Chair if they believe members of the committee may have a conflict of interest or personal bias in the case. The Senate Chair may take such action as deemed appropriate. If a member of the SGC believes that s/he cannot be unbiased in the investigation s/he should recuse him/herself. In either case, the Senate Chair will appoint a replacement.

The work of the SGC is kept in confidence. The procedures include the provision by both parties of all relevant documents and information to the Committee, directing the Committee to the source of the documents if not in the possession of the parties, providing written position statements regarding the complaint and, where appropriate, names of witnesses. The Committee may request additional documentation in the form of testimonies from other appropriate parties. A minimum of a simple majority (i.e., three of the five members) is required to pass a decision by the Committee.

The SGC shall submit a written report containing its findings and recommendations for further actions to the Senate Chair no later than 20 working days after its first investigation meeting.

The Senate Chair shall send the SGC findings and recommendations to the Area Head concerned within 5 working days of their receipt. In cases where the Area Head is the respondent, then the report is sent directly to the President of the university for consideration and action.

The Area Head shall consider the report, make a decision and take action to resolve the complaint within 10 working days of receipt of the report.

The grievant, respondent, and all SGC members shall be informed of the Area Head's decision and action in writing when these are taken.

### **Phase III. Final Appeal Process**

If the grievant or the respondent is not satisfied with the findings of the SGC and/or the action taken by the Area Head, then she or he may appeal *in writing* directly to the President of the university within 10 working days of being informed of the Area Head's decision . The SGC and the Area Head will provide the President with all documentation of the case. The President may conduct additional investigation into the case, as necessary, before making a final decision.

### **Monitoring**

1. The Chair of the SGC has responsibility for monitoring the results of the grievance resolution process.
2. All documents pertaining to the grievance resolution process are kept in confidential files by the SGC.
3. The University does not tolerate retaliation against grievants or those who participate with them in the complaint. The grievant should report any perceived retaliation to the Chair of the Senate. The Chair of the SGC shall periodically contact the grievant to ensure that no retaliation has occurred. Contact shall be made no less than once every three months over a period of twelve months.
4. If there is a lack of fair reconsideration or if retaliation occurs, then the Area Head or President of the University, as appropriate, shall be informed by the Chair of the Senate immediately and take the necessary actions.

## **PART TWO**

### **BENEFITS AND GRANTS**

#### **I. PRINCIPAL COMPENSATION AND ALLOWANCE SCALES**

Overall monetary compensation and benefits at AUC consist of a number of different components. The principal compensation and allowance categories, described below, are salary, educational and cultural allowance, and trustees supplements. Salary and educational and cultural allowance scales vary from year to year and shall be distributed by the Provost to the Deans. These categories and scales apply only to teaching, research, and library faculty. The University does not differentiate in its faculty compensation policies on the basis of nationality or location of hire for full-time faculty members.

##### **A. Principal Compensation and Allowance Categories**

###### **1. Salary.**

Salary is paid in Cairo in Egyptian pounds. It is divided by 12 but paid in 10 consecutive monthly installments beginning with the month of September, with two months (July and August) of salary being disbursed in July. No payments are made in August. Each faculty member is required to have an Egyptian pound bank account into which salary is paid.

###### **2. Educational and Cultural Allowance.**

The Educational and Cultural Allowance is paid in United States dollars. It is divided by 12 and is paid in **10** monthly installments, with two months of the allowance disbursed at the end of July. No installments are paid in August. Dollar compensation may be paid into a faculty member's bank account in Egypt or abroad.

###### **3. Trustees Supplements.**

The Board of Trustees reserves the right, in special cases and/or for special purposes, to supplement individual compensation, though it does not use such supplements on a regular basis. Trustees supplements also are used, upon the recommendation of the Provost and in consultation with the Dean of the School and the department concerned, for individual appointments where severe recruitment problems exist.

##### **B. Salary and Allowance Scales**

Salary and educational and cultural allowance vary according to rank and step within the rank.



### **C. Compensation Policies**

Salary, educational and cultural allowance, and, if applicable, trustees supplement (described in I.A above) provide compensation to full-time teaching, research, and library faculty for meeting full-time University responsibilities, defined as follows:

1. For Professorial-level teaching faculty: nine credit-hours of teaching or equivalent per semester, class preparation, student evaluation, student advising, research or creative endeavor; service on unit, departmental, school, and university committees; and supervision of student extracurricular activities.
2. For Instructor-level teaching faculty: 15 contact hours of teaching or equivalent per week per semester; class preparation; materials development; student evaluation; student guidance; service on unit, departmental, school, and university committees; and supervision of student extracurricular activities.
3. For Professorial-level and Instructor-level research faculty, 36 hours per week per contract year, including service on unit, center, and university committees.
4. For Professorial-level and Instructor-level library faculty, 36 hours per week per contract year, including service on unit, library, and university committees.

Other equivalents to regular credit hours of teaching are:

- a) Two hours of lab supervision equal one credit hour of teaching.
- b) The administrative responsibility of chairing an academic department equals three credit hours of teaching per semester or regular summer session.
- c) The workload equivalent for administrative responsibility at the level of units within departments and for other administrative responsibilities of faculty shall be recommended by the Dean in consultation with the department Chair or head of an analogous entity and approved by the Provost.
- d) Serving as supervisor or advisor for more than two successfully completed master's theses in any one academic year equals one-half credit hour of teaching per thesis.

All full-time faculty are also expected to engage in professional activities and are required to participate in commencement ceremonies.

Work beyond these full-time responsibilities is limited to three credit hours or five contact hours of teaching; 20 days of consulting, research or other professional work; or their equivalents during any semester. Any such additional work must be reported to the department Chair or head of an analogous entity, who shall convey the information to the Dean and/or Provost.

Because of differences in taxation, local benefits, housing, and other factors, compensation cannot be compared directly from the above scales to salaries in the U.S., Egypt, or other jurisdictions. It is the Board of Trustees' policy objective that, when such factors are taken into account, compensation for faculty should be highly competitive with that of comparable universities in the U.S. Compensation scales are annually reviewed by the Faculty Affairs Committee of the University Senate with a view to accomplishing the Board's objectives.

The University recognizes that increases in faculty compensation are appropriately linked to a faculty member's performance.

The annual internal reviews of performance shall be conducted by peers within the faculty member's department or analogous entity according to procedures agreed to within the department or analogous entity and set forth in its governance document. These reviews shall be based on the Annual Faculty Report<sup>†</sup> and annual departmental or analogous entity reviews referred to in Part One, V, (Annual Faculty Assessment) of this document and on any other materials stipulated in the governance document of the department or analogous entity. These reviews shall assess the performance of the faculty member according to four of the five faculty review criteria set forth in Part One, IV, A, (Faculty Review Criteria) of this document. These four criteria are the teaching record, the research or creative endeavor record, the record of university service, and the record of service to students, except for cases where teaching and/or research or creative endeavor and service to students are not applicable. The weights assigned to each criterion (and substitutes for teaching and/or research or creative endeavor, where applicable) have been determined by the department or analogous entity and set forth in its governance document.

Based on the annual internal review of performance, departments or analogous entities shall recommend that the faculty member reviewed receive (1) a regular step increment; (2) a double-step increment; or (3). no step increment for the following year. Double-step increments<sup>†</sup> shall be recommended for cases of especially meritorious performance. A no step increment will be recommended for cases where there has been two years of sub-standard performance. Department or analogous-entity reviews and recommendations shall be submitted with full justifications in writing by chairs or directors for consideration by the School performance review committee and the Dean of the School or by the Provost for those entities which report directly to him/her. The School committee and the Dean shall submit their recommendations to the Provost.

All recommendations at each level, both positive and negative, must be accompanied by written justifications to which the individual faculty member shall have access and the right to respond. Awards of double-step increments for especially meritorious performance shall be announced in the Faculty Bulletin at the beginning of each academic year.

Promotion from one rank to another requires a more exhaustive review of proficiency than do reviews for advancement within the rank. Accordingly, promotion is made to a step at the new rank that ensures an increase of **8% and then move to the new rank on the closest higher step**

## **II. OTHER COMPENSATION**

### **A. 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.

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<sup>†</sup> Failure to submit a completed Annual Faculty Report may result in suspending any decision on step increments.

## **B. Summer Compensation**

Summer teaching is arranged as needed. Whereas contracts sometimes provide for summer teaching, voluntary summer teaching is compensated at the rate of 50 percent of salary per three credit-hour course, with a maximum of six credit hours for a summer session. Payments other than for teaching are at rate of 50 percent of salary for one month's full-time work.

## **C. Winter Compensation**

Winter teaching is arranged as needed. Whereas contracts sometimes provide for winter teaching, voluntary winter teaching is compensated at the rate of 50 percent of salary per three credit-hour course, with a maximum of three credit hours for a winter session.

## **D. Overload (Within the University)**

It is the intention of the University to include all official duties in the annual workload of faculty. Although faculty are not required to take on an overload, they may agree to do so when program needs arise and in accordance with stipulations set forth in the governance documents of their departments or analogous entities. Overload compensation shall be provided in one of the forms set out below, specified in writing in advance:

- a) Compensatory time off during the subsequent academic session.
- b) Overload compensation according to the task and available budget at one of the following rates:
  - i. Twenty percent of salary for teaching a three credit-hour course;
  - ii. Payment agreed for work done through externally financed grants, such as those with the Social Research Center or the Desert Development Center based on the task and the budgetary conditions of a grant, for work financed outside AUC's regular budget;
  - iii. Salary scales of the SCE, Engineering Services or the Institute of Management Development as established by their administrative committees, when the overload is taken on for such divisions or units;
  - iv. Established daily rates, paid through the University, for work financed outside AUC's regular budget.

## **E. Non-University Activities**

Non-University activities include consulting, teaching in another institution, outside jobs, 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 jobs, 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.

- a) *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.
- b) *Limits.* To minimize the possibility of interference with the faculty member's primary functions, the university places a limit of 20 days per semester on the total time devoted to all non-University activities.
- c) *Overload precludes consulting or other non-university activities.* A faculty member who carries an authorized overload, as defined in the previous section, may not perform consulting or other activities on behalf of a body outside the University during the overloaded semester or session. Where a combination is involved, three credit hours of teaching and 20 days of outside work are to be considered equivalent.
- d) *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. To receive credit, each faculty member should report on these activities in the Annual Faculty Report.

For externally compensated employment of more than four official University working days during a semester, approval in writing is required in advance from the Dean of the School through the department Chair. Approval for four days or less can be given by the department Chair. This approval must be secured at least five calendar days in advance. Faculty members are responsible for ensuring that their classes and other university responsibilities are covered during their absence.

- e) *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.
- f) *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. 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, though identification as a member of AUC's faculty may be made.
- g) *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.

- h) *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.

### **III. RELATED BENEFITS AND SERVICES**

**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.**

#### **A. One-Time Payments and Services on Appointment and/or Termination**

##### **1. Incidental Departure Allowance**

To provide for expenses associated with employment. The value is commensurate with the size of the family and is paid in U.S. dollars to relocated faculty who are relocated, 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, and so on. The allowance may in some cases exceed expenses incurred and in other instances be less. The rates established are designed to achieve general equity and to reduce bookkeeping; accordingly, no accounting is required.

##### **2. Settling-In Allowance**

Relocated faculty are given an allowance to help them establish their homes in Cairo. This allowance is intended to be used to provide for any expenses associated with local employment and to purchase items to supplement furnishings supplied in housing provided by the University. Amounts may vary depending on the size of the family.

#### **B. Arrangements Made on Behalf of the Appointee**

##### **1. Air and Surface Transportation**

Transportation by air, economy-class fare, to Cairo from the residence of relocated faculty will be provided by prepaid air tickets. Tickets are provided for the faculty member and qualifying dependents, in accordance with airlines rules.

Return transportation to the relocated faculty member's foreign residence is provided on

completion of contract. On return, each individual is issued the necessary economy class air tickets (or appropriate reduced tickets for children).

The cost of surface transportation will be provided for faculty moved to Greater Cairo from a residence within Egypt.

## **2. Air and Freight Allowance**

The University provides shipping allowance for unaccompanied airfreight to Cairo from the residence of relocated faculty to Cairo. The allowance varies according to the size of the family.

Insurance of airfreight in transit to a maximum of \$10,000, as arranged through the designated AUC agent, will also be provided.

The same return airfreight allowance will be provided, upon completion of appointment, to the appointee's permanent residence. The return airfreight allowance will be increased over the original amount by 5 percent for each year **spent at AUC** up to a maximum of 50 percent for an appointment extended over 12 years.

Surface freight costs involved in moving from a residence in Egypt to Greater Cairo shall be provided.

The benefit of return transportation and freight is contingent on completion of the faculty member's contract. When an appointee unilaterally terminates his or her contract prematurely, the University reserves the right not to cover the cost of airfare and freight out of Cairo.

## **3. University Medical Services**

### **a. Medical Insurance**

The University holds a group medical insurance plan with J. Van Breda & Co. International, a Belgian firm of insurance brokers acting on behalf of Les Assurances Generales de France S.A., the lead insurance company under the contract. Full-time relocated faculty not already possessing acceptable alternative medical coverage are required to enroll in the Van Breda Plan. Locally hired faculty who do not have other medical insurance have the option to either enroll in Van Breda or Alico local medical plan.

Premiums are payable quarterly in advance. 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 the Vice President for Administration in Cairo or at the University's New York Office.

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

#### **b. The University 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 but receive no other benefits.

#### **4. Housing**

Relocated faculty experience difficulties in locating and maintaining adequate housing in Cairo due to problems of language and money, the short duration of appointments, security requirements, the shortage of adequate and appropriately furnished housing, and the difficulties of obtaining necessary maintenance and repairs. Because of these factors, and to maximize the relocated faculty member's educational contribution, the University has acquired a number of apartments and villas, and, to the extent feasible, has furnished them with furniture and equipment commonly used by foreigners.

Each University housing unit has a reception room-dining area, kitchen, two bedrooms and one or more bathrooms. In addition to this fundamental unit, housing assignments to individual faculty members depend on family size. Accompanying family housed at the University's expense are spouse and qualifying children (see page 33 for definition) living in Cairo. Single faculty members and married couples with no children or with one child are assigned two-bedroom apartments; married couples with two children are assigned three-bedroom apartments; and married couples with three or more children are assigned four-bedroom apartments. In exceptional cases, where there is demonstrated need for a larger apartment than that which would otherwise be allocated, the University will make every effort to supply the larger accommodation requested, provided the faculty member bears the incremental cost between the standard housing and that actually provided.

It may happen from time to time that, from within its existing inventory, the University has no apartment of appropriate size in the desired district of Cairo for a newly appointed faculty member. In such a case, the faculty member will be housed in a larger apartment than would otherwise have been supplied. The University reserves the right, on a mutually convenient date between June and September in any subsequent year, to re-house the faculty member in an appropriately sized apartment. Faculty who have been living in accommodation larger than their entitlement since before the effective date of this provision (1997) will not be affected by its terms

In the event of marriage between faculty members, each of whom has been housed at the University's expense, the University will discontinue providing separate accommodations as soon as practicable after the date of marriage, but will make any necessary adjustment in the size of apartment. In the case of hiring two relocated married faculty members one apartment will be provided by the University.

Relocated faculty members who have been granted sabbatical leave retain their entitlement to University housing; so, too, do those faculty members granted an unpaid leave of absence for the duration of no more than one academic year. For leaves of absence without pay longer than a year the University cannot continue to make housing benefits available free of charge. In such a case the faculty member has the option of retaining the current housing by reimbursing the University at imputed cost for the duration of the absence beyond one year, or finding storage for personal effects and vacating the housing so that it can be reassigned. When housing is thus reassigned the University cannot guarantee that it will be available for reoccupation upon the termination of the unpaid leave, but it will make every effort to assign comparable accommodation to the returning faculty member to that previously vacated.

## **5. Travel Insurance**

The University maintains a group insurance contract with Van Breda & Co., Belgium, which covers employees against accidents occurring during travel or while away from campus on business trips. The policy covers the Board of Trustees and full-time and formally contracted part-time employees of the University. A copy of the full policy may be obtained from the Office of the Vice President for Planning and Administration.

## **C. AUC Tuition, School Tuition and Home Schooling**

Tuition at AUC is free for faculty and qualifying dependents who are academically qualified for admission to the University.

School tuition for children of relocated family members will be provided at the actual cost of tuition subject to the following limitations. Tuition shall not be deemed to include the cost of uniforms or the cost of voluntary activities undertaken after school hours, nor shall it include the cost of bussing children to and from school. The cost of tuition per family in any one academic year shall not exceed the dollar cost of educating two continuing children at Cairo American College and shall be at schools acceptable to the University. The amount of tuition reimbursed per child shall under no circumstances exceed the cost of tuition per continuing child at Cairo American College. For the purposes of computing these limits, foreign currencies shall be computed at the exchange rates prevailing at the dates of payments, which shall be the dates on which such fees become due and payable. Tuition reimbursements shall be limited to children attending secondary or elementary (but not pre-elementary) schools in the Greater Cairo area, who have attained the age of 5 not later than September 30 in the academic year for which reimbursement is requested.

The University supports home-schooling documented expenses for children of relocated family members on an item-by-item basis. Expenses that will not be covered by the university include field trips, physical education, teacher training seminars from curricular associations, educational software, stationery supplies and tutoring expenses. A comprehensive list of expenses covered and those not covered is available from the Office of the Provost.



## **D. Retirement**

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 local salary, Educational and Cultural allowance, and Trustees supplements, with a matching requirement of 6 percent on the part of the individual faculty member. For relocated faculty and administrators the value of housing as determined by AUC is added to the faculty's total income as specified above.

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**.

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 pay the legally required amount to the Social Insurance Department. This requirement currently amounts to 21 percent of local salary up to the mandated ceiling.

## **IV. RESEARCH ASSISTANCE, GRANTS AND AWARDS**

### **A. Research and Conference Assistance**

The University conducts research projects in its various units. In addition, it encourages individual faculty members to initiate and conduct research and to attend conferences of special value at which the member will be presenting a paper.

Primarily intended for summer research and travel but not restricted to this time of year, a limited sum has been made available to aid worthy faculty projects. Full financing is not attempted, and funds have not usually been sufficient to aid family travel. In addition to funds, release time may also be obtained.

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 for merit, and recommended to the Provost for funding subject to the availability of funds.

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\*Currently (2006) these amounts are 7.65% from the University and 7.65% from the individual up to the mandated ceiling.

The Committees and the Provost try to stretch funds as far as possible for significant research, professional development, or conference participation, with priority given to activities most valuable to the University. Each recipient is required to submit to the Provost through the Dean of the School and the Chair of the Department a substantive report on his grant activities.

## **B. Professional Development Awards**

To recognize special merit, the University intends to provide a limited number of awards each year to assist outstanding faculty members with such special costs as equipment or other research costs, books, journals, professional travel, etc. When available, the awards will be announced by the President at the end of the academic year.

## **V. LEAVES**

The University provides leaves of absence for the purpose of strengthening the University through the professional growth of individual faculty. If teachers, researchers or educational administrators are to be fresh and creative in their tasks, a periodic change of environment is desirable. In addition, many faculty reside away from their national homes and centers of professional interests. Periodic leaves to maintain personal and professional ties are important to the well-being of the faculty member and his or her family.

These considerations, in addition to recognition of related travel expenses, govern the University's leave policy elaborated below. Subject to review, the University offers leaves in the following forms: Sabbatical Leave; Professorial and Instructor Level Development Leave; Annual Home Leave; Annual Summer Leave; and Leave Without Pay.

The total number of years a faculty member may spend on leaves of any kind should not exceed three during a period of ten years. The ten-year period is determined by counting backward from the end of the proposed period of leave. Exceptions to this rule require the approval of AUC President.

### **A. Sabbatical Leave**

Sabbatical leave is a privilege that may be granted to those who present a sabbatical plan showing how the candidate will make use of the grant for important research or scholarly purposes related to his or her area of expertise and how the leave will enhance his or her future contributions to the University. The sabbatical leave may be spent either in Egypt or abroad, but it is generally considered more advantageous both to the faculty member and to the University if the leave is spent outside Egypt.

The University may grant a sabbatical leave to a faculty member who is tenured and who fulfills the following conditions:

1. Has completed six years of full-time service at the rank of Lecturer or above since his/her initial appointment or since his/her last sabbatical or other University-funded leave, except for a Preparation for Tenure award.
2. Has agreed to return to the University for one year immediately after the

sabbatical;

3. Has obtained the Dean's and the Provost's approval of the sabbatical plan no later than March 15 for a leave starting in the fall of the next academic year or May 15 for a leave starting in the spring of the next academic year.

An acceptable plan of study must be presented in the form of a statement of approximately 1,000 words describing in detail the plan of the proposed research or scholarly work. This statement should specify the principal leave location (i.e., where half or more of the leave will be spent) and any travel plans. It should also describe how the plan relates to past or future research or scholarly interests and achievements. In addition, the applicant should provide documentation of (a) any affiliation sought or granted with a research institution or university, (b) any efforts made or planned to secure non-University support for the sabbatical period, (c) any publication or other results of professional merit produced from the candidate's previous University leaves/research grants, and (d) plans to produce such results from the proposed sabbatical.

At the end of the sabbatical leave, the faculty member is required to submit a detailed report to the Provost through the Dean of the School and the Chair of his/her Department. The report should indicate the extent to which the original plan of study was accomplished, the main achievements, publications or other results of professional merit, and any obstacles and constraints that may have been encountered. When the report has been accepted, the faculty member will receive the annual step increases that may have been earned during the period of sabbatical. If the leave is for the fall semester only, no adjustment of the salary is required.

The University encourages faculty members to seek funding sources that will supplement University support of sabbatical activities. Indeed, such supplemental support often greatly enhances what can be accomplished during the leave. The faculty member is primarily responsible for writing proposals and seeking such support. The University, through its Office of Sponsored Programs, will help in this process whenever possible. Conversely, a faculty member who seeks supplemental support must inform the University as to the amounts and categories of support sought.

When the principal leave location is outside Egypt, the University's stipend will not exceed the equivalent of half a year's local salary, educational and cultural allowance, and trustees' supplements, plus an additional 55 percent of the award, the total to be paid in dollars at the prevailing rate of exchange. The addition is intended to take account of the increased cost of working outside Egypt on a temporary basis. The sabbatical leave is granted for either one academic year or one semester. The stipend is the same in either case.

The University will provide economy travel for the faculty member and his/her qualifying dependents at the lowest available rate to any sabbatical leave location. For relocated faculty, sabbatical travel will be combined with home leave. In the case of full year leave, the relocated faculty member will elect to have his combined travel at the beginning or end of his sabbatical. The faculty member will inform the Provost of his/her decision in writing before the beginning of the sabbatical.

When the principal leave location is in Egypt, the University's stipend will equal half of a year's local salary, educational and cultural allowance and trustees' supplement. The stipend is the same in the case of one-semester or full-year leaves. A faculty member taking local

leave may be awarded travel for him/herself at the lowest available rate to a destination for approved research or scholarly purposes contained in the sabbatical plan. Faculty taking leave in Egypt will receive, for a period of up to six weeks for approved research or scholarship outside Egypt, the same per diem as those on research grant.

Excess baggage costs will be reimbursed up to 10% of the air fares paid by the University.

### **B. Faculty Development Leave**

On occasion, the University may request a faculty member to travel outside Egypt to prepare for special work the University wishes him or her to do. In such an instance, the University will continue full salary or other appropriate compensation during the period of absence and pay necessary expenses, making appropriate deductions for non-AUC grants or stipends.

### **C. Annual Home Leave**

It is to the advantage of the University to have relocated faculty members and their qualifying dependents broaden their experience from time to time. Accordingly, a relocated faculty member who fulfills the following conditions is granted home leave every year during the summer. He or she

1. must have completed one year of service to the University, and
2. must agree in writing to return to the university for at least one additional year of service.

The University will provide travel for faculty and qualifying dependents not to exceed the cost of round-trip economy airfare to the faculty member's regular home residence as specified in the contract. However, if a 90-day excursion fare is offered by the airlines, that is the maximum fare the University will provide. Excess baggage costs will be reimbursed up to 10% of the air fares paid by the University.

A one-way economy airfare is provided at the end of the contract of the relocated faculty member and his/her qualifying dependents.

### **D. Annual Summer Leave**

The normal period for annual leave of faculty is from the middle of June through August, but some University operations necessitate or permit other scheduling. Annual salaries are for a work period of nine months. Faculty are normally not required to be present after June Commencement and before the start of registration for the fall semester, although if the work of the regular academic year so requires, the faculty may be expected to be present at other times.

A request for arrival either after the beginning of the first or second semesters, or for departure from Cairo before Commencement must be submitted to the Dean of the School through the Department Chair, with a copy to the Provost. The request should include a statement justifying the absence and explaining the benefits to accrue to the University despite the deprivation of services. In the absence of an approved leave request the University will automatically place the faculty member on leave without pay.

## **E. Leave Without Pay**

Upon the recommendation of the Department and the Dean of the School, any professorial or instructor-level faculty member who has been with the University in a full-time capacity for a minimum of four consecutive years may apply to the Provost with the recommendation of the Department and the Dean for a leave of absence.

Leave is normally granted for a period of up to one year at a time, upon the recommendation of the Department and the School and with the approval of the Provost, a leave, may be extended for an additional year. In exceptional cases, when it is clearly in the University's interest, the Provost may recommend to the President that a third year of leave be granted.

There must be an interval of at least two years' full-time service to the University before the applicant may apply for a second leave.

Requests for leave or extension of leave must be submitted at least six months in advance.

If leave is granted, the University guarantees the former or an equivalent position to the faculty member at expiration of leave. The leave year or semester will not count as one of the 6 necessary for sabbatical, nor will it reduce the number of years already accumulated toward a sabbatical.

Applications for leave will be considered in terms of the merits of the request (i.e., the value to the individual and to the University) and the needs of the University.

As a result of the Egyptian Social Security Law No.79/1975, the University will not pay the employer's or employee's share to the Social Security Fund in the case of faculty members on leave without pay for the purpose of external employment only. On the other hand, the University will continue to make Social Security payments for those faculty on sabbatical or other study-related leaves.

It is understood that failure to return by the end of the authorized leave will be considered and accepted as a resignation.

At the end of the leave, except for those taking the leave for personal or health reasons, the faculty member is required to submit a detailed report to the Dean of the School through and with the recommendation of the Chair of his/her department. The report should describe the faculty member's activities during the leave, including their relevance to the faculty member's professional development and their value to the University. Based on the report and with the recommendation of the Dean, the Provost may approve that the individual receive part or all of the annual step increases that may have been earned during the period of leave.

## **F. Professional Development Leave for Instructor-Level Faculty**

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 on permanent status or those who have completed six years and are awarded an additional two-year 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.

It is expected that such leaves will be taken in Egypt, without necessitating funds for travel. In exceptional cases, requests for travel funds for a professional development program that requires the bulk of the time to be out of Egypt may be considered separately. 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.

## **VI. SERVICE AWARDS**

### **A. 25-Year Service Award**

Faculty members completing 25 years of full-time service to AUC will 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.

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The American University in Cairo