

# **Adjunct Faculty Handbook**

**v.5**

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## **Preface**

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

The policies and regulations in this handbook, when adopted, form an integral part of the adjunct faculty member's employment agreement. Such policies and regulations are under continuous review. Accordingly, adjunct 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.

## **I. University Mission Statement**

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

(Approved by the Board of Trustees, May 2009)

## II. Principles of Academic Freedom

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

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

The American Association of University Professors, founded in 1915 specifically to cultivate and defend the rights of academic freedom, has consistently acknowledged the need for such responsibility. The most authoritative statement of the rights of academic freedom as they exist today is the AAUP's "1940 Statement of Principles." It defines three elements of the academic enterprise—teaching, research, and service—and describes the scope of academic freedom in each<sup>1</sup>:

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

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

(c) College and university teachers are citizens, members of a learned profession, and members of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational authorities, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise

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<sup>1</sup> "1940 Statement of Principles on Academic Freedom and Tenure," at <http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>

appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

### **III. Organization and Governance of the University**

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

#### **1. Board of Trustees**

Final legal authority for governance of the university rests with the Board of Trustees, yet in practice many academic decisions are delegated to university officials or to the faculty. Distinguished for their professional accomplishments in the areas of business, law, education, philanthropy, diplomacy and scholarship, AUC's board members are all volunteers who dedicate their time and resources to supporting the university. Drawn from Egypt, the United States and elsewhere, the trustees do not receive a salary but instead provide financial support to the university. AUC's trustees usually meet three times a year, twice in New York and once in Cairo.

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

See the website of the Board of Trustees at <http://www.aucegypt.edu/about/Board/Pages/default.aspx>

#### **2. Senior Administration**

The President of the University is selected by the Trustees, and serves as the chief executive officer.

The senior administration includes the President's Cabinet, which is composed of the Provost, or chief academic officer, whose responsibilities include shaping and implementing AUC's academic vision and sustaining the quality of the faculty; the Vice President and Executive Secretary of the Board of Trustees, who oversees AUC's New York office, which supports the operations of the Board of Trustees, as well as institutional advancement and communications, faculty and student recruitment, and university investment programs in the United States; the University Counselor, whose role is to serve as a liaison between the university and the Egyptian government; the Vice President for Student Affairs,



who oversees all aspects of registration, advising, and extra and co-curricular student life; the Vice President for Finance, who is the chief financial officer for the university, responsible for the University budget; the Vice President for Institutional Advancement, who is responsible for communications, marketing, fund-raising and alumni affairs; and the Vice President for Planning and Administration, who oversees the daily operations of the plant and administration, and manages University planning.

The academic mission of the University is overseen by the Provost's Council, which is chaired by the Provost and composed of the University School deans, as well as the Associate Provosts for Academic Administration, Research Administration, International Programs, Scholarly Communication, and the Core Curriculum, and the Director of the Office of the Provost.

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

#### ***3.1 Deans***

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

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

#### ***3.2 Chairs***

There are twenty-six chairs of academic departments at AUC. Working with the deans, department chairs are responsible for the management of department-wide activities, including review and development of curricula, assignment of faculty teaching responsibilities, mentoring of junior faculty and graduate students, recruitment and retention of majors and graduate students, collection of data on student and faculty activities and achievements, management of the department budget and supervision of department administrative staff. Most relatively large departments also have associate chairs; the responsibilities of these positions vary according to the needs of the department (e.g. depending on the

size and number of major programs, the existence of graduate degrees, etc.). (See Appendix 1: Roles and Responsibilities of Department Chairs.)

### ***3.3 Associate Chairs***

The “Associate Chair” works closely with the department chair and helps in performing some of the academic and administrative responsibilities of managing large departments and serves as acting chair when the chair is away. The Associate Chair is appointed by the Department Chair in consultation with the departmental faculty and the dean. The term of office for the position is one year and can be renewed. Compensation and course release policy for departments of varying sizes and complexity as well as eligibility for the position of Associate Chair are covered in Appendix 11 of the Faculty Handbook.

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

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

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

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

### ***3.4 Unit heads***

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

The Unit Head is elected by faculty members of the unit in consultation with the department chair and the dean. Compensation and course release policy for departments of varying sizes and complexity as well as eligibility for the position of Unit head are covered in Appendix 11 of the Faculty Handbook.

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

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

## **4. University Senate**

The Senate is the representative council of the university faculty, with the participation of students, staff, and administration. It ensures faculty participation in governance and in the discussion of issues important to the university community. It aims to facilitate communication among university constituencies, and to foster mutual respect and cooperation among faculty of the various departments

and disciplines, students, and staff. Its resolutions are transmitted to the president for consideration and appropriate action.

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

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

See the website of the University Senate: <http://www.aucegypt.edu/about/senate/Pages/default.aspx>

## **5. Research Centers**

There are twelve research centers with varying teaching, research and service missions, which singly and collectively make important contributions to the mission of AUC. They serve as links to important constituencies in the community, civil society, government, other universities, the private sector, and multinational agencies in Egypt, across the Arab region and internationally. They contribute to building important new fields of inquiry and academic networks; sponsor major programs of research at AUC involving multiple investigators and producing high-impact findings with considerable scientific impact, scholarly reach and public policy influence.

Although the historical evolution of each Center is unique, broadly speaking the centers can be divided into two types: 1) Applied research centers reporting directly to the Provost and 2) Academic research centers located in Schools and reporting to a department chair or school dean that usually offer academic diploma and degree programs.

a. Applied Research Centers

These Centers are paving new ground with policy and applied research not produced elsewhere in the region. They typically offer non-degree education programs that provide revenue streams and build directly on their scholarly production through professional training, policy advocacy, and/or advisory services. Senior staff members may contribute to graduate and undergraduate teaching in AUC departments.

b. Academic Research Centers with Interdisciplinary Graduate Teaching Programs

These Centers contribute unique interdisciplinary degrees and cutting-edge research opportunities for students that are not possible within conventional academic departments.

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

See the website for more information on research centers:

<http://www.aucegypt.edu/research/centers/Pages/Research.aspx>

## **6. Libraries and Learning Technologies**

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

### ***6.1 Main Library:***

The mission of the AUC Main Library is to support the instructional and research needs of the AUC community. In addition to the largest English language print collection in Egypt, the library offers access to myriad electronic databases and e-books resources that are available from on and off-campus for faculty and students. In addition to the resources offered, the Main Library provides a Learning Commons area for student collaboration where users have the tools and support services needed to

access, manage, and produce information. Library services also include research instruction, assistance and document delivery services. The library also extends its services to external community of researchers and scholars from Egypt and from around the world

### ***6.2 Rare Books and Special Collections Library and Archives:***

The Rare Books and Special Collections Library (RBSCL) and Archives operates as a scholarly research facility and teaching resource center specializing in the arts, culture and society of ancient, medieval and modern Egypt and the region. Along with growing rare and contemporary book collections of over 35,000 volumes including a complete first edition of the *Description de l’Egypte*, the RBSCL endeavors to assemble and conserve primary source collections of photographs, manuscripts, architectural plans and drawings, cinema memorabilia, maps and a growing collection of oral histories that attract researchers from around the world. Of particular note is the Creswell Collection in Islamic art and architecture, as well as special collections in Egyptology, regional architecture, and of the personal papers of Egyptian politicians, social activists, artists, photographers and Coptic scholars. The University Archives documents the history of the AUC. The RBSCL also has a program to conserve and digitize fragile rare documents.

(Note: website is being updated).

### ***6.3. Law Library:***

In conjunction with the AUC Main Library, the Law Library provides access to an extensive legal research collection in both English and Arabic. The Library also offers electronic databases and resources, and a wealth of other information on Egyptian legislation and jurisprudence.

For more information see website: <http://library.aucegypt.edu/law/index.html>

### ***6.4. The Center for Learning and Teaching:***

See Section VI 2.7 Teaching and Instructional Responsibilities

## **7. Office of Information Technology**

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

### ***7.1 Classroom Technologies and Media Services***

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

- Conventional Classroom Services: equipping classrooms and training faculty to use

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

## ***7.2 University Academic Computing Technologies***

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

## **8. Auxiliary Enterprises**

### ***8.1 The American University in Cairo Press***

Established in 1960 and reorganized in 1984, the AUC Press is the Middle East's leading English-language publishing house. Its goals and purposes reflect and support the mission of AUC in education, research, and cultural exchange through professional publishing and bookselling services.

It publishes high quality scholarly, literary, and general interest publications on Egypt and the Middle East, currently offers up to 80 new books annually, and maintains a backlist of some 800 titles for distribution worldwide. It operates three campus bookstores, and through its bookstores and distributors in Egypt and abroad, the AUC Press sells more than 300,000 books every year and licenses foreign editions of Naguib Mahfouz and other Arab writers in 40 languages.

## **IV. ADJUNCT FACULTY APPOINTMENTS**

### **1. GUIDING PRINCIPLES**

The University recognizes that fair and equitable appointment and promotion policies are important elements of adjunct faculty security and satisfaction and contribute to building and maintaining a strong, active and effective academic community. The procedure and criteria used in placement of newly appointed adjunct faculty and in assigning their salaries and benefits is regularly announced. In addition:

- AUC recognizes that adjuncts play crucial roles in the life of the university, roles that should be acknowledged and in which they should be supported and mentored throughout their time at AUC.
- AUC believes that adjunct hiring and compensation policies should be primarily driven by AUC's needs and the value of the work Adjuncts do for AUC and not degrees and other forms of status conferred on them by other institutions.
- All Adjuncts should be treated fairly, respected for all they do on behalf of AUC, included in the administration and decision making in the departments for whom they work whenever possible, and be given the resources they need to do their jobs to the best of their abilities.

The University hires adjunct faculty with titles as described below in IV.2 and ranks as described in Section VII. Part-time faculty with PhD's who are teaching or have taught elsewhere are titled according to their most recent ranks at their home institutions (e.g. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor). Part-time faculty without PhD's are titled as Adjunct Instructor. In cases where an adjunct brings a record of professional impact as supported by a portfolio of substantial practical experience, the title of Adjunct Professor of Practice may be requested by the Department and approved by the Dean.

Adjunct rank at hiring is determined based on the qualifications required for the courses taught as determined by the Department and approved by the Dean and the Provost. Promotion between ranks is based on years of service to AUC and performance, as reviewed by the Department and including input from student evaluations. Salary is based on rank.

### **2. ADJUNCT FACULTY TITLES**

#### **2.1 ADJUNCT ASSISTANT PROFESSOR**

An adjunct appointment with a title of Adjunct Assistant Professor requires an appropriate terminal degree, typically a PhD (in certain fields other professional degrees are recognized in conjunction with scholarly achievement) and a current or most recent rank of Assistant Professor at the home institution.

#### **2.2 ADJUNCT ASSOCIATE PROFESSOR**

An adjunct appointment with a title of Adjunct Associate Professor requires an appropriate terminal degree, typically a PhD (in certain fields other professional degrees are recognized in conjunction with scholarly achievement) and a current or most recent rank of Associate Professor at the home institution.

### **2.3 ADJUNCT PROFESSOR**

An adjunct appointment with a title of Adjunct Professor requires an appropriate terminal degree, typically a PhD (in certain fields other professional degrees are recognized in conjunction with scholarly achievement) and a current or most recent rank of Professor at the home institution.

### **2.4 ADJUNCT DISTINGUISHED PROFESSOR**

In a rare case, a part-time professor may be offered an appointment with a title of Adjunct Distinguished Professor. This requires the approval of the Dean and the Provost.

### **2.5 ADJUNCT ASSOCIATE PROFESSOR OF PRACTICE**

An adjunct appointment with a title of Adjunct Associate Professor of Practice does not require a terminal degree, and is offered to adjuncts who bring substantial practical and professional experience to meet instructional needs in the creative and performing arts, business, law, journalism, public policy, engineering, education and other arenas of professional endeavor.

### **2.6 ADJUNCT PROFESSOR OF PRACTICE**

An adjunct appointment with a title of Adjunct Professor of Practice does not require a terminal degree, and is offered to adjuncts who bring substantial practical and professional experience to meet instructional needs in the creative and performing arts, business, law, journalism, public policy, engineering, education and other arenas of professional endeavor. An appointment as Adjunct Professor of Practice requires a demonstrated record of professional impact as supported by a portfolio of professional experience and activities that demonstrate recognized distinction and significant influence in the field. Appointments with this title require the approval of the Dean and the Provost.

### **2.7 ADJUNCT INSTRUCTOR**

An adjunct appointment with a title of Adjunct Instructor does not require a terminal degree, and is offered to adjuncts who teach courses also taught by full-time Instructor level faculty.

### **2.8 AFFILIATE ADJUNCT FACULTY**

A select group of adjunct faculty may be granted Affiliate status. Titles would be: Affiliate Adjunct Assistant Professor, Affiliate Adjunct Associate Professor, Affiliate Adjunct Professor, Affiliate Adjunct Associate Professor of Practice, Affiliate Adjunct Professor of Practice, Affiliate Adjunct Instructor, according to the standards in IV.2.1-7 above.



## **V. PROCEDURES FOR APPOINTMENT AND PROMOTION**

### **1. GUIDING PRINCIPLES**

The University recognizes that fair and equitable appointment and promotion policies are important elements of adjunct faculty security and satisfaction and contribute to building and maintaining a strong, active and effective academic community. The University does not differentiate in its policies for adjunct faculty members on the basis of nationality or location of hire.

General provisions of an adjunct faculty appointment include the following:

- The terms and conditions of appointment shall be stated in writing and be in the possession of both the University and the adjunct before the appointment is finalized. Since the details supporting that agreement are set forth here, this Handbook constitutes an integral part of the agreement.
- All adjunct faculty must abide by the laws of the Arab Republic of Egypt.
- The University reserves the right to terminate an adjunct faculty appointment when such termination is deemed to be in the best interests of the individual and the University. In such an event the University will provide the salary only according to classes taught up to the point of termination.

### **2. TYPES OF APPOINTMENTS**

#### **2.1 ADJUNCT APPOINTMENT**

Adjunct faculty are individuals who are paid to teach one or two courses each semester. No adjunct can carry a greater load than 6 credit hours (12 contact hours for adjunct instructors) without explicit approval by the Provost.

Adjunct appointments are made for one semester at a time but may be renewed indefinitely. Titles are determined as defined above (IV.2).

Adjunct faculty are appointed, and promoted, into ranks as follows: Adjunct I, Adjunct II, Adjunct III, and Adjunct IV. Criteria for appointments and promotion are described below in V.3.1 and V.4.2. These ranks allow AUC to recognize consistent long-term service to AUC and the high performance of our long-serving part-time faculty. Compensation rates are determined annually and are linked to rank.

#### **2.2 AFFILIATE APPOINTMENT**

An adjunct Faculty member may be granted Affiliate status after review and meeting specific criteria described in section V.4.3 below. An Affiliate appointment is considered as a title and rank within

Adjunct faculty status, and all restrictions and benefits pertaining to Adjunct faculty apply to this category as well.

Affiliate Adjunct faculty are given status in ranks as follows: Affiliate Adjunct V and Affiliate Adjunct VI.

Affiliate Adjunct faculty are expected to teach courses on a regular basis, generally two courses each semester, which are significant or specialized academic offerings and require some set of exceptional qualifications, as defined by the department. They are also expected to participate in some significant way, as defined by the Department, in the overall support of the unit.

The status of Affiliate Adjunct is contingent on continued teaching of two courses and significant participation in the Department. If these conditions are not met for a semester, the status of Affiliate is removed at re-hiring and the adjunct is re-hired at the rank of Adjunct IV.

New faculty cannot be hired with the title or status of Affiliate. Granting of this title and rank requires the approval of the Dean and the Provost.

### **3. HIRING POLICY AND PROCEDURE**

#### **3.1 HIRING CRITERIA AND QUALIFICATIONS**

Recommendations for the hiring of Adjunct faculty are initiated by the departments. Criteria for appointment include prior education and experience relevant to the requirements of a particular course, demonstrated competence in the English language, and, for Adjunct faculty who have taught before at AUC, meeting criteria as described in V.4.3 below.

In general, Adjunct faculty are hired initially into a rank of Adjunct I. Progression from one rank to the next is based on the number of semesters of teaching plus performance reviews by the department, as described below in V.4.2.

The department may, as an exception, recommend hiring into the ranks of Adjunct II and III. For example, in cases where the course requires some level of experience as an initial qualification (for example, 6-10 years of teaching or comparable professional experience), a new adjunct may be hired into the rank of Adjunct II. In cases where the course requires a significant level of experience as an initial qualification (for example, more than 10 years of teaching or comparable professional experience), a new adjunct may be hired into the rank of Adjunct III.

In a rare case, an adjunct professor may be hired as an Adjunct Distinguished Professor into a rank higher than Adjunct III. No adjunct may be hired into Adjunct IV status without the approval of the Dean and Provost.

No adjunct can be hired into a rank with Affiliate status, since these levels require demonstrated commitment to the University.

### **3.2 PROCEDURES FOR FIRST-TIME HIRES**

First-time hires may be recruited by the department at any time during the year in order to meet the needs for teaching in any one of the semesters. There are two primary cycles for hiring, one for the fall semester and one for the spring. Departments are to recommend new Adjunct faculty to the Dean for hiring by dates set annually by the Provost Office – in late Fall for the following Spring semester and in late Spring for the following Fall semester. Some exceptions for later hires may be made explicitly by the Dean to meet emergency needs.

In order for a first-time Adjunct to be hired, a personal interview and assessment approved by the Department Chair is required in order to confirm that any new adjunct meets expectations for the course and is sufficiently proficient in English language skills. For foreign hires, confirmation of work visa eligibility is required prior to offering employment. All new Adjunct faculty are required to complete application papers as defined by the Provost Office.

In addition, Adjunct faculty may be hired for winter or summer terms. Submission dates for winter and summer terms are set by the Provost Office.

### **3.3 PROCEDURES FOR RETURNING HIRES**

Adjunct faculty may be rehired based on performance assessments as described below in V.4 and in order to meet the needs for teaching in any one of the semesters. There are two primary cycles for re-hiring, one for the fall semester and one for the spring. Departments are to submit the Adjunct faculty who are needed to cover planned courses and sections to the Dean by dates set annually by the Provost Office – in late Fall for the following Spring semester and in late Spring for the following Fall semester. Some exceptions for later hires may be made explicitly by the Dean to meet emergency needs.

In addition, Adjunct faculty may be rehired for winter or summer terms. Submission dates for winter and summer terms are set by the Provost Office.

### **3.4 NEW HIRE ORIENTATION**

Newly hired Adjunct faculty will be expected to attend an orientation session to be held in conjunction with the new full-time faculty orientation prior to the Fall or Spring semester for which they are hired. This program will be designed to orient new adjunct faculty to the standards and pedagogy of teaching at AUC, to affirm expectations, and to provide information required to support teaching activities (such as classroom technology, use of the library).

### **3.5 TRAINING AND MENTORING**

New Adjunct faculty will participate in a mandatory pre-teaching ‘Adjunct Teaching at AUC’ professional development course. (CLT will design and implement this course in consultation with each

school and department.) This course will coincide with, and be a part of, the New adjunct Faculty Orientation.

When hired, each Adjunct should be assigned a mentor in his or her department with whom he or she regularly meets. The purposes of these meetings will be varied, and include mentoring and any other forms of support an Adjunct might need from a full-time colleague.

Adjuncts may attend a series of workshops delivered by CLT to all faculty during the year. Adjuncts that complete the entire professional development course will receive a CLT certificate confirming and honoring their participation. Participation in workshops will be considered positively in reviews for promotion.

#### **4. ASSESSMENT, RE-HIRING AND PROMOTION**

##### **4.1 REVIEW AND ASSESSMENT**

Performance evaluations are required for any promotion. In addition, assessment of teaching, including student evaluations, should be reviewed after each semester of teaching by the Department Chair prior to renewal of adjunct faculty contracts. Weak assessment should first be used to counsel and refer adjunct faculty for training. Adjunct faculty with consistently weak teaching assessment, particularly if these continue from one semester into a second semester, should not be rehired.

Each new adjunct should receive at least one classroom visit in their first semester of teaching by the Department Chair or appointed faculty. A midsemester survey is also recommended as a useful tool.

Departments are encouraged to consider other methods for incorporating student input in the evaluation of adjunct faculty for continuation and promotion.

##### **4.2 CRITERIA FOR RE-HIRING**

Re-hiring requires an assertion by the Dean that the adjunct faculty meets acceptable standards of performance based on a review of teaching at AUC and the recommendation of the Department Chair. The method and procedure for confirming that standards are met and the hiring is recommended are to be set in the school governance document, but must include a review of student course evaluations by the Department Chair and a confirmation of a positive review based on at least one classroom visit for first year hires. Adjunct faculty are further expected to adhere to requirements and expectations defined in this handbook and in supplementary procedures that may be published from time to time in order to be re-hired by AUC.

##### **4.3 CRITERIA FOR PROMOTION AND CHANGE OF STATUS**

Promotion criteria between ranks are to be established by each department and approved by the Dean

and Provost. At a minimum, promotion is based on superior performance, as assessed by the Department Chair using information from teaching assessment which may include: class observation and student evaluations. Promotion between ranks is not guaranteed even with longevity of service.

In general, adjunct faculty are hired initially into the rank of Adjunct I. Progression from one rank to the next is based on the number of semesters of teaching plus performance reviews by the department. An adjunct is eligible for promotion from Adjunct I to Adjunct II after four semesters of teaching at least one 3 credit course. These semesters need not be consecutive.

Subsequent eligibility for review for promotion to ranks III and IV is after six semesters of teaching at least one 3 credit course.

Only a select group of part-time faculty who have attained the rank of Adjunct IV and served in it for at least six semesters of teaching may be granted Affiliate status. Promotion to this status is based on superior performance and demonstrated commitment to AUC and the department, as assessed by the Department Chair based on teaching assessment which may include: class observation and student evaluations. Affiliate Adjuncts are expected to teach courses on a regular basis, generally two courses each semester, which are significant or specialized academic offerings and require some set of exceptional qualifications, as defined by the department. They are also expected to participate in some significant way, as defined by the Department, in the overall support of the unit. After six semesters of teaching with Affiliate status level Adjunct V, an adjunct may be considered for promotion to Affiliate status level Adjunct VI. The Department Chair recommends candidates for promotion to these ranks to the Dean for approval. An assessment of the proportion of adjuncts in these ranks in the School and Department will be made by the Dean and considered by the Provost when a promotion into these ranks, and hiring at an Adjunct IV level, is requested. Final Provost approval is required for any promotion in the Affiliate ranks.

The status of Affiliate Adjunct is contingent on continued teaching of two courses and significant participation in the Department. If these conditions are not met for a semester, the status of Affiliate is removed at that re-hiring and the adjunct is re-hired at the rank of Adjunct IV.

## **5. Appeal Procedures**

See University Grievance Policies and Procedures detailed in Section VIII.

## **6. Faculty Grievances**

See University Grievance Policies and Procedures detailed in Section VIII.

## **7. Nepotism**

“The American University in Cairo seeks to foster an environment where members of its community are treated with respect and trust. Employment of family members may be problematic because such situations can create a conflict of interest and possibility of favoritism. Because of these concerns, the University is sensitive to circumstances in which relatives of employees might be hired, transferred, or

promoted to positions where one relative might have influence over any of the following: a relative's employment, performance review, salary administration, promotion, or other employment-related decisions.

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

The University requires full disclosure of any relationship as defined below to the dean/area head at the time of employment or at any time that it occurs in the course of employment.

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

## **VI. Adjunct Faculty Rights and Responsibilities**

### **1. Institutional Expectations**

Liberal education is the hallmark of the educational system at AUC. Liberal in this regard relates to freedom; the freedom to think one's own thoughts and develop one's own point of view. This involves the ability to analyze opinions and assumptions – one's own as well as those of others. With liberal education, the stress is not on rote learning or mere memorization of facts, but on critical thinking and a creative approach to problem solving.

Institutional expectations in teaching are summarized here:

- a. Faculty are expected to prepare and distribute a course outline and syllabus at the beginning of the course.
- b. Faculty are expected to hold classes regularly. The department chair should be informed if the instructor plans to miss two or more consecutive classes.
- c. Faculty should be punctual starting and finishing classes.
- d. Faculty are expected to teach in English. Lecturing in Arabic is counter to AUC policy (some Arabic classes are obvious exceptions to this).
- e. Faculty should encourage student questions and participation in class discussions.
- f. Faculty are expected to hold regular office hours and make themselves available for student consultation. Some faculty members find it also convenient to communicate with their students by e-mail or through classroom support software (Blackboard, for example).
- g. Attendance and participation by students in class and laboratory sessions are essential to the process of education at AUC. The instructor determines the effect of absences on a student's grade in the course.

### **2. Teaching and Instructional Responsibilities**

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

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

## ***2.1 Instructional Responsibilities***

### **a. Standards of classroom instruction**

In conducting their classes, faculty should promote an atmosphere of mutual tolerance, respect, and civility. They should allow the free expression of opinions within the classroom that may be different from their own and should not permit any such differences to influence their evaluation of their students' performance. They should confine their classes to the subject matter covered by their courses and not use them to advocate any political or social cause. These principles of classroom conduct help to promote a healthy learning environment, but they do not limit the authority of the faculty to determine the actual content of their courses nor do they interfere with the right of faculty to express personal views outside of the classroom in the manner of their choosing. Faculty are also expected to be familiar with the Student Bill of Rights and Responsibilities, see Appendix 9.

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

### **b. Office hours & advising**

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

### **c. Syllabi**

Faculty are expected to give students clear written statements of course requirements and to judge them solely on the basis of academic performance. A template for a typical syllabus, developed by the University Senate, is provided in Appendix 3—also see

<http://www.aucegypt.edu/ResearchatAUC/IR/Assessment/Documents/Template%20for%20an%20Effective%20Syllabus.pdf>

### **d. Academic Calendar**

The University's Academic Calendar is set two years in advance and available on the website at <http://www.aucegypt.edu/academics/Pages/AcademicCalendar.aspx> The University makes every effort to incorporate all significant holidays into its published calendar; periodically, however, unanticipated



closures or breaks may be announced by the Government of Egypt. In such instances, faculty are expected to cover assigned materials during extra class meetings or through on-line instruction.

#### **e. Class Hours and Schedule**

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

#### **f. Grades**

The evaluation of the student's performance in a course and a decision on the appropriate grade is the responsibility of the designated instructor or instructors in the course. At the end of the term, all faculty must submit their grades to the Registrar before the announced deadline.

No student should be given an extension of time or opportunities to improve a grade that are not available to all members of the class, except for verified illness or justified absence from campus. Except for scheduled exams, no course assignments may be due between the last day of classes and the last day of the final examination period.

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

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

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

#### **g. Use of Copyrighted and Other Materials for Instructional Purposes**

Copyright laws protect forms of expression (rather than the underlying ideas, concepts, facts or information) for originally authored works in certain specified categories, including literary works

(includes certain software); musical works (includes accompanying words); dramatic works (includes accompanying music); pantomimes and choreographic works; pictorial, graphic and sculptural works; motion pictures and other audiovisual works; sound recordings; and architectural works. A copyright owner has the exclusive right to reproduce the work, prepare derivative works, distribute copies of the work, publicly display the work, and publicly perform the work.

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

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

#### **h. Graduate Teaching and Supervision**

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

Faculty who teach in graduate programs need to be particularly attentive to the special requirements of post-graduate students, whether in research or professional degree programs. All departments, centers, or Schools that offer graduate degrees must have clear and accessible policies on how graduate students are advised, and how theses are supervised. Adjunct Faculty may co-supervise a thesis with at least one supervisor from the full-time faculty with the approval of the department. Students who conduct research under the supervision of AUC faculty must be told at the outset of the research, in writing, how the research results will be disseminated, and how credit for any discoveries or inventions growing out of the research will be allocated. (See the University Intellectual Property Policy, Appendix 10)

Graduate teaching assistants must be provided clear instructions about their responsibilities before the

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

## ***2.2 Students with Disabilities***

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

## ***2.3 Student Grievances against Faculty***

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

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

Also see the policy on discrimination and sexual harassment and the complaint procedures (Section VIII), and the Student Bill of Rights, Appendix 9.

## ***2.4 Privacy of Student Records***

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

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

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

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

## ***2.5 Student Discipline***

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

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

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

AUC community ethics and values.

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

## ***2.6 Center for Learning and Teaching***

The Center for Learning and Teaching (CLT) promotes excellence in teaching, including the effective application of technology to the teaching/learning process. CLT supports faculty in their efforts to enhance the quality of their instruction by providing them with the opportunity to rethink their teaching, explore the effective application of technology to the teaching/learning process, and help create a stimulating learning environment. CLT keeps a spotlight on teaching through a variety of programs, services, workshops and lectures, including orientation for new faculty, a bi-monthly newsletter, instructional design consultations, and the Student Technology Assistant program which provides one-to-one training and support for faculty who want to innovate their teaching by using diverse instructional technologies. CLT is also a strong advocate of academic integrity on campus and contributes to its enhancement by administering the plagiarism detection software, Turnitin.com, as well as conducting dedicated workshops for both faculty and students. (For more information see website at <http://www.aucegypt.edu/academics/llt/clt/Pages/default.aspx>)

## **VII. FACULTY COMPENSATION AND BENEFITS**

### **1. GUIDING PRINCIPLES**

Adjunct faculty compensation and benefits are applied equally to all part-time teaching and research faculty in all units and departments across the University, with the exception of instructors in the School of Continuing Education and other continuing education units, faculty who are paid according to guidelines issued by that school and units. The University does not differentiate in its adjunct faculty compensation policies on the basis of nationality. All adjunct faculty have equal access to any benefits as described in this section.

### **2. COMPENSATION**

#### **2.1 SALARY SETTING AT HIRE AND ANNUALLY**

There are six adjunct faculty ranks (Adjunct I, Adjunct II, Adjunct III, Adjunct IV, Affiliate Adjunct V, Affiliate Adjunct VI). Salaries for teaching a 3 credit hour (5 contact hour) course are published for each rank prior to each academic year by the Office of the Provost. The scale is adjusted from year to year to reflect cost of living increases for continuing faculty. Payment for an actual course may be adjusted based on enrollment and/or actual contact hours, as defined by the Department.

Adjunct faculty are hired into ranks as defined in section V.3.1 and may be promoted from one rank into the next, or granted Affiliate Adjunct status, as defined in section V.4.3, at which time salary will be adjusted accordingly.

#### **2.2 SALARY**

Adjunct salaries are paid monthly over four months for each semester during the Fall and Spring terms; in one payment for the January term and Summer Accelerated terms; and over two months for the regular Summer term. If a contract is submitted too late for the first payroll month, then a double payment will be made in the month following. All adjunct salary payments are in Egyptian pounds. Monthly pay is deposited directly into the designated Egyptian bank account.

Salary is calculated based on serving the full term of the contract. Adjunct faculty who leave during the term will have their salary adjusted proportionately.

#### **2.3 GETTING ON THE UNIVERSITY'S PAYROLL**

At first hiring, an adjunct faculty member is assigned a payroll identification number that will be used to generate a part-time faculty ID and an email account and will be used for any subsequent re-hiring. A new adjunct faculty member will be asked to provide information regarding previous or current academic employment, citizenship, and other personal data required for setting up on the payroll.

Adjunct faculty who are to be hired or re-hired for a semester are offered contracts according to a schedule determined by the Provost Office. A contract signed by the school Dean or the Provost is required before an adjunct can be entered on the University's payroll. This contract must be received from the school or unit (in the case of units that report directly to the Provost) according to a schedule promulgated by the Provost Office prior to the semester, generally before the midpoint of the first month.

Although AUC will make every effort to notify adjunct faculty of their anticipated teaching load near the end of the prior semester, actual adjunct faculty teaching loads for purposes of salary determination are calculated based on courses assigned and enrollment after the drop/add period has ended. Adjunct faculty with a course which is cancelled altogether after the start of the semester, and not replaced, will be paid the equivalent of two weeks of salary (12.5%) for that course to recognize classes that may have been held and course preparation time. This does not apply for adjustments in teaching load in a course due to changes in its enrollment.

## **2.4 AUTHORIZATION TO WORK**

All faculty must be authorized to work in Egypt. For foreign hires, confirmation of work visa eligibility is required prior to offering employment.

## **2.5 OFFICE SPACE**

Adjunct faculty must be provided adequate office space according to the University space policy in which to prepare course material and hold office hours.

# **3. UNIVERSITY AWARDS**

## **3.1 TEACHING AWARDS**

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

## **3.2 25-YEARS OF SERVICE AWARD**

Adjunct faculty members completing 25 years of service to AUC receive institutional recognition of their contribution. Years in which an individual has taught in only one semester will be counted as years of

service to AUC for these purposes.

#### **4. BENEFITS**

##### **4.1 LIBRARY PRIVILEGES**

The issuance of an Adjunct Faculty ID gives full access to the library, including borrowing privileges, during such time as an adjunct is employed in teaching at AUC.

##### **4.2 BUSINESS CARDS**

The University will provide AUC business cards for adjunct faculty on request indicating Title, as defined in Section IV.2, and Academic Year during which the adjunct faculty member is teaching.

##### **4.3 PROFESSIONAL DEVELOPMENT (CLT)**

The Center for Learning and Teaching provides a full range of training and professional development activities. Adjunct faculty are eligible to enroll in CLT workshops and to use its services for specialized assistance in strengthening teaching skills and expanding the instructional toolkit. For a description of these services and link to CLT website, see Section VI, 2.6.

##### **4.4 PARKING AND BUS TRANSPORTATION**

The issuance of an Adjunct Faculty ID gives free access to transportation services offered by the University. AUC has provided an extensive bus system that is designed to provide comprehensive and flexible service over a wide range of routes throughout greater Cairo; it is free to faculty, and they are encouraged to commute to the new campus by bus. For those faculty who feel that the bus service does not meet their needs, limited on-campus parking services are available for faculty holding valid parking permits, for which adjunct faculty may apply.

##### **4.5 GYMNASIUM AND ATHLETIC FACILITIES**

The issuance of an Adjunct Faculty ID gives access to athletic facilities, including the pool, work-out, and changing facilities according to the same schedule of fees applied to full-time faculty.

##### **4.6 MEDICAL CENTER**

Adjunct faculty who need emergency medical attention while on campus will be treated at the AUC medical center.



## **4.7 TWENTY YEARS OF SERVICE BENEFITS**

Adjunct faculty retiring after the equivalent of twenty years will continue to receive the same benefits as active adjunct faculty.

## **VIII. Professional Conduct and Academic Integrity**

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

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

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

### **1. Research Misconduct**

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

AUC defines misconduct by individuals involved in research or research training as: 1) falsification, fabrication, or theft of data or samples; 2) plagiarism; 3) unauthorized use of privileged information; 4)

abuse of authorship; and 5) significant failure to comply with international, American, Egyptian, or University rules governing research: examples include rules involving human subjects, animals, new drugs, new devices, radioactive materials, and preservation of antiquities and natural resources.

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

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

## **2. Instructional Misconduct**

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

## **3. Office of Equal Opportunity and Affirmative Action: Discrimination, and Sexual Harassment Policies and Complaint Procedures**

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

gender, age, disability or veteran status. Any discriminatory conduct seriously undermines the atmosphere of trust and respect that is essential to a healthy academic environment.

The Discrimination and Sexual Harassment Policies and Complaint Policy and Procedures are outlined in Appendix 8.

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

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

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

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

##### ***4.1. Grievance Committee of the Senate***

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

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

##### ***4.2. University Disciplinary Procedures***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **5. Termination of Faculty Appointments for Cause**

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

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

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

## **IX. Procedure for Amending the Faculty Handbook**

The policies and regulations in this handbook form an integral part of the faculty member's employment agreement. Changes in such policies and regulations must be based on resolutions adopted by the University Senate and affirmed by the President. It is the responsibility of the Faculty Affairs Committee of the Senate to ensure that the contents of the handbook are updated to reflect the current practice in academic matters.

Every three years, the Faculty Affairs Committee of the Senate, in consultation with other relevant offices and bodies, will undertake a thorough review of the Handbook to ensure that it reflects current practice.

The Faculty Affairs Committee of the Board of Trustees will be provided a copy of the updated Handbook each year.

Faculty and academic administrators wishing to propose changes in the handbook—whether stylistic or substantive—may do so by submitting their suggestions to the Senate Chair, who will determine the appropriate procedure for considering the proposed changes.

## **X. ADJUNCT FACULTY ISSUES AWAITING APPROVAL OR UNDER CONSIDERATION**

[Preface – see Faculty Handbook, Chapter X]

### 4.6 Eligibility for Teaching Enhancement Grants after Five Years of Adjunct Service

Adjunct faculty who have worked for the equivalent of ten years (twenty semesters, cumulatively) are eligible to apply for Teaching Enhancement Grants.

### 4.7 Education Benefits after Ten Years of Adjunct Service

Adjunct faculty who have worked for the equivalent of ten years (twenty semesters, cumulatively) are eligible for educational benefits for up to two children in the form of a 25% reduction in fees.

### 4.8 Eligibility for broader medical treatment on campus

Current handbook language: “Adjunct faculty who need emergency medical attention while on campus will be treated at the AUC medical center.”

Proposed benefits: non-emergency medical treatment at AUC medical center