

A photograph of a large, circular, classical-style building with a portico supported by several tall columns. The building is light-colored with a stone base. A person is walking on the sidewalk in front of the building. The sky is clear and blue. The image is partially framed by a large blue graphic element on the left side.

**AUD**  
AMERICAN  
UNIVERSITY  
IN DUBAI

# FACULTY HANDBOOK 2020-2021

## TABLE OF CONTENTS

INTRODUCTION .....	3
MESSAGE FROM THE PROVOST AND CHIEF ACADEMIC OFFICER .....	4
ACADEMIC CALENDAR 2020-2021 .....	5
ABOUT THE AMERICAN UNIVERSITY IN DUBAI.....	6
AUD FACULTY AND STUDENT FUNDAMENTALS.....	14
AUD STRUCTURE AND GOVERNANCE.....	27
THE OFFICE OF ACADEMIC AFFAIRS.....	31
FACULTY APPOINTMENT, RANK, PROMOTION, RECOGNITION, AND RESPONSIBILITIES .....	37
UNIVERSITY ACADEMIC OPERATION AND POLICIES.....	57
LIBRARY AND LEARNING RESOURCES.....	71
HEALTH CENTER .....	73
OFFICE OF STUDENT AFFAIRS .....	76
TUTORING SERVICES.....	80
OFFICE OF COMMUNICATIONS.....	81
UNIVERSITY INSTITUTIONAL POLICIES.....	82
MISCELLANEOUS.....	105
APPENDIX I: TEMPLATE OF A FULL-TIME FACULTY CONTRACT (EFF. FALL, 2018).....	108
APPENDIX II: TEMPLATE OF AN ADJUNCT FACULTY CONTRACT (EFF. FALL, 2018).....	112
TEMPLATE - EMBA ADJUNCT FACULTY APPOINTMENT AGREEMENT .....	114
IMPORTANT CONTACTS.....	117
INDEX.....	118

### **The American University in Dubai FACULTY HANDBOOK 2020-2021**

The American University in Dubai,  
Dubai, United Arab Emirates  
Vol. XXIII, Copyright September 2020

Effective Fall 2020

*The statements and policies set forth in this Handbook (effective September 2020) are for informational purposes only and should not be construed as the basis of a contract between the faculty member and the institution. While every effort is made to provide accurate and current information, AUD reserves the right to change, without notice to the individual student, any provision in this Handbook. Every effort will be made to keep faculty member advised of any such changes.*

## INTRODUCTION

The *Faculty Handbook* is designed to acquaint you with The American University in Dubai, its policies and procedures, and how these relate to you as a faculty member.

It is important to take the time to read the *Handbook*, as it may answer many questions that you will have. It will also serve as a resource manual for you throughout the academic year. All faculty members are held responsible for being familiar with the contents of the *Faculty Handbook*. It is essential that all policies requiring adherence to a procedure be followed.

If you have questions regarding anything in the *Handbook*, please direct them to the Provost and Chief Academic Officer.

Be aware that the university publishes annually a *Personnel Policies and Procedures Manual* that contains information related to faculty and staff as employees of the university. *Copies of this Manual are available for consultation by faculty in the office of the Dean, Associate Dean or Chair, in the Human Resources Office as well as in the Library.*

## MESSAGE FROM THE PROVOST AND CHIEF ACADEMIC OFFICER

Dear Colleagues,

Knowledge acquisition, integration, generation and application are the corner stones of progressive educational systems that mold future citizens and leaders, and contribute to social and economic transformation. It is this endeavor that is at the heart of AUD's mission and central to the role of its faculty.

The American University in Dubai aims to inspire and nurture students' creativity and critical thinking by fostering collaborative learning, global thinking, research skills, innovative and entrepreneurial mindsets, and ethical awareness. Faculty members' commitment to a holistic, experiential, and interdisciplinary education with a strong liberal arts foundation is key to the university's teaching mission and the success of its student body.

AUD is committed to a culture of continuous improvement that ensures the currency and relevance of its academic programs in the context of an ever-changing world and fast-evolving technological advancement. The transformational developments in today's learners' experiences have forever changed the educational landscape and require that universities and their faculty are resilient, nimble, and at the forefront of new frontiers in pedagogy, academics and the student experience. AUD fosters such a mindset by continuously enhancing its engagement with industry and the community to foster an innovative academic ecosystem with high quality, cutting edge programs.

AUD embraces a learner-centric approach to education based on the premise that educators should promote interactive learning strategies and be attentive to the individual needs of students. The learning journey for students at AUD is one that values personal, academic, and professional success. This approach informs pedagogy, academic advising, experiential learning, and student extracurricular life at the university and is central to AUD's brand of academic excellence.

AUD firmly believes that student success is tied to faculty success. Therefore, the university nurtures and supports research, creative work, and professional development that has real-world impact and/ or contributes to teaching excellence or industry and community engagement.

On behalf of the university's leadership team, I welcome you to the AUD community and wish you a successful, fulfilling, and productive 2020-2021 academic year.

**Sabrina Joseph, Ph.D.**

*Provost and Chief Academic Officer*

# ACADEMIC CALENDAR 2020-2021

## FALL SEMESTER 2020

<b>August 23+</b>	LD: Appeal for reversal of summer II suspension or dismissal
<b>August 23+</b>	LD: Request for return from suspension
<b>August 27</b>	Arrival of residence hall students
<b>August 31</b>	Student/Parent Orientation
<b>September 1</b>	Classes begin
<b>September 1-7</b>	Drop/Add
<b>November 5</b>	Last day for withdrawal from classes
<b>December 1</b>	UAE Commemoration Day (tentative)
<b>December 2</b>	UAE National Day
<b>December 10</b>	Last day of classes
<b>December 13</b>	Final exams begin
<b>December 17</b>	Semester ends

## SPRING SEMESTER 2021

<b>January 3+</b>	LD: appeal for reversal of fall suspension or dismissal
<b>January 3+</b>	LD: request for return from suspension
<b>January 7</b>	Arrival of residence hall students
<b>January 9</b>	Student/Parent Orientation
<b>January 10</b>	Classes begin
<b>January 10-14</b>	Drop/Add
<b>March 7-11</b>	Spring break
<b>March 18</b>	Last day for withdrawal from classes
<b>April 22</b>	Last day of classes
<b>April 25</b>	Final exams begin
<b>April 29</b>	Semester ends

## SUMMER I SESSION 2021

<b>May 6</b>	Arrival of residence hall students
<b>May 9+</b>	LD: appeal for reversal of spring suspension or dismissal
<b>May 9+</b>	LD: request for return from suspension
<b>May 9</b>	Commencement
<b>May 10</b>	Classes begin
<b>May 10-17</b>	Drop/add
<b>May 11-12*</b>	Eid Al Fitr
<b>June 10</b>	Last day for withdrawal from classes
<b>June 22</b>	Last day of classes
<b>June 23</b>	Final exams begin
<b>June 24</b>	Session ends

## SUMMER II SESSION 2021

<b>July 1</b>	Arrival of residence hall students
<b>July 4+</b>	LD: appeal for reversal of summer I suspension or dismissal
<b>July 4+</b>	LD: Request for return from suspension
<b>July 5</b>	Classes begin
<b>July 5-7</b>	Drop/add
<b>July 19-21*</b>	Eid Al Adha
<b>August 5</b>	Last day for withdrawal from classes
<b>August 10*</b>	Islamic New Year
<b>August 17</b>	Last day of classes
<b>August 18</b>	Final exams begin
<b>August 19</b>	Session ends

LD: Last Day

+ For Undergraduates only

\*All Islamic Lunar Holidays for the private sector will be fixed per announcement by the relevant Ministry  
Placement exam dates and registration procedures are available each term from the Admissions Office.

# ABOUT THE AMERICAN UNIVERSITY IN DUBAI

## *Mission, Philosophy, Goals, Vision and Values*

### **Mission**

The Mission of the American University in Dubai is to serve as a culturally diverse learning community committed to the pursuit of knowledge through excellence in teaching and scholarly and creative endeavor, leading to students' academic, personal and professional success, as well as the advancement of society.

### **Statement of Philosophy**

The Philosophy of The American University in Dubai is derived directly from its Mission. In its essence, AUD is a learning community. This is most noticeably manifested in the aspirations of two principal constituencies – students and faculty. Students seek to learn through the acquisition of knowledge and skill. Exposure to human, cultural and experiential diversity plays a crucial role in this acquisition process. Many avenues are open to faculty for learning, including their own scholarly and creative activity. Contributing to knowledge via this activity helps faculty fulfill their most important commitment; that is, imparting knowledge to the students they teach and mentor.

It is expected that as learners committed to continuous improvement, students – following graduation – will be successful in fulfilling their personal and professional objectives; and that faculty – through the on-going processes of study and knowledge advancement – will contribute to and develop expertise in their disciplines and become ever more effective teachers.

All strive to become better thinkers. The university is confident that the appropriate exercise of its Philosophy, reflecting an innate drive towards academic excellence, constitutes its most significant contribution to the shaping of a better world.

### **Purpose-Related Goals of the University**

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

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

### **Vision**

- Enhanced standards and quality in program offerings;
- Selective diversification in program portfolio;
- The liberal arts as the wider context for life-long learning and professional readiness;
- Ever more “American” in terms of the total educational experience;
- Strengthened integration with local community (university as an intellectual, pedagogical and socio-cultural reference point);
- Embracing the expansion of physical resources and technological application as opportunities for cutting edge delivery of its academic programs and services.

## Values

There are ten (10) values that underpin AUD's operations and development and that characterize its dealings with students, faculty, staff, and other constituents:

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

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

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

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

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

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

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

**Collaboration** – AUD values teamwork and outreach as a means of deriving superior solutions.

**Innovation** – AUD values innovation as reflected in knowledge creation, creative expression and continuous improvement.

**Best practice** – AUD recognizes the worth added to its policies and operations by best practice in American higher education.

## Accreditation, Licensure and Substantial Equivalency

- The American University in Dubai is officially licensed by the UAE Ministry of Education (MOE). The MOE has accredited the university's undergraduate programs in Architecture, Business Administration, Communication and Information Studies, Engineering, International Studies, Psychology, Interior Design and Visual Communication and graduate programs in Business Administration, Construction Management, Education, and Leadership and Innovation in Contemporary Media, in addition to Certificate programs in Middle Eastern Studies (undergraduate) and Professional Teaching (graduate).  
U.A.E. Ministry: PO Box 45133, Abu Dhabi, U.A.E.; tel.: +971-2-642-7772
- AUD is permitted by the Knowledge and Human Development Authority (KHDA).  
KHDA: Block 8, Academic City, P.O. Box 500008, Dubai, U.A.E. tel.: +971-4-3640000
- AUD is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award Bachelor's and Master's degrees (see <http://www.sacscoc.org>). Contact SACSCOC at 1866 Southern Lane, Decatur, Georgia, 30033-4097 or call +1-404-679-4500 exclusively for matters specific to the accreditation of The American University in Dubai. Inquiries about AUD regarding topics such as admissions, tuition, educational programs, etc., should be addressed directly to AUD and not to SACSCOC.
- Authorized under the Nonpublic Postsecondary Educational Institutions Act of 1990.  
NPEC: 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305; tel.: +1-770-414-3300
- The School of Business Administration is accredited by the Association to Advance Collegiate Schools of Business (AACSB International).  
AACSB: 777 South Harbour Island Boulevard, Suite 750, Tampa, Florida 33602 USA, tel: +1-813-769-6500
- The university's undergraduate majors in Advertising and Integrated Marketing Communications and Advertising have been accredited by the International Advertising Association (IAA) in New York.  
IAA World Service Center: 521 Fifth Avenue, Suite 1807, New York, NY 10175; tel.: +1-212-557-1133

- The Civil, Computer, Electrical, and Mechanical Engineering programs of AUD's School of Engineering are accredited by the Engineering Accreditation Commission of ABET. <http://www.abet.org/>  
ABET: 415 N. Charles St., Baltimore, MD 21201, tel.: +1-410-347-7700
- The Bachelor of Communication and Information Studies (B.C.I.S.) program, with majors in Digital Production and Storytelling and Journalism is accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC).  
ACEJMC: Stauffer-Flint Hall, 1435 Jayhawk Blvd. Lawrence, KS 66045- 7575; tel.: +1-785-864-3973
- The Interior Design program leading to the Bachelor of Fine Arts is accredited by the Council for Interior Design Accreditation (CIDA), <https://www.accredit-id.org/accredited-programs>  
CIDA: 206 Grandville Avenue, Suite 350, Grand Rapids, MI, 49503-4014; tel.: +1-616 458 0400
- The National Association of Schools of Art and Design (NASAD) has granted AUD's Bachelor of Fine Arts (B.F.A.), with majors in Advertising, Digital Media, Graphic Design and Studio Art; and Bachelor of Fine Arts (B.F.A.) in Interior Design the designation of *substantial equivalency* with accredited programs in the United States.  
NASAD: 11250 Roger Bacon Drive, Suite 21, Reston, VA 20190-5248; tel: +1-703-437-0700;  
<http://www.nasad.arts-accredit.org>
- National Architectural Accrediting Board (NAAB)  
In the United States, most registration boards require a degree from an accredited professional degree program as a prerequisite for licensure. The National Architectural Accrediting Board (NAAB), which is the sole agency authorized to accredit professional degree programs in architecture offered by institutions with U.S. regional accreditation, recognizes three types of degrees: the Bachelor of Architecture, the Master of Architecture, and the Doctor of Architecture. A program may be granted an eight-year, three-year, or two-year term of accreditation, depending on the extent of its conformance with established educational standards.

Doctor of Architecture and Master of Architecture degree programs may require a preprofessional undergraduate degree in architecture for admission. However, the preprofessional degree is not, by itself, recognized as an accredited degree.

American University in Dubai, School of Architecture Art and Design offers the following NAAB-accredited degree programs:

B. Arch. (166 undergraduate credits)

Next accreditation visit: 2021

- o The Final Decision Letter from NAAB (2018)
- o The Most Recent APR (2018)
- o The Final Edition of the Most Recent VTR (2018)

## Key Dates in AUD's History

AUD opened its doors in the Fall of 1995. Its clear-cut, well-defined objectives and standards have enabled it to achieve recognition as the reference point for American higher education in the Gulf.

Jan, 1995	Mr. Elias Bou Saab moves to Dubai and establishes The American University in Dubai
Fall, 1995	Opening Enrollment of 165
Jan, 1996	Addition of MBA program
Dec, 1996	SACSCOC accreditation
Jan, 1997	IAA Accreditation (advertising programs)
Jun, 1997	Dr. Lance de Masi becomes President/Chief Academic Officer
Mar, 1998	Georgia Nonpublic Postsecondary Educational Commission (NPEC) issues degree-granting rights
Jun, 1998	First Commencement Exercises – James Baker, Keynote Speaker
Jan, 2000	Move to new premises
	Enrollment, 648
	Licensure by U.A.E. Ministry of Higher Education
May, 2000	H.H. Sheikh Mohammed Bin Rashid Al Maktoum officially inaugurates AUD Campus
Apr, 2001	SACSCOC Substantive Change Prospectus (School of Engineering)
Jun, 2002	Fifth Commencement Exercises – Bill Clinton, Keynote Speaker
Fall, 2002	First Engineering student admitted
Nov, 2003	School of Business Administration accredited by the International Assembly for Collegiate Business Education (IACBE)
	H.H. Sheikh Mohammed Bin Rashid Al Maktoum officially inaugurates the School of Engineering
Dec, 2003	SACSCOC reaffirms AUD accreditation
Jun, 2004	President appoints Provost/Chief Academic Officer
May, 2005	Ministry completes accreditation of all AUD programs
Sept, 2007	AUD opens School of Communication
Mar, 2008	Inaugural Harvard-AUD student exchange
May, 2008	Revised Mission/Purpose-related Goals ratified
Jun, 2008	Naming of Mohammed Bin Rashid School for Communication
Sept, 2008	Engineering programs (Civil, Computer, and Electrical) receive ABET accreditation
Sept, 2009	B.Arch. program (five year) launched
	Revised Arts and Sciences Core takes effect
	First Certificate program launched – Middle Eastern Studies

Spring, 2011	University completes round of Ministry reviews resulting in re-accreditation of programs in Business Administration, Computer and Information Technology, Visual Communication, and Interior Design
Sept, 2011	The School of Arts and Sciences is formed with the Bachelor of Arts in International Studies (B.A.I.S.) launched as its first degree program
Jan, 2012	ID, VC, and Architecture Departments form in a new School of Architecture, Art and Design
Oct, 2012	ABET accredits Mechanical Engineering program
Dec, 2012	Granted SACSCOC Reaffirmation (ten-year re-accreditation)
July, 2013	Ministry renews AUD license
May, 2014	First B.A.I.S., B.Arch., M.Ed. and M.S.C.M. degrees granted
May, 2015	ACEJMC accredits the B.C.I.S.
April, 2016	CIDA accredits the B.F.A. in Interior Design
March, 2017	AUD unveils revised Mission and Statement of Philosophy
May, 2017	AUD holds its 20 <sup>th</sup> Commencement Exercises
May, 2017	Visual Communication and Interior Design programs receive NASAD substantial equivalency
November, 2017	AACSB accredits School of Business Administration
December, 2017	UAE Ministry of Education accredits the Bachelor of Arts in Psychology program
September, 2018	UAE Ministry of Education accredits the Executive Master of Business Administration (EMBA) program
December, 2018	President Lance de Masi retires
April, 2019	NAAB accredits the B.Arch.
July, 2019	Dr. David A. Schmidt appointed as President
January, 2020	Ministry of Education accredits Master of Arts (M.A.) in Intellectual Property and Innovation Management
April, 2020	UAE Ministry of Education accredits the Master of Urban Design and Digital Environments (M.U.D.D.E.)
April, 2020	UAE Ministry of Education accredits the Master of Arts (M.A.) in International Affairs
Spring, 2020	Enrollment 1,726

## **AUD Traditions**

### **American Graduation Ceremony**

The American University in Dubai follows the standards of academic dress and protocols followed by hundreds of American institutions of higher education. Students wear black gowns with accompanying caps. The mantle, worn over the shoulders, is distinguished by AUD's colors of blue and white and an accompanying border distinguishing the particular discipline. Faculty members wear the academic dress from the institution from which they received their highest degree or an American University in Dubai academic costume. Students wear the cap or "mortar board" in black with a black tassel. The tassel is worn on the right until a degree has been conferred. At that point, the tassel is moved to the left by AUD's President during the actual ceremony. Students who have achieved academic honors are designated by honor cords which are worn around the neck and visible at the front of the gown. The academic procession is led by a marshal carrying the university's flag. Master candidates are first, followed by the Bachelor candidates. After the students enter, another marshal leads the faculty and staff. They are then followed by the members of the faculty and administration along with the Keynote Speaker. The procession ends with two marshals carrying the flags of the United Arab Emirates and the United States of America. Keynote speakers have included James Baker, Ray LaHood, Steve Forbes, Seymour Hersh, George Mitchell, Bill Clinton, Sandy Berger, Madeline Albright, Christiane Amanpour, Cherie Booth Blair, Margaret Spellings, Colin L. Powell, Lou Dobbs, Robert Gibbs, Dennis Kucinich, Arianna Huffington and Antonio Villaraigosa, Gordon Brown, Sara Ganim, Jimmy Wales, Donald J. Trump Jr., Omar bin Sultan Al Olama, and most recently Sam Barnett.

### **AUD Gala Dinner/Awards Ceremony**

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

### **Orientation Welcome Week**

Each year the Office of Student Affairs organizes a series of orientation trips/gatherings to allow new AUD students to connect with student Peer Advisors to become acquainted with AUD student life, as well as the AUD community at-large. These events are designed to foster a sense of community and encourage new students to get involved in campus life.

### **International Night**

AUD truly capitalizes on its diverse student population by holding an annual International Night. Students are encouraged to wear their national dress, showcase their unique cultural traditions and share their heritage with the entire AUD community. Dances, poetry readings, singing, fashion shows, and plays by AUD's various cultural groups are some of the highlights of this event.

### **U.A.E. National Day**

Each November, all members of the AUD community are invited to join in a celebration of Emirati culture during National Day festivities, which are coordinated and hosted by AUD's Emirati students.

### **Student Forum**

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

### **About AUD Campus/City**

Rich in Islamic tradition and supported by oil and tourism revenue, Dubai is a modern city rooted in centuries of Arab culture and values. Since the formation of the United Arab Emirates in 1971, Dubai has emerged as a Middle Eastern hub for multinational businesses and a playground for sport enthusiasts. Skyscrapers tower above traditional mosques and women in burka (traditional head and face covering worn by Muslim women) share city sidewalks with

business executives. The “Pearl of the Gulf” combines the bustle of a busy port city and international business center with a reverence for Muslim tradition to create a city abundant with opportunities.

Arabic is the official language of the United Arab Emirates, but English is also used widely in business and casual conversation. With a blend of the traditional and modern, as well as a high level of respect for various customs and religions, Dubai is a favorable destination.

Several excellent guidebooks are published about Dubai and the United Arab Emirates. Additionally, comprehensive web sites highlight events, activities, sports, shopping, and businesses.

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

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

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

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

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

The **School of Architecture, Art and Design (SAA&D)** is composed respectively of the Architecture, Interior Design and Visual Communication departments. The school occupies one of the main academic buildings on campus (Building A) in addition to some freestanding structures that have been added in order to accommodate the continuing growth of the school (building A Annex, the Glass House and three portable cabins). Overall, the school is comprised of 21 main learning spaces. Building A consists of two floors with 17 spaces.

The Departments of Architecture and Interior Design share the following facilities and resources: four PC Digital Studios, 19–24 PC CAD/BIM workstations per digital studio, and four large format scanners. Software in these studios includes Autodesk AutoCAD / Revit / 3D Studio MAX, Adobe Creative Suite, Final Cut Pro, and Cinema 4D. A continuously open PC Lounge with 24 PC CAD/BIM workstations, software includes: Autodesk Auto CAD / Revit / 3D Studio MAX, Adobe Creative Suite, Final Cut Pro, and Cinema 4D. The shared Model and Furniture Making workshop includes two Drill Presses, one Flat Table Saw, Mitre Saw, Scroll Saw, and Flat Bed Table Wood Saw. The Model and Furniture Making workshop also comes with the following hand held equipment: Jigsaws, Marble Cutter, Grinder, Drills, Cordless Drill, Electric Polisher, Sander, Electric Shear, Router, Electric Spray Paint, Heat Gun, Electric Planner, Magnesium Gun, Chop Saw, Polystyrene Wire Cutter, Hot Knife Cutter, and Circular Saw. The school also has a Fabrication Lab which includes one Small Laser Cutter, one Large Laser Cutter, and six 3D Printer. The Printing Center has two A3 size color printers, two Xerox® 7800GX, one Xerox® 7760GX, three HP® large format plotters, one Epson® 9900 large format photography printer. The VR Center has 2 HTC VIVE systems used in conjunction with Enscape and Google SketchUp in the production and testing of architectural immersive experiences. It also has the KAT VR Walk Premium ODT (Omni-Directional Treadmill) and a smart TV. The Center

for Research, Innovation, and Design (CRID) within SAA&D administers Autodesk Professional Certification Exams for students & practicing professionals and serves as a resource for internships, research, and outreach.

**The Department of Visual Communication** have the following facilities and resources:

An **iMac lab** equipped with 20 iMacs, one Wacom Cintiq 27HD Pen Display, one Scanner, 75in display with Apple TV and sound system, This iMac Lab has Industry standard professional software including Adobe CC 2020, Ableton Live Suite, Max, DaVinci Resolve Studio, Fusion, XCode, Arduino, Logic Pro X, Avid ProTools and Cinema 4D.

The **Digital Media classroom** has 12 Apple Thunderbolt Display Laptop Stations, 75in display with Apple TV and BOSE surround sound system. In the Advertising classroom, 75in display with Apple TV. The **Graphic Design classroom** has 75in display with Apple TV on a cart. There are two Studio classrooms, one set up for drawing and one for 3D.

There are five **Digital Media Suites** which are suite up for industry standard Video Editing, Color Grading, Motion Graphics, Animation, Sound Design and Music Production. Every suite has a Mac Pro with dual Apple Thunderbolt monitors and 12TB external storage. 2 RODE and 3 Sennheiser Condenser Microphones, 4 Midi Keyboards, one ROLI Seaboard, Apogee Duet Audio interfaces and Ableton Push midi controllers in each suite for Music Production and Audio Post Production. One Wacom Cintiq 27HD Pen Display. 3 pairs of Yamaha HS7 and 2 pairs of M-Audio BX6 Studio Monitor Speakers. Software includes latest versions of Adobe CC 2020, Apple Pro App Bundle, Ableton Live Suite, Max, DaVinci Resolve, Fusion, Hype, Arduino, XCode and Cinema 4D. Eizo 27inch True Color Monitor and DaVinci Resolve Mini Panel for Color Grading.

The department has a **Multi-Purpose Studio Space** for photography and videography equipped with remote backdrop, a Jib and 3 strobe lights. The **Film Photography Lab** has enlargers, sinks, booths and dryer racks for developing and printing traditional and alternative process chemical B&W photography.

The **Printmaking Lab** has a printing press for etching, mono printing, linocuts, etc. It also has printing tables, drying racks, an industrial paper shearer, and washers for screen printing. A **3D Art Studio** equipped for Ceramics and Studio Art classes.

**Visual Communication Resource Centre** has various (Blackmagic Design and Canon) 4K cameras and accessories, MOVI M5 Camera Stabilizer, 3 DJI Ronin S Gimbal, Lens Kits, On-Location Sound Recording equipment. **Online Reservation System** for Suites and Equipment. The Visual Communication Resource Centre has a full-time staff member dedicated to providing support with the Digital Media Suites, Video Production, Audio and Photography equipment.

The A-Glass House includes workspaces used by the architecture department as well as a large open space which is used by all departments for critiques, exhibitions, workshops and guest lectures. The A-Annex Building hosts courses from all three departments, and interior design uses two spaces. There is a typical studio space with large tables, projectors and pin up space and a large studio-computer lab space. There are three port-a-cabins which function as workshop spaces for all three departments. The model making workshop has large tables for studio courses as well as a properly vented spray booth. The lighting/furniture lab is a classroom space with additional materials to support courses in lighting and furniture. The third workshop is staffed by a lab technician. This space houses a Universal Laser Cutter Machine ILS.

**School of Arts and Sciences (SOAS)** classes are held in thirty-six different classrooms throughout the campus. All of the classrooms in which arts and sciences classes are taught are equipped with a white board, a front desk and chair, a desktop computer and monitor and a projector. In order to facilitate use of the projector during class, all faculty have access to clickers. In many of the classrooms, the desks are “moveable” to facilitate group work among the students. The only “specialty” classroom is E408, the physics lab. There are ten workstations, with two chairs and a desktop and monitor. Arts and sciences students have access to four computer labs. Students also have access to all general use computer labs throughout the campus. All computers in all computer labs are equipped with Microsoft Windows and are linked to the AUD network.

The School of Arts and Sciences operates the academic support center, which provides free academic assistance in Mathematics and on students’ writing assignments as well as a Public Speaking Tutoring Center. One center is located in room E 116 on the ground floor of the E-Building and another in the Library.

**The Mohammed Bin Rashid School for Communication (MBRSC)** provides its students in Digital Production/Storytelling and Journalism programs with facilities to assist them in the completion of their

tasks/projects. The School houses a fully equipped, soundproof TV studio and control room with three cameras, lighting, vision and audio mixers, lighting console and a multi-viewer screen. For other assignments, students have access to full camera kits including HD cameras, lighting and sound equipment. For post-production work, the School provides its students with two Mac Computer Labs (total 36 stations) and six individual editing suites that run Avid™ editing software. A Global Classroom serves as a high-technology medium for lectures by the most accomplished media academicians and professionals from around the world. MBRSC also houses a 36-seat Screening Room equipped with a high-definition projector and surround sound system.

AUD's **School of Business** (Building B) provides its students with 12 regular classrooms, three computer labs, four theater style classrooms, a student lounge, a conference room and a stock trading room. The regular classrooms vary in size and their capacity can accommodate anything from 20 up to 70 students.

The stock trading room includes large screens and trading terminals for students to simulate stock trading.

The three computer labs house more than 90 computers and are equipped with educational and professional business software including STATA, SPSS, SIMUL8, V.I.S.A., ISI ResearchSoft, Minitab 17, QM for Windows, Weka, Palisade DecisionTools Suite 6.2, IBM SPSS Statistics 24, Microsoft Visio Professional 2016, Microsoft Project MUI (English) 2016, and EndNote 8, Microsoft Office Professional plus 2016, Adobe Reader, Windows Movie Maker, Vision, Mirroring 360.

In addition, all classrooms and computer labs in the business school are equipped with an Instructor PC (HP EliteDesk 800 G1 SFF) connected to a ceiling-mounted projector as well as audio speakers.

The AUD-IBM Center of Excellence for Smarter Logistics has a physical address. Projects do not need to be in the supply chain field, as logistics overlaps with several fields. The room serves several objectives, hence its versatile design. It can be set as a board room with 18 seats, a venue for concurrent break-out sessions in separate groups of three teams (six people each) and a classroom conducive for group discussions or even formal lectures (if needed). All these configurations can be made on-demand in a few minutes. From a technology perspective, the room is connected to IBM Cloud and has access to the majority of IBM tools and services (normally available for special education partners). Cloud connectivity remains work-in-progress. The most important aspect is having access to IBM talent and labs for collaborations on mutual projects. Faculty are encouraged to use the center as a means to inspire professional collaborations with other entities in the IBM ecosystem (e.g., clients, universities, labs, etc).

Moreover, students and faculty have access to several fully equipped additional lecture rooms outside Building B. The Auditorium (capacity 900), Room C 227 (capacity 120) and E 421 (capacity 190) for example are available to host conferences, high profile guest lectures and workshops.

**The EMBA building** is home to the Executive Master of Business Administration (EMBA) program and the AUD Entrepreneurship and Innovation Centre (AEIC).

The two-story building is designed to ensure an optimal learning environment by utilizing natural light and open plan spaces for collaboration and sharing. The ground floor houses four study rooms; a theater style lecture room that can seat up to 100 students; a flat lecture room and various multi-functional office spaces. The first floor has a conference room that can seat up to forty-five people; three breakout rooms; the office of the Provost; the office of the EMBA Program Director; the AEIC and several office spaces. Throughout the building there are various lounge areas overlooking the greenery and/or the seated terrace outside. The building is equipped with the latest technology to support teaching and group work including teleconferencing and casting facilities.

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

The Electrical and Computer Engineering Labs comprise 14 stations with complete sets of oscilloscopes, digital multimeters, triple DC power supplies, logic analyzers, function generators, operational amplifiers, semiconductor curve tracers, a PCB printer, and a collaborative robotic arm. The labs are also equipped with educational equipment for electric power systems including DC motors, 3-phase motors, transformers, induction motors, and variable speed drives. The Civil Engineering Labs are equipped with concrete and steel testing equipment, theodolites and total stations for field surveying, environmental water and air quality measurement and water treatment systems, and

material and geotechnical equipment for specific gravity, hardness, toughness, soil classification, compaction, permeability, consolidation, direct shear and triaxial testing. The Mechanical Engineering Labs house heat and mass exchange units, material microstructure characterization equipment, a number of 3D printers for rapid prototyping, two CNC machines, a laser cutter, and a fully-equipped engineering shop. The Civil and Mechanical Labs also house an Instron Universal Testing Machine, as well as multiple workstations for fluid dynamics and hydraulic experiments.

The **School of Education**, located on the second floor of Building E, the close proximity of classrooms, faculty offices and an education innovation lab provide dedicated space wherein students and faculty meet, study, teach and learn together. The physical space known as the school of education includes the education innovation lab; office, coordinator for clinical partnerships and research support; office, administrative assistant; and, four faculty offices. A generous education reading library of books and resources related to coursework and research is distributed among the three main faculty offices.

The education innovation lab is located in Building E-203 and covers approximately 570 square feet. Opened in September 2017, it is designed as a space for creativity, collaboration, conversation, and problem-solving, as well as socratic teaching and learning. Thus, all furniture and equipment can be easily moved or reconfigured to suit multiple purposes. At present, the lab consists of one main desk with a PC connected to a ceiling projector, a stationary white board across the front wall, a bookcase, six tables, 18 chairs, four flip charts and one 55' flat screen TV with an Apple TV connection—all on wheels. Ten iPads are also available for student use. In addition, an interactive promethean board was installed in November, 2017.

## AUD FACULTY AND STUDENT FUNDAMENTALS

Detailed information on the position responsibilities of full-time and adjunct faculty members is presented in this *Faculty Handbook*. The *Faculty Handbook* serves as the official policy manual for those professionals who are hired as instructors or facilitators at AUD. All instructors receive a copy of this *Handbook*.

Policies deemed as personnel policies can be found in the *AUD Personnel Policies and Procedures Manual*, available for consultation in each Dean, Associate Dean or Chair's office and in the Human Resources office. Institutional and academic policies are also contained in the *Undergraduate* and *Graduate Catalogs* and in the *Student Handbook*.

*Faculty members have a fundamental role in the enforcement of university policy.*

### *Institutional Effectiveness Office*

The IE Office facilitates a set of assessment activities based on the Mission, values, and goals of AUD so that the university is able to take a critical view of itself as an evolving institution of higher education. By measuring, evaluating and analyzing data, AUD can utilize these results in support of improvements to its educational Mission as well as to the supporting structures, programs, policies, personnel, and facilities.

Simply defined, Institutional Effectiveness:

- is a process for institutional self-improvement;
- answers the question: how well are we doing what we say we are doing?

### **Mission**

The Mission of the Institutional Effectiveness Office is to advance the quality of teaching and learning, and organizational effectiveness through a process of continuous improvement based on internationally recognized quality assurance measures and standards.

### **Goals**

- Develop, implement and facilitate an institutional-wide process for strategic planning, assessment, and institutional research.
- Facilitate gathering, analysis and interpretation of institutional and program-specific data.
- Provide guidance and monitoring to support compliance with accreditation and licensure standards.
- Facilitate monitoring and assessment of improvements in programs and services.

The IE facilitates the gathering of academic information so that programs and courses can be reviewed and modified as appropriate. Course assessment plays an integral role in the process of institutional effectiveness, and it is the

responsibility of each and every faculty member at AUD to provide a meaningful assessment of their assigned courses.

*To that end, all faculty members are requested to complete Course Effectiveness Reports (CERs) at the end of each semester and for every course taught to evaluate the success of the students, as a group, in achieving the outcomes of the course.*

Throughout this process, faculty members also assess their teaching effectiveness, preparation of students entering the course, appropriateness of the course sequencing within the program, and instructional materials among other factors. The resulting analysis is used by Deans, Associate Deans and Chairs for course and program review and improvement.

In order to facilitate institutional effectiveness and research at AUD, the IE Office has created an *IE Manual* that contains detailed information about course, program, and departmental assessment and includes the assessment and strategic planning calendars. An electronic copy of the *IE Manual* is located in the IE folder on AUD's Common Folder for all faculty and staff to access.

Items managed by the IE Office include the administration and analysis of surveys, such as the departmental service surveys completed by faculty, staff and students; course evaluation surveys; housing surveys; graduating students, alumni, and employers surveys; institutional data; and course, program, and academic and administrative units assessments. This information is then factored into the strategic planning process and provides the basis for the development of departmental action plans and university goals. The IE Office also publishes the *Annual Fact Book*.

## **Classroom Management at AUD**

It is important to all of us at AUD that students achieve their career and personal goals in a collegial and convivial environment. It is equally important that instructors who are delivering education at AUD satisfy their personal and career goals while enjoying the atmosphere of the university community. In order to make the learning experience at AUD valuable and fun, all academic and administrative units continually work as a team to improve academic standards and assist in the classroom management process.

The *AUD Catalogs*, *Faculty Handbook*, and *Student Handbook* serve as the official academic policies and procedures manuals for the university. Please read these manuals thoroughly. Content of AUD's website is consistent with what is found in these publications. Most conflicts between student and instructor, student and student, and student and institution can be avoided – or minimized – if instructors are knowledgeable about AUD rules and regulations with regard to classroom management processes. If you know the rules and regulations of the university, and are effective in applying and following these in the classroom, the amount of time and effort spent on handling conflict will be greatly reduced. AUD endorses the concept of “preventive medicine.”

Much time has been spent in developing and refining university documents to make the educational delivery process as efficient and effective as possible. By taking time to become truly familiar with the contents of these manuals, your performance in the classroom will be improved, overall management of your classroom will become easier, and the overall teaching experience at AUD will be more enjoyable and effective.

## **Do's and Don'ts in the Classroom**

**At AUD, academic standards are taken seriously.** Students who exhibit inappropriate behavior in the classroom encroach on the rights of other students to seek a quality education. **Faculty members who fail to guide students to exhibit appropriate behavior and do not maintain high academic standards in the classroom are neglectful in carrying out their duties and responsibilities.** At all times, instructors should promote and maintain a quality learning environment for AUD students. Suggested classroom management procedures and regulations that instructors should follow for promoting a quality learning environment include:

- No smoking in the classrooms—both instructors and students;
- Instructors and students must always come to class prepared;
- Do follow your own rules—for example, *I won't accept late work*—and denote rules on your syllabus or in a handout;
- Do maintain a professional appearance when in the classroom (no jeans, tennis shoes, shorts or revealing clothing);
- Do arrive at class on time (**call** if you are going to be late);

- Do not be absent;
- Do treat students with respect—demeaning students, especially in front of others, is thoroughly unacceptable;
- Do encourage creativity in generating ideas and encourage class participation—don't tell students “you are wrong” in response to an answer;
- Do encourage students and praise them when appropriate;
- Do define ground rules up-front for debates and discussions on controversial subjects, ensuring that cultural sensitivity is maintained;
- Do show students that you, and therefore AUD, appreciate them;
- Do have fun;
- Do maintain control of the class and activities at all time;
- Follow procedures for preempting breaches of academic integrity;
- Do keep office or conference doors open when meeting privately with students individually; and,
- Do use good judgment when meeting with students on or off the campus.

## Faculty-Student Relations

### Fraternization with Students

It is the role of faculty and staff to serve students by helping them to achieve their personal, academic and professional goals. It is important that the employees of AUD establish and maintain high standards and that there be a natural spirit of respect, cooperation and flexibility in the implementation of policies, which can provide an optimal context for learning and growth. **Employees of AUD are required to maintain relations with students that are at all times professional and to avoid personal relationships that may have the effect of compromising the students' educational experience. AUD strongly objects to employees becoming personally or socially involved with students in any way other than normal, university-related integration.** Fraternalization with students is not in the best interest of the students nor AUD. Employees who disregard this policy subject themselves to disciplinary action, up to and including termination. “Students” are defined as all students currently enrolled at AUD, including the period during their internships. “Fraternalization” includes any social involvement, whether on-campus or off-campus, and any personal or emotional involvement with students. **Faculty members should take note that any discussion with students regarding their contractual agreement with AUD could be grounds for immediate dismissal.**

If you have questions about these definitions or about this policy in general, contact the Provost and Chief Academic Officer.

### Private Employment of Students by Faculty

Faculty members may not retain the services of students on a private basis, i.e., for purposes that are not related to the students' studies at AUD. This rule applies regardless of whether the students are or are not paid for their services. Exceptions to this rule require prior approval and must be submitted on a special form available from the Office of the Provost and Chief Academic Officer. The request must specify clearly the purpose, nature and duration of the services to be provided by the student, and the compensation (if any). Additional information about the courses which the student has taken, is taking, or might take with the faculty member in the future must also be provided. The Provost will determine whether a potential conflict of interest exists and will decide whether to grant or deny the request for an exception to this rule.

### Instruction of Relatives

Students who are relatives of a faculty member may not enroll in courses (including labs and studios) taught by that faculty member, as this would constitute an obvious conflict of interest. Each faculty member is responsible for ensuring that this rule is applied and is expected to inform students to whom he or she is related that they may not enroll in courses taught by the faculty member. In cases where a student needs to take a course that is only taught by a faculty member who is a relative, the faculty member must instruct the student to contact the Dean, Associate Dean, Program Director or Chair of the academic unit offering the course and work out an appropriate arrangement to take the course with another faculty member, either in the same semester or term or at a later point. Clarification of or assistance in resolving such cases may be sought from the Office of the Provost and Chief Academic Officer.

## Disclosure

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

## Code of Student Conduct

*AUD has a Code of Student Conduct, which all faculty members should be acutely aware of. Its purpose is to create a healthy and congenial learning environment for all individuals, while promoting respect for cultural differences.*

AUD is an academic community committed to the educational and personal growth of its students. Behavior that infringes upon rights, safety or privileges or that impedes the educational process is unacceptable and may lead to sanctions up to and including dismissal from the university.

**Students who have been suspended or dismissed from the university due to conduct violations are not permitted access to AUD**, which includes campus visits, attending classes, participating in teaching/learning activities, using campus facilities, living in student housing, and/or participating in student clubs, activities, and athletics. Attendance at events open to the public is permitted. Exceptions are only at the initiative of the university or on occasions in which students schedule an appointment with university faculty/staff.

## Offenses Related to the Operation of the University

An offense related to the operation of the university is committed when a student:

- engages in obscene, offensive, indecent, or unacceptable conduct on university property or at university sponsored events;
- forges, alters, possesses, duplicates, or uses documents, records, keys, or identification without consent or the authorization of appropriate university officials;
- fails to comply with local or national rules, guidelines or regulations on campus;
- fails without just cause to comply with the lawful order of a university official acting in the lawful performance of his or her duties and authority in all university activities including athletic tournaments and university sponsored events;
- damages the reputation of The American University in Dubai through unacceptable actions or behaviors on campus or in the community;
- brings unauthorized visitors onto campus;
- disobeys AUD rules governing the use of its facilities;
- disrupts or interferes with any university event, program, class or facility;
- fails to produce and/or surrender AUD student identification to university official upon request;
- engages in forgery, alteration, or unauthorized use of AUD's documents, forms, records, ID cards or withholding/failing to provide required information in connection with admission to AUD or status at AUD;
- engages in solicitation in or on university property, unless such solicitation is approved by appropriate university officials; or intentionally acts to impair, interfere with, or obstruct the orderly conduct, processes, and functions of the university.

## Offenses Related to Persons

An offense related to a person is committed when a student:

- intentionally or knowingly and without authority or consent, limits or restricts the freedom of a person to move about in a lawful manner;
- impersonates another student with or without the intent to obtain confidential information about the other student;
- behaves violently or excessively disturbs other groups or individuals;
- threatens (by any means), intimidates, coerces or uses physical force in a manner that endangers the health or safety of another person, creates a hostile environment, or which reasonably causes another person to be fearful of physical or emotional harm or abuse; or
- intentionally harasses or stalks another person. Harassment includes, but is not limited to, impeding another persistently, or wronging or bothering another persistently.

## Offenses Related to Property

An offense related to property is committed when a student:

- knowingly and without consent or authorization possesses, removes, uses, misappropriates, or sells the property or services of another person or of the university;
- intentionally or negligently damages, vandalizes, or destroys property owned or in the possession of another person or of the university, such as library books, computers, etc.;
- defrauds or procures money, services or materials from the university or persons under false pretenses;
- obtains the property of another person or university by misrepresentation or deceptive means;
- enters or uses the facilities or property of another person or the university without consent or authorization;
- breaches of one of AUD's policies governing the computer network; or
- litters on campus property.

## Offenses Related to Welfare, Health or Safety

An offense related to welfare, health, or safety is committed when a student:

- uses, possesses, or manufactures, without university authorization, firearms, explosives, weapons, unregistered fireworks, or other dangerous articles or substances potentially injurious to persons or property;
- falsely reports a fire, activates emergency warning equipment, or communicates false information regarding the existence of explosives on university property;
- abuses, removes, or damages fire and safety equipment;
- fails to vacate a building or facility when a fire alarm is activated;
- fails to leave a building, street, walk, driveway or other facilities of the university when directed to do so by an official of the university having just cause to so order;
- uses, possesses, distributes, sells, or is under the influence of alcohol, narcotics, hallucinogens, dangerous drugs, or controlled substances, except as permitted by law.

## Offenses Related to Offensive Material

AUD's professional environment requires that all students respect the following policy concerning offensive materials:

- AUD's computer resources must not be used to produce, view, store, replicate, or transmit harassing, obscene, or offensive materials. This includes, but is not limited to, material from the Internet and screen savers. In addition, printed copies of such material, including those from magazines are not permitted in the school;
- As in the workplace, there is "zero-tolerance" for any students who violate this policy, and immediate dismissal may result. Personal opinions as to what constitutes "offensive material" may vary, but the following describes what is typically understood to be offensive. Staff or students using AUD facilities who find materials being displayed to be offensive have a duty to act assertively by informing the Dean of Student Affairs.

Offensive material includes, but is not limited to the following:

- pornographic, nude, semi-nude or other similarly lewd images;
- material displaying excessively violent or graphic content;
- material of racist or sexist or similarly demeaning content; or
- any material that in general is understood to be socially and/or culturally offensive.

## Offenses Related to Unlawful Harassment

AUD strives to promote a productive environment based upon respectful treatment of all staff, faculty, and students. AUD is committed to providing an environment that is free from physical, psychological, or verbal harassment. All students, employees, and applicants, as well as contractors, vendors, clients, and customers, have the right to be educated in or work for an organization free of any type of harassment, including sexual harassment. Harassment can occur as a result of a single incident or a pattern of behavior the purpose or effect of which is to create a hostile, offensive, or intimidating environment. AUD will not tolerate conduct that harasses, disrupts, or interferes with the learning or work performance or which creates an intimidating, offensive, or hostile work environment. Harassment encompasses a broad range of physical or verbal behavior. Offenses related to harassment include, but are not limited to:

- repeated abusive or demeaning conduct or language based on a person's race, gender, sexual orientation, color, religion, national origin, physical or other disability, age, political beliefs or affiliations, or veteran or socioeconomic status;
- verbal comments; physical comments; mail, email, or phone calls, graffiti, or the display of offensive material; unwanted sexual attention of a persistent or abusive nature; or sexually-oriented remarks, jokes, comments and/or behavior.
- unwelcome sexual advances or touching;
- a display in the university facility of sexually suggestive behavior, objects, pictures, drawings, or cartoons;
- a display in the university facility of racially or culturally offensive objects, pictures, drawings, or cartoons;
- physical assault; and
- any request for sexual favors or activities used as a condition for the evaluation of performance, including grades, and/or behavior which may reasonably be perceived to create a negative psychological or emotional environment for learning in or using facilities; or an implied or expressed threat or reprisal for rejecting a sexual solicitation or advance.

AUD has **zero tolerance** for harassment of any kind. AUD prohibits any form of harassment by students, employees, co-workers, outside vendors, contractors, clients, supervisors and managers, and views such actions very seriously. Harassment and other unacceptable activities that could influence acceptance to the university, employment or personnel decisions, or would create a hostile work environment are specifically prohibited. **Any member of the AUD community engaging in such harassment or other unacceptable activities is subject to immediate disciplinary action, up to and including discharge from employment or dismissal from the university.**

**If any student believes that he or she has been the subject of harassment or if any student is aware of or witnesses a situation that he or she believes to be based upon or involving harassment, the student must report the matter immediately to the Dean of Student Affairs.** Any such reports will be immediately and thoroughly investigated. Investigations will be conducted, to the extent possible, maintaining the confidentiality of all concerned parties. Students are expected to and required to cooperate with any investigation. In no case should any student allow improper conduct to go unreported.

AUD prohibits and will not tolerate any coercion, intimidation, retaliation, interference, or discrimination against a student for reporting harassment, for filing a complaint of harassment, or for assisting in any investigation of a harassment claim. No adverse action of any type will be taken against a student for bringing a complaint in good faith under this policy. A student or employee who is found, after appropriate investigation, to have engaged in inappropriate behavior or the unlawful harassment of another student or employee, will be subject to disciplinary action, up to and including dismissal. In addition, any student or employee who is found, after appropriate investigation, to have made an intentionally false allegation of harassment will likewise be subject to disciplinary action, up to and including dismissal. All students are responsible for helping the university ensure that all types of harassment are prevented at AUD.

## **Conduct Council**

The Conduct Council is a committee of academics, administrative staff and students, which serves to investigate alleged breaches of the *AUD Code of Conduct*, determine culpability, and prescribe penalties if any. The Council operates on an ad hoc basis under the chairmanship of the Dean of Student Affairs. The Conduct Council adjudicates issues of conduct related offenses; recommends disciplinary sanctions designed to fit the nature of the offense; increases understanding of university rules and regulations; and helps students transform inappropriate and unacceptable behavior.

Conduct Council composition and procedures, similar to those for an Honor Council, are outlined in the *Student Handbook*.

## **Academic Honesty**

At AUD, students are expected to demonstrate academic integrity by completing their own work, assignments, and assessments; and it is the obligation of faculty to uphold the university's policies regarding academic integrity. Submission of work from another person, whether it is from printed sources or someone other than the student; previously graded papers; papers submitted without proper source citation; or submitting the same paper to multiple courses without the approval of all instructors involved can result in a failing grade or be reported to the

Dean, Associate Dean, Program Director or Chair for appropriate sanction or disciplinary actions. All students are expected to maintain the standards as set forth in the *Code of Student Conduct* and *Statement on Academic Honesty*.

### **AUD Honor Code Pledge**

The administration and faculty of AUD believe strongly in the concept of an honor system. This belief is based on the knowledge that in competitive professional environments, greater emphasis is placed on originality and integrity of ideas and work. With the freedom to pursue an AUD degree comes the obligation to abide by the rules of the AUD Honor Code. All members of the AUD academic community, including faculty, students, and administration, are expected to assist in maintaining the integrity of the university, which includes reporting incidents that violate the Statement on Academic Honesty.

To this end, all students are asked to sign and adhere to the honor pledge that reads as follows:

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

***Specifically, I pledge:***

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

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

## ***Definitions of Cheating and Plagiarism***

### **Cheating**

***Cheating is using or attempting to use unauthorized materials, information, or study aids in any academic exercise.*** It includes the following:

- for both in-class and out-of-class academic exercises, using books, notes, materials, calculators, internet, intranet, communication or collaboration with others which has not been authorized by the instructor;
  - *Examples include but are not limited to the following: mobile phones, tape recorders, texts, friends, relatives, tutors and others.*
- having someone else take an examination in your place;
- during an examination, copying from another student’s examination paper, facilitating other students’ copying or allowing another student to copy from one’s own paper;
- presenting or handing in a paper, sketch, artwork, project, take-home exam, costume, photographs or any other work written, prepared or completed in full or even in part by someone else;
- unauthorized access to or use of examinations, tests or quizzes;
  - *If a student inadvertently sees an exam, it is his or her responsibility to report this immediately to the instructor or relevant Dean, Associate Dean or Chair.*
- fabrication - intentional and unauthorized falsification or invention of any information or citation in an academic exercise; for example, listing sources that were not used in the academic exercise;
  - *Making up the names of books, page numbers, data, charts, tables, etc.*
- using an essay, paper, artwork, sketch, etc. for one course to satisfy the requirements of another without the permission of the instructors involved. This includes repeating the same course and handing in work completed during the previous unsuccessful attempt. (If a student wishes to use a previously completed assignment as a starting point for additional research and development, he or she must receive the approval of both instructors and provide them with a copy of the original assignment.);

- handing in the same assignment simultaneously in two or more courses without the full knowledge and approval of all instructors involved.

## Plagiarism

**Plagiarism is the use of someone else's ideas, words, projects, artwork, phrasing, sentence structure or other work without properly acknowledging the ownership (source) of the property (item). Plagiarism is dishonest because it misrepresents the work of someone else as one's own. Plagiarism takes many forms** and includes the following:

- using someone else's words without putting these words in quotation marks;

Original version: *On this small planet where the actions of people across the globe have a profound influence on our daily lives and our futures, we must understand something about the lives of people across oceans and the way they view the world, if we are to successfully interact with them. This is the mission of anthropology: to understand the differences and similarities, the understanding, expectations, and desires of peoples living in a wide variety of conditions, circumstances and environments.*

Student version: *As the world is such a small place our lives and futures are heavily influenced by what others do. Therefore, we must understand something about the lives of people across oceans and the way they view the world, if we are to successfully interact with them (McCaffrey and Marcus i).*

**Why is this plagiarism?** The student has copied the underlined text word-for-word from the original text. As the copied text has not been placed in quotation marks, the text has been stolen. Even though the student has cited the source, that is, indicated in brackets the authors of the source, the student is still guilty of plagiarism.

- using unique, original ideas, phrases, sentences, paragraphs, etc. from a single source or a variety of sources such as a text, journal, web page, electronic source, design, artwork etc. in one's work without citing (all) the source(s);

Original version: *Everyone knows that we live in a global world. Today, children with inexpensive personal computers send and receive messages across the globe in seconds using technology that was once only available to scientists and statesmen. Native people in the most remote villages in the high mountains of South America gather around a village television set to watch [MTV] and the X-files. Colombian peasants without running water in their homes watch CNBC financial news to decide when to sell their coffee harvest, while high school janitors in Little Rock, Arkansas, keep track of the Singapore stock market to decide when they can retire.*

Student version: *We live in a shrinking world in which children can communicate with others around the world using computer technology that is much cheaper now than it was several decades ago. In addition, people in remote areas increasingly have access to information from far-flung corners of the globe. For example, South Americans in isolated mountain villages watch MTV and X-files on a communal television set, while Colombian peasants, with no access to running water, tune in to CNBC financial news before they sell their coffee beans.*

**Why is this plagiarism?** The student has clearly used the ideas and thoughts of McCaffrey and Marcus. Even though the ideas and thoughts have been put into the student's own words, the source of the ideas has not been given to the reader. Therefore, the student is guilty of plagiarism.

Even when students seek to summarize the main points of any passage(s), they should take care to use their own words; that is, the summary must differ considerably from the original in terms of both vocabulary and sentence structure. Every attempt has been made to ensure that the definitions above and accompanying examples are comprehensive. **However, students should understand that examples of cheating and plagiarism other than those listed above are equally unlawful. Any form of plagiarism or cheating, as well as any other form of academic dishonesty, is in violation of the AUD Honor Code and hence in breach of the university's desired standard of integrity.**

The original text used in the examples above is reprinted with the kind permission of Dr. A. Marcus, editor of *Anthropology for a Small Planet; Culture and Community in a Global Environment*.

## *Guidelines for Managing Exams and Exam Rooms*

- The language of instruction in the classroom is English at all times and at all events. Faculty and students must not communicate in any language other than English during all classes, exams, labs, studio sessions, and any other learning event. Classes with learning objectives that require communicating in a language other than English are exempted, e.g., MEST 101, MEST 102, MEST 201, MEST 202, FREN 101, FREN 102, FREN 201, FREN 202, ITAL 101, ITAL 102, ITAL 201, ITAL 202, SPAN 101, SPAN 102, SPAN 201, SPAN 202, etc.
- Faculty members teaching multiple sections of the same course must prepare separate, distinctly different exams for each section or arrange for all the students to take the exam at the same time, which requires the reservation of an adequate exam hall at an appropriate time.
- Faculty members must create exam formats and questions that are most appropriate given the subject matter and level of the course, e.g., objective questions, discussion questions, essay questions, problem solving questions, case analysis questions, a combination of the foregoing, etc.
- Single-page printouts of exam question papers must be used for all exams. Use of double-faced prints is not allowed.
- Students are not allowed to talk or share any type of information during the exam.
- All quizzes and exams are assumed to be closed book. Any use of books or notes during a quiz or an exam will be regarded as academic dishonesty unless otherwise authorized and clearly stated on the exam paper.
- Students are absolutely forbidden to walk around in the classroom during exams.
- Students must prepare to be in the exam room for the entire exam time. No breaks of any type, e.g., bathroom breaks, will be allowed.
- A student who has a health condition that might make it necessary for him or her to take short breaks (e.g., bathroom breaks) during an exam must inform the Health Center Director early as possible before the exam (i.e., not just before, and not during or after the exam) and provide an official medical report as evidence of the health condition. The Health Center Director will assess the health condition and advise the student as to whether he or she should still take the exam (without breaks being permitted) or should request an incomplete grade until the health condition is resolved. In the latter case, the student will not take the exam and the Health Center Director will initiate an incomplete grade authorization request in the usual way and attach the evidence.
- Depending on the number of examinees, instructors may have to devise a mechanism that ensures an orderly submission of exam papers. For example, instructors may ask students not to stand up even if they have completed their exam. Students must then raise their hand and indicate that they are done with the exam. The instructor will approach the student and collect the exam (while the student is still sitting at his or her desk). Only then would the student be allowed to stand up and leave the exam room.
- A student who leaves the exam room during the exam will not be permitted to return.
- Faculty members must check the exam room for any material or notes before any students are seated. Additionally, instructors must make sure that the whiteboard is clean except for any material that is related to exam instructions.
- Students are not allowed to select their seats in the exam room. Before exams, faculty members should clearly consider the appropriate seating arrangements for students. The optimal arrangement is one that minimizes the probability of cheating or other unacceptable behavior. If the physical space is limiting, then faculty members must arrange for co-proctors.
- Before exams, all unauthorized items must be placed at the front of the classroom. This includes electronic equipment of any type, e.g., phones, cameras, flash memory, iPods, mp3 players, etc.
- During exams, students will be expected to bring sufficient pencils, sharpeners, pens, erasers, as well as (if allowed) calculators. Students are not to attempt to borrow any materials during the exam.
- During exams, faculty members will remain vigilant, and will roam the classroom regularly.
- Online exams must be administered with the same amount of vigilance and care. The following are additional rules that apply to this type of exam:
  - Exam must be in-class (no take-home).
  - Questions must be randomized and if possible disallow students' ability to jump among questions.
  - Students' ability to print screens must be disabled.
- Students will be informed of these exam rules and regulations using various means, e.g., Blackboard™, syllabi, university website, etc. Students must understand that exams are very serious events.
- Students in violation of any of the above rules may be asked to leave the classroom immediately and may be subject to various disciplinary measures as outlined in various official university documents.

## Managing Collaborative Projects

It goes without saying that instilling team work ethics and skills is a key to success in many fields. The most talented students can jeopardize their career progress if they are unable to be team players. Various courses may have this aspect as part of their objectives. Managing team projects and teamwork then becomes a challenge that must be met by the instructor. The following are some guidelines:

### Group Projects with Individual Outputs

This type of group project still generates one result per student. For example, a chemistry instructor may ask students to perform a particular chemistry experiment in groups, while requiring each student to submit his or her own report on their personal observations, analysis, research, references, conclusions, etc. Therefore, this type of group project is treated exactly like any other homework or individual project.

### Group Projects with Team Output

This type of group project will generate one integrated result; e.g., one report per team and will, therefore, allow the group to exercise the true sense of teamwork. The boundaries regarding the work item and the required teamwork must be clearly identified. Instructors must clearly state the nature of the group project based on the following two scenarios:

1. The project will be submitted as an integrated piece of work representing the entire team;
2. Modular tasks are clearly divided among the team members with each student integrating his or her piece with the rest of the team's work upon completion. This integrated project is then submitted to the instructor with clear author delineation.

The following guidelines apply to this type of group project:

- In either scenario (more so in the first), students must understand that plagiarizing any part of their work may jeopardize the grade of every member in the team;
- It is expected that members of a team will be sensitive to any act of cheating and/or plagiarism committed by anyone in their team and will immediately report that to the instructor to categorically avoid being charged with plagiarism;
- Instructors are expected to investigate suspected acts of cheating and/or plagiarism on team projects with a view of determining levels of involvement by each team member. This information can then be used in determining penalties, should guilt be established.

## Administration of the University's Academic Integrity Policy

The university uses a two-level process for reviewing suspected violations of academic integrity. The first level is the **Dean of the school** in which the violation is suspected to have been committed. The second level is the **University Honor Council (UHC)**.

The Provost and Chief Academic Officer oversees all aspects of administration of the university's academic integrity policy; both of the preceding levels are answerable directly to the Provost and Chief Academic Officer on all matters pertaining to this process.

### I. Review and Decision at the School Dean Level

- A. A faculty member, staff member or student who has reason to believe that a violation of the Honor Code has been committed by one or more students must notify the Dean of the school in which the violation is suspected to have been committed, in writing.
- B. If the suspected violation occurs at the end of a semester or summer term when final grades are due for submission to the Registrar's Office, a grade of "Incomplete" will be assigned in the course in which the violation is suspected to have occurred. The "Incomplete" will remain on the student's record until the investigation is completed and a final decision is reached on the case.
- C. The Dean carries out the initial investigation of the suspected violation in consultation with the instructor of the course and with the Registrar, to determine if there are previous guilty verdicts for breaches of academic integrity in the student's record.
- D. Based on this investigation, the Dean of the academic unit offering the course decides whether the evidence warrants further action. If no further action is warranted, the case is dismissed. In this case, if the suspected offense occurred at the end of a semester or summer term and a grade of "Incomplete" was submitted pending completion of the investigation (per I. B above), the final course grade, free of any penalty, will immediately be communicated in writing to the Registrar's Office to replace the "Incomplete."

- E. If further action is warranted, the Dean of the academic unit offering the course determines which of the two following courses of action is appropriate: **(1) school level decision** on guilt/innocence and penalty in case guilt is established, or **(2) referral to the UHC**.
- F. As a rule, decisions on violations involving graded work that is worth not more than 10% of the course grade are made at the school level, i.e., by the Dean. All other offenses will be referred directly to the UHC.
- G. An appropriate penalty, commensurate with the offense, will be applied from the menu below (Section VI). In this case, the final course grade specified in the penalty will immediately be communicated in writing to the Registrar's Office. This grade will replace the "Incomplete" grade if the latter grade was assigned earlier pending completion of the investigation (per I. B above).
- H. Regardless of the weight of the graded work involved, the offense will count as a **first offense**.
- I. Regardless of the weight of the graded work involved, a **second offense** will always be referred by the school Dean directly to the UHC.
- J. Regardless of the weight of the graded work involved, an offense which potentially constitutes a legal infringement or an act punishable by law will always be referred by the school Dean directly to the UHC with a memorandum (copied to the Provost and Chief Academic Officer) describing the actions that might constitute a legal offense. Examples of such actions include but are not limited to the following:
  - 1. Gaining unauthorized access to exams and other materials or documents in hard copy or on an electronic device through hacking, deception, stealing passwords, or by any other means
  - 2. Making available, leaking, spreading, sharing or otherwise providing unauthorized access to exams and other materials, documents or information
  - 3. Impersonation (taking an exam under the name of another student by presenting the other student's ID; both the impersonator and the impersonated student will be considered accomplices in the offense)
  - 4. Falsification or forgery of documents
  - 5. Providing or receiving benefits (monetary and other) for any of the above actions or for other similar actions
- K. Within two working days\*, the Dean must inform the student, in writing, of the violation of the Honor Code, of the verdict reached, and the penalty. The letter to the student must be dated and signed and a copy must be sent to the course instructor, the Registrar (for filing in the student's file), the Dean of the student's school, and the Provost and Chief Academic Officer.
- L. Before the decided penalty against the student for violation of the Honor Code becomes final, the student is entitled to appeal the Dean's verdict and penalty within three working days\*. In this case, the student will address his/her appeal in writing (signed and dated) to the UHC Chair. The school Dean will then refer the case in writing, with all documentation, evidence and the basis for the Dean's verdict and penalty, to the UHC.
- M. If a student chooses to appeal the Dean's verdict and penalty to the UHC (per I.L above), the UHC's decision will be final and not subject to further appeal to higher levels.

***\*Holidays and extended periods during which the university is closed (such as Eid holiday, the year-end break between semesters, and spring break) may delay the above process at all levels: School Dean, UHC and appeal. In such cases, the process will resume as soon as possible upon reopening of the university and return of all university personnel involved in administration of this process.***

## **II. Review and Decision by the UHC**

- A. The UHC is a body of academics, administrators, and student representatives whose functions are (1) to examine all suspected violations of the Honor Code that are referred to it by school Deans (including cases referred to the UHC by a school Dean as a result of a student appeal (I.J above), or because the case is a potential second offense (I.H above), (2) to reach reasoned decisions on the innocence or guilt of students involved in such suspected violations, and (3) to decide appropriate disciplinary measures for students found guilty of violating the Honor Code.
- B. The UHC is answerable directly to the Provost and Chief Academic Officer.
- C. The UHC will serve for a two year-term.
- D. The Chair of the UHC will be a school Dean appointed by the Provost and Chief Academic Officer for a two-year term.
- E. Besides the Chair, the UHC will consist of eight representatives:
  - 1. one academic member from each of the five schools other than the school whose Dean chairs the UHC will be selected by the UHC Chair in consultation with the other school Deans (these members must have been in AUD's employ for at least one full academic year),
  - 2. one member from Student Affairs (Dean of Student Affairs or designate), and

3. two Student Government Association (SGA) representatives who must have completed at least three semesters of full-time study at AUD and must not be currently registered in the same section of the course in which the violation of the Honor Code is suspected to have occurred.
- F. For each of the UHC members including the Chair, an alternate member will be designated in order to avoid delays in case of inability of regular members to attend.

### III. UHC Procedures

- A. Upon receiving a case of a suspected academic integrity violation from a school Dean, the UHC Chair notifies, by letter, the student(s) suspected of committing the violation of the date, time and place of the UHC's meeting. The student should be instructed to collect the letter from the office of the UHC Chair.
- B. If, during the investigation, the student admits committing the breach of academic integrity, the UHC Chair will have the student sign a written admission. The UHC will decide an appropriate penalty from the menu below (Section VI) based on the available evidence and the student's written admission. The final course grade specified in the penalty will immediately be communicated in writing to the Registrar's Office and will replace the "Incomplete" grade if the latter grade was assigned earlier pending completion of the investigation (per I. B above).
- C. The UHC proceedings will include interviewing the student(s) involved and, if required, calling witnesses to testify, as well as conducting a follow-up investigation prior to reaching a decision.
- D. Within two working days\* from the date of the UHC decision, the UHC Chair must inform the student(s) involved in writing of the alleged violation of the Honor Code, of the verdict reached, and penalties decided by the UHC if a guilty verdict was reached. The letter to the student(s) must be dated and signed by the UHC Chair, and copies must be sent to the Provost and Chief Academic Officer and to the Registrar for replacing the "Incomplete" (if such a grade was assigned earlier per I. B above) with either the final course grade specified in the penalty (for guilty verdict) or with the final course grade free of any penalty (for a not guilty verdict), and for filing in the student file(s) .
- E. Before any penalty decided against the student(s) for violation of the Honor Code, the student(s) is/are entitled to appeal the Honor Council's verdict and penalty in writing (signed and dated) to the Provost and Chief Academic Officer within three working days\* from the date the UHC letter was sent to the student(s).
- F. The Provost and Chief Academic Officer will respond to the appeal in writing. A copy of the Provost and Chief Academic Officer's dated and signed response to the student(s) will be sent to the UHC Chair, the school Dean, the course instructor and the Registrar.
- G. The Provost and Chief Academic Officer has the right to overturn the UHC's verdict and/or penalty. In such exceptional cases, the Provost and Chief Academic Officer will inform the UHC Chair in writing of the decision to overturn the verdict and/or penalty and the reasons behind this decision.
- H. A final appeal may be made to the President of the university. The Grievance Officer is available to guide the student through this stage of the appeal process.
- I. A student can waive the right to appear before the Honor Council. The student should complete a Waiver of the Right to Appear Before Conduct or Honor Council available through the Office of the Dean of Student Affairs and the office of the Provost and Chief Academic Officer.

### IV. The UHC Hearing

- A. At the start of each UHC hearing, the Chair informs all members of the confidentiality of the case and their obligation to uphold complete confidentiality throughout the university community.
- B. The UHC Chair presents a short overview of the case. The overview should contain all information and evidence pertinent to the case including evidence such as papers, exams, videotapes, photos, etc. The UHC may request the assistance of experts from the university community if the evidence is too technical or difficult for UHC members to comprehend.
- C. The suspected student must appear at the scheduled hearing unless he or she has completed a **Waiver of the Right to Appear Before Conduct or Honor Council**. If the student encounters an unforeseen emergency, he or she must present acceptable documentation supporting the emergency or the absence.
- D. The UHC may also call in witnesses if it is felt that their presence and testimony will provide information pertinent to the case. Character witnesses are not permitted nor are friends or family members of the suspected violator.
- E. At the start of the hearing, the UHC Chair asks the suspected violator if he or she understands the suspected violation and how he or she wishes to plead. All evidence will be shared with the suspected violator.
- F. The UHC then questions the suspected violator and witnesses involved with the case.
- G. Following the testimony provided by the suspected violator and witnesses, the UHC will deliberate and come to a conclusion regarding the case. The conclusion will also include a recommendation of a suitable

sanction/punishment. All members of the UHC will vote on both guilt/innocence and the sanction/punishment. Voting will be by secret ballot and members are required not to disclose how they voted to anyone (including other UHC members) during and after the meeting.

- H. The UHC Chair will then compose a letter to the accused student informing him or her of the UHC decision regarding guilt or innocence and the penalty in case of guilt. This letter will be shared with all UHC members to ensure accuracy and proper wording. If approved by the UHC, the signed and dated letter will be sent to the student with copies to UHC members, the instructor of the course in which the violation took or was suspected to have taken place, the Registrar (for replacing any “Incomplete” assigned earlier with either the final course grade specified in the penalty (for guilty verdict) or with the final course grade free of any penalty (for a not guilty verdict), and for filing in the student’s permanent file, the Chief Financial Officer (if needed, should the student be dismissed), the Housing Manager (if the student is dismissed and if he or she resides in the residence halls), and the Provost and Chief Academic Officer.

## V. The Appeal Process

- A. Students who believe they have a valid basis to appeal the decision of the UHC have three working days from the receipt of the decision letter to appeal the decision. All appeals must be made in writing to the Office of the Provost and Chief Academic Officer.
- B. Granting of appeals is exceptional. Appeals may be granted if the UHC penalty was inappropriate (based on the penalties below), if new evidence becomes available, if the case was mishandled, and/or if a decision was made without the testimony of the suspected violator in the case of a documented emergency.
- C. If the UHC decision is overturned and the appeal is granted by the Provost and Chief Academic Officer, a new letter indicating the new decision will be sent to the student and copied to the UHC members, the instructor of the course in which the violation took or was suspected to have taken place, the President, the Registrar and, if appropriate, the Chief Financial Officer and the Housing Manager.
- D. If the appeal is denied by the Provost and Chief Academic Officer, the student may appeal to the President within three working days from the date of the Provost and Chief Academic Officer’s letter.

## VI. Penalties for Academic Integrity Violations

- A. Following careful consideration at the school Dean level (I.F above) or deliberation at the UHC level (III.D above), a penalty commensurate with the seriousness of the offense and the degree of student culpability will be determined from the menu below:
1. Zero on the graded work involved in the offense (normally applied to offenses reviewed at the school Dean level, although more severe penalties may not be ruled out);
  2. A grade of F in the course;
  3. A grade of F in the course plus suspension in the academic term following the term in which the offense was committed; and,
  4. A grade of F in the course in which the offense was committed, immediate withdrawal from all courses in which the student is enrolled, and immediate dismissal from the university (dismissal is subject to ratification by the Provost and Chief Academic Officer before going into effect).
- B. The penalty for second-time offenses can never be less than VI.A.3 above.
- C. Students who aid in someone else’s cheating or plagiarism are equally at fault and will be sanctioned accordingly.
- D. The university reserves the right to inform the appropriate authorities and pursue legal avenues which may result in prosecuting students found guilty of committing acts that constitute legal infringements punishable by law (examples of which are listed in I.J above).  
The university also reserves the right to inform the appropriate authorities and pursue legal avenues which may result in prosecuting other members of the AUD community as well as external parties who aid, abet or participate in breaches of academic integrity that constitute legal infringements or acts punishable by law. Such cases must be referred promptly to the Provost and Chief Academic Officer with all relevant information. A separate (non-UHC) investigation process will be conducted by the Provost and Chief Academic Officer and appropriate actions and remedies will be decided.

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

***\*Holidays and extended periods during which the university is closed (such as Eid holiday, the year-end break between semesters, and spring break) may delay the above process at all levels: School Dean, UHC and appeal. In such cases, the process will resume as soon as possible upon reopening of the university and return of all university personnel involved in administration of this process.***

## AUD STRUCTURE AND GOVERNANCE

### *AUD Administration*

The **President** of AUD is the highest campus authority on all matters related to AUD and reports to the **AUD Governing Board**, the university's highest policy-making authority. The President leads AUD in pursuit of its Mission and goals and seeks to satisfy the demands of the university's multiple constituencies. The Executive Vice President, Provost and Chief Academic Officer, Director of the Center for Executive Programs and Professional Services, Director of Health Center, Director of Institutional Effectiveness, Dean of Student Affairs, and Registrar all report directly to the President.

The **Executive Vice President** at AUD provides guidance and support for all AUD operations and oversees the implementation of institutional administrative policy and long-range administrative planning to ensure a quality environment for AUD students, administration, faculty and staff.

The **Provost and Chief Academic Officer** of the university heads the Office of Academic Affairs. The Provost and Chief Academic Officer leads the process of academic strategy formulation and oversees the implementation of the university's academic policies and procedures. The Deans and Associate Deans of the School of Architecture, Art and Design, School of Arts and Sciences, School of Business Administration, the Mohammed Bin Rashid School for Communication, the School of Education, the School of Engineering, and the Director of Library Services, all report directly to the Provost and Chief Academic Officer.

The Mission of the AUD **Registrar's Office** is to support the university's mission of student success, accountability and excellence in fulfilling its core responsibilities of course scheduling, managing registration and keeping academic records.

The **Admissions Office** is responsible for all that involves the recruitment of new students and their advising up to first term registration;

The Mission of the **Office of Student Affairs** is to support the university's mission by providing students diverse resources, facilities, events, and extracurricular programs that contribute to their academic, personal and professional development.

The **AUD Health Center** promotes, improves, and maintains a healthy campus environment by providing accessible, high-quality care, health supervision, and educational programs, which encourages students, faculty, and staff to preserve their overall well-being.

The Mission of the **Institutional Effectiveness Office** is to advance the quality of teaching and learning, and organizational effectiveness through a process of continuous improvement based on internationally recognized quality assurance measures and standards.

The Mission of the **Office of Communications**, is to oversee marketing, communications operations and build awareness, create identity and foster relationships for AUD among the university's key constituencies. Traditional and leading-edge media, as well as other forms of outreach, are used for this purpose. Communications activity, in both form and substance, is consistent with AUD's Mission.

The **Office of Information Technology Services** consists of a team of ITS support staff who provide technical support to all campus users.

The **Office of Human Resources** is responsible for all talent-related management functions: recruitment, staff training and development, benefits, contract administration and personnel policy formulation and implementation.

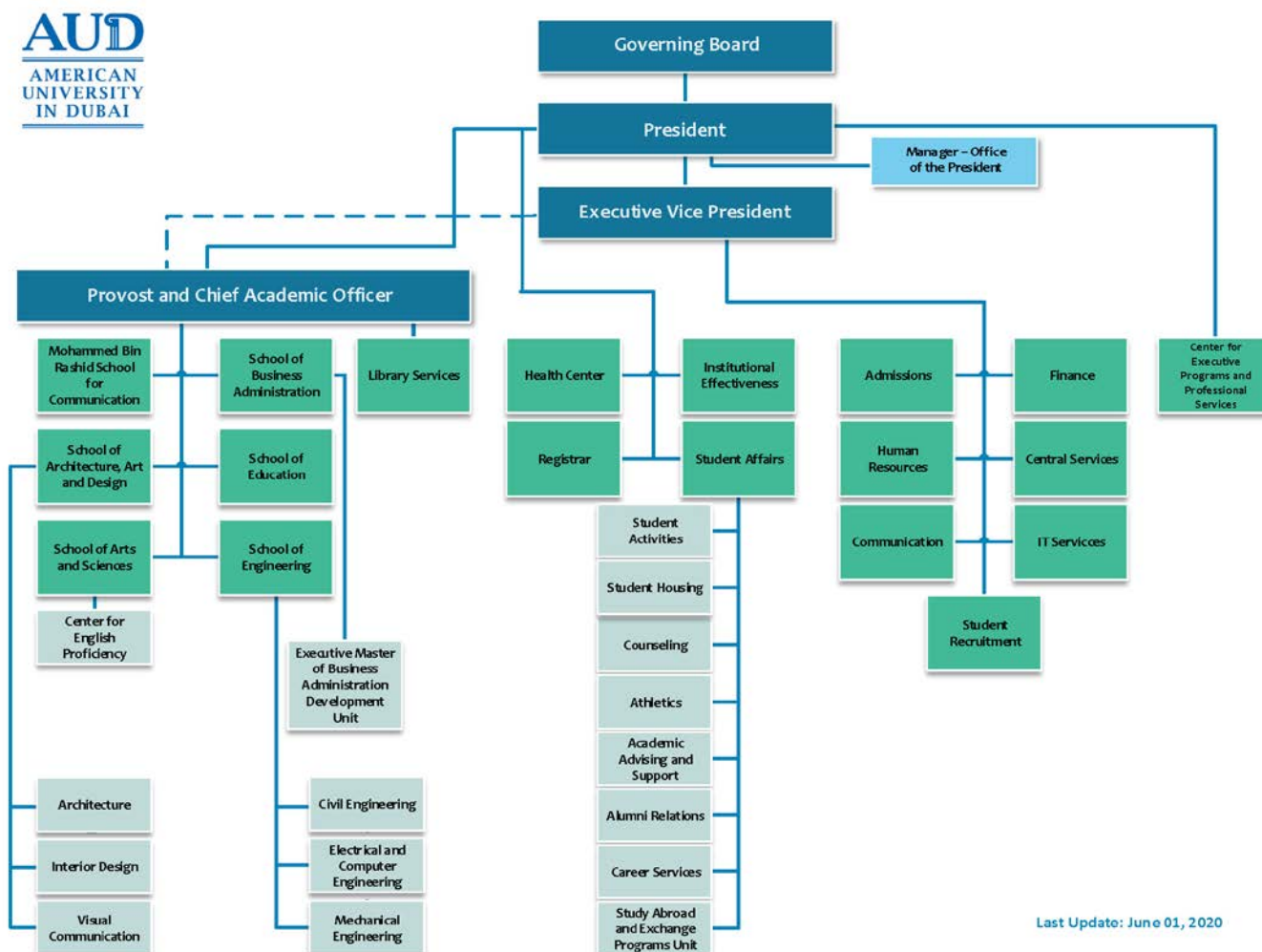
The **Central Services Office** supervises the reception, maintenance, and overall administrative responsibilities of the university.

The **Chief Financial Officer (CFO)** is responsible to the President for budget preparation and control in all units and for supervision and efficient operation of the Finance Office. The CFO is responsible for keeping expenditures within budgets approved by the AUD Governing Board and is responsible for approval of all university expenditures. The CFO submits monthly, quarterly, and annual reports on the financial affairs of the university to the President.

The Finance Office supervises the handling of student accounts, student financial aid, student billing, accounts payable, and disbursements and payroll.

Detailed position profiles for all campus administrators may be viewed in the Human Resources Director's office.

## AUD Organizational Chart



## Academic Council

### Mission

The Academic Council is the highest academic body at AUD. Its Mission is to formulate and periodically review academic policies, ratify academic decisions, and pursue institutional academic excellence and development by enhancing unity of purpose and continuous quest for quality.

Through its Mission, the Academic Council affirms its commitment to the following:

- oversee the achievement of the academic objectives of the institution;
- initiate, prioritize and elaborate on academic strategic directions;
- consider and make recommendations on matters relating to curriculum development and degree program structures, teaching, educational outcomes, and administrative support for academic functions, such as, student records;
- ensure that satisfactory procedures for monitoring educational outcomes are adopted for all Schools/Departments/Programs;
- make recommendations on mechanisms for quality assurance and quality control to academic Schools/Departments/Programs;
- undertake such other functions as the Academic Council may determine.

The Council meets several times throughout the annual teaching cycle.

The Academic Council is composed of the:

- Provost and Chief Academic Officer (Council Chair)
- Deans, Associate Deans
- Director of Institutional Effectiveness
- Director of Library Services
- EMBA Program Director
- Registrar

Ad Hoc Members:

The AUD President, Executive Vice President, and other members of the Academic and Administrative Units will be invited to the Academic Council meetings when needed, on an Ad Hoc basis.

## *Administrative Council*

### **Mission**

The Administrative Council is a high administrative advisory body at AUD. Its Mission is to continually evaluate and formulate administrative policies, promote broader-based participation in the process of decision-making; facilitate the management of the educational process at the macro level; and provide support in pursuing the attainment of institutional objectives.

Through its Mission, the Administrative Council affirms its commitment to the following:

- advise on the long-term strategic objectives (guidelines) for the university;
- integrate academic, financial and physical planning and policy making;
- advise on allocation of budget, taking account both of departments/units budget plan and past performance, and of the institutional interest as a whole;
- improve the computing infrastructure at all levels, including the campus network, internet access,
- computing and support services;
- establish directions for the orderly future physical development of the university and suggest/study plans for providing “sense of place” for sustaining the academic community;
- initiate review of particular areas of activities;
- undertake such other functions as the Administrative Council may determine.

The Council meets at least three times per teaching cycle.

The Administrative Council is composed of the:

- President (Council Chair)
- Executive Vice President
- Provost and Chief Academic Officer
- Chief Financial Officer
- Director of Admissions
- Dean of Student Affairs
- Director of Central Services
- Director of Health Center
- Director of Institutional Effectiveness
- Director of Library Services
- Director of Communications
- Director of Human Resources
- Director of Student Recruitment
- Chief Legal Officer
- Manager of Information Technology
- Registrar

## *Faculty Participation in the Governance of the University*

AUD's *Policy on Faculty Involvement in the Governance of the University* sets a broad context for faculty responsibility and authority in governance matters. Through their teaching, serving on curriculum committees at the academic unit level and university-wide Curriculum Committee, as well as serving on other ad hoc committees, AUD faculty members participate in academic governance.

The university's Academic Council – in exercising its role as a policy-making body – acts as a forum through which faculty members' perspectives and concerns are voiced. In essence, through member Deans, Associate Deans and Chairs, faculty members' opinion is represented at Council meetings and serves as one of several inputs to the decision-making process. Faculty members have the right to stay abreast of Council proceedings through their Deans, Associate Deans or Chairs who are in possession of the minutes of all Council proceedings. Minutes of proceedings are posted in a shared folder on the internal network and are accessible to faculty and staff (V:\Provost\Academic Council).

*Faculty members are also encouraged to seek direct access to the Council for the purpose of raising issues or making proposals. The following mechanism serves as a means for providing faculty members with direct access to Council meetings:*

- Faculty members, via their Dean, Associate Dean or Chair, may request from the Provost and Chief Academic Officer the placement of an item on the Council's agenda/the opportunity to address the Council in person;
- If approved, the Provost and Chief Academic Officer will insert the item for discussion on the meeting's agenda and, if applicable, inform the faculty member of the schedule for personal intervention;
- Separately, agendas of all Academic Council meetings will be circulated to the faculty-at-large, concurrent with their distribution to Council members. Faculty members will also have access to minutes of the Council's proceedings, filed in a shared folder on the local area network.

Faculty members may also participate in the proceedings of the Administrative Council by following the same procedure. The Provost and Chief Academic Officer represents faculty members, Deans, Associate Deans and Chairs on the Administrative Council and serves as a voice for faculty members in the Council's deliberation of matters, which are of a non-academic nature. Minutes of Administrative Council proceedings are available for consultation in the office of each administrative office head. They are also posted in a shared folder on v:\Administrative Council Members. Faculty members' input into non-academic governance is also sought through the administration of the annual **Faculty Satisfaction Survey** and other faculty surveys which request feedback on the operations of the various administrative departments.

In support of AUD's Mission, the responsibility and authority of faculty members in the university's governance is related primarily to their role as teachers, advisors and scholars. The emphasis in AUD's faculty contracts and in published literature on obligations with regard to these matters and the influence of faculty members, ultimately deriving from AUD's Mission is, therefore, far-reaching.

The following standing or ad hoc Committees/Councils have direct faculty membership/participation: Departmental Curriculum Committees, the University Curriculum Committee, Graduate Admissions Committee, Graduate Academic Committee, the Library Committee, Honor/Conduct/Grade Appeal Councils, Faculty Grievance Council, the IE Steering Committee and the *Compliance Certification/QEP* Leadership Teams.

# THE OFFICE OF ACADEMIC AFFAIRS

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

## *Mission*

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

## *Goals*

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

## *Provost and Chief Academic Officer*

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

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

The heads of the following academic units (and others) report directly to the Provost and Chief Academic Officer:

- School of Architecture, Art and Design
- School of Arts and Sciences
- School of Business Administration
- Mohammed Bin Rashid School for Communication
- School of Education
- School of Engineering
- Center for Entrepreneurship and Innovation
- Center for Active Learning
- Library

## *Organization*

The undergraduate degree programs offered at AUD are in the disciplines of international studies, psychology, business administration, communication and information studies, engineering, visual communication, architecture, and interior design. In addition, the School of Arts and Sciences encompasses a wide range of undergraduate

courses, which form an integral part of the completion requirements for undergraduate degree programs. The Certificate in Middle Eastern Studies program is housed in the School of Arts and Sciences and the Professional Teaching Certificate in the School of Education. Five graduate programs are offered in business (M.B.A. and E.M.B.A.), education (M.Ed.), leadership and innovation in contemporary media (M.A.), construction management (M.S.C.M.), intellectual property and innovation management (effective spring 2021).

A Dean, Associate Dean, Program Director or Chair administers each academic program. Deans, Associate Deans Program Directors or Chairs are responsible for supervising faculty members. At AUD there are full-time and adjunct faculty members.

## Dean, Associate Dean or Chair

### **Definition**

Deans, Associate Deans or Chairs are full-time staff members:

- who are on three-year (renewable) contracts and work a minimum of 40 hours per week;
- whose primary responsibilities are administration of the academic program and teaching, but who are available for counseling, conducting institutional research, performing public service, and performing other duties as designated by the Provost and Chief Academic Officer or President's delegate;
- who are eligible for participation in the employee benefits package (holidays, vacation, insurance, etc.).

### **Academic and Professional Preparation**

Deans, Associate Deans or Chairs must:

- hold the appropriate academic preparation for their discipline that meet accreditation requirements;
- demonstrate excellence in teaching;
- demonstrate outstanding professional experience and other credentials.

### **Responsibilities**

Deans or Associate Deans report directly to the Provost and Chief Academic Officer. The responsibilities of the Dean:

- effectively administer the academic unit and the competitiveness, health, and enrollment of the programs that she/he is managing;
- oversee and ensure effective operations and delivery of courses in the School;
- lead the curriculum review process in the School and submit recommendations to the Curriculum Committee;
- perform periodic measurement and assessment of School effectiveness as part of the overall outcomes assessment process and administer the assessment processes for the program(s), faculty, students, courses, etc.;
- submit and justify yearly budget proposals based on a careful analysis of program needs;
- evaluate and make recommendations on applications for faculty positions in the School's discipline(s);
- supervise and evaluate the performance of faculty members teaching courses in the School;
- meet with full-time and adjunct faculty members in the School regularly and maintain open communication with them;
- keep faculty members informed of university activities and expectations;
- foster teaching excellence and effectiveness in the School;
- ensure adherence to the university's policies on academic integrity and other academic policies and procedures;
- handle student requests, appeals and complaints related to courses in the School/Department;
- maintain and improve the School's image and reputation;
- represent the School at internal and external activities and functions;
- communicate the School's needs to the Provost and Chief Academic Officer or Dean and report promptly any situations that might require the Provost and Chief Academic Officer's involvement.

Deans are assisted in these responsibilities by Associate Deans and Chairs.

## Full-Time Faculty

### Definition

Full-time Faculty members are persons who:

- have a contract stipulating their full-time position;
- hold the appropriate academic preparation for their discipline;\*
- demonstrate excellence in teaching.

\* *In most cases, this translates to a terminal (doctoral) degree. In some cases, the Master's degree may be considered a terminal degree, such as M.F.A., M.S.W., and the M.L.S. AUD recognizes for faculty teaching studio-based art courses in Visual Communication and Interior Design that an M.A. or M.S. can also be the terminal degree provided that they are, like the M.F.A., studio-based and are accompanied by substantive experience in the field.*

### Responsibilities

Full-time faculty members report directly to the respective Dean, Associate Dean or Chair. The responsibilities of the full-time faculty member are to:

- prepare and teach a full-time course load as assigned and/or facilitate independent studies;
- meet all requirements of the student, course and program assessment processes;
- actively engage students in the learning process;
- assist in the continued development and enhancement process of the current and future academic program areas;
- participate in campus, program, or institutional committees as assigned;
- adhere to/enforce university policy;
- engage in personal and professional development and fulfill expectations (as indicated on annual Performance Evaluation) regarding research, scholarship and creative activities;
- recommend to the Director of Library Services the acquisition of reference materials for the School/Department.

*A sample of the full-time faculty contract is available in Appendix I.*

### Full-Time Faculty Selection

*Full-time Faculty members are appointed by the Dean, Associate Dean or Chair of the respective School/Department with approval by the Provost and Chief Academic Officer.*

The recruitment procedure is as follows:

- The Dean, Associate Dean or Chair notifies the Provost and Chief Academic Officer of the vacancy;
- The Dean, Associate Dean or Chair reviews and updates the position profile;
- Notice of the position is advertised in appropriate (local and international) publications, as well as on the AUD employment website;
- Letters of inquiry and applications are received by Academic Affairs and the office of Human Resources ([facultyrecruitment@aud.edu](mailto:facultyrecruitment@aud.edu));
- **Applications are evaluated by the Dean, Associate Dean or Chair;**
- Preliminary evaluations are to be completed within one week;
- A short list of candidates for each available position is produced;
- **The applicants' details are forwarded to the Human Resources office to go through the nonacademic aspects terms and conditions of (any) appointment (compensation, benefits, start dates, etc.).** Once a 'meeting of the minds' on the non-academic specifics is reached, the office of Human Resources notifies the respective Dean, Associate Dean or Chair;
- The Office of Human Resources arranges for the Dean, Associate Dean or Chair to interview the shortlisted candidates.

Once a candidate(s) is/are approved by the Dean, Associate Dean or Chair, the candidate's details are forwarded to the Provost and Chief Academic Officer for interview and approval. As a final stage in the process, an interview will be conducted by the Human Resources Director. The President may, on occasion, for discipline- or institution-related reasons participate in this process.

After the final interview with the Human Resources Director, approved candidates receive a contract reflecting the agreed terms and conditions. A specimen contract is reflected in Appendix (i) of this *Handbook* and includes the following information:

- Title of position;
- Date of appointment and duration;
- Remuneration and benefits;
- Job description;
- Employment terms and conditions; and
- Working hours.

***In the event a faculty member should opt not to teach during the Summer Session following any academic year, he or she must inform their Dean, Associate Dean or Chair and Human Resources in writing by September 15 of the academic year to which this applies.***

## Adjunct Faculty

### **Definition**

Adjunct Faculty members report directly to the Dean, Associate Dean or Chair. The responsibilities of a part-time/adjunct faculty member are to:

- prepare and teach up to two courses as required;
- meet all requirements of the assessment processes for the courses (program);
- attend faculty meetings and departmental meetings, as requested;
- recommend to the Librarian the acquisition of reference materials for the department, subject to prior approval by the Dean, Associate Dean or Chair;
- understand the purpose and goals of the university and espousing them in the performance of his or her responsibilities;
- adhere to/enforce university policy.

*A template of the adjunct faculty contract is available in Appendix II.*

### **Adjunct Faculty Selection**

*Adjunct faculty members are appointed by the Dean, Associate Dean or Chair with approval by the Provost and Chief Academic Officer. The proportion of adjunct faculty teaching in each program is restricted to 25% or less of the total. Adjunct faculty members are employed semester-by-semester. Their renewal is at the discretion of the Dean, Associate Dean or Chair.*

The authorization of recruitment must come from the Provost and Chief Academic Officer. When the decision has been made to recruit an adjunct faculty member the procedures to follow is:

- The Dean, Associate Dean or Chair notifies the Provost and Chief Academic Officer of the vacancy;
- The Dean, Associate Dean or Chair reviews and updates the position description;
- Notice of the position is advertised primarily in local publications. National educational publications, conventions, and letters and telephone calls to colleagues in other institutions are other recruiting methods often used;
- Letters of inquiry and applications are received by the Human Resource Director, and desirable candidates are selected for a personal interview;
- The candidate is interviewed by the Dean, Associate Dean or Chair;
- The Dean, Associate Dean or Chair forwards an *Adjunct Approval Form* to the Provost and Chief Academic Officer;
- The Provost and Chief Academic Officer's decision is indicated on the *Adjunct Approval Form*. The Provost and Chief Academic Officer may decide to interview the candidate for this purpose;
- The *Adjunct Approval Form* is sent back to the academic unit and to HR;
- The candidate, prior to appointment, must submit:
  - a résumé/curriculum vitae of personal data, educational qualifications, and professional accomplishments;
  - attested official transcript from all undergraduate and graduate schools attended;
  - attested documentation required by government regulations to establish identity and employment eligibility;

- three references.
  - Individuals hired on part time basis and are under the visa sponsorship of another party must provide a “No Objection Certificate” prior to commencing employment at AUD.
- Approved candidates will receive a letter of appointment including the following information:
    - title of position;
    - date of appointment;
    - salary;
    - pay period;
    - job description;
    - hours; and
    - benefits.

This letter of appointment in no way represents an annual contract unless specifically stated and mutually agreed upon.

### Degree Equivalency

For faculty members who hold degrees from institutions not accredited by a U.S. regional postsecondary accrediting commission, the academic credentials will be submitted for external evaluation to determine U.S. degree equivalency; that is, the American equivalent of the earned degrees. (Exceptions are made for Canadian universities.) Failure to establish this equivalency may be reason not to proceed with a prospective faculty member’s candidacy.

### Language Proficiency

Prior to the appointment of a candidate, the university determines that the candidate’s proficiency in oral and written communication in the language in which the course(s) is being taught.

### Visiting Faculty

Occasionally, the university appoints visiting faculty members from other universities or from the professional community. These faculty members generally teach for a period up to one academic year.

Visiting faculty members must meet the academic and professional preparation requirements of full-time faculty members. Their responsibilities are similar to those of full-time faculty members and are outlined specifically in their contract.

### Faculty Tutoring

According to AUD policy, full-time faculty members are not permitted to tutor AUD students.

Adjunct faculty members may tutor any AUD student who is not currently enrolled in any of his or her respective classes.

From time to time and depending on needs, AUD may deem it necessary to offer study sessions in particular disciplines to support its academic programs. Should this be the case, appropriate faculty members will be identified and compensated by AUD.

### Graduate Faculty Status

AUD recognizes that its graduate-level growth strategy calls for formal criteria to be established university-wide for determining faculty members’ eligibility to teach graduate courses and to recognize this eligibility by creating a “Graduate Faculty” designation for those faculty members who satisfy the eligibility criteria.

#### **Eligibility Criteria for Teaching Graduate-Level Courses**

- Only faculty members who have Graduate Faculty Status (GFS) are eligible to teach graduate-level courses and supervise master’s theses.
- Faculty members must be nominated for GFS by their academic unit head.
- Nominations are made to the Provost and Chief Academic Officer and must be supported by evidence that the nominated faculty member satisfies the criteria listed below.
- Criteria: The faculty member
  - a) holds an earned PhD or equivalent doctoral degree in the teaching discipline or in a cognate discipline;

- b) has proven teaching expertise in the discipline or (in the case of a newly appointed faculty member who recently completed the PhD) is recommended by the academic unit head on the basis of his or her teaching potential and currency in the discipline;
  - c) is active and productive in research and other scholarly or creative endeavors and is able to provide evidence of such actual or (in the case of a faculty member who recently completed the PhD) potential productivity.
- If approved, GFS will be confirmed in writing by the Provost and Chief Academic Officer.

Having GFS does not mean that the faculty member will only teach graduate-level courses or that he or she will necessarily teach at least one graduate-level course each and every academic term. Faculty members who have GFS usually will also be assigned undergraduate courses besides graduate courses, to bring their total teaching load to the number of courses specified in their contracts. It is possible as well that the entire teaching load of a faculty member who has GFS will in some academic terms consist entirely of undergraduate courses.

### **Classroom-related Positions**

At AUD, there are three classroom-related positions that serve to support instructors-of-record in fulfillment their instructional responsibilities. Teaching is the exclusive purview of the instructors, and none of these “auxiliary positions” involves any classroom instruction.

#### **Graduate Assistants**

Some graduate programs, e.g., the graduate program in the School of Business Administration offers a Graduate Assistantship Program. The policy governing the selection and assignment of these Graduate Assistants is found in the offices of the SBA Dean, the Provost and Chief Academic Officer, and Institutional Effectiveness. Essentially, these Graduate Assistants, who are currently M.B.A. Candidates at AUD, aid faculty members in course preparation and classroom administrative tasks.

#### **Course Assistants**

Also, in the SBA, and in lower division lecture-based courses with approximately twice the enrollment of the university norm, course assistants aid faculty members in course preparation and classroom administrative tasks. These assistants are qualified to a minimum of a master’s degree level.

#### **Studio Supervisors**

Engaged in AUD’s applied arts programs, these supervisors, qualified to at least a bachelor’s level, assist instructors as course and classroom facilitators. They are charged with administrative tasks (attendance taking, exam proctoring, etc.) and assist students in interpretation of their assignments and resolution of other course-related challenges or difficulties.

#### **Teaching Assistants**

For the School of Architecture, Art and Design, this includes graduates with degrees in an associated field. Teaching assistants can also provide research support in a course or other support as defined by the requesting faculty member. Support can include creating lecture outlines, assisting with proctoring of exams and quizzes, assisting with creating assignments or in-studio support.

# FACULTY APPOINTMENT, RANK, PROMOTION, RECOGNITION, AND RESPONSIBILITIES

## *Academic Rank and Requirements*

For newly appointed full-time faculty members with previous appointments in other organizations, AUD honors and acknowledges their academic and industry experiences by awarding them the rank they currently hold.

### **Requirements for Level**

Each faculty level at AUD has distinct criteria regarding required degrees, years in level, and degree of performance in level. With few exceptions, the term “terminal degree” denotes the highest degree awarded in a discipline. The doctorate is the terminal degree for most disciplines. The Master of Fine Arts (M.F.A.), Master of Social Work (M.S.W.) and Master of Library Science (M.L.S.) are some of the degrees that are terminal but not doctorates.

Exceptions to the requirement of a terminal degree must be:

- limited to applied fields (such as business administration) for a faculty member who has a Master’s degree in the teaching field or a Ph.D. in a related field, and who also has extensive senior level experience in the applied field (such as corporate management or senior accountant) or experience in the applied field coupled with internationally recognized professional association certification (as in medical board certificate or Certified Public Accountant);
- fully justifiable in terms of education, training, and professional experience; and
- restricted to no more than 10% of the faculty members;
- Teaching with a Master’s degree is only approved in accordance with the exceptions allowed by the U.A.E. Ministry of Education CAA Standards.

These exceptions will be reported at the beginning of each semester for approval to the Commission for Academic Accreditation of the U.A.E. Ministry of Education. The report must include the faculty member’s name, highest degree earned and conferring institution, area of specialization, justification for the exception, and descriptions of the courses assigned.

### **Instructor**

Instructor is an entry-level category at AUD

**Degree:** Minimum of a Master’s degree

Teaching with a Master’s degree is only approved in accordance with the exceptions allowed by the U.A.E. Ministry of Education CAA Standards.

**Years in Level:** No minimum specified

**Performance Criteria:** Candidates should demonstrate promise in achieving excellence in teaching.

### **Assistant Professor**

Assistant Professor is the primary entry-level category at AUD

**Degree:** Terminal degree for the discipline

**Years in Level:** No minimum specified unless the candidate was previously at the Instructor level at AUD: if the candidate was previously at the Instructor level at AUD, two years in level, including the year in which the advancement will be considered are required prior to application for advancement.

**Performance Criteria:** Candidates should demonstrate promise in achieving excellence in teaching, research, professional development, and service.

### **Associate Professor**

Associate Professor is the middle level at AUD

**Degree:** Terminal degree for the discipline

**Years in Level:** Candidates should have served at least four years at the Assistant Professor level, including the year when the advancement will be considered.

**Performance Criteria:** Candidates must show clear documentation of excellence in teaching, research, professional development and service, as described in the Criteria for Promotion. *At the discretion of the Provost and Chief Academic Officer, external peer review may be required as part of the evaluation process for promotion.*

## Professor

Professor is the senior level at AUD

**Degree:** Terminal degree for the discipline

**Years in Level:** Candidates should have served at least five years at the Associate Professor level, including the year in which the advancement will be considered.

**Performance Criteria:** Candidates must show clear documentation of high levels of achievement in teaching, research of significance to their discipline, professional development and service, as described in the Criteria for Promotion. *At the discretion of the Provost and Chief Academic Officer, external peer review may be required as part of the evaluation process for promotion.*

## Documentation: Faculty Credentials

Official transcripts must be submitted for all earned degrees. In order to be official, a transcript must be mailed in a sealed envelope by the institution granting the degree directly to AUD's Office of Human Resources. Faculty must submit copies of all diplomas awarded.

Note that per the requirements of the UAE government, all faculty are required to obtain attestation of the last earned degree credentials (**diploma**) from the Ministry of Foreign Affairs.

The transcripts must confirm the course work the faculty member completed, the degree issued and the year. The seal of the conferring institution must be present on the transcript. (AUD collaborates with several agencies in the U.S. to determine the U.S.-equivalent of non-North American degrees.)

If the faculty member obtained his or her degree from a non-English speaking institution, the transcript must be translated by a certified translation service. The faculty member (at his or her own expense) must submit the transcript to a recognized translating service and have it translated into English.

Faculty members should also submit copies of any professional certifications they have earned. Copies of the certifications they earned must be kept in the respective faculty member's personnel file.

In those instances, in which faculty have received their degrees from institutions that do not issue transcripts, a letter from the institution attesting to issuance of the degree will be required.

*Required documentation is normally provided before the commencement of teaching duties. Faculty members are given a one-term grace period in order to ensure that their files are in order.*

## Procedures for Promotion

Candidates for advancement will prepare a dossier to document qualification for the desired rank. The dossier will consist of the following items:

- a cover letter summarizing the evidence supporting the candidate's request for advancement including their active and populated ORCID profile;
- a current Curriculum Vitae;
- documentation of excellence in the performance criteria;
- Suggestion of three names of peers to evaluate the candidate's research, scholarly or creative work

**The dossier is submitted to the appropriate Dean, Associate Dean or Chair by February 15 of the year in which the candidate wishes to be considered for advancement.** The Dean, Associate Dean or Chair then solicits three external reviewers to evaluate the candidate's research, scholarly or creative work. After reviewing the complete dossier, the Dean, Associate Dean or Chair writes a reasoned recommendation for either approval or denial of the advancement, and forwards the recommendation and the dossier to the Provost no later than **April 15**. The Provost makes his decision after reviewing the faculty member's dossier, the Deans, Associate Dean and Chairs reasoned recommendation and the external reviews. The Provost sends his decision to the President for contractual ratification no later than **June 1**. The Provost notifies the faculty member of the decision in writing, no later than **June 15** (with copies to the faculty member's Dean, Associate Dean or Chair and to Human Resources). The advancement will take effect at the beginning of the following academic year. **Dossiers that are not submitted according to this timeline will only be considered in the subsequent academic year.**

## **Eligibility**

Years at rank:

- Assistant to Associate Professor: minimum 4 years at rank (minimum one year completed at AUD)
- Associate to full Professor: minimum 5 years at rank (minimum one year completed at AUD)

Eligible faculty applying for promotion will be evaluated in the areas of teaching, scholarly/creative work, and service according to the criteria laid out in this document and, where applicable, criteria required by the faculty member's school.

## **Criterion 1. Teaching Effectiveness**

### **Areas of Teaching Effectiveness\***

- Student course evaluations and overall grade distribution in light of School and department averages (the overall average across the period since last promotion is considered)\*\*
- Performance of students on external uniform examinations or assessments from former students regarding candidate's instructional excellence
- Peer evaluations/Classroom observations
- Teaching and learning activities (within or outside AUD)
  - Completion of Professional training or certification related to teaching
  - Participation in teaching workshops
- Innovative pedagogy
- Curriculum development
- Training or leading workshops for faculty on pedagogy or assessment
- Involved in promoting student research or mentoring creative projects that win awards
- Student advising
- Playing an active role in learning outcomes assessment by serving on an Assessment Committee or engaging in a systematic review of PLOs/CLOs or contributing to accreditation efforts or contributing to mapping exercises, drafting of CLOs for a course(s) or coordinating learning outcomes assessment for a unit/department/program/ set of courses

**Note:** although not included in the above list, all faculty will also be evaluated on their compliance in completing course files and CER reports, as part of university requirements.

\*Other contributions to teaching will be evaluated on a case-by-case basis by the School

\*\*Submission of student course evaluations is required of all candidates applying for promotion

### **Evidence:**

Any of the above should be documented with evidence, including but not limited to: student evaluations, emails, official memos, minutes of meeting, relevant surveys, peer observations, certificates, letters, and university reports.

### **Evaluation Criteria for Teaching:**

- Demonstrated success and achievement in 5 out 10 areas: Good
- Demonstrated success and achievement in 6 out of 10 areas: Excellent
- Demonstrated success and achievement in 7 or more out of 10 areas: Exemplary

## **Criterion 2. Research, Scholarly and Creative Work**

Research, scholarly, and creative activities are essential to the ongoing vitality of faculty's involvement in the learning process. Through self-enrichment, faculty members enhance their depth of knowledge, expertise, and perspectives on their disciplines and consequently augment their contribution to the classroom and the university community. Research, scholarly and creative contributions at AUD include: peer-reviewed publications, activities that involve studious inquiry, disciplinary examination, creative endeavors, contributions to the professional practice, new applications of theory, or experimental initiatives that nurture and advance the faculty member's disciplinary expertise. Scholarship is defined broadly to include disciplinary and interdisciplinary research, creative work, professional work and scholarship on pedagogy.

Candidates involved in scholarship should make a substantive contribution to the discipline that reflects high standards of quality in scholarship and professional competence. Those seeking promotion will be expected to

demonstrate the relevance and significance of their research, creative, or professional work within their academic or professional community. Scholarly or creative work presented as evidence will be evaluated in the **context of the norms and expectations within the scholar's disciplinary field**, and a combination of the following **criteria** as relevant to the discipline in question:

- Peer review process
- The reputation of the publisher (at national, regional or international level)
- Reputation of the exhibition in the case of creative work
- Awards, data about viewers/ users, social media appeal, press releases and/or media attention
- The indexing of journals
- The impact of the publication or the creative or professional work where applicable
- Editorial board (members and the credibility this confers on the publication)
- Geographical scope/influence of the publication or the creative or professional work
- The range and types of publications (multiple publications in the same journal, for instance, may not be given the same weight as publishing in different journals)
- Consistent/ongoing pattern of publication or creative or professional work that contributes to a particular body of knowledge relevant to the scholar's discipline
- Peer evaluation of the candidate's research/creative/professional activities and overall contribution to the field of study

To receive an Exemplary rating in scholarship, a candidate for promotion should demonstrate a pattern of accomplishment that is distinguished, one through which the candidate has earned a national, regional and/or international reputation. A rating of Excellent requires a pattern of accomplishment that indicates substantial progress toward a national, regional and/or international reputation. A rating of Good requires a pattern of ongoing scholarly activity and a significant contribution to scholarship in the candidate's field.

**Categories of scholarly and creative work with equivalent points include\*:**

<b>Category A 1-4 scholarly activity points (BOOKS SINGLE AUTHOR/ EDITOR)</b>
Book-length research monograph, single author
Book-length translation or critical edition, single author
Book-length creative writing work, single author
Textbook in field, single author
Editor of a book-length collection of articles, with authorship of a chapter (or article) <u>and</u> an introduction
<b>Category B 2-3 scholarly activity points (BOOKS JOINT AUTHORS/ EDITORS)</b>
Book-length research monograph, joint author
Book-length translation or critical edition, joint author
Book-length creative writing work, joint author
Textbook in field, joint author
Joint editor of a book-length collection of articles, with authorship of a chapter/ article <u>or</u> a significant introduction
<b>Category C 1-1 ½ scholarly activity points (POEMS, SHORT STORIES, LITERARY ESSAYS)</b>
Publication of creative-writing work(e.g., short story, poetry collection, literary essay) in a recognized literary publication
<b>Category D 1-3 scholarly activity points (ACADEMIC JOURNALS)</b>
Article in an academic journal listed in Scopus or other reputable database (such as ABDC, Financial Times, ABS, SJR, JCR, or other reputable bibliometric database)
Academic Article in a foreign language journal that is peer-reviewed and regionally respected
<b>Category E 1-2 scholarly activity points (OTHER PUBLICATIONS/ APPLICATIONS)</b>
Chapter in a Textbook or Book
Encyclopedia article
Policy brief or report
Published translation (article length) in a refereed venue
Teaching cases (available in the public domain)
Development of software, algorithms, new applications or methodologies adopted by industry or

academia
Article-length paper in refereed conference proceedings
<b>Category F ½-1 scholarly activity point (PROFESSIONAL RESEARCH CONTRIBUTIONS)</b>
Book review in a journal
Peer reviewed conference presentation
Papers blind-reviewed for refereed journal, conference, or other universities
Discussant/session chairs at refereed conferences
Externally funded research (can be awarded up to 1 point depending on the grant)
<b>Category G 1-4 scholarly activity points for each activity (CREATIVE WORK)</b>
Creative Work (in the fields of art, design, architecture, media & communication)
Dissemination of Creative Work
Creative Role in a short, feature or documentary film or in a TV or Radio drama or show/podcast broadcast
Oversight of a Professional Entity

*\*Other publications or creative works will be evaluated on a case-by-case basis by the School*

### **Evaluation Criteria for Research, Scholarly and Creative Work**

Points are allocated based on the quality of the candidate's work and determined according to school criteria and feedback received from external reviewers. Thus, publications that do not meet the criteria and/or receive negative evaluation from external reviewers may not be awarded points. In regard to published works, only works in press or works accepted for publication since the time of last promotion are evaluated at the time of application to promotion. The following criteria outline the minimum expectations at the university level for rating promotion candidates as 'Good', 'Excellent', or 'Exemplary'. Additional discipline specific criteria, including appropriate or required publication/creative/professional venues, are provided by each School.

- Assistant to Associate Professor
  - Up to 4 points = Good
  - 5-7 points = Excellent
  - 8 or more points = Exemplary
- Associate to Full Professor (points calculated since last promotion)
  - Up to 6 points = Good
  - 7-8 points = Excellent
  - 9 or more points = Exemplary

### **Criterion 3. Service**

#### **Area of Service\***

- Committee/task force Service on average at least two committees per year since last promotion
- Fulfilling administrative responsibilities at the School level (i.e. Associate Dean, Assistant Dean, Chair or Coordinator)\*\*
- Student Clubs or Activities; mentoring/supporting student public service work
- Organizing, developing, participating, directing or implementing faculty or staff development activities and/or university special events; promoting the university both internally and externally
- Representing the university in a public media forum
- Engaging in community outreach activities or involvement in training of local government or community groups
- Engaging in international humanitarian work or similar activities
- Communicating in popular and non-academic publications or media; technical reports; and expert testimony
- Service to the Profession/ Unpaid consulting work

*\*Other types of service will be evaluated on a case-by-case basis by the School*

*\*\*Depending on the scope of administrative work and responsibilities, this category could be given greater weight*

## Evidence

Any of the above should be documented with evidence, including but not limited to: emails, official memos, newspaper articles, web links, minutes of meeting, relevant surveys, certificates/awards, letters, and university reports.

## Evaluation Criteria for Service

- Demonstrated sustained engagement in 3 out of the 9 areas of service = Good
- Demonstrated sustained engagement in 4 out of the 9 areas of service = Excellent
- Demonstrated sustained engagement in 5 or more out of the 9 areas of service = Exemplary

## Overall Evaluation

- Assistant Professor to Associate Professor  
Successful candidates for promotion to the rank of Associate Professor must be 'Exemplary' in teaching, 'Excellent' in scholarship, with service evaluated at 'Good' or above.
- Associate Professor to Full Professor  
Successful candidates for promotion to the rank of professor must be judged 'Exemplary' in teaching and scholarship and 'Excellent' in service.

Rank	Teaching	Research/Scholarly/Creative Work	Service
Associate Professor	Exemplary	Excellent	Good
Professor	Exemplary	Exemplary	Excellent

## Procedures and Criteria for Performance Evaluation

Each Dean, Associate Dean, Program Director, Chair, and faculty member (full-time and adjunct) is evaluated by students at the end of each semester and once a year by his or her supervisor.

## Evaluation of Instruction by Students

At the conclusion of each term, students are asked to complete a student end of course survey. This survey evaluates the instructor and the course concerning key course concepts, course materials and instructional effectiveness. The results of student evaluations of instructors are used to provide faculty feedback to initiate changes in teaching methods/styles and to modify curriculum/approaches to classroom management, if necessary.

## Evaluation by Supervisor

On an annual basis, the Provost and Chief Academic Officer evaluates Deans, Associate Deans and Chairs. Deans, Associate Deans and Chairs evaluate full-time and part-time faculty members. Written forms are used to evaluate all academic personnel based on specific criteria. The results of evaluations by supervisors are used in professional development activities. Exemplary performance is used as a primary factor in faculty level and advancement decisions.

## Evidence of instructional effectiveness

- The instructor shall give evidence of ability and commitment to lead students of varying capabilities into a growing understanding of the subject matter, tools, and materials of their disciplines.
- The instructor shall demonstrate a continuing concern for instructional effectiveness through methods of presentation and evaluation of students.
- The instructor shall demonstrate the willingness and ability to counsel students.
- In support of instructional effectiveness, an instructor must maintain a high level of knowledge and expertise in the discipline or area of specialization.

## Evidence of scholarly, creative and professional activities

The instructor shall give evidence of the following (as appropriate to the discipline):

- Contributions to academic and professional knowledge
- Inventiveness, discovery and innovation
- Creative and artistic works
- Professional consulting activity
- An active and populated ORCID profile

### **Administrative performance and service**

- The instructor shall perform the administrative duties of the position.
- The instructor shall give evidence of identifying new needs in the department and assisting colleagues in departmental activities.
- Although not mandatory, the university does take special note of instructors who evidence interest and activity that extends beyond the department into areas such as participation in committees, student activities, and professionally related community affairs.

### **Impact of attitudinal and behavioral factors on overall performance**

The instructor's supervisor shall include an evaluation (supported by evidence) of the following factors:

- The instructor's attitude (collegiality, team spirit, dedication, initiative, active involvement, support for the departmental/school/university mission, goals and objectives)
- The instructor's relationship and interaction with students (availability, setting a good role model, professional behavior free from bias or harassment, fair treatment, flexibility, cultural sensitivity, absence of verified student grievances)
- The instructor's adherence to academic and administrative rules, policies and procedures

## **Additional Performance Evaluation Requirements for Faculty in the School of Business Administration (SBA)**

To satisfy the 2013 Standards of the Association to Advance Collegiate Schools of Business (AACSB), the following requirements apply to all SBA faculty members and are additional to the requirements of the university-wide periodic performance evaluation process:

### **Faculty Reporting on Scholarly Academic (SA), Practice Academic (PA), Scholarly Practitioner (SP), and Instructional Practitioner (IP) Status**

Full-time SBA faculty members are required to report on achievement of SA/PA/SP/IP status as soon as such status has been achieved, and on maintenance of such status once a year by attaching to their annual performance evaluation form a list of activities and dates together with supporting documentation. A separate procedure will be undertaken by the SBA to periodically (at least once a year) update the SA/PA/SP/IP status of adjunct faculty members.

### **Failure to Maintain SA/PA/SP/IP Status**

Faculty members who fail to maintain the appropriate qualified status (SA/PA/SP/IP) must submit to the SBA Dean an action plan and a timeline for regaining their qualified status. The Dean will evaluate the plan and determine if it is acceptable, taking into account the SBA's and AUD's strategies, plans and expectations—especially those related to AACSB accreditation. If the plan is accepted, the faculty member will be required to submit periodic progress reports (dates to be specified by the Dean) on implementation of the plan. Non-acceptance of the plan, or acceptance by the Dean but failure by the faculty member to implement the plan successfully and regain the appropriate qualified status will be factored into the decision regarding continued employment of faculty members.

## **Salary Scales and Criteria for Salary Increases**

### **Full-time Faculty**

Information about salary scales is available at HR upon the request of any faculty member. Annual increases for full-time faculty members are not guaranteed and are based on both the employee's performance as well as the university meeting its performance objectives. **The exact amount of (any) salary increase is determined by correlating the annual rating achieved by the employee (see table below) during the employee's annual appraisal with the respective % increase set by the university for that rating.**

**Salary increases are effective in January for full-time faculty members.**

<i>Faculty Member's Annual Rating</i>	<i>Merit Increase</i>
Composite Score below 3.00	Zero
Composite Score between 3.00 and 3.33 inclusive	Lowest Tier
Composite Score between 3.34 and 3.66 inclusive	Middle Tier
Composite Score between 3.67 and 4.00 inclusive	Top Tier

**Promotion in rank automatically leads to an increase in salary as determined by AUD's respective salary scales. These scales are available from the Human Resources Office upon request.**

## Adjunct Faculty

Information about salary scales is available at HR upon the request of any faculty member.

### Adjunct Faculty - IELP

Adjunct faculty members teaching in the Intensive English Language Program (IELP) are compensated per course/term taught. Currently, there are three tiers set for these adjunct faculty pay rates.

Adjunct faculty members who teach IELP are compensated at Tier 1 when they begin their tenure at AUD. They are eligible to receive the salary cited for Tier 2 if all of the following criteria are met:

- have taught at AUD for two years;
- have taught two terms including summer, in each of those academic years;
- have taught at least two classes in each of the two academic years; and,
- have received a satisfactory appraisal from their supervisor over the two-year term.

Adjunct faculty members who teach IELP are eligible to receive the salary cited for Tier 3 if all of the following criteria are met:

- have been at Tier 2 for two years;
- have taught two terms, including summer, in each of those academic years;
- have taught at least two classes in each of the two academic years; and,
- have received a satisfactory appraisal from their supervisor over the two-year term.

**Any increase in salary for adjunct faculty members teaching IELP is effective in September.**

## Faculty/Staff Recognition

### President's Award for Teaching Excellence

Awarded to the faculty member who has contributed to the university through extraordinary performance as a teacher. Evaluation criteria include service to students/mentoring outside the classroom.

### President's Award for Institutional Effectiveness

Awarded annually to a faculty or staff member for a superlative contribution to AUD's institutional effectiveness initiatives. The basis for this Award will be an outstanding achievement within the IE sphere (e.g., assessment/measurement, continuous improvement, strategy formulation, establishment of learning outcomes, etc.) resulting in a significant enhancement in the achievement of AUD's Mission.

### President's Award for Distinguished Service

Awarded to a faculty or staff member who has made significant ongoing contributions to AUD above and beyond the call of duty. The selected faculty or staff member is one whose impact on the institution is formidable and universally recognized.

### Provost's Award for Innovation in Teaching

#### Examples

- Development and use of an innovative methodology in teaching and learning (e.g., new in-class and out-of-class learning activities; incorporation of new practical, applied or experimental components into course delivery and student learning; etc.)
- Innovative redesign of an existing course
- Development of a new course that is unique in the discipline
- Development and use of new material authored or created by the instructor (cases, problem sets, visuals, slides, etc.)
- Adoption and use of a new technology or an innovative use of existing technology in teaching and Learning

#### Evaluation Criteria

- Evidence of effective use of the innovation to enhance student learning
- Support for the innovation by academics, both within and outside AUD, and by professionals in the discipline

- Potential for continued use and long-term impact of the innovation on teaching and learning

## Provost's Award for Outstanding Research

### Examples

- Research papers authored or coauthored by the faculty member, presented at refereed academic or professional conferences, workshops, symposiums, meetings of learned societies, or similar adjudicated events
- Research papers published or accepted for publication in refereed academic or professional journals
- Research published as a contribution to a compendium or reference work in the discipline, or as a chapter in an edited book of readings
- Inventions, discoveries, new research techniques and similar scientific accomplishments by the faculty member

### Evaluation Criteria

- Track record of activity and productivity in research and scholarly work
- Originality and quality of the research or scholarly work
- Local and international recognition of the research or scholarly work
- Contribution of research to conceptual knowledge in the academic discipline
- Contribution of research to applications and practices in the professional discipline

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

### Examples

- Drawings
- Paintings
- Engravings
- Sculpture
- Photographic works
- Artistic illustrations
- Cartoons
- Typographic works
- Architectural designs
- Scripts
- Films
- News reporting
- Other similar works

### Evaluation Criteria

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

## Provost's Award for Outstanding Literary Achievement

### Examples

- Fiction
- Poetry
- Romance
- Spirituality
- Literary criticism
- Interpretation of literary works
- Social criticism
- Philosophy
- Plays
- Biographies
- Anthologies

### **Evaluation Criteria**

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

## **Provost's Award for Professional Engagement and Community Outreach**

### **Examples**

- Leadership of and/or active and productive involvement in reputable professional bodies
- Significant contributions to professional practice
- Leadership of or significant participation in initiatives for social, environmental or charitable causes (organization, fund raising, spreading awareness, etc.)
- Relationship-building initiatives with academic, corporate, not-for-profit, government and professional organizations

### **Evaluation Criteria**

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

### **Eligibility**

All full-time faculty members who have been employed by The American University in Dubai for at least one full academic year are eligible to participate in the competition for the above awards.

### **Procedures for Submission of Entries**

Faculty members interested in submitting their works for evaluation under any of the four award categories should follow the procedure described below.

1. Write a letter of application to the Provost and Chief Academic Officer describing the work to be entered into the competition and specifying the award for which the work is to be considered.
2. At the bottom of the application letter, include the following endorsement statement: "I endorse this application" and ask the academic unit head (Dean, Associate Dean, Program Director or Chair) to sign endorsing the application.
3. Attach the work being entered (article, research paper, document, visuals, cases, drawing, design, book, etc.).
4. Attach a file containing evidence on how the work satisfies the evaluation criteria for the award.
5. Submit items 1 - 4 to the Office of the Provost and Chief Academic Officer) not later than the specified deadline.

### **Deadline for application to the Provost Awards 2020-2021**

Thursday, March 4, 2021

### **Evaluation Procedure**

The Provost's Annual Awards Advisory Committee will be chaired by the Provost and Chief Academic Officer and will consist of one full-time faculty member (to be nominated by the Dean, Associate Dean, Program Director or Chair) from each of the following academic units:

- School of Architecture, Art and Design
- School of Arts and Sciences
- School of Business Administration
- Mohammed Bin Rashid School for Communication
- School of Education
- School of Engineering

The Committee will meet in Spring 2021 to evaluate all entries according to the criteria for each award and recommend award winners (one for each award). The Committee must complete the evaluation process and recommend award winners by end-April 2021. The Provost and Chief Academic Officer will review the Advisory Committee's recommendations and will make the final selection of award winners. The Provost and Chief Academic Officer may decide that there is no winner for one or more of the awards.

## Reappointment of Adjunct Faculty for Subsequent Terms

Reappointment of adjunct faculty members is usually decided within 30 days prior to the beginning of the new term. Contracts are issued on similar timing.

## Teaching Load

Faculty workload assignments must be equitable and reasonable taking into account the range of faculty members' responsibilities, including different course preparations, course enrollment, level of courses taught, thesis supervision, research and other academic responsibilities. In addition, AUD will endeavor to limit different course preparations to six per academic year. The following is an outline of the normal and reduced faculty workload:

### Normal Teaching Load:

Employment Category	Credit Hours
Full-time faculty teaching only in undergraduate programs	12
Full-time faculty teaching only in graduate programs (excluding thesis supervision)	9
Full-time faculty teaching only in undergraduate programs in summer terms	6
Full-time faculty with Graduate Faculty Status (GFS) teaching only in graduate programs in summer terms	3
Adjunct faculty	6

### Reduced Teaching Load:

Employment Category	Load
Full-time faculty with Graduate Faculty Status (GFS) teaching in both graduate and undergraduate programs (excluding thesis supervision)	Reduction of 3 credit hours at the undergraduate level for every 9 credit hours taught at the graduate level in a given academic year (two semesters)
Full-time faculty with Graduate Faculty Status (GFS) supervising graduate theses	Reduction of 3 credit hours for every 3 graduate theses supervised (once the final grades are submitted)
Chairs and Program Coordinators teaching in undergraduate programs	Reduction of 3 credit hours based on the normal full-time undergraduate faculty load
Chairs and Program Coordinators teaching only in graduate programs	Reduction of 6 credit hours based on the normal full-time workload of a faculty teaching only in graduate programs
Chairs and Program Coordinators teaching in a summer term	Reduction of 3 credit hours based on the normal teaching load in summer terms
Associate Dean	Reduction of 6 credit hours based on the normal full-time faculty load
Dean	2 courses per teaching cycle

### Guidelines for Teaching Load and Overload

- A normal teaching load at the undergraduate level is 12 credit hours with up to 15 contact hours per week per semester.
- In those academic units in which a substantial portion of the instructional experience is laboratory or studio based per semester (e.g., Architecture, Communication, Engineering, Interior Design and

Visual Communication), teaching loads are set on a contact hour basis, with the required amount of contact judged to represent a load that is equivalent to that of the 12 credit hours previously cited.

- c. For the purposes of regular teaching load and overload, lab and studio hours are calculated at the rate of 2 contact hours per 1 credit hour.
- d. Under circumstances where teaching overload is inevitable, compensation is to be provided either through an equivalent reduction of the faculty's teaching load the following semester or through financial compensation at the university's approved rate.

## **Termination of Appointment**

Termination of appointment of any faculty member prior to the conclusion of an assigned course or term may be based on any of the following (these reasons may also be found in the *AUD Personnel Policies and Procedures Manual*):

- falsification of information or making a material omission on forms, records or reports;
- dishonesty with or falsification of any institutional records;
- use of university resources, equipment or time to advance outside employment;
- crimes connected with or misuse of funds (including accepting payment for favors rendered);
- involvement in any illegal activities on university premises or in connection with university business;
- unlawful or improper conduct on or off university premises or during nonworking hours that affect the faculty member's relationship to his or her position with the university, fellow employees, students, or the university's service, property, reputation or goodwill in the community;
- academic cause, which means service falling significantly below the standard that the university may reasonably expect of a person holding the academic rank obtained;
- willful damage to university property or the property of other employees, students or visitors, or defacing, destroying, or removing university posted signs or notices;
- personal conduct detrimental to university morale;
- bona fide financial exigency of the university;
- personal conduct in flagrant conflict with the purpose of teaching and scholarship or the purpose and goals of the university;
- any reason as specified in Article 120 (below) of the U.A.E. Labour Law – Federal Law No 8.
  - if the employee adopts a false identity or nationality or submits forged certificates or documents;
  - if the employee is engaged on probation and is dismissed during the probationary or upon its expiry;
  - if the employee makes a mistake resulting in substantial material loss for the employer, on condition that the latter notifies labour department of the incident within 48 hours of his becoming aware of its occurrence;
  - if the employee disobeys instructions respecting industrial safety of the workplace, on condition that such instructions are in writing and have been posted up at a conspicuous place and, in the case of an illiterate employee, that he or she has been acquainted with them orally;
  - if the employee does not perform his or her basic duties under the contract of employment and persist in violating them despite the fact that he or she has been the subject of a written investigation for this reason and that he or she has been warned that he or she will be dismissed if such behavior continues;
  - if the employee reveals any secret of the establishment in which he or she is employed;
  - if the employee is finally sentenced by a competent court for an offence involving honor, honesty or public morals;
  - if the employee is found in a state of drunkenness or under the influence of a drug during working hours;
  - if, while working the employee (verbally or physically) assaults the employer, the responsible manager or any of his or her work mates;
  - if the employee absents from his or her work without a valid reason for more than 20 nonconsecutive days, or more than seven consecutive days.

## **Procedure for Appeal**

***This appeal procedure does not apply to cases where the university exercises its contractual right to terminate a faculty member's employment during his/her probation period, or not to renew a faculty member's employment when his/her contract expires.***

Full-time faculty members (excluding visiting faculty members) whose employment is terminated before expiry of their three-year or other limited-term contract, and those on an open contract whose employment is terminated

before the contractual termination dates stated in the open contract letter, may appeal the termination decision *in writing to the Provost and Chief Academic Officer within 30 days from the date of the letter informing them of contract termination.*

The Provost and Chief Academic Officer will form a Grievance Committee consisting of a Dean of a school other than the school in which the grievant is a faculty member, and two full-time faculty members who (1) have been in AUD's employ for at least two academic years and (2) are not members of the same school as the grievant.

*The Grievance Committee will meet within ten business days from receipt of the appeal by the Provost and Chief Academic Officer.* The Provost and Chief Academic Officer, ex officio, will chair the Grievance Committee but will not vote. The Committee will invite the Dean of the grievant's school and the grievant, respectively, to present their cases together with any supporting evidence or documentation. At the grievant's request, a faculty or staff member may attend the meeting and counsel the grievant.

The Committee will review the information and evidence made available to it by both parties and, following deliberation, will reach a decision using a vote by secret ballot. *The Provost and Chief Academic Officer will inform the grievant of the decision in writing within three business days.*

If the Grievance Committee decision is to deny the appeal, *the grievant may appeal to the President in writing within ten business days* of the Grievance Committee's ruling. The President's reasoned decision is final and will be communicated to the grievant in writing within ten business days with a copy to the Provost and Chief Academic Officer.

## *Faculty Meetings*

A general faculty meeting is held during each semester of the academic year. Attendance is mandatory for Deans, Associate Deans and Chairs and faculty members (full-time) unless excused by the Provost and Chief Academic Officer. Adjunct faculty members are invited to these meetings. Deans, Associate Deans and Chairs hold departmental meetings during each term on an as needed basis.

The presence at any meeting of one more than half of the faculty members constitutes a quorum for the transaction of business at that meeting.

Institutional public announcements of decisions made at faculty meetings are made by Academic Affairs, including Deans, Associate Deans, and Chairs.

Adjunct faculty members are required to attend a meeting each semester conducted by the Provost and Chief Academic Officer.

## *Faculty Responsibilities (Overview)*

AUD's faculty members are a highly qualified and educated group of professionals who value teaching excellence, commitment, and exemplary teaching practices. They have numerous responsibilities to the university and its students. They are responsible for teaching assigned classes, informing students prior to any cancellation of classes, starting class at the designated hour, maintaining student records of progress and evaluation, assigning grades to students, developing course materials, guiding students academically, reporting repairs of equipment and facilities, upholding the Mission and goals of the university and serving as AUD ambassadors.

## *Faculty Expectations*

The selection, development, and retention of competent faculty members are central in support of AUD's Mission. Each program strives to appoint faculty members who:

- possess the appropriate academic preparation required for the discipline;
- are trained educators, and/or experienced, active professionals;
- are committed to the purpose and goals of the university;
- are able to monitor and assess performance of student project teams;
- maintain currency in their subject areas;
- assist in the development and redesign of curriculum;
- accept assignments other than teaching duties (especially those related to accreditation and licensure);

- remain current in their disciplines and contribute to the development of these disciplines through scholarship and creative endeavor;
- **adhere to AUD's academic standards as described in the Faculty and Student Handbooks;**
- are fully aware of the contents of their contractual Agreement and honor the obligations to which they have committed.

Full-time faculty members have full-time contracts renewable at the discretion of the university and are accountable for a minimum of 40 hours per week, unless otherwise stipulated. They are primarily responsible for teaching. Other responsibilities include student contact, curriculum development, professional development, scholarship and/or creative activities and public service. Full-time faculty members are eligible to participate in the university's benefits program. Faculty members designated as full-time are appointed by the Deans, Associate Deans or Chairs with approval by the Provost and Chief Academic Officer.

Adjunct faculty members are employed on a semester-by-semester basis. The primary responsibility is teaching and some administrative duties. The Dean, Associate Dean, Program Director or Chair appoints adjunct faculty members with approval by the Provost and Chief Academic Officer.

## **AUD Mission-Based Statement on Research**

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

### **Vision**

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

### **Objectives**

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

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

### **Action Plans and Assessment**

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

## Requirements for Educational Supervision and Contact Hours

It is important that faculty members have knowledge of, and fulfill, the following requirements as part of their teaching responsibilities:

- All faculty members must be present five working days before the beginning of classes and during the first week of the term unless excused in writing by the Provost and Chief Academic Officer;
- Faculty members are asked to be available in their offices on the Final Day for Advising and Registration prior to the start of the Fall and Spring semesters;
- Attendance at conferences during the week prior to the commencement of classes or during the first week of classes is discouraged and requires the explicit approval of the Provost and Chief Academic Officer;
- Classes must be held in accordance with the published class times and number of class meeting schedules;
- If a class is cancelled or missed (due to public holidays, faculty illness, and so on), the class must be made-up within the same term;
- Classes are not to be dismissed early unless an exam is scheduled;
- The Provost and Chief Academic Officer, Dean, Associate Dean, Program Director and/or Chair should maintain a list of faculty members to be called as substitutes in the event that an emergency arises and the instructor of record cannot meet a class. Another faculty member or Dean may serve as a substitute, if necessary, depending on the subject area to be covered.

## Professional Ethics

Instructors at AUD are expected to:

- attend all classes assigned with adequate preparation of materials and content as described in the course description and syllabi;
- maintain confidentiality for private data related to students, faculty and staff;
- refer student personal issues to qualified student affairs staff members;
- maintain and honor office hours or appointments with students; check in regularly at the campus to obtain phone messages; respond within a reasonable time to phone messages from students and campus staff members;
- respect the integrity of students and avoid social encounters with students that might suggest misuse of power;
- not attempt to influence students' philosophy or their position concerning social and political issues;
- not ask students for personal information for research data without approval from the university;
- evaluate students' academic performance thoroughly and fairly;
- only accept teaching assignments for which they are qualified;
- present all sides of controversial issues;
- not promote outside entrepreneurial activities within the class setting;
- attend university orientations and other development activities presented for the improvement of their role as an instructor;
- avoid behavior that may be interpreted as discriminatory based upon gender, age, social status, or ethnic background;
- hold their colleagues and the university in the highest respect in their actions and communication within and outside the campus facilities;
- not engage in conversations with students about personal matters.

## Academic Unit Heads Supervision of Adjunct Faculty

Deans, Associate Deans, and Chairs are expected to supervise, monitor and coach adjunct faculty members teaching in their academic units from the start right through to the end of each semester or term. To be included in this supervision, monitoring and coaching are all aspects of adjunct teaching as described below:

- Reviewing course syllabi **not later than the first week of classes** (preferably before the semester or term begins) to ensure that:
  - the syllabus conforms fully to the standard AUD format for syllabi and that it includes all the required sections that must be part of every syllabus at AUD;
  - the information provided in the syllabus (e.g., attendance policy, academic integrity, etc.) is consistent with AUD's academic policies;
  - exams, quizzes, term papers, and other components of the final grade are included in the syllabus with their weights;

- the weights are distributed in a balanced and reasonable way;
  - dates of important evaluation activities (mid-term exam, tests, presentations, etc.) are set in advance rather than left unstated in the syllabus;
  - the syllabus includes a schedule of topics/assignments to be covered each session for the full semester or summer term;
  - the topics to be covered in the course are consistent with the catalog course description and objectives;
  - the adjunct instructor is promptly requested to make any adjustments or corrections to the syllabus and resubmit it to the Dean, Associate Dean, Program Director or Chair before distributing it to students.
- Ensuring that adjuncts know how to use Blackboard™ and are actually posting course materials (syllabi, PowerPoint slides, exercises, readings, etc.) for use by students.
  - Ensuring that the adjunct faculty delivers completed quality course folders that meet AUD and accreditations and licensing requirements, in a timely fashion.
  - Ensuring **regularly** (week by week) that:
    - the adjunct instructor is teaching all scheduled classes (i.e., there are no excessive, unexplained or unreported absences by the instructor);
    - prompt action is taken if an unreported absence is detected (call the adjunct to find out the reason and request that a make-up date be set and communicated to the students);
    - the make-up class is actually made up on the set date;
    - the adjunct instructor starts and ends every class on time and that prompt corrective action with the instructor is taken if a pattern of starting classes late and finishing early is detected.
  - Visiting the adjunct instructor's class (this is especially important for newly appointed adjuncts) **as early in the semester as possible** (during the first two weeks of the semester; first week in summer) to assess the adjunct's:
    - knowledge of the subject;
    - preparedness for class;
    - teaching style and methods (e.g., use of examples, problems, discussion, etc.);
    - enthusiasm and ability to stimulate and excite students about the subject;
    - presentation skills, language proficiency, clarity of speech, written communication (use of the whiteboard), adequate use vs. excessive reliance on PowerPoint slides, etc.;
    - class management and control;
    - overall effectiveness in the classroom.
  - Meeting with adjuncts early in the semester (during the first two weeks) to explain the specifics of academic integrity policy and its implementation, including:
    - detection of plagiarism and the availability of Turnitin™ software (and how to access and use this software) for this purpose;
    - the requirement that all faculty members, adjuncts included, follow closely and never deviate from the university's "Guidelines for Managing Exams and Exam Rooms;"
    - the requirement to report all actual or suspected acts of cheating or plagiarism promptly, with supporting evidence, to the Dean, Associate Dean, Program Director or Chair of the adjunct's academic unit.
  - Informing adjuncts about:
    - the requirement to grade all exams, tests, quizzes, presentations, etc., promptly;
    - students' right to review and discuss all graded work with the instructor;
    - the requirement to keep students informed of their performance in the course as the semester or term progresses, and that keeping students in the dark until the end of the semester or term, and submitting their grades only then is not acceptable.
  - Reviewing the adjunct instructor's exam and test papers **before** they are given to students, to ensure that:
    - the questions are based on the subject matter covered in the course and are appropriate for the level of the course;

- the exam design (e.g., multiple choice, essay-type, mix of multiple choice and essay type, open book, etc.) is appropriate for the course;
  - the exam is original and is not a repeat of a past exam which may be available to students;
  - the exam does not consist of questions which were distributed to students in class or posted on Blackboard™;
  - sufficiently different versions of the exam, at the same level of difficulty, are administered in different sections of a course taught by the same instructor.
- Ensuring that:
    - mid-term and final exams are appropriately administered and properly proctored by the adjunct faculty member;
    - an arrangement is made with a full-time faculty member to co-proctor the exam if this is warranted by the number of students taking the exam or by classroom layout;
    - the adjunct faculty member adheres closely to the “Guidelines for Managing Exams and Exam Rooms;”
    - the Dean, Associate Dean, Program Director or Chair monitors the progress of exams during final exam week by visiting classrooms, observing the manner in which exams are administered, and immediately correcting any deviations from the “Guidelines.”
  - Acting diligently and promptly to:
    - resolve any problem and correct any behavior that is inconsistent with the contractual obligations of adjuncts, that deviates from the above expectations and, more generally, that deviates from professional and ethical behavior and best practices in higher education;
    - report such deviations and corrective action taken to the Office of the Provost and Chief Academic Officer.
  - Providing an adjunct faculty *Performance Evaluation* as required by AUD Policies.

## Faculty Professional Development

While successful classroom instruction is considered the prime factor in appointment of the university’s Deans, Associate Deans, Chairs, and faculty members, AUD encourages continuing professional growth.

Where appropriate, the university will provide faculty members with membership fees (in their area of expertise) for up to two professional organizations per year, to a total expense of US \$200 each. Faculty members’ entitlement regarding subscriptions to professional literature (journals, magazines, etc.) and membership in professional associations is specified in faculty contracts.

When an effort has been made to secure a grant from an outside agency, the university will cooperate in any way possible.

Across all academic units, full-time faculty members are eligible to attend one *local* conference/workshop for every term in which they teach.

The *eligibility* to attend *international* conferences, professional meetings, seminars/workshops and other learning events varies per academic unit in terms of number and frequency. *Financial support* from AUD to attend such events will vary on a case-by-case basis, and *entitlement* will depend on the following criteria:

- the significance of the event within the target discipline and to the faculty member’s professional development;
- whether or not the faculty member is presenting a refereed paper or has some other official role (e.g., session chair) in the event;
- the logistics of making up lost teaching time (if required);
- budgetary impact (i.e., only conferences for which funds have been allocated in the annual budget will be considered).

Faculty members are requested to apply to attend a conference no later than 45 days prior to travel. A *Leave Request Form*, accompanied by a purchase requisition and supporting documentation, should be submitted to the faculty member’s Dean, Associate Dean, Program Director or Chair for this purpose.

To the extent feasible, all Deans, Associate Dean, Program Directors and Chairs should present a list of proposed conferences with approximate costs in time for budget submission each year for all eligible faculty members. *(Ordinarily, faculty members are not eligible to attend international conferences in their first year of service.)*

Only those requests approved by the Dean, Associate Dean or Chair should be forwarded to the Provost and Chief Academic Officer for final authorization. If approved, the grants cover expenses associated with travel and conference registration fees *up to a specified maximum, as determined in the budget*. A faculty member may receive only one such grant in any given academic year.

Purchase requisitions (supported by receipts, ticket stubs, etc.) must be filled out by all persons making trips in order to receive compensation from the university.

## *Release Time for Professional Development*

All full-time faculty members may miss two classes per semester for professional development with prior approval from their Dean, Associate Dean, Program Director or Chair to attend professional development seminars. The Dean, Associate Dean, Program Director or Chair is required to approve all professional development attendance, which involves missing classes.

Academic heads and full-time faculty members must not plan to attend local and international conferences, professional development courses, or to take part in study tours or other similar events during the week immediately preceding the start of term, through to the end of the first week of classes. AUD encourages and supports (per the terms of appointment) participation by eligible members of its academic community in such events. However, academic unit heads and faculty members should plan their attendance of such events well in advance and should select events whose timing does not fall within the two-week period straddling the start of term.

## *Support for Faculty Research, Scholarly and Creative Activities*

### *Policy on Teaching Load Adjustments and Other Support*

Research, scholarly and creative activities constitute one of the three components of faculty performance (besides teaching and service to the university and the community), and are evaluated once a year through the Annual Performance Evaluation instrument which all full-time faculty members are required to submit every fall for the preceding academic year. Full-time faculty members are expected to undertake their duties and responsibilities in each of these three areas in a balanced way, and to recognize that the focus of AUD's Mission on teaching does not preclude engagement in the two other areas of activity.

University support to full-time faculty members engaged in research, scholarly and creative activities is provided both through funding and through release time. Other support mechanisms also exist university-wide or at the academic unit level; specifically:

- A *Course Buyout Policy* is in effect, under which full-time faculty members who have secured externally-funded research grants may use grant funds to reduce their teaching load through course buyouts.
- Full-time faculty members who teach three graduate level courses are given a teaching load reduction of one 3-credit undergraduate course.
- A Faculty-Student Mentorship (FSM) Grant is also available to full-time faculty members in the SBA. The purpose of the FSM Grant is "to promote innovative mentoring activities between full-time faculty members and graduate and undergraduate students. This might consist of collaborative research efforts, as well as other activities aimed at enhancing the learning outcomes of students." (Quote from internal SBA document titled "Faculty-Student Mentorship Grant.")

Additionally, a university-wide Faculty Teaching Offset (FTO) is available. Under the FTO, the university will approve a 3-credit course load reduction per semester or summer term (i.e., down from four courses to three courses in any given semester and down from two courses to one course in the summer, for faculty members who have opted to teach one summer term).

The FTO is available to faculty members who have well-developed research/scholarly/creative activity plans. Faculty members must submit their plans to their academic unit head not later than the fourth week of the semester preceding the semester or term during which they intend to start working on their plan. A special application form for this purpose is available from the Office of the Provost and Chief Academic Officer.

Approval by the academic unit head will be granted upon evaluation of each plan against specific criteria that are set in the academic unit. Final approval will be granted by the Provost and Chief Academic Officer, whose Office administers the FTO program university-wide. An active ORCID profile is required to apply for FTO approval.

The following criteria will be applied in all academic units and will receive the highest weight in evaluating and ranking submitted FTO proposals. These are:

1. Expected contribution of the research/scholarly/creative activity to the teaching and learning experience: Preference will be given to activities that can be categorized under the “scholarship of pedagogy,” and that can be used to enrich students’ learning experience in the discipline.
2. Expected contribution of the research/scholarly/creative activity to applications and professional practice in the discipline: Projects in this category will also be given preference.
3. Research projects that will result in a peer reviewed publication (preferably a high impact peer reviewed journal, a book with a respected publisher, or peer reviewed conference proceedings, etc.) or creative work, policy brief, invention/ development that is of an innovative or high impact nature (as defined by conventions within the particular field).
4. Work that will be undertaken to organize a peer reviewed workshop or conference at AUD that involves international scholars/ universities, industry and/or government entities.

Faculty members who are granted course load reductions under the FTO program will be required to submit periodic progress reports to their academic unit head and, at the end of the period during which the course load reductions were granted, to submit evidence of the “final product” of their activity, e.g., papers published or accepted for publication in refereed journals, papers presented or accepted for presentation at refereed conferences and/or publication in refereed conference proceedings, works exhibited or accepted at recognized exhibitions, and so on.

Faculty members will input the publication information onto the ORCID platform, which will automatically update the Faculty Research Portal at AUD. Deans should collect evidence of completion for all awarded FTOs at the end of every term. Schools are responsible for keeping records of all their approved and completed FTOs.

An approved FTO cannot be postponed for any reason without the written approval of the Provost and Chief Academic Officer. This needs to be attached as an addendum to the previously approved form.

Should a faculty member who was granted an FTO resign while the FTO is in effect, the course load reduction will be reversed and the faculty member will make up for that reduction either by teaching an additional course before leaving AUD’s employ or through an adjustment (to be determined by Human Resources) to his/her salary or accrued end-of-service payable to the faculty member.

## ***AUD Research Incentive Grant***

The AUD Research Incentive Grant is awarded on a competitive basis to full-time faculty to support research that is required for publishing a peer reviewed paper or completing an ongoing project that will result in a peer reviewed deliverable (i.e. journal article, book, book chapter, exhibit, etc.). Depending on available funds and the quality of applications submitted, one or several faculty members in a given year could be awarded a grant. For this round of funding, application materials should be submitted by February 14, 2021 (in PDF) via the link: <http://aud.libwizard.com/rgrant>.

The University Research, Scholarly and Creative Work Committee will review all applications and make a recommendation to the Provost by March 4, 2021. Awards will be announced by March 31, 2021.

### **Limitations of the Grant:**

- The maximum amount that can be awarded to an individual faculty member is AED 10,000. However, this amount is not guaranteed and depends on the merit of the application and available funding.
- The grant cannot be applied towards conference related expenses
- Airfare related expenses to the faculty’s home country will not be covered
- All airfare quotations must be obtained from the AUD Human Resources office
- The grant cannot be used for publication related expenses

- The grant does not cover buy out from teaching
- Research must be carried out during non-teaching periods in cases involving international travel
- The deliverable emanating from the research must be completed and submitted for publication/ exhibit/ review within one academic year after the research is carried out.
- **Faculty with an FTO or external grant are not eligible to receive an incentive grant in the same Academic Year**

### Application Materials:

- Application letter
  - Scope of research
  - Timetable/schedule of research to be carried out
  - Deliverable(s)
  - Identify institutional and/or scholarly collaborations relevant to proposed research (include letters of support where applicable)
  - Contribution to teaching and learning and/or research field
  - Contribution to AUD
- Itemized budget in dirhams
- Evidence of all quotations/costs
- ORCID ID
- Other supporting evidence

### Curriculum Vitae

Faculty are required to update their curriculum vitae every two years or upon request for a specific purpose.

# UNIVERSITY ACADEMIC OPERATION AND POLICIES

## Class Schedules – Undergraduate & Graduate

Fall/Spring Semesters				Summer Sessions	
Sunday/Tuesday/Thursday		Monday/Wednesday		Sunday/Tuesday Monday/Wednesday	
Period	Time	Period	Time	Period	Time
1	8:00 – 8:50	1	8:00 – 9:15	1	8:30 – 10:50
2	9:00 – 9:50	2	9:30 – 10:45	2	11:00 – 1:20
3	10:00 – 10:50	3	11:00 – 12:15	Common Break	1:20 – 2:00
4	11:00 – 11:50	Common Break	12:15 – 1:30	3	2:00 – 4:20
5	12:00 – 12:50	4	1:30 – 2:45	4	4:30 – 6:50
Common Break	1:00 – 2:00	5	3:00 – 4:15	Graduate	7:00 – 9:30
6	2:00 – 2:50	6	4:30 – 5:45		
7	3:00 – 3:50	7	6:00 – 7:15		
8	4:00 – 4:50	8	7:30 – 8:45		
9	5:00 – 5:50	Graduate*	7:00 – 9:30		
10	6:00 – 6:50				
11	7:00 – 7:50				
Graduate*	7:00 – 9:30				

\* Graduate classes meet one day per week (10 min break per 1 hour of class contact time)

Kindly note that during the Summer Sessions, for undergraduate and M.B.A. courses only, there are three additional compulsory classes on alternative Thursdays for all courses.

## EMBA Class Schedule

Fall/Spring Semesters				Summer I Semester
Thursday		Friday and Saturday		
Session	Time*	Session	Time*	Year One
1	4:00 p.m.– 6:00 p.m.	1	8:30 a.m.–12:00 p.m.	Global Study Immersion: 5-day international study tour
Common Break	6:00 p.m. –7:00 p.m.	Common Break	12:00 p.m.–1:30 p.m.	<b>Year Two</b>
2	7:00 p.m. –9:00 p.m.	2	1:30 p.m.– 6:00 p.m.	One Elective Course: as per Fall & Spring Schedule

\*15-minute breaks during sessions

**Classes take place on average once per month**

## Facility Schedule

Hours are subject to change with notice.

### Saturday - Thursday

All academic buildings, The Center 7:30 a.m. to Midnight  
Administration building 7:30 a.m. to 11:00 p.m.

### Friday\*

All buildings 2:00 p.m. to 10:00 p.m.

\* E.M.B.A. building 7:30 a.m. to 7:30 p.m.

Administrative offices close at 5:00 p.m. Sunday-Thursday. Library hours are posted outside the library, in the library section of this publication and online.

## Syllabi

Each term, Deans, Associate Deans or Chairs submit to the Office of the Provost and Chief Academic a syllabus for each faculty member for each course(s) being taught. *The syllabi serve as a guide to course content and expected student outcomes. In effect, the syllabus acts as a contract between instructor and student.* Faculty members are expected to adhere to the syllabus and avoid mid-course changes, especially with regard to assessment policy. Each instructor is asked to submit any changes he or she would like to make in the syllabus for his or her classes to the Dean, Associate Dean, Program Director or Chair. Adjuncts are requested to follow the syllabi or receive permission to change it from the Dean, Associate Dean, Program Director or Chair. This procedure ensures that Academic Affairs has information on file pertaining to course content, materials, scheduled examinations, term papers, attendance policy, etc.

A copy of the course syllabus is distributed to all students enrolled in the course the first week of the new term. A copy of the course syllabus should be placed on the Blackboard course page.

For each course offered, an institution must provide a syllabus, which is comprehensive document containing sufficient information to ensure that:

- those involved in curriculum development understand any prerequisites or corequisites and the learning outcomes of the course;
- external reviewers understand the course's contribution to the program and its connection to other courses in the curriculum;
- students who take the course understand what they need to have achieved in order to take the course, what will be expected of them during the course, and what they will have achieved having taken the course;
- any suitably qualified instructor could deliver the course satisfactorily within the curriculum;

Each instructor is responsible for following the AUD Syllabus Template. In addition to instructor contact information, the syllabus must contain:

- course title and course code/number, credit hours, prerequisites (if any), corequisites (if any);
- name, contact information and office hours of the current instructor;
- brief course description;
- intended learning outcomes of the course;
- course topics and contents on a week-by-week basis;
- out-of-class assignments with due dates for submission;
- methods and dates of examinations and other student assessments, including the relative weight of various elements in determining the course grade;
- teaching and learning methodologies, including the use of online instruction;
- course texts, recommended reading, instructional material and learning resources;
- attendance policy (including criteria for assessing class participation).

## Course Files

### Purpose

The purpose of this policy is to define the process for creating and maintaining the content of official course files.

### Policy

To maintain complete files for each academic course offered at AUD, each instructor is required to prepare a course file with necessary documentation (as listed below). Files are either uploaded to a specific individual department drive or submitted to the department's Administrative Assistant upon completion of the course. It is the responsibility of the academic unit head to ensure all official course files are complete. The collation of course files is used for course and program assessment, accreditation purposes, and to ensure continuity of the course and student assessment within the course. Further, centralized location of official course files and course file contents constitutes basic information for historical and compliance purposes.

## Procedure

Course files may be included in electronic or hard copy format as directed by the Dean and should include the following items as per the *CAA 2019 Standards* (Annex 16):

1. Syllabi for the current and most recent previous offerings of the course, including any summer session offerings;
2. Copies of all instructor teaching materials;
3. Copies of all assessment instruments;
4. Instructor worked answers and marking schemes for all assessment instruments;
5. Examples from across the range of student performance of graded responses to all assessment instruments including:
  - a. One low graded example
  - b. One medium grade example
  - c. One high grade example
6. Student attendance data;
7. A comprehensive instructor review (AUD's Course Effectiveness Report) of the presentation of the course, covering:
  - a. Appropriateness of the course learning outcomes;
  - b. Extent to which the syllabus was covered;
  - c. Extent to which the learning outcomes were met (with evidence);
  - d. Appropriateness of textbooks and other learning resources;
  - e. Appropriateness of assessments instruments in relation to learning outcomes;
  - f. Appropriateness of the balance of assessment;
  - g. Appropriateness of prerequisites;
  - h. General comments on any problems encountered with the course;
  - i. Instructor's proposals for any course improvements;
  - j. Summary of actions taken to improve the course.
8. Quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution;
9. Summary of student feedback of the course (Course Evaluation Surveys).

Files are to be stored for a total of five years. Three years on the respective academic unit network drive, and for a further two years in an archived, off-site, format, arranged by the Information Technology Services Office.

It is the academic unit head's responsibility to ensure that all components of the official course file have been filed.

## Textbook Change Policy

The purpose of this policy is to fulfill the needs of faculty members and students, within the context of the infrastructure for textbook acquisition and ordering prevailing in the Middle East.

### Premise

Each academic unit is encouraged to have a textbook committee or other mechanism through which textbook selection can be deliberated/discussed. It is the university's goal to maintain as much continuity in textbook usage as possible.

### Textbook changes

Should a faculty member wish to change the textbook assigned to a course, he or she may propose such a change to his /her Dean, Associate Dean, Program Director or Chair once a year by April 1 (for implementation in the Fall term of the subsequent academic year). If approved by the Dean, Associate Dean, Program Director or Chair, the form is forwarded to Provost and Chief Academic Officer for final review. After approval, the request for book orders will be sent to Mrs. Aline Otaki (extension 110).

### Forms

Forms for proposed textbook changes will be distributed to all Deans, Associate Deans, Program Directors or Chairs.

## Exceptions

The university is sensitive to circumstances, which may call for a change in textbook outside the framework presented above. Changes in curriculum, lengthy gaps between the offering of courses, etc. are examples of such conditions and would call for an exception to Policy.

## Class Scheduling Policy

The purpose of this policy is to ensure that academic considerations assume an appropriate role in the class scheduling process.

### Principles

The following principles will be respected in the scheduling of classes:

- Student choice in taking MW or UTR classes should be safeguarded;
- Academic considerations, such as the need for longer class sessions in certain courses and the best way to achieve learning outcomes, should prevail in the scheduling of courses; and
- Such academically justified scheduling requests that do not fit the standard scheduling practice of offering courses on MW and UTR should be submitted to the Provost and Chief Academic Officer for approval before being forwarded to the Registrar.

## Class Size Policy

The purpose of this policy is to clarify AUD's current practice(s) in class size determination.

Although AUD class sizes for some disciplines in the applied arts can be "capped" as low as 15 students, most of the university's classes have a maximum of 30 students. The usual minimum class size is six.

Based upon student demand and in consultation with the Dean of the school housing the course, class size can be increased to 35.

These maximum class sizes have been set with a view to maintaining the quality of the instructional experience, as well as prevailing class sizes at comparable institutions of higher learning. Exceeding these numbers is very rare, and requires the approval of the Provost and Chief Academic Officer of the university.

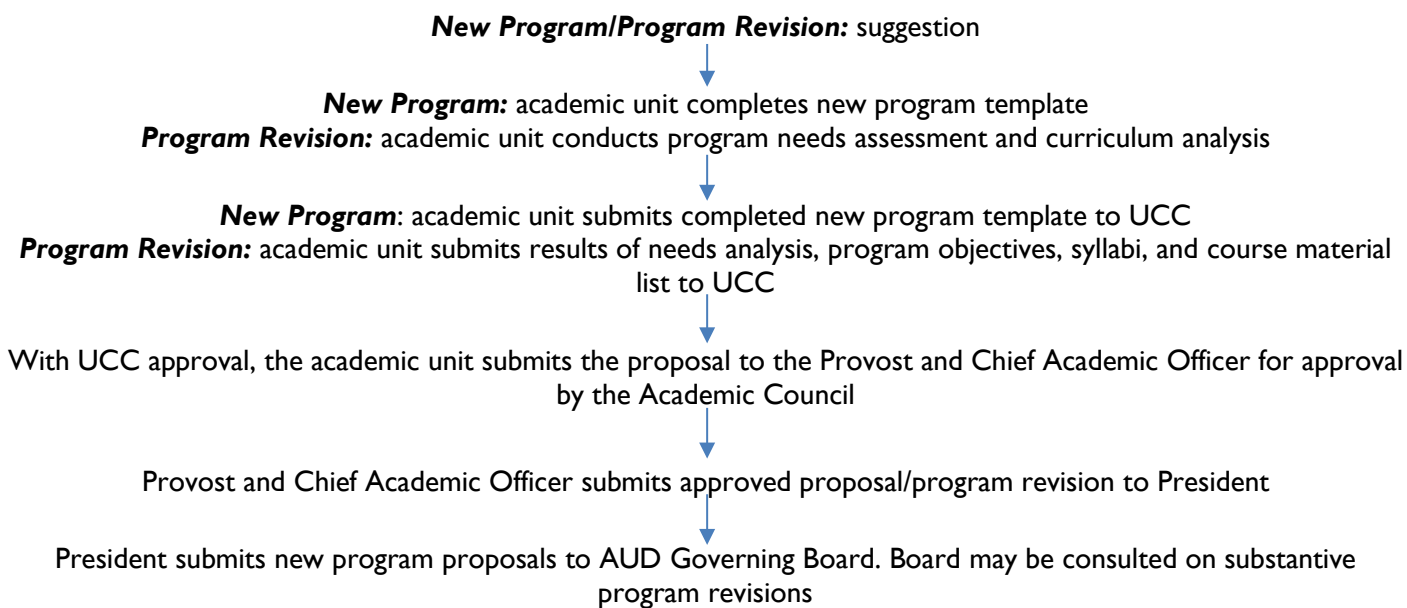
## Curriculum Approval Process

AUD's University Curriculum Committee (UCC) receives and reviews academic units' proposals for curriculum changes. Examples of proposed changes reviewed by the UCC include changes in course names, numbers and descriptions, addition of new courses, deletion of existing courses, changes in prerequisites, introduction of the cross listing of both new and existing courses, introduction of new majors/concentrations or degree programs, and discontinuation of existing majors/concentrations or degree programs.

The UCC is composed of the academic unit heads. The UCC elects one of the academic unit heads as UCC Chair. If an academic unit head is unable to attend a UCC meeting, a designated faculty member from the same academic unit must attend in his or her place.

Curriculum change proposals approved by the UCC are submitted to the Provost and Chief Academic Officer for immediate ratification or further deliberation by the Academic Council according to the UCC By-laws available in the offices of the Provost and Chief Academic Officer and Institutional Effectiveness. AUD President submits new program proposals to AUD Governing Board. The Board may be consulted on substantive program revisions. **All proposals sent to the UCC must first have passed through each respective school's/department's curriculum committee, thus ensuring appropriate faculty members authorship/involvement.**

## AUD Curriculum Approval Process



With regard to some courses offered by the School of Arts and Sciences, the curriculum committee having primary jurisdiction resides in another School/Department; and the curriculum committee whose input must be sought before going to the UCC may be Arts and Sciences or another School/Department. The following chart summarizes these relationships.

### Curriculum Responsibility for Selected Arts and Sciences Courses that Are Required for Completion of Degree Programs Offered by Other Academic Units

Course Code	Course Title	Curriculum Committee that has primary jurisdiction	Curriculum Committee(s) whose input must be obtained before going to UCC
ARTS 200	History of Art I	Arts and Sciences	Interior Design; Visual Communication
ARTS 201	History of Art II	Arts and Sciences	Visual Communication
ARTS 203	Artistic Forms of Expression	Arts and Sciences	None
ART 215	Multicultural Art Forms	Arts and Sciences	None
MEST 329	Islamic Art and Architecture	Arts and Sciences	None
BIOL 201	Principles of Biology	School of Engineering	Arts and Sciences
CHEM 201	General Chemistry	School of Engineering	Arts and Sciences
COMP 101	IT and Innovation in Today's World	Arts and Sciences	None
COMP 103	The Internet	Arts and Sciences	None
MATH 101	Mathematics for the Arts	Arts and Sciences	Interior Design; Visual Communication
MATH 200	Mathematics with Business Applications	Arts and Sciences	School of Business Administration
MATH 110	Pre-Calculus	Arts and Sciences	None
MATH 105	Pre-Calculus for Architecture	Architecture	Arts and Sciences
MATH 205	Calculus for Architecture	Architecture	Arts and Sciences
MATH 210	Calculus I	School of Engineering	None
MATH 220	Calculus II	School of Engineering	None
MATH 230	Linear Algebra and Complex Variables	School of Engineering	None
MATH 231	Differential Equations	School of Engineering	None
MATH 240	Multivariable Calculus	School of Engineering	None
PHIL 222	Professional Ethics	Arts and Sciences	School of Engineering
PHYS 201	Introductory Physics I	School of Engineering	Arts and Sciences
PHYS 202	Introductory Physics II	School of Engineering	None
VCDM 305	Art and the Electronic Age	Visual Communication	None

## ***Field Trips***

All field trips are counted as classroom instruction hours. However, each department has procedures in place for its instructors to follow. If a field trip is planned, the course instructor is required to follow departmental procedures. These procedures include, but are not exclusive to:

- advising the Chair in writing or email of the intended field trip not less than one week in advance of the trip;
- noting the course code and section, times the courses usually meets, destination of the fieldtrip, name of the hosting organization, names of the students attending with contact numbers;
- addressing the objective of the fieldtrip;
- confirming with the Chair that the trip took place.

## ***Faculty Absence or Delay***

Absences on the part of a faculty member, thereby forcing the cancellation of a class, are judged as a failure to respect the rights of AUD students. Recognizing that emergencies do occur, the faculty member is required to make up any classes missed during the term. Faculty members who cannot attend a regularly scheduled class should obtain a form from the Dean, Associate Dean, Program Director or Chair for scheduling the make-up day. The university will ensure that a classroom is available.

***A faculty member is required to be present in the week prior to the commencement of classes and in the first week of classes in any term in which he or she is teaching.***

There may be times when an instructor is delayed for class. The Administration requires that students wait 15 minutes after the scheduled beginning of the class for the instructor to appear. Should the instructor not appear within this 15-minute waiting period, the class is considered cancelled. Classes, which are cancelled due to instructor delay, will be made up.

## ***Annual Leave/Release Time***

Faculty members are entitled to 44 workdays of annual leave/release time for professional development, per completed year of service. These two months are split as one calendar month (22 workdays) annual leave and one calendar month (22 workdays) release time.

Faculty members who are on a 12-month contract are expected to take seven days of leave (with the approval of the Dean, Associate Dean, Program Director or Chair) prior to the beginning of the Summer I session. This is because it is not possible to take all 44 days during a single summer session and be back on campus the required one week before the beginning of the Fall semester. Faculty members should note that any vacation time not taken by the end of the academic year does not carry forward to the subsequent academic year.

## ***Grading System\* (Undergraduate Students)***

Grade reports are issued to students at the completion of each semester/term. Grades are based on the quality of work as demonstrated by written tests, laboratory work, term papers, and projects as indicated in the course syllabus. Earned quality points are calculated for each course by multiplying the quality point value for the grade received for the course times the credit hour value of the course. For example, a three-credit course with a grade of B would earn nine quality points [credit value of course (3) times quality point value of B (3)]. The Cumulative Grade Point Average (CGPA) is calculated by dividing the total earned quality points by the total attempted credits.

Letter Code	Description	Included in			Quality Points	Percentage
		Credits earned	Credits attempted	CGPA		
A	Excellent	Yes	Yes	Yes	4.00	90-100
A-	Very good	Yes	Yes	Yes	3.70	87-89
B+	Good	Yes	Yes	Yes	3.30	84-86
B	Good	Yes	Yes	Yes	3.00	80-83
B-	Good	Yes	Yes	Yes	2.70	77-79
C+	Satisfactory	Yes	Yes	Yes	2.30	74-76
C	Average	Yes	Yes	Yes	2.00	70-73
C-	Below Average	Yes	Yes	Yes	1.70	67-69
D+	Poor	Yes	Yes	Yes	1.30	64-66
D	Poor	Yes	Yes	Yes	1.00	60-63
F	Failing	No	Yes	Yes	0.00	< 60
I	Incomplete	No	Yes	No	N/A	n/a
AU	Audit	No	No	No	N/A	n/a
P+	Passing with Distinction	Yes	Yes	No	N/A	n/a
P	Passing	Yes	Yes	No	N/A	n/a
GRADE**	Repeat	No	Yes	No	N/A	n/a
TC	Transfer	Yes	No	No	N/A	n/a
IP	In Progress	No	No	No	n/a	n/a
W	Withdrawal	No	Yes	No	N/A	n/a

*\*During the COVID-19 pandemic, including Spring, Sum I & Sum II 2020 terms, the grades P(Pass) & NP(No-Pass) were issued*

**Note:** Students who are dismissed from the university per the decision of an Honor Council are assigned the grade of F.

All IELP courses and developmental Math courses (090/100) are graded P+\*, P\*, and F\*, with P\* as the lowest passing grade. It is also the lowest passing grade in UNIV 100 and ENGL 100. Internships and study tours are graded on a P+, P and F scale.

**I An Incomplete (I)** is issued no sooner than the last two (2) weeks of the semester to a student who has satisfactorily completed a substantial portion of the course work, **but for non-academic reasons beyond the student's control**, he or she is unable to meet the full course requirements on time. The course instructor issues this grade, subject to approval by the Dean, Associate Dean or Chair and the Provost and Chief Academic Officer. The incomplete course work must be completed by the end of the subsequent semester/summer session. If the student does not complete the work within the stipulated time, the incomplete is changed automatically to the grade of F. An incomplete must be processed at the time of the concession (e.g., authorized suspension of attendance, accepted tardiness/non-completion of assignments, etc.). **The university does not grant incompletes retroactively. Students should apply for an incomplete through the online system (registrar.aud.edu).**

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

**IP In Progress**

This symbol is used in lieu of a grade when an Internship or a Field Experience is still in progress. It is assigned at the end of the academic term of registration for the course, and in subsequent semesters/terms, until the Internship or Field Experience is completed, submitted, evaluated and a final grade is assigned. No credits are awarded for an Internship or a Field Experience while it is in progress.

**W A student is allowed to withdraw officially from a course no later than the end of the tenth week of the semester (end of the fifth week in a summer session).** The W is calculated in Satisfactory Academic Progress but is not calculated in the CGPA. **Students are not permitted to withdraw after this deadline.**

W is used to denote withdrawal of students in the case of dismissal by Conduct Council.

## Grading System\* (Graduate Students)

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

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

*\*During the COVID-19 pandemic, including Spring, Sum I & Sum II 2020 terms, the grades P(Pass) & NP(No-Pass) were issued*

### A | Excellent

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

### B | Good

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

### C | Minimally Acceptable

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

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

### F | Failure

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

### I | Incomplete

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

### AU | Audit

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

## W | Withdrawal

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

Please note that, due to the lockstep nature of the EMBA program, as a rule, withdrawal from courses is not possible. Any EMBA student who wishes to withdraw from a course, and whose withdrawal application is approved, would need to pause his/her program and rejoin with the next incoming cohort. They will be able to rejoin the program when the remaining modules they need to complete are being taught to the cohort consecutive to their original cohort.

## IP | In Progress

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

## P | Pass

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

## Application of Grades and Credits/Repeating a Course

An asterisk appearing next to the grade indicates that the course was repeated due to a low grade (B- or lower) obtained the first time the student took the course. A student may repeat a course previously taken and failed, to replace a grade of W, or to try to improve a passing grade achieved the first time the student took the course. (See *Limit on Repeated Courses* p. 62 of the *Graduate Catalog*.) When a course is repeated, a new grade is assigned in the semester or term in which the course was retaken. Both the original grade and the new grade are reported on the transcript.

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

## Student Attendance (Undergraduate Students)

Students are expected to be in class for all scheduled class periods (including makeup classes). All matters related to student absences (making up work missed, tests missed, etc.) are specified in the course syllabus. As classroom attendance is an indispensable part of the learning experience, the following rules regulate attendance and grading:

- There is no difference between excused and unexcused absences. An absence is an absence;
- **Excessive absence, defined by the equivalent of two weeks (semester) or one week (summer session), may lower the student's class participation grade.** The degree to which the class participation grade is lowered is at the discretion of the instructor, as clearly defined in the course syllabus;
- Absences are counted from the first day of the term.
- Students are expected to be in class on time.

**The instructor will be responsible for denoting the attendance policy (including tardiness) and including guidelines for assessing class participation on the class syllabus.** The policy for handing in assignments late is determined by the instructor and is stated on the class syllabus.

At the discretion of the Office of Academic Affairs, absences incurred due to participation in AUD-sponsored activities or sports tournaments may not figure in the calculation of a student's total absences. The Provost in consultation with the Athletics Coordinator will determine if the tournament deserves official excused absence status (usually accepted tournaments include AUD hosted tournaments, overseas tournaments, and U.A.E. Higher Education Sports Federation Tournaments). Student-athletes are expected to notify their instructors as soon as they are aware they will be missing a class due to a status approved athletic competition.

Any student who is experiencing psychological distress and is unable to attend his or her scheduled classes must first see the AUD Counselor. The Counselor will carefully assess the student's psychological state. Should the Counselor determine the student is unable to attend classes, the Counselor will immediately contact the Provost and inform him of the student's condition. Respecting the confidentiality policy of counseling services, the Counselor will only disclose the minimal information needed to explain the situation. The Provost will authorize any absences, if any, from the course. (The student retains the options of withdrawing or seeking an Incomplete.)

## ***Student Attendance and Class Participation (Graduate Students)***

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

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

For the Executive Master of Business Administration (E.M.B.A.) program, class attendance as per the pre-determined course sequencing is compulsory. In excruciating circumstances, should a student miss a module, a student can make up the module through self-study. The decision to allow missing of a module is made at the discretion of the EMBA Program Director and the Provost. A student can miss a maximum of one module per year. A module constitutes one extended weekend (Thursday afternoon, Friday and Saturday) and can span different courses (e.g. missing Thursday of one course, Friday of another course etc.) Any additional modules missed would need to be repeated as per the course schedule of the subsequent incoming EMBA cohorts, noting that this will severely delay completion and subsequent graduation from the program.

## ***Principles Governing Student Access to Quizzes/Examinations***

The following principles govern university policy regarding student access to quizzes and examinations:

- ***Students have the right to know*** their grade on each and every component that enters into the determination of their final grade for the course, as soon as their work has been graded by the instructor.
- ***Students have the right to review*** all of their graded work and discuss it with the instructor. Graded work may include homework assignments, research reports, tests, quizzes, mid-term examinations, final examinations, and any other work submitted and/or presented by the student, evaluated by the instructor and included in determining the student's final grade. It is expected that instructors will initiate this review process by taking up all graded work during the term in class and going over answers, solutions, etc., and grades assigned for each part while the students are reviewing their graded work. It is also expected that instructors will allocate sufficient time during their office hours to discuss graded work with students.
- ***It is a major violation*** of the most elementary principles of "natural justice," a serious denial of a basic student right and an incomprehensible failure to use students' graded work as a device for enhancing student learning, for an instructor (1) to inform students of their grades but not allow them to review their graded exam papers, assignments, etc., or, worse still, (2) not to inform students of their grades (i.e., keep them in the dark) and not allow them to review their work after it has been graded.
- ***A special note on final examinations:*** Students **do** have the right to see their graded final examination papers and should be allowed to exercise this right. (Normally, few would.) This should be done in the instructor's presence, and the student should return the paper to the instructor after reviewing it.
- ***Another note on grade appeals:*** Students have the right to appeal a grade within one month following the assignment of the grade. The procedure for grade appeals is described on pp. 69-70 of this *Handbook*. Obviously, students cannot exercise this right if they are denied their right to know their grades and their right to see their graded work and discuss it with the instructor, as described above. The latter right requires that instructors not dispose of students' graded work in their possession for at least one month after the final grade submission date at the end of each term.

## Early Alert and Midterm Academic Assessment

### Early Alert

The university alerts the students by the 4<sup>th</sup> week of the Fall and Spring semesters if the student's overall perceived or actual performance in any course is considered unsatisfactory or would lead to an unsatisfactory result. The instructor does this electronically. The online report is communicated with the student's academic advisor and provides reasons for the student's poor performance as determined by the instructor so that the advisors can follow up and support the student.

### Midterm Academic Assessment

The university informs the students by the 7<sup>th</sup> week of the Fall and Spring semesters and by the 3<sup>rd</sup> week of the Summer terms when the student's grade in any course is less than C. Students are requested to discuss their academic standing with the related professor and meet their Academic Advisor and Academic Support Coordinator for support needs.

### Withdrawal from Classes

Undergraduate students may officially withdraw (grade 'W') from a course no later than the end of the tenth week of the semester (end of the fifth week in Summer). Students are not permitted to withdraw after this deadline. A grade of 'W' is also used to denote withdrawal of students in case of dismissal by Conduct Council.

Graduate students can officially withdraw from a course any time before the final examination. To withdraw from a course, students should apply online via <https://registrar.aud.edu>.

All *Withdrawal Requests* must be received by the Registrar's Office by the withdrawal deadline.

### Grade Submission

The online Grade Submission Application has been set up to eliminate the need to print out grades and to facilitate the process of grade submission within 48 hours after the final exam date of each course.

Grade Submission Application is available through blackboard.

### Release of Grades Policy

Final grades are released by the Registrar's Office within three working days after the end of each academic term. All grade reports are available online via <https://registrar.aud.edu/>.

### Grade Changes

All grade changes must be processed within one month subsequent to the issuance of the grade. Faculty members must apply online for the Grade Change and attach evidence supporting the change through the link <https://registrar.aud.edu>. The request must be approved by the Dean, Associate Dean, Program Director or Chair and the Provost and Chief Academic Officer before it is-processed and updated by the Registrar's Office.

### Grade Appeal

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

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

#### Reasons for reconsideration of a grade appeal may include:

- Miscalculation of marks;
- Misgrading of a paper, project or exam;
- Application of an evaluation or grading system which was not included in the course syllabus;
- A departure from the instructor's previously announced standards;

- Assignment of a grade on some basis other than the student's performance in the course;
- **Demonstrable** evidence of discrimination or prejudice in the assignment of the grade;
- Arbitrary assignment of grade (lack of consistent and equitable standards for grading).

#### Grade Appeals will be dismissed if:

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

## Online Grade Appeal Application

A student who believes that he/she has the basis to appeal a grade, must apply online within one month subsequent to the issuance of the grade. The application is accessible through the AUD website under the *Registrar's Webpage*.

### Grade Appeal Procedure

- The student should make an appointment with the appropriate instructor when there is any question about a particular grade or the instructor's grading policy. Students in the Study Abroad Program (SAP), if they have returned to their home countries, may contact the instructor via telephone or email;
- Subsequently, **if students wish to file for a grade appeal**, they log into the *Grade Appeal Application* available under the *Registrar's Webpage*: <https://registrar.aud.edu/>
- Once a grade appeal is submitted, the course instructor receives a notification email prompting him or her to log into the application and confirm meeting with the student and entering his or her remarks;
- The Chair of the department offering the course in which the grade appeal is made will then follow up on the case and enter his or her decision to the system.
- Students and concerned faculty will receive an update on the status of the appeal via email. If the grade appeal is approved by the Department Chair, the instructor will proceed with the grade change, with an explanation of the reasons and the new grade. In the event that the appeal is not approved by the relevant Chair, students may choose to appeal to the Dean, who will then follow up on the case and enter his or her decision to the system.
- The student, concerned faculty, and Chair will receive an update on the status of the appeal via email. If the grade appeal is approved, the instructor will proceed with the grade change, with an explanation of the reasons and the new grade. In the event that the appeal is not approved by the relevant Dean, the student may raise the appeal to the Provost and Chief Academic Officer for review.
- The Provost and Chief Academic Officer will discuss the questions raised with the instructor, give the student a perspective regarding the grade and review the mechanism for appeal.
- The student, concerned faculty, Chair, and Dean will receive an update on the status of the appeal via email. If the grade appeal is approved, the instructor will proceed with the grade change online.

## Student Projects

Any student projects that are left on the property of the university must be reclaimed within one semester, or the projects may become the property of the university to be used for any purpose. The university has the right to photograph, photocopy, and/or keep student projects at any time for the purpose of keeping a permanent record of the work the student did while enrolled.

## Academic Advising/Registration

**Students are advised by their assigned academic advisor housed in the Office of Student Affairs beginning their first term at AUD.**

**All undergraduate students (up to the completion of 90 credit hours), must receive advising and obtain authorization to register from their Academic Advisor. However, Engineering Students are advised and must**

*obtain prior approval from their Academic Advisor throughout their residency at AUD. Moreover, students returning from suspension are to be advised and should receive prior approval from their assigned Academic Advisor throughout their residency at AUD, irrespective of the CGPA attained subsequent to their return from suspension.*

With the exception of candidates in Engineering, upon completion of 90 credit hours, students no longer need to obtain an Advisor's approval in order to register.

Students are encouraged to maintain close contact with their Advisor during their time at AUD. Advisors provide information and perspective related to academic policy and concerns, specific course related problems/issues and other academic professionally related development. *However, because students are expected to assume responsibility for program planning and course selection since ultimately the responsibility for fulfilling degree requirements rests squarely with the student. They are required to become intimately familiar with the various program requirements and necessary requisite coursework and sequencing.*

The basic tasks of the university's academic advising program are to help students identify and achieve their academic goals and to become self-directed learners and decision-makers.

**An Advisor will:**

- help the student navigate the academic and administrative processes and programs of the university;
- aid the student in understanding standards and requirements and offer a perspective on the likelihood of success in certain areas of study;
- engage the student in discussions on educational and career objectives and how they relate to current or expected courses of study;
- assist the student in formulating a course of study after giving advice about courses; and,
- serve as a contact for referral to other campus resources;

**A student should:**

- be proactive and search out information needed for course scheduling, program planning, and successful completion of all graduation requirements;
- gather academic and career information needed to be successful;
- learn about the policies, procedures, and rules of AUD;
- come to advising sessions well prepared with questions and relevant materials and forms;
- listen carefully and follow procedures;
- ask questions and monitor their own academic progress; and,
- initiate contact with their advisor as needed.

*Responsibility for advising Graduate students rests with the Graduate Program Director or designate.*

## *Networking with Professionals*

AUD faculty members assist students in interacting with other professionals from their respective fields. Students are encouraged to join clubs and groups that are affiliated with professional organizations. This gives them the chance not only to meet professionals within these groups, but also to attend meetings and presentations featuring distinguished guest speakers.

Field trips to companies and design firms worldwide give students exposure to top individuals working in their fields, as well as to the career possibilities open to them. Faculty members are encouraged to invite guest lecturers to speak to students in their classes.

At AUD we recognize that internships are a top priority for our students, and aggressively pursue the best possible positions for our programs. AUD faculty members, many of whom are working professionals in their respective discipline, are a tremendous asset in internship placement, and often in career placement, for university students and alumni.

## *Campus Visitors*

All invitations to guest speakers for various events and activities (classes, conferences, seminars, workshops, etc.) require prior approval from the office of the Provost and Chief Academic Officer, both for reasons related to U.A.E. Ministry of Education (MOE) regulations and for maintaining internal records on activities and events.

The *Guest Speaker Approval Form*, available in a shared folder on the internal network (V:\Provost\Forms), should be used for this purpose and should be submitted as early as possible and not later than a week before the event date. Once approved by the Provost and Chief Academic Officer, this form must be uploaded to the respective section in the Online Events Calendar Booking System.

## *Document Signature*

All agreements must be submitted to the Head of Legal Affairs for full review and approval prior to obtaining the signature of one of the Authorized Signatories. The Executive Vice President and the President or their designees are the Authorized Signatories on all agreements on behalf of AUD. A copy of all final signed documents is to be kept with the Head of Legal Affairs (print and electronic).



## LIBRARY AND LEARNING RESOURCES

The Library of the American University in Dubai provides information resources and services to support the instructional programs and educational goals of the University. Faculty are actively involved in the development of the library's collections and collaborate with librarians to update and refresh teaching and research resources throughout the academic year. A faculty member of each academic program is represented on the Library's Advisory Committee and members meet twice a year to advise and provide support for the library's policies and services.

The library provides a multidisciplinary collection of print, multimedia and online digital resources, with access to over 300,000 print and eBooks; individual subscriptions to over 100 print and online journals, newspapers and magazines; and full text articles from over 200,000 academic journal and other resources, are available across over 50 online databases.

In addition to core academic resources representing university and academic publishers, the library subscribes to professional information tools in engineering, architecture and business. The library also subscribes to a video streaming service and image databases.

The library is centrally located, and open seven days a week during busier teaching periods. The facility seats 289 students with four study rooms for group work. The library's IT network infrastructure provides 56 computers in three separate computers laboratories, including four networked printers, a photocopier, and wireless access. Access to the library's electronic resources is available both on and off campus and resources are indexed on a single search platform available on the library's webpage.

The selection of resources is guided by the library's collection development policy, and subject development, including deselection and database retention, is performed in collaboration with faculty and library subject specialists. Catalogues, free trials and access to online reviews are provided to support faculty recommendations. The library supports evolving practices in collection development, specifically automated patron driven acquisition.

A key mandate of the AUD Library is to collaborate with faculty to deliver resource instruction, develop critical thinking and support information literacy. Instructional sessions are offered throughout the year and the library supports curriculum integrated library research and can provide assistance and compile library guides for research-based assignments. The library is an integral part of the UNIV100 program and through this and other research and reading programs, partners with faculty to support student success and retention. A Writing Center staffed by English department faculty, provides further assignment support for students on site.

The library continues to maintain a physical reserve collection for faculty members to place resources on reserve for their students and ensure equal access to supplementary course materials. In addition, faculty members may submit their course reading lists and library staff will provide links to available electronic resources. These links can be posted on the course management system (Blackboard) for students to access.

Students are required to purchase course-adopted textbooks and the library will purchase an instructor's library copy through the campus bookshop on an as-needed-basis.

Faculty and postgraduate research is proactively supported and the library offers an interlibrary loan service, reference and research assistance and information resources and workshops to support research management, including ORCID registration.

The Library provides policies, procedures and copyright recommendation developed to benefit the academic community and campus culture. Policies and procedures can be found on the library's webpage including descriptions of resources, services and facilities (<http://libguides.aud.edu/facultysrv>).



## Library Hours

### Fall and Spring Semesters

Sunday – Wednesday	8:00 a.m. to 11:00 p.m.
Thursday	8:00 a.m. to 7:00 p.m.
Friday	1:00 p.m. to 10:00 p.m.
Saturday	1:00 p.m. to 10:00 p.m.

### Public Holidays

 Closed

*Opening hours are extended during exam periods.*

### During semester-breaks and Summer I & II

Check the library hours posted online and outside the Library entrance.

## HEALTH CENTER

### Mission

The Mission of the AUD Health Center is to provide general care and health supervision of all currently enrolled students, faculty, and staff and to promote the prevention of illness and the well-being of students, staff, and faculty.

The AUD Health Center promotes, improves, and maintains a healthy campus environment by providing accessible, high-quality care, health supervision, and educational programs, which encourages students, faculty, and staff to preserve their overall well-being.

### Goals

- To promote the prevention of illness and the well-being of students and staff;
- To identify and contribute to health education programs for students and staff;
- To provide advice, information, and guidance to the university community on health matters through the use of multi-media communications, in addition to face-to-face dialogue with specialists who participate in health days;
- To support students with medical conditions (accommodations for people of determination);
- To create needs-based workshops for students.

### Health Services

Are available 24 hours per day, via clinic office hours, with on-call access after working hours. AUD Health Center is located in Academic Building A, room 116. The Health Center Director, and two staff nurses, licensed by the Dubai Health Authority, operate it.

To provide high quality services, AUD has medical personnel who live on campus to address any immediate needs or concerns.

Services provided include:

- The evaluation, treatment and dispensing of medication for minor health conditions
- Providing medical referrals for more serious conditions
- Promoting health awareness and educational programs and events throughout the academic year.
- Facilitate blood tests for residence visas, for individuals sponsored by the university.

The Health Center does not schedule appointments and all those seeking services can access the Center on a walk-in basis.

AUD Health Center maintains standard university practices of health services, and provides, to AUD community, routine medical care for minor acute illnesses and injuries. The Center also strives to assist students in preventing absences due to health problems.

Health Center Director works and support Students with Special Medical Conditions, (see pp. 75-76 for People of Determination).

The Health Center promotes health awareness and education programs throughout the academic year.

### Confidentiality

Health information is confidential. All students' medical records kept under a locked filing system, they are not released to others without the written consent (Authorization of Health Information Release) of the student or his/her parents/guardians.

All medical files remain confidential with the exception of relevant faculty and staff being informed if they are expected to provide accommodations or if emergency treatment may be required.

All communications between Health Center staff and patient is confidential, however, the Health Center director is obliged to break confidentiality in these situations: if at risk of self-harm, at risk of harming someone else, or court order to release information.

## *Personal Counselor*

### **What does the counselor do?**

The counselor at AUD helps students explore any academic or personal problems or concerns that they may be experiencing. Some common issues that bring students to the counselor include adjusting to university life, time management issues, lack of motivation, confusion about life or career goals, identity and self-esteem concerns, relationship conflicts, eating issues, addictions, anxiety, depression or dealing with grief and loss.

Our counselor is prepared to deal with a multitude of social, emotional, educational, or vocational issues or concerns and encourage students to identify personal goals, help them develop coping skills and generate solutions to current difficulties.

The personal counselor also works with people of determination (People of Determination Paragraph below).

### **Where and how students can see the Counselor?**

Any student at AUD can make an appointment to see the counselor. An appointment can be made in person with the counselor, by contact through email or phone or by going to the Administrative Assistant for student affairs and booking an appointment. The Counselor's office is C238.

### **What to do if you are concerned about a student's mental health or behavior in class.**

Address your concern with the student privately and encourage him/her to speak to the personal counselor. You can ask the student if he/she wants you to accompany them to the counselors office or be with them when the email or call to make an appointment.

Send an email with your concern to the Personal Counselor so that he/she is aware of the student.

The Personal Counselor cannot make the first contact with the student of concern. The student needs to be referred to the counselor or come in at his or her own accord. After which the counselor can make further contact with the student.

## *People of Determination/Disabilities*

### **People of Determination Support Services**

The American University in Dubai is committed to providing reasonable accommodations and equal access to university programs and activities for people of determination with documented disabilities. A reasonable accommodation is one that is consistent with academic standards of the university and does not require substantial course or program alteration. The Health Center welcomes and encourages students with disabilities to identify themselves and to seek access to needed accommodations.

To ensure that accommodations are provided in a timely fashion, AUD strongly encourages students to submit their requests well in advance of the start of any coursework for which the accommodation is requested.

### **What are Accommodations for People of Determination?**

Academic support accommodations that are provided to people of determination based on their condition's limitations and specialist's recommendations.

People of determination can suffer from a physical, mental, or learning impairment/ condition or disability that affects his/her lifestyle, limits one or more major life activities, and requires special accommodations.

- Physical conditions like: Diabetes, Heart problems, Epilepsy, Cancer, and others.
- Mental conditions like: Anxiety, Depression, Asperger's Syndrome and others
- Learning disorders like: ADD/ADHD, Dyslexia, and Dyscalculia.

### **What should faculty do if they suspect a people of determination condition?**

Address your concern with the student privately and ask him/her if they are facing any difficulties meeting the academic demands of the class. For further health-related assessment, encourage the student to speak to the Health Center Director or Personal Counselor. If the student has a condition impairing academic performance, faculty should communicate with Student of Determination Support at [sodsupport@aud.edu](mailto:sodsupport@aud.edu)

## Accommodation Request Process for People of Determination

In order to request an accommodation, students must take the following actions:

1. Disclose his/her special condition via the *Student Health History Form*.
2. Provide the AUD Health Center with a medical report of his/her condition, signed by a doctor. In situations regarding students with psychological issues, a copy of any mental health reports will be given to the Personal Counselor.
3. Meet with the Health Center Director, and the Personal Counselor (for mental-health related cases) to evaluate his/her needs and level of support required, if any.
4. Sign the *Special Accommodations Request Form (SARF)* following the intake and assessment completed by the above-mentioned staff, to ensure that he/she understands the services being provided and the notification process as it relates to the academic units. This includes providing students with guidelines regarding the confidential nature of their file(s).
5. Meet with the Health Center Director or Personal Counselor to assess any academic support needed in terms of course load and course combination
6. A copy of the *SARF* will be emailed to students' instructors, and additional copies will remain in the Health Center and with the Personal Counselor. After receiving this form, the instructor should meet with the student privately to discuss applying these accommodations. The instructor can discuss any concerns about applying these accommodations with the Personal Counselor or the Health Director. The instructor should not disclose information about the student or the student's disability and should not discriminate against the student by identifying the student as having a disability.
7. If a student has been diagnosed with a condition after admission to AUD, the student may request assistance at a period not less than two weeks before midterms or final exams, and will be required to follow the procedures as outline above.

In cases where students have missed classes, a midterm, or an exam, the student must provide a medical note from a doctor/hospital, which will be verified by the Health Center Director or the Personal Counselor. The instructor will be notified as needed.

Student refusing to benefit from the services/facilities provided through the *Special Accommodations Request Form (SARF)* or wish to discontinue their application during their academic stay, he/she must sign the *Special Accommodations (SA) Waiver Form* in the presence of the Health Center Director and Personal Counselor.

## Confidentiality

The student is not obligated to disclose their condition or present any medical documentation or absence note to the instructor as these are considered confidential information privy to the Health Director and Personal Counselor. When the Health Director or Personal Counselor verifies the documentation/note, she will email the instructor directly.

If you need any information related to the student's health status, please contact the Health Center or the Personal Counselor.

All medical files remain confidential with the exception of relevant faculty and staff being informed if they are expected to provide accommodations or if emergency treatment may be required.

All communications between Health Center staff and patient is confidential, however, the Health Center Director is obliged to break confidentiality in these situations: if at risk of self-harm, at risk of harming someone else, or court order to release information.

The medical documentation does not excuse the student from class. Final decision on how to proceed remains at the instructor's discretion.

## OFFICE OF STUDENT AFFAIRS

### *Mission*

The Mission of the Office of Student Affairs is to support the university's mission by providing students diverse resources, facilities, events, and extracurricular programs that contribute to their academic, personal and professional development.

### *Goals*

- To develop and deliver extracurricular programs, events and activities designed to cultivate students' humanistic outlook, social and leadership skills and cultural understanding;
- To guide and support students in their academic and professional journey so that they can successfully graduate and embark on a prosperous career path;
- To foster a sense of community among enrolled students and graduates leading to an active alumni network that positively reflects AUD's qualities and values within their respective communities; and,
- To collaborate with all university constituents in devising a plan to further enhance and support student retention.

### *Academic Advising Division*

The AUD Academic Advising Division (AAD), located in Admin 109, provides advising services to students. The AAD assists students in adopting a program of study and creating an individual program of study document. Prior to the beginning of each term, these students are required to meet with the Advisor to whom they are assigned in order to review the status of their degree progress, to discuss university policies and departmental requirements, and to select courses. Policies governing academic advising and required approvals are found on pp. 69-70.

### *Goals*

In accordance with our statement and AUD's vision of promoting student learning and development, the Unit's goals are to:

- Communicate accurate, judicious and timely information on AUD policies, academic programs, and campus resources;
- Form academic advising partnerships and encourage shared responsibility of academic decisions with students;
- Contribute to the student's personal development and effective decision-making skills; and,
- Evaluate and re-assess the AAD services to better serve the advisees' needs and enhance their educational experience at AUD.

### *Outcomes*

- Students will read and accurately interpret AUD policies and academic program requirements and will recognize campus resources.
- Students will value the advising partnership and select an appropriate course sequence accordingly.
- Students will understand how their academic performance impacts their individual progress towards graduation.

### *Academic Support Division*

The Academic Support Division (ASD) maximizes the academic experience of every AUD student. The ASD enriches the educational, intellectual, and personal growth of AUD's diverse student population by assisting them in developing skills and strategies to effectively respond to academic challenges, achieve academic success, and embrace life-long learning habits. The ASD offers a range of services including individualized academic coaching, facilitating access to peer tutors, and providing various workshops. The ASD also promotes the use of help centers organized by the School of Arts and Sciences, specifically the Math Tutoring Center, The Writing Center, and the Public Speaking Tutoring Center.

## Goals

In accordance with our statement and AUD's vision of promoting student learning and development, the ASD goals are to:

- Identify and coach students facing academic difficulties, enhancing personal resilience and building skills for academic success through individualized needs assessment, action planning, and follow up.
- Enhance the productivity of all AUD students by availing a variety of tools, information, and activities to build academic and life skills adapted to today's rapidly changing environment.
- Collaborate with all AUD academic and administrative departments to ensure support mechanisms are responsive, available, and effectively used by AUD students.

## Outcomes

- Students will be able to find solutions to academic challenges and achieve academic success.
- Students will develop self-efficacy and embrace life-long learning habits.
- Students will contribute to the supportive environment at AUD.

## AUD Alumni Association

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

The purpose of the Association is to promote excellence in all aspects of its alumni, establish a relationship between each graduate and the university, promote communication amongst graduates and the community, and to create a powerful professional network. To learn more about the Alumni benefits, Alumni events and ways to give back to the AUD community, contact [audalumni@aud.edu](mailto:audalumni@aud.edu) or check the AUD webpage or Alumni Portal.

## Career Services Division

The AUD Career Services Division liaises with regional and multinational companies, creating a business network to offer employment and internship opportunities to AUD students and alumni. Through a series of workshops and on-campus events, students, graduates, and employers are brought together to ensure that AUD's talent is employed by the market's leaders. The annual Career Fair is the epitome of the unit's efforts in achieving student and employer networking.

The career counselors assist students and alumni to successfully explore and prepare for rewarding and meaningful careers which will allow them to develop and maintain a competitive advantage in the emerging employment market; and to ensure that students successfully bridge the transition from university life to work-life through equipping them with career guidance, interview tactics, job search skills, marketplace readiness preparation, and a network of employment opportunities.

Numerous career-related prospects are constantly offered to help students and alumni enhance their resume, cover letter writing, interview techniques, professional development, aptitude assessment, and general career counseling. Besides, the career team is in charge of giving advice and guidance on internships, employment search strategies, and applications, as well as soft skills building. Students are strongly encouraged to remain up to date on the latest content shared and job opportunities by creating a unique user profile on the Career "[audubai.jobteaser.com](http://audubai.jobteaser.com)" During their first academic year, the students are advised to work closely with a career counselor to develop their career plans and be involved with on-campus events in parallel with their studies.

***In organizing successful events and providing the best quality of services to the AUD student community, the Career Services Division kindly expects the cooperation of all Faculty members and Departments mainly in the following areas: sharing contacts with the Career Services Manager to identify opportunities for guest speakers and internship cooperation, encouraging students to participate in Career Services events, facilitating visibility and awareness of career services in class. The Career Service Unit welcomes the opportunity of sharing its resources and counseling material with Faculty members and Departments/Schools.***

## Career Counseling Process

Career counseling sessions and workshops are provided to all students and alumni. Registering on the career center “[audubai.jobteaser.com](http://audubai.jobteaser.com)” is the starting point for the students to get all the support they need to help their career take off with top tips and resources on hand to turn them into true professionals, seek their favorite recruiters, attend coaching workshops, one on one meetings with counselors and have access to in-person and virtual events.

## Internship Program

The goal of the Internship Program is to provide students the opportunity to apply theoretical principles learned in the classroom to the professional environment, and to help them make the transition from being a student to being a professional. The program promotes connections between AUD and the UAE professional community and a larger global environment.

Senior year students are eligible for accredited internships after completing course work and other minimum requirements as specified by their School/Department. The opportunity to participate in university-approved internships is an option available to students in all majors, and students are encouraged to take advantage of this program. The Career Services Division in collaboration with academic departments ensures that an adequate number of quality internship opportunities are available for selection by students.

Senior year students are eligible for accredited internships after completing course work and other minimum requirements as specified by their School/Department. All internships must be completed within the United Arab Emirates. Exceptions are assessed and approved on a case-by-case basis by Deans, Associate Deans or Chairs and are subject to a final approval by the Provost and Chief Academic Officer.

Internships may be completed in any of the academic semesters including Summer I and Summer II. ***Before students can register and start their internship, the Dean, Associate Dean or Chair must approve the host company and the internship program. The total amount of internship credit must not exceed three credit hours towards completion of the student’s degree program. An exception to this limit, approved by the Dean, Associate Dean or Chair, may be granted in the case of students with double majors. In all cases, it is imperative that students identify and register for the internship before the start of the academic semester/term during which the internship is set to take place. Credits cannot be claimed for internships that were completed without students being registered in advance.***

All internships must be completed within the United Arab Emirates. Exceptions are assessed and approved on a case-by-case basis by Deans, Associate Deans or Chairs and are subject to a final approval by the Provost and Chief Academic Officer. Students may not work in a family business or with a parent/relative at the host company.

***Upon completion of the internship program, students must submit a work report to the faculty internship advisor as per the Department’s requirements.*** Additionally, the host company supervisor must submit to the faculty internship advisor a written evaluation of the student’s internship performance. A final Pass (P) or Fail (F) grade is assigned by the allocated faculty internship advisor.

Students can learn more about the internship program by visiting the Career Services Division or downloading the *Internship Program Manual* on the Career Services [webpage](#).

## Faculty Internship Responsibilities

Faculty members supervising an internship should review the *Internship Program Manual* available online or in their department.

## Personal Counseling Division

The AUD Counseling Division provides professional and confidential counseling services to students in a warm and empathetic environment. This private service helps students overcome personal difficulties that may interfere with or hinder their academic success, and their personal/professional development. Some common issues that bring students to the counselor include adjusting to university life, time management issues, lack of motivation, confusion about life or career goals, identity and self-esteem concerns, relationship conflicts, eating issues, addictions, anxiety, depression or dealing with grief and loss. The Personal Counselor’s role is to assess students’ concerns and challenges in order to provide support and guidance. The personal counselor also works with people of determination (see p. 75-76 for People of Determination information).

## Student Personal Counseling Services

The purpose of this policy is to establish the guidelines that govern counseling practices for students.

### **Policy**

AUD prides itself in offering quality services to students. To maintain those standards and fully address the personal growth, psychological needs, and emotional wellbeing of our students, AUD provides counseling services. There is no fee required for students to utilize this one-to-one counseling service provided by the Personal Counselor. The Personal Counselor's role is to make an assessment and provide support and guidance for students experiencing personal problems.

**Eligibility:** Counseling services are available to both undergraduate and graduate students. There is no fee required for students to utilize this service. During a session with the counselor, students can talk about the problems they are facing, explore related thoughts, feelings and understand their personal resources.

**Confidentiality:** All communication between a student and a counselor is confidential. The confidentiality of the counseling sessions is protected by the counselor's code of ethics of the APA (American Psychological Association). All student records are kept under an encrypted and password protected online counseling system, and they are not released to others (even within the university community) without the written consent of the student. As the only exceptions, the following staff members have access (as needed): President, Executive Vice President, Provost and Chief Academic Officer, Dean of Student Affairs, Health Center Director and Housing Manager (for resident students).

Information regarding whether or not a student has been seen by a Personal Counselor cannot usually be released without student consent, and requests for this information are evaluated and answered only on a case-by-case basis.

If it becomes clear in the counseling session that there is a real danger to oneself or to others, the counselor is required by their code of ethics to break their confidentiality and inform the Dean of Student Affairs and inform a parent or guardian of the student.

**Access:** Students are encouraged to walk in or make an appointment with the Personal Counselor to discuss their concerns. Contact can also be made through email or phone or by going to the Administrative Assistant for Student Affairs and booking an appointment. The Counselor's office is C231.

**Number of Visits:** Some students may require only one visit. However, the Counselor generally recommends that the student attend four (4) to five (5) sessions. The first session will generally be one hour in length with subsequent sessions lasting thirty (30) minutes.

**Referrals:** The Personal Counselor provides referrals to other qualified, certified, and experienced mental health professionals equipped to aid students with psychological problems, learning disabilities, and/or other serious issues. A list of referrals is also available to students who wish to receive external counseling. In the case where the referred student would like to maintain the involvement of the Personal Counselor, the Counselor may request a copy of the report of the external visit and may follow up with the therapist regarding the student's treatment after the student signs an *Informed Consent Form*.

**Seminars:** Throughout each semester, the Personal Counselor also offers seminars and workshops on mental health education and awareness. These are designed to help students identify, understand and respond to general mental health issues.

**For information regarding the Divisions of Student Activities, Athletics and Housing, please refer to the Student Handbook.**

## TUTORING SERVICES

Through the Writing, Math, Engineering and Public Speaking tutorial centers, AUD provides valuable and complementary services for members of its community.

### *Math Tutoring Center*

The Math Tutoring Center provides students enrolled in mathematics courses (including Math 090, 095, 101, 103, 104, 105, 200, 201, 205, 210, and 220) the opportunity to receive assistance in their efforts to be successful in these courses. The Center operates as a walk-in service. There is no need to make an appointment. The tutors who staff the Center include students who have demonstrated an excellent ability to understand mathematics as well as an ability to help others understand. Students are encouraged to utilize the Center as often as needed. The Center operates throughout the semester (except for the first week of classes and the week of final exams) and is open Sunday through Thursday.

### *Writing Center*

The American University in Dubai offers the services of a Writing Center where all members of the AUD community (students/staff/faculty) can receive one-to-one assistance on writing tasks. Students can receive assistance on assignments at various stages of the process of completion. Assistance is provided by full- and part-time instructors on writing tasks in any discipline with a focus on developing overall academic writing skills. Throughout each semester, Writing Center staff offer workshops for all AUD members on various topics related to writing (i.e., sentence combining, in-text documentation).

### *Engineering Tutor Center*

The Engineering Tutoring Center at AUD provides Engineering students enrolled in physics and programming courses (PYHS 201, PHYS202, COMPI80, EECE250) with the assistance they need to excel in these courses. The center aims at helping students attain the outcomes required in terms of problem solving, experimentation, and algorithm development. Tutoring is provided by senior students who have extensive experience in these topics, as well as Engineering instructors.

### *Public Speaking Tutoring Center*

The Public Speaking Tutoring Center (PSTC) welcomes any student to walk in and work one-to-one with a peer tutor on their oral communication skills. Students choose what they want to improve on and the tutor guides them through exercises, discussions, or practicing their full presentation for feedback. The PSTC remedies various student issues (e.g. anxiety) while aiding faculty (e.g. instructional assistance). Tutors are overseen by AUD's Professor of Oral Rhetoric, and they are trained with an inventory of methods to assist students.

## OFFICE OF COMMUNICATIONS

### *Mission*

The Mission of the Office of Communications, consisting of the divisions of Marketing Communications and External Affairs, is to build awareness to augment brand equity, share news and foster relationships for AUD among the university's key stakeholders and constituents. Traditional and digital media, as well as other forms of outreach, are used for this purpose. The AUD website and social media channels, as well as all of the university's branding and marketing collaterals fall under the office's Marketing Communications division, while all press relations, government outreach and embassies and consulates communications fall under the External Affairs division. Communications activity is consistent with AUD's Mission and has a role in its accomplishment. The Office operates at the local, regional and global levels.

### *Goals*

- To increase AUD's brand awareness in the UAE and internationally to key audience and stakeholders: current and prospective students; current and prospective faculty and staff; government entities; employers, alumni; schools and other institutions of higher learning; accrediting bodies;
- To inform its multiple target audiences of news and updates relevant to their interest: Internal and external events happening on campus, key achievements, student and faculty success stories, exclusive activities and workshops, new programs and courses that serve to enhance AUD's Mission and Purpose-related goals;
- To engage key stakeholders on an on-going basis through these activities, events and programs.

### *Social Media*

The Communications Office maintains all of AUD's social media channels including:

<b>Facebook</b>	<a href="#">AUDubai</a>
<b>Twitter</b>	<a href="#">AUDubai</a>
<b>LinkedIn</b>	<a href="#">american-university-in-dubai</a>
<b>YouTube</b>	<a href="#">AUDChannel</a>
<b>Instagram</b>	<a href="#">audubai</a>

### *The Events Calendar*

The Communications Office is in charge of the Events Calendar, an online system developed for booking meetings and events on campus. All faculty and staff can access the calendar. Student-led events are booked through the Student Activities Coordinators. The Events Calendar can be accessed [online](#).

# UNIVERSITY INSTITUTIONAL POLICIES

## *Statement on Integrity*

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

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

## *Student Privacy*

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

FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students."

Generally, schools must have written permission from the parent or eligible student in order to release any information from a student's education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions:

- School officials with legitimate educational interest;
- Other schools to which a student is transferring;
- Specified officials for audit or evaluation purposes;
- Appropriate parties in connection with financial aid to a student;
- Organizations conducting certain studies for or on behalf of the school
- Accrediting organizations;
- To comply with a judicial order or lawfully issued subpoena
- Appropriate officials in cases of health and safety emergencies; and
- State and local authorities, within a juvenile justice system, pursuant to specific State law.

Schools may disclose, without consent, "directory" information such as a student's name, address, telephone number, date and place of birth, honors and awards, and dates of attendance. However, schools must tell parents and eligible students about directory information and allow parents and eligible students a reasonable amount of time to request that the school not disclose directory information about them.

AUD faculty members have a responsibility to protect all education records in their possession. These may include, but are not limited to, class lists with student names, identification numbers or grades, computer display screens with student information, notes taken during an advising session, exam scores, graded assignments and any other non-directory information. Faculty members must not allow any students to view, read or record another student's grades or identification number.

## *People of Determination/Disabilities*

### **Non-Discrimination Statement**

AUD does not discriminate against individuals on the basis of physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant program, benefit, or service provided by AUD. (See pp. 75-76 for People of Determination-related information).

## Drug-Free Environment

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

## Civil Rights Compliance

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

## Online Student Complaint System

Students may file their complaint through an online application: <https://complaints.aud.edu/> is accessible through the AUD website under the My AUD Student Portal section. The Student Complaint System is focused on providing feedback to problems/issues raised by AUD students.

### Procedure

It is advised that students should first directly communicate with the person/department with whom they have a complaint. If the students still wishes to formalize the complaint with the relevant academic or administrative head, then they can log into the Student Complaint System application and submit their complaint.

Once a complaint is submitted, the academic or administrative head receives a notification email prompting him or her to log into the application and follow up on the complaint. Students will receive an update on the status of their complaint via email within 5 working days. If input is not received within this timeframe, students are requested to follow up with the Office of Institutional Effectiveness.

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

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

## AUD Grievance Process

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

### Grievance Officer

The Grievance Officer facilitates the resolution of grievances within the AUD community through the Grievance Process as outlined below. The Grievance Officer 04-318 3150, offers confidential, informal, independent, and neutral dispute resolution services by providing mediation, information, advice, and referrals as appropriate.

### Procedure

To resolve an issue,

- Grievants should **directly communicate** with the person with whom they have a complaint. It is the grievant's responsibility to do this before any further action is pursued;
- If grievants wish to formalize the process; they are required to seek the counsel of the **Grievance Officer within ten working days** of the incident leading to the complaint;
- If the grievant wishes to pursue the matter further, he or she should submit a written complaint to the Grievance Officer with the following information:

- his or her description of the incident(s);
- the name of the person with whom he or she has a concern/complaint;
- a suggested remedy.
- The Grievance Officer will then contact the respective Dean, Associate Dean, Program Director or Chair (academic issues), Office Director (non-academic issues), or Supervisor (as appropriate) and provide them with the information regarding the complaint;
- The Dean, Associate Dean, Program Director or Chair (academic issues), Office Director (non-academic issues) or Supervisor will then begin the investigation of the complaint;
- The Dean, Associate Dean, Program Director or Chair (academic issues), Office Director (non-academic issues) or Supervisor will provide a report reflecting the findings and giving recommendations **within ten working days** of the filing of the written complaint;
- If a written report is not received within this timeframe, the Grievance Officer will forward the grievance to the Provost and Chief Academic Officer (academic issues), Office Director (non-academic issues), or respective Senior Supervisor;
- The Grievance Officer **in consultation** with the Provost and Chief Academic Officer (academic issues), Dean of Student Affairs (non-academic student issues) or Senior Supervisor (staff issues), will summarize the decision and rationale in writing **within ten working days** to the grievant, the respondent, and the Dean, Associate Dean, Program Director or Chair (academic issues), Office Director (non-academic issues) or Supervisor.
  - Appropriate action will be taken by the Dean, Associate Dean, Program Director or Chair (academic issues), Office Director (non-academic issues), or Supervisor within **five working days** after receiving the summary of the decision/rationale.
  - Confirmation in writing that action has been taken will be provided to the Grievance Officer within **five working days**.

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

### Grievance Appeal Process

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

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

#### Note

*Georgia resident students have the right to appeal the final decision to the Nonpublic Postsecondary Education Commission (NPEC) at: 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305; tel.: +1-770-414-3300; website: [www.npec.georgia.gov](http://www.npec.georgia.gov)*

### Government Regulations

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

### Personnel Policies

Detailed information on the position responsibilities of full-time and adjunct faculty members is presented in this *Faculty Handbook*. The *Faculty Handbook* serves as an official policy manual for instructors at AUD. All faculty members receive a copy of this *Handbook*.

Policies that are deemed as personnel policies can be found in the *Personnel Policies and Procedures Manual* previously referenced in this *Handbook*.

## ***Faculty ID Cards***

Each term, Faculty ID cards are prepared by the Registrar's Office at the end of the first week of classes. Faculty members are requested to fill the *ID Request Form* online, at <https://hr.aud.edu/hrs/AudidcardRequest.aspx>. The ID will be prepared by the end of the first week and can be collected from the Registrar's Office.

## ***Faculty Presence on Campus***

As a student-centered institution of higher learning, AUD has since its founding fostered a service culture based on a high level of student access to the university's academic, administrative and support staff. AUD's policy on working hours is perhaps the most direct expression of this service culture and its emphasis on accessibility.

From time to time, questions may arise regarding the purpose of the working hour policy and the manner in which it is expected to be applied by faculty members. This memo is intended to clarify the policy and explain how this policy can be applied while taking into account the requirements and needs of faculty members in a rapidly growing university with multiple demands and constraints on time.

Full-time faculty members, whose duties include teaching, student advising, committee work, counseling and more are normally expected to carry out these duties during the hours of 8:00 a.m. to 5:00 p.m., Sunday through Thursday (allowing for a one-hour lunch break). This adds up to 40 hours per week.

***All full-time faculty members are required to hold office hours (10 per week, included in the 40-hour work week), to post their office hours outside their offices at the start of each term, and to include these office hours in their course syllabi.*** Office hours define the times during which students can expect to find, call or meet with faculty members in their offices for academic advising, assistance with course work, and other course-related purposes. As such, posted office hours are binding and are expected to be honored by faculty members. Additionally, it is also consistent with AUD's service culture and desire for greater rather than less accessibility, that faculty members should not make themselves inaccessible outside of the posted office hours, especially when there are circumstances that call for such additional accessibility, and where being inaccessible outside of the posted office hours might be unreasonable or detrimental to students under those circumstances.

***However, recognizing that a strict application of this policy is not always possible, given the special needs of its knowledge workers and the university (e.g., teaching beyond 5:00 p.m.), AUD has consistently deemed that a flexible approach in applying this policy is necessary, without of course compromising on its objectives.***

This flexible approach is applied to university-related activities that necessitate faculty members not being on-campus during normal working hours. These activities may include, but are not limited to involvement in community outreach programs, networking, field trips, seminars, conferences, meetings and pertinent professional activities. In all such cases faculty members are expected to inform and seek prior approval from their academic unit head. Furthermore, faculty members who instruct classes outside regular hours, are entitled to count such additional time as part of their 40 hours/week and make adjustments to the regular "8:00 - 5:00" timing.

While the above hopefully clarifies the reasons behind the presence policy, the manner in which it is applied and the need for flexibility in its application, there may on occasion be situations not covered within this policy. Faculty members should also obtain their academic unit head's prior approval when such situations arise.

## ***Statement on Academic Freedom***

Academic freedom is the freedom for faculty members to discuss all relevant matters in the classroom, to pursue other professional academic activities related to student learning and research, and to explore all avenues of inquiry, learning and instruction in an institution of higher learning. This freedom also extends to students as they engage in learning activities and inquiry related to those activities. However, academic freedom is accompanied by academic responsibility, which, for faculty members, implies faithful performance of assigned academic duties and obligations including a presentation of course content that meets the requirements and learning objectives of each course. For both faculty and students, responsible exercise of academic freedom involves adherence to the highest standards of academic integrity in all teaching, learning and research-related activities. Academic responsibility also requires that

faculty members make clear that they are not speaking for the institution, unless expressly authorized to do so by AUD, particularly in areas of politics, topics related to religious beliefs, and commercial endorsements. Faculty members and students should at all times act with integrity, express themselves within the confines of law and competent authority, show respect for the rights of others to hold differing opinions, be accurate, exercise appropriate restraint, be culturally sensitive, and make every effort to indicate that statements they make express their own views and not those of AUD.

The American University in Dubai recognizes and will uphold for all its faculty members, full-time and adjunct, and for its students, the freedom to pursue knowledge wherever it may lead, the freedom to test received wisdom, and the freedom to research, review and put forward new, controversial, or unpopular ideas or opinions within the standards of academic integrity, scholarly inquiry and professional ethics, without interference and without placing themselves in jeopardy—of losing their jobs or any of their rights or privileges as AUD faculty members, or of academic detriment or penalty as students. A faculty member or student who believes his or her academic freedom has not been protected due to violation of this Statement may seek redress by filing a grievance with the Grievance Officer. The grievance process described on pp. 84-85 will apply to the processing of grievances related to academic freedom.

## *Freedom of Expression*

Posters, flyers, advertisements and other announcements need to be approved by Student Affairs prior to posting. Display of unauthorized postings or posters in unapproved locations (see *Campus Posting Policy*) will be removed immediately. Anyone found to have posted any unauthorized material, especially if it is offensive or disrespectful to any group or individual or in violation of the U.A.E. laws and/or cultural practices, will be subject to disciplinary action.

## *Campus Security/Crime and Safety*

### *Campus Security/Crime and Safety Prevention Program*

AUD is concerned about the safety and welfare of its students and employees. Therefore, AUD has implemented a security policy for the protection of students, staff and faculty. This policy is in compliance with the *Student Right-to-Know and Campus Security Act*. AUD maintains a log of all crimes committed and reported on its campus. Information is updated annually. Updated information for the prior calendar year is made available, upon request, to all continuing students, faculty and staff each year.

### *Crime and Safety Precautions\**

AUD is committed to providing a safe and secure environment conducive to learning. Crimes at AUD are minimal and personal safety is a major priority of the university. There are 24-hour security guards posted throughout the campus. AUD has an internal security manager who supervises all security operations at the university. All AUD students, guests, visitors, family members, and maintenance workers are required to present a valid ID to enter the university. Upon deposit of the ID, visitors are issued a visitor badge, which they display when they are on campus. IDs are returned when visitors leave the university and turn in the visitor badge.

Procedures for fire and medical emergencies are in place. AUD maintains a close relationship with the Dubai Police and Civil Defense in the event of a severe emergency or problem. For emergency situations, students are asked to call the **UNIVERSITY HOTLINE at 04-3183500/04-3183555**. A security guard will get in touch with the appropriate authority or university staff member for appropriate action.

*\* AUD has an internal security manager who supervises all security operations at the university.*

AUD encourages its students to be prepared and take reasonable precautions against all potential crimes and hazards. Specifically, students should:

- not leave personal belongings unattended for any length of time. This includes purses, mobile phones, notebooks, textbooks, laptop computers, book bags, money, jewelry, art supplies, clothing, and all other personal belongings. Leaving belongings unattended is an open invitation for a dishonest individual to steal. AUD will not assume responsibility for lost and stolen items;
- lock their residence hall rooms any time they leave;
- know where all fire exits are located and how to get out if exits are blocked;
- know where all fire alarm pull stations, fire extinguishers are located;

- know how to report a fire or other emergency;
- not panic in emergency situations, remain calm, and follow proper procedures;

*The Health Center Director will inform people of determination personally of procedures which apply specifically to them.*

### **Campus Crime Reporting Procedures**

AUD strives to maintain a safe and secure campus environment. Crimes at AUD are minimal, but in the event of a serious incident, the following procedures should be followed:

- Report all crimes to the Dean of Student Affairs (04-318 3580). The victim of the crime should fill out a *Campus Incident Report Form*, and the Dean will prepare a written report on the crime and report it to the proper authorities within the university. Every attempt will be made to handle the incident and determine the proper action within the university environment. However, depending on the nature, scope and severity of the crime, the incident may be referred to the Dubai Police;
- If the Dean of Student Affairs is unavailable, the incident should be reported to the Director of Central Services (04-318 3122). If the Director of Central Services is unavailable, the incident should be reported to the Security Manager (04-318 3502);
- If the incident occurs after working hours, it should be reported to the Security Manager (04-318 3502) who will in turn inform one of the individuals above if the location of the incident and the pertinent details;
- *Campus Incident Reports* with accompanying details will be kept on file in the Dean of Student Affairs office for one calendar year;
- The AUD senior administrators (President and Executive Vice President) will be notified immediately of all serious crimes by the Dean of Student Affairs or delegate;
- In the event that the known perpetrator of the reported crime was another AUD student, the Conduct Code as outlined in this *Student Handbook* will be applied. If at all possible, any and all evidence related to the crime will be preserved.

### **Campus Evacuation Procedures**

In all buildings, elevators must not be used in case of emergency evacuation.

#### **Administration**

When the fire alarms sound, building occupants must evacuate immediately through either the ground floor main entrance near the main reception or through the two side exits opposite the School of Architecture, Art and Design, and the School of Business Administration Academic buildings. Individuals on the second floor can either use the main stairs and exit through the ground floor main entrance or use the bridges to the School of Architecture, Art and Design, and the School of Business Administration Academic buildings go down the closest staircase and exit through the nearest building exit. All should assemble at the meeting point on the soccer field.

#### **School of Architecture, Art and Design**

Individuals should use the main and side exits of the building; those on the second floor should use the staircases and exit through the closest exit, either the main or side doors, and assemble at the meeting point on the soccer field.

#### **School of Architecture, Art and Design Annex**

Individuals should use the main exit of the building or through the VC and the ID labs; they both have emergency exits, and assemble at any of the meeting points in the soccer field or the main students' car park.

#### **School of Architecture, Art and Design Glass House**

Individuals should use any of the two main entrances or through any of the four fire exit doors distributed over the one level building and assemble at any of the meeting points in the soccer field or the main students' car park.

#### **School of Business Administration**

Individuals should use the main and side exits of the building; those on the second floor should use the staircases and exit through the closest exit, either the main or side doors, and assemble at the meeting point on the soccer field.

#### **Executive Master of Business Administration (EMBA)**

Individuals on the ground floor should use the main or the back entrances and any of the two side exits of the building; those on the first floor should use the staircases located on both wings of the building and exit through the closest exit, either the main, back or side doors, and assemble at the meeting point on the soccer field.

### **The Center**

Occupants should use the main and side exits of the building on the first floor. Those on the second floor should use any of the fire exits stair cases located in the Food Court or next to the Gymnasium; also they can use the main stair case of the building leading to the main entrance. Those on the third and the fourth floors should use any of the two fire exit stair cases located in the classrooms/labs wing and the other in the offices wing to the ground floor, and from there through any emergency exits or the main entrances and assemble at the meeting point on the soccer field.

### **School of Engineering**

Occupants should use the main and side exits of the building on the first floor. Those on the second floor should use the main staircases on the right and left sides of the building. Those on floors 3-4 should use the staircase exits to the ground floor. All should assemble at the meeting point on the soccer field.

### **Student Housing**

Residents from all floors should use the closest stairs and exit through any of the building exits or main doors and assemble at the meeting point on the soccer field.

### **Faculty Housing**

Residents should use the closest stairs to exit the building and assemble at the meeting point on the soccer field.

### **Important Safety Issues**

Fire Extinguishers are not for propping doors open; they should be left where they are.

For more detailed exit procedures, please read evacuation notices in each building where exact exit routes are posted.

### **Learning Environment Preservation**

All AUD faculty, staff, and students are expected to create and maintain a learning environment committed to an effective learning process. Any behavior and/or events determined to be detrimental to success in any AUD-related academic pursuit, at any location where the AUD learning process takes place, are prohibited. This includes, but is not limited to, the conduction of unauthorized tours of AUD facilities; bringing unauthorized visitors, e.g., children, friends, or other family members, to the campus or any location where the AUD learning process takes place; and usage of cell phones, electronic devices, and audio-visuals (if not needed for student learning) especially in the campus library, classrooms, meeting rooms or any location where the AUD learning process takes place. Specifically, cellular phones must be turned off during class. A warning is issued for the first failure to respect the rights of classmates. A second failure to follow this rule may result in a penalty to the student, and this penalty is at the discretion of the instructor. **AUD requests that all faculty members adhere to this rule.**

Unless approved by the President, Executive Vice President, or the Communications Office, unauthorized visitors are not permitted in AUD classrooms, team rooms, studios, non-instructional areas, or any location where the AUD learning process takes place.

Authorized visitors, those visitors approved by the President or delegate, are not allowed past the designated reception area without an official escort. It is the responsibility of AUD faculty, staff, and students to meet their authorized visitors in the designated reception area at a prearranged time. No authorized visitors are to be left unsupervised by their escorts at any location where the AUD learning process takes place, including, but not limited to, libraries, cafes, or lounges. Disciplinary action may be taken should a violation of this provision occur.

AUD is not responsible or liable for injuries or harm caused by the intrusion of unauthorized **or** unsupervised visitors on AUD campus facilities, at official AUD functions, **or** at any location where the AUD learning process takes place.

### **Confidential Information Policy**

To identify information that is considered confidential and to establish guidelines for the use of confidential information.

## Definitions

Safeguarding confidential information is of the utmost importance at the American University in Dubai (AUD). It is the responsibility of all employees (including student recruits and volunteers) to protect all confidential information acquired during the course of their employment or service at AUD.

Confidential information includes, but is not limited to:

- personally-identifiable student records, grades, student ID numbers, and health information
- credit and debit card information, and financial account information
- login credentials and security codes
- university contracts and agreements
- payroll records, salary and benefits information
- U.A.E. identification and passport data
- personnel records and employee medical data
- University internal policies and procedures
- budgetary, departmental, or university planning information
- proprietary or intellectual property owned by the university

## Policy

The following principles govern confidentiality at AUD:

1. Confidential information (both softcopy and hardcopy format) is accessed, used, and disclosed only on a need-to-know basis within the job function of the employee or with explicit written authorization from the supervisor.
2. Confidential information may not be reproduced, republished, redistributed, sold, licensed, manipulated, transferred, digitally transmitted, or copied in whole, or in part, in any manner, or by way of any media production, to any individual, or corporate entity, without the prior written authorization from the supervisor of the employee.
3. All employees have a responsibility to use available physical, technological, and administrative safeguards to protect the security of all confidential information.
4. Confidential information should not be removed from the university premises, or from the employee's department/office unless it is deemed necessary in the performance of the person's job duties. In the latter case, the employee must safeguard the materials/property and control access as necessary. This responsibility similarly applies to any remote access users. Upon termination of any assignment or as requested by an employee's supervisor, the employee will secure all such materials/property and copies thereof or return all such materials/property and copies to the employee's supervisor.
5. In the case of a health or safety emergency, relevant confidential information may be disclosed as necessary to appropriate individuals, e.g., a supervisor, a counselor, the U.A.E. Police.
6. A confidentiality clause must be defined in every contract or agreement signed between AUD and third parties.
7. Violation of this policy may result in disciplinary action, which may include, but is not limited to, suspension, termination of employment, and/or possible criminal or civil prosecution under U.A.E. laws.

## Intellectual Property

AUD seeks to endorse an environment that encourages the generation of new knowledge by its university personnel. Thus, the following document is intended to be a guideline of patent and copyright matters that are of interest to university personnel. University personnel will henceforth be used to denote faculty, staff, students and person in a "visiting appointment" position. The policy is to provide a mechanism for protecting certain property rights of the university and its personnel and the basis for such rights.

## Definitions

### Copyrights

Protection by law that covers books, periodicals, lectures, dramatic or dramatic-musical compositions, maps, works of art, drawings or plastic works of a scientific or technical nature, photographs, pictorial illustrations, labels, motion pictures and video tapes, and audio recordings. The copyrightable material need not be novel; it must only be the original product of the creator.

## **Invention**

This term covers such items as computer software, general instructional materials (i.e. video tapes, etc.) devices, production procedures and methods, etc....

## **Patent**

Grant by the US-Patent Office or any equivalent foreign office to an inventor of the right to exclude others for a limited time from making, using, or selling his or her invention in a specified geography. To be patentable, an invention must be novel, useful, and non-obvious.

## **Policy**

AUD's policy affirms a commitment to the personal ownership of intellectual property rights in the works of the intellect by the individual creator, whether or not the creator worked alone or with another and if they worked privately or as part of the greater AUD community.

Intellectual property developed by a faculty or staff member or student will be the exclusive property of the inventor(s) or author(s) if all of the following conditions exist:

- The university has contributed nothing substantial or essential to the production and development of such intellectual property in funds, space, facilities, or time of a faculty or staff member or student;
- The intellectual property is not related or similar to any university research then in progress known to the faculty member, or to which the university is committed, and with which, in either case, such faculty or staff member or student is connected; and
- The intellectual property was developed by the inventor(s) or author(s) on their own time without any expense to the university.

It is acknowledged that there are times intellectual property is within the scope of "part" ownership of the university. "Part ownership" designates that AUD has the right to claim ownership along with the inventor/author if the following conditions exist:

- If the university has contributed with funds, facilities, materials and production of the intellectual property;
- If there is similar research already taking place within the university and the intellectual property is an extension of the existing research being developed by the university;
- If the university creates or commissions works on its own behalf, thus entering into a written agreement with authors on mutually agreeable terms;
- If the university grants paid release time for a project to be completed.

If such conditions arise, an agreement will be signed between the President and Provost and Chief Academic Officer (for faculty and students)/Executive Vice President (for staff) of the university and the concerned party(ies) as to the joint ownership as well as any percentage of allocation for remuneration.

Moreover, exempt from this policy and recognized as sole ownership of the author, inventor, etc. are course materials arising from preparing for courses, teaching, course notes, exams and other relevant materials. However, the university has rightful ownership over all syllabi and descriptions of courses used within its programs.

## **Copyright Protection**

**Faculty members are expected to follow copyright law.** As an accredited American curriculum university, AUD favors a US fair use doctrine within the framework of international copyright conventions, of which the UAE and the US are signatory nations; and insofar as these practices are in agreement with local copyright statutes.

The easiest way to understand copyright is to envision that an author or creator, (i.e. the owner of the work), of an original work possesses the exclusive right to decide how the work is presented and to profit from the work's presentation and use. A creator of a work in a "tangible" medium possesses the exclusive rights to profit from and use the materials of his or her creation. Copyright protection begins at the point that an "original work of authorship" is created in a fixed form. A fixed form means any tangible medium (the thought, idea, presentation, etc. must be fixed in some material form that communicates the materials to a third person). Thus, works on the Internet possess copyright protection since the Internet is a tangible medium and communicated to others.

Please refer to AUD Library's fair use recommendations (<http://libguides.aud.edu/fairuseguide>) for support on the use and reproduction of copyright protected material in the classroom. These recommendations do not replace legal

advice and faculty are responsible for abiding by copyright laws and exercising good judgement in fulfilling their educational, teaching and research needs.

## **Artwork Material Property Waiver Form**

The American University in Dubai often commissions students, faculty, staff or freelance designers with creating artwork for the university including but not limited to catalogs, handbooks, logos, posters, flyers and brochures. This policy is in place to maintain proper archives of all commissioned artwork material and to confirm AUD's ownership of the said material.

### **Policy**

To maintain a proper archive of all commissioned artwork material and to confirm AUD's ownership of the material, the university requires that all commissioned designers sign an *Artwork Material Property Waiver Form*.

### **Protocol**

All designer (AUD students, faculty, staff or freelance designers)-commissioned artwork for AUD is considered the property of AUD. The *Artwork Material Property Waiver Form* is to be systematically signed for any commissioned work. The Communications Office is to receive a copy of all artwork material created on a CD (files should include the original artwork in Microsoft Publisher® or Adobe Illustrator®, or Adobe Photoshop®, or Adobe InDesign® or any other Adobe Suite® program with all links: pictures and fonts used). A copy of this waiver, once signed, is also to be sent to the Communications Office.

## **Public Domain**

Works that are considered in the "Public Domain" do not receive copyright protection. Ideas and writings that are in the "public domain" are not copyrighted works. Typically, "public domain" means government works, such as judicial opinions, public ordinances or administrative rulings. Works created by government employees as a part of their regular job description are also considered works in the public domain. Copyright protections do not attach to works in the public domain.

## **Policy on Academic Record Retention and Storage**

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

## **Acceptable Use of Computing and Network Resources Policy**

The computing and network resources of The American University in Dubai are intended to support AUD's educational and organizational Mission. All members of the university community who use computing and network resources are responsible for the integrity of those resources. University computing and network resources are to be used in a manner that is consistent with the instructional, research, and administrative objectives of AUD, including use for study, instruction, research, the discharge of official university business, and other university-sanctioned activities. Any use of computer and network resources that is inconsistent with these purposes is considered inappropriate use, may jeopardize further authorization for use and may result in termination of access, disciplinary review, dismissal or other disciplinary action.

Use of computing and network resources is limited to members of the American University in Dubai's community. AUD reserves the right to limit access to its computing resources. When a faculty members or employee is no longer employed by AUD, the Office of IT Support Services reserves the right to delete that individual's account and/or any data hosted on systems owned and/or maintained by AUD.

## **AUD Faculty Computer and Network Resources Use Policy**

Faculty members at AUD are advised to use proper social and professional etiquette when using the AUD email system. Use of the network implies consent for monitoring of traffic that is necessary for smooth administration of the resource.

AUD does not condone the use of inappropriate language when writing messages to instructors, staff or students. Any part of AUD's technology resources must not be used to produce, view, store, replicate, or transmit harassing,

obscene, or offensive materials. This includes, but is not limited to, material from the Internet, screen savers, etc. In addition, printed copies of such material, including those from magazines, are not permitted to be distributed.

*There is zero tolerance for any faculty members who violate this policy and immediate dismissal may result.*

University email services shall not be used for purposes that could reasonably be expected to cause directly, or indirectly, excessive strain on computing resources or unwarranted and unsolicited interference with use of email or email systems. Engaging in any use that would interfere with a student's and/or employee's work or disruption of the intended use of network resources is prohibited. Penalties for misuse by faculty members of AUD's Information Technology Resources are to be determined by the Dean, Associate Dean, Program Director or Chair, following consultation with the Provost and Chief Academic Officer.

AUD technology resources should only be used to accomplish university-specific tasks, goals, and learning objectives. No other use is sanctioned.

## *Adjunct Faculty Use of University Email*

The purpose of this policy is to establish guidelines for the proper use of AUD email by Adjunct Faculty members.

### **Policy**

All active adjunct faculty members will have email accounts on the AUD email server (adjunct.aud.edu). IT Services will create the adjunct email accounts prior to the beginning of each semester according to the list of active adjunct faculty members provided by the HR Department. All email accounts will remain active and functional until the next semester at which point they will be reviewed. At that time, if the adjunct faculty member is deemed to be a continuing member of the instructional staff by the HR Office, his or her account will remain active for another semester. If the adjunct faculty is not deemed to be a continuing member of the instructional staff, his or her account will be disabled. Adjunct faculty members at AUD are advised to adhere to proper social and professional etiquette when using the AUD email system. Use of the network implies consent for the monitoring of email traffic that is necessary for smooth administration of the resource. Unacceptable use of email includes, but is not limited to:

- unsolicited and unauthorized mass email (spam)
- offensive language
- obscene material or language
- infringement on others' privacy
- interference with others' work
- copyright infringement
- threats
- illegal activity

Penalties for misuse of AUD's Information Technology Resources are to be determined by the Dean, Associate Dean, Program Director or Chair or the faculty member's supervisor, following consultation with the Provost and Chief Academic Officer.

AUD technology resources should only be used to accomplish university-specific tasks, goals, and learning objectives.

### *Email disk quota*

The email disk quota is the amount of data (including email attachments) that a user may store on the email server. If the quota limit is reached, no new email can be stored in the account Inbox -- new email is returned to sender. Email disk quota:

- Inbox size: 50GB
- Attachment size: 25MB

### *Use of Personal Computers*

It is the responsibility of each faculty member to ensure that their use of the AUD campus network does not adversely affect the integrity of the university computer and network resources. This includes taking steps necessary to prevent computer viruses, Trojans and other malware from entering the university computer network from their computer.

Faculty members wishing to connect their personal computer or laptop to the AUD network are required to take the common steps for protecting computers from viruses and other malware. The university requires that each computer must have the following installed and operating at industry-recommended levels:

- Anti-virus software, including a valid update subscription
- Latest operating system security patches and critical updates
- Personal firewall

Costs for purchasing and updating software are the sole responsibility of the individual. The university reserves the right to deny network access to any computer not meeting the standards of this policy. Personal computers that do not meet these requirements will be disabled from the network until proof of compliance is provided.

### User Responsibility

Users must not disclose their access codes/passwords to anyone and will be responsible for any use of their accounts by others to whom access has been given. Users should change their passwords periodically to prevent unauthorized use of their accounts. The Administration and Student networks are separate. **Students are not authorized to access the administration computer network under any circumstances.** Faculty members must never provide access to students to the administration network, either inadvertently or intentionally. Always use a password-protected screensaver or log off when leaving your computer unattended.

Users are to refrain from accessing and or making public to any university users obscene materials or direct links to obscene locations elsewhere on the Internet through the Worldwide Web, Gopher, or any other systems.

It is the responsibility of all users of computing resources to notify Information Technology Services about violations of computer policies, as well as about potential loopholes in the security of its computer systems and networks. The user community is expected to cooperate with ITS in its operation of computer systems and networks as well as in the investigation of misuse or abuse. Should the security of a computer system be threatened, user files may be examined under the direction of the appropriate authority.

### Liability

In no event shall The American University in Dubai be liable for any damages, whether direct, indirect, special or consequential, arising out of the use of the Internet, accuracy or correctness of databases or information contained therein or related, directly or indirectly, to any failure or delay of access to the Internet. Use of any information obtained via the Internet is at the user's own risk. The American University in Dubai reserves the right to remove a user account on the network to prevent further unauthorized activity as specified in this document.

### Software Policy

The purpose of this policy is to: (1) establish standards of conduct with respect to software acquisition, copying, transfer and use, (2) inform users of software misuse, and (3) set forth disciplinary procedures for such misuse. This policy applies to all software acquired by or on behalf of AUD (wherever used) and all software (however acquired) used on AUD Resources. "Resources" means AUD computers, computer systems, networks, facilities, equipment, software, files, documentation, accounts, and information associated with any of them.

Any user who violates the *Software Policy* will be subject to suspension or revocation of his or her computer account/other disciplinary action. Disciplinary procedures include suspension, dismissal, and/or civil or criminal prosecution under the law. Noncompliance with certain provisions of the *Software Policy* may also constitute a violation of law. Penalties under such laws include fines, orders of restitution, and imprisonment.

Each user is individually responsible for reading, understanding and adhering to all licenses, notices and agreements in connection with software which he or she acquires, copies, transmits or uses or seeks to acquire, copy, transmit or use. Unless otherwise provided in the applicable license or contract document, any duplication of copyrighted software, except for backup and archival purposes, may be a violation of law.

In addition to violating such law, unauthorized duplication of software is a violation of the *Software Policy* and the *AUD Computer Usage Policy*. When a user's legitimate activities in the fulfillment of AUD's Mission dictate a need for AUD's acquisition of software not already licensed to AUD or additional copies of licensed software, the user shall complete a Purchase Requisition Form and submit it to the Dean, Associate Dean, Program Director or Chair for appropriate approval.

All software acquired for or on behalf of AUD or developed by AUD employees or contract personnel on behalf of AUD is and shall be deemed AUD property.

No user may sell, rent, sublicense, lend, transmit, distribute, give or otherwise convey or make available software or an interest therein to any unauthorized individual or entity.

All software acquired by The American University in Dubai must be processed through and registered by Information Technology Services. Software must be registered in the name of AUD and the department in which it will be used. Software must never be registered in the name of the individual user. Only licensed software owned by the university is permitted to be installed on university owned computers. Software required by faculty members but not presently available at the university should be requested through the faculty's Dean, Associate Dean, Program Director or Chair. Personal and unlicensed software is not permitted.

Freeware software is copyrighted software that is distributed freely through the Internet, bulletin boards and other online systems. Only freeware software that has been approved by ITS may be used on AUD computers. This policy assures all the freeware will work appropriately on the network and will not interfere with the operation of other critical applications. If a package is not available, you can request that ITS review the package for inclusion on the approved list.

The American University in Dubai and its agents shall have the right to audit all Resources to ascertain compliance with the university's Software Policy. AUD may permit the software licensors and their agents to audit some or all resources to ascertain compliance with their license, purchase, or other applicable agreements.

Any user who suspects an incident of noncompliance with the Software Policy by another user or has questions about software use or the Software Policy shall promptly refer the question to the Manager of Information Technology Services.

### **Personal Use of Computer Technology**

The use of AUD's resources and services for non-official purposes is permitted only in compliance with the following criteria:

- The cost to AUD must be negligible;
- The use must not interfere with an AUD employee's obligation to carry out university duties in a timely and effective manner;
- Time spent engaged in the non-official use of AUD resources is not considered to be AUD work time;
- The use must in no way undermine the use of AUD resources and services for official purposes;
- The use neither expresses nor implies sponsorship or endorsement by AUD;
- The use must be consistent with laws regarding obscenity, libel, or the like, and laws and AUD policies regarding political activity, the marketing of products or services, or inappropriate activities.

In applying these guidelines, each case will depend upon the particular circumstances and other important factors such as materiality or reasonableness. The ultimate control, therefore, lies with each faculty member's supervisor, as that person should have direct knowledge of the behaviors and needs of the individual employee. Faculty members are therefore advised to consult with their respective Dean, Associate Dean, Program Director or Chair about the accepted level of personal use during regular office hours. Employees should consult with their supervisors in advance if they have any questions about appropriateness of certain practices. A supervisor's decision cannot, however, circumvent other policies and procedures of AUD that may restrict personal use beyond the limitations cited in these guidelines. For example, the use of AUD telephones, fax machines, mail services, and vehicles must comply with existing AUD policies.

### **IT Security Policy**

To establish and maintain security requirements necessary to protect university information, computing and network resources, and to minimize risks on AUD's information technology resources.

#### **Scope**

This procedure and accompanying requirements apply to all university locations and all system users at any location, including those faculty, students and staff using privately-owned computers or systems to access university information, computing and network resources. Security requirements should be in place for the protection of the privacy of information, protection of systems against denial of service (DoS), and protection against unauthorized system access or modification of information.

## Policy

University information, computing and network resources may be accessed or used only by individuals authorized by the university. The university encourages the use of computing and network resources and respects the privacy of users; however, the university may deem it necessary to access data stored on the university's network resources for the following purposes:

- Hardware and software troubleshooting purposes,
- auditing for unauthorized access and system misuse,
- retrieving university business-related information,
- investigating reports of violation of university policy,
- complying with legal requests for information,
- rerouting or disposing of undeliverable data/email,
- addressing safety or security issues.

### **Consequences for Noncompliance to Requirements**

Systems that are found to pose a threat to the integrity of the information, computing and network resources may have their access to these resources revoked by the head of IT Services. The suspension of services will continue until the problem has been alleviated and the system poses no risk to AUD's computing resources. The university reserves the right to invoke emergency suspension of services without prior notification if the situation poses a serious threat to the information technology environment.

## Requirements for Information, Computing and Network Security

The following system requirements represent the minimum standard that must be in place in order to establish and maintain security for university information, computing and network resources.

### **Initial Network Hook-up**

Each system must be capable of passing vulnerability tests for hacker attacks and relaying of unsolicited email prior to being attached to AUD's computing and network resources. System testing will be the responsibility of the Office of IT Services.

### **Password Policy**

All passwords on any system, whether owned by AUD or by an individual, directly connected to AUD's network must adhere to the following standards when technically possible. This includes devices connected to the campus network with a direct wired connection, wireless, dial-in modem, remote access software (e.g., Windows Remote Desktop), use of a Virtual Private Network (VPN), and the like. This policy applies to all passwords, systems, users, databases, applications, etc. Any system that does not comply may have its network access blocked without prior notification.

The password standards are maintained by the Office of IT Services.

- Passwords cannot contain the user's account name or parts of the user's full name that exceed two consecutive characters.
- Passwords must be at least ten characters in length.
- Password has not been used in the previous 24 passwords.
- Passwords must contain characters from three of the following four categories:
  - English uppercase characters (A through Z).
  - English lowercase characters (a through z).
  - Base 10 digits (0 through 9).
  - Non-alphabetic characters (for example, !, @, #, \$, %, &, \*)
- AUD's security access control is configured to force users to change their passwords 4 times a year.
- Passwords that are written down or stored electronically must not be accessible to anyone other than the owner and/or issuing authority.
- Passwords must not be shared unless explicitly permitted by the issuing authority.
- Default passwords in vendor-supplied hardware or software must be changed during initial installation or setup.

Anyone who believes their password has been compromised must immediately notify the IT Help Desk to evaluate possible risks.

## **Unattended Computers**

To protect against unauthorized access to data on computers left unattended, the following precautions are required.

- Enable password protection on the screen saver for all university computers with the exception of special-purpose computers designed for public access, such as public computers in the library, or computer labs.
- The password-protected screen saver should be set to activate after the computer has been left idle for 10 minutes or less. For lab computers, it is recommended that computers be set to automatically logout after at most 30 minutes of idle time.

Users must never leave computers unattended and unprotected. Before leaving the computer station, users must lock the display or log out in a manner that requires a password to gain back access.

## **Protection from Malicious Software and Intrusions**

Malicious software, or malware, comes in many forms - viruses, worms, Trojan horses, denial of service attacks, botnets, spyware, adware, spam relays, etc. Malicious software poses security risks, some of which are very serious threats to the confidentiality, integrity, or availability of AUD's information and technology resources. Appropriate precautions must be taken to protect AUD's systems from compromise by malware. To that end, AUD may require the installation of essential security software on computers connected to AUD campus network or accessing AUD information and technology resources. The following sections define specific requirements for antivirus, spyware/adware, personal firewalls, and e-mail.

### **Virus Protection**

The following computers must use the university-supplied antivirus software configured in a managed mode. Managed mode allows a server to monitor and configure the antivirus protection on the client computer and push updates to the client on demand:

- Any university-owned computer
- Users of AUD's Virtual Private Network (VPN) or dial-up modem service
- Users of AUD's wireless or wired network if it is a university-owned computer

All other computers accessing AUD campus network or information technology resources must be running current and up-to-date antivirus software. AUD faculty, staff, and students should obtain a personal copy of antivirus software for their personal computers.

Antivirus software must be activated when the computer boots up and remain active at all times during its operation. Virus definition files (i.e., the database in the antivirus software that identifies known malware) must be up-to-date with the most current version available from the vendor.

### **Spyware/Adware Protection**

All computers connected to AUD's campus network must run active spyware/adware protection software. Spyware/adware definition/detection rules must be up-to-date with the most current version available from the vendor. Scans of all local hard drives for spyware/adware must be performed at least weekly.

### **Personal Firewall Protection**

All computers using the university-supplied security software (which includes virus, spyware, intrusion, and firewall protection) must have the firewall enabled.

Any other computer connected to the campus network must run a personal firewall. Microsoft Windows Firewall is an acceptable personal firewall.

### **E-mail Protection**

The university's e-mail security system provides protection against all email-related threats. Infected messages must be discarded or quarantined, not returned to the sender.

### **Security Patches**

All systems connected to the campus network and the applications and databases running on those systems must have the latest security patches available from the respective vendors applied. Any system or application with known vulnerabilities for which a patch is not available must take appropriate measures to mitigate the risk, such as placing the system behind a firewall.

## Enforcement

Enforcement of these policies and associated standards is the responsibility of the Office of IT Services. Any system that does not comply with security policies and standards, is susceptible to a known vulnerability, or is compromised may have its network access blocked immediately and without prior notification to protect the integrity of other systems and data.

Any device directly connected to the campus network (i.e., with a direct wired or wireless connection, dial-in modem, remote access software like Windows Remote Desktop, use of a Virtual Private Network (VPN), and the like) may be scanned and assessed by designated IT Service staff at any time to determine compliance with security policies and standards, or to detect anomalous activities, vulnerabilities, and security compromises. Firewalls must be configured to permit this remote scanning function.

## Mass Email Policy

This policy applies to all Faculty and Staff in the AUD Community, with the purpose to improve the effectiveness and efficiency of electronic communication, and to minimize the amount of bulk undesired e-mails that members of the AUD community receive from other members of the AUD community. “Mass e-mail” in this context means the transmission of an e-mail message to more than a small set of recipients who may not have elected voluntarily to receive the e-mail (i.e.: the option to send an e-mail to *All Faculty and Staff*).

The purpose of AUD’s e-mail system is to provide e-mail services to the faculty and staff for conducting University business. Every e-mail message sent from your AUD accounts, whether sent internally or externally, carries AUD’s name, and all communications should reflect that.

## Policy

University-wide distribution of e-mail messages requires identification of the target audience for the message and approval of the message.

### Authorizations and Approvals

The following governs authorization to send mass emails:

- Local: Unit heads are authorized to send messages to their faculty and staff.
- Official University Announcements: Units that need to make periodic announcements to members of the AUD community are granted authority to send mass e-mail for matters of University business. **Unit heads should approve messages sent from members of their respective units.**
- Emergency: In an AUD community-wide emergency situation, communication is coordinated by the Office of Central Services.

### Guidelines and Criteria

Generally speaking, mass e-mail is appropriate for:

- Messages that directly relate to carrying out the business of the University;
- Messages that relate to changes in university policy or time sensitive issues;
- Messages that inform a select group of people (i.e. faculty, staff, members of a specific school or department, etc.) of an announcement or event related to their specific role within the university.

Inappropriate use of mass e-mail includes, but is not limited to:

- Messages that are not in line with the mission of the university;
- Messages that are personal in nature, including, but not limited to congratulating a colleague, sharing an article and/or opinion about a specific subject, and replying to and/or commenting on another mass e-mail message;
- Messages that are commercial in nature with the exception of those messages that are in support of university business.

Appropriate action will be taken in response to violations of this policy.

## Use of Social Media

### Definitions

**Social Media:** social media is defined as any online means of social communication including but not limited to the use of Facebook®, Instagram®, Twitter®, LinkedIn®, Instagram®, and YouTube® or any personal website, blog and the like.

**AUD Community:** includes all current students, alumni, faculty and staff members, and the members of the AUD Governing Board.

### Introduction

With social media, the AUD Community grows beyond the walls of the university to include the whole world. It is important that we remain respectful of the environment in which we are, mindful of other people and constructive in our day-to-day postings. The following guidelines are governed by different AUD policies including the *Professionalism Policy*, *Business Conduct Policy*, *Institutional Relations Policy*, the *Telephone, Email and other Telephonic Communication Policy*, and the *Confidentiality Policy* - available for perusal in the *Personnel Policies and Procedures Manual (PPPM)*.

As members of the AUD Community, faculty and staff should read these guidelines carefully, as proper adherence to them is reflective of good social responsibility.

It is the responsibility of the unit heads to maintain these guidelines within their academic or administrative units. Non-adherence to these guidelines will lead to appropriate corrective action. The Communications Office should be informed when a communications response is required.

### Use of Personal Social Media Channels by AUD employees

The following are guidelines for the use of personal social media channels by AUD employees:

**Balance personal and work:** the use of personal social media channels by employees during working hours is a privilege and productivity should not be affected. Should an employee be deemed to be abusing this privilege, appropriate action will be taken.

**Exercise good judgment:** Employees are requested to be responsible for what they publish online and exercise good judgment regardless of whether the employee's online comments relate directly to their job at AUD, or if they are engaging in social networking or social media use away from the office.

- Refrain from making any comments, which may negatively affect the university's reputation, its relationship with external parties or which may lead to legal repercussions.
- Refrain from commenting on behalf of the university without the prior approval of the Office of the Executive Vice President.
- Always be respectful of the U.A.E. norms, practices, beliefs and expectations of personal conduct.
- Be mindful of online fraternization with students. Using social media channels to communicate with students is acceptable; however, one must maintain a professional relationship with them at all times.

**Consider your audience and bring value:** The Internet is full of diverse views, and it is certainly acceptable to share yours; however, as a member of the AUD Community, one has a responsibility to lead by example. Refrain from online comments that can be interpreted as insults, demeaning, provocations, or harassment. AUD is an educational institution and is judged by the behavior of its members. What one posts online reflects not just on who is doing the posting, but also on the university.

**Respect copyrights:** Be mindful when sharing information to make sure you always provide sufficient attribution to what you are posting online.

**Remember to protect confidential and proprietary information:** Refer to the *Confidentiality Policy* in the PPPM for further details.

## Use of AUD Social Media Channels

AUD's Facebook®, Instagram®, Twitter®, LinkedIn®, Instagram®, and YouTube® profiles have been created to share news and events about the university and its community. The following are guidelines for the specific use of these accounts:

**Account Creation and Maintenance:** the creation and maintenance of all official AUD social media accounts is the responsibility of the Communications Office. Schools and Departments at AUD may create social media accounts for their respective units (i.e.; AUD School of Engineering Facebook® Page). These accounts are, however, subject to the guidelines provided in this document.

- Only authorized representatives from each unit may create official AUD sub-accounts.
- Whenever possible, the full name of the university [American University in Dubai] or its acronym [AUD] or existing formats [AUDubai], must be used in the name of the unit. This will help in maintaining a consistent online profile for AUD and in building trust with users. Requests for permission to use AUD marks (logo, seal, school logos, etc.) on these accounts should be addressed to the Communications Office prior to posting online.
- Communications Office team members will be named as administrators on each of these accounts.
- Students may not be named as administrators on official AUD social media accounts.
- A representative of the Student Affairs Office will be named as administrator on all AUD student clubs social media accounts (i.e.; SGA Facebook® Page, Indian Cultural Club Facebook® Page, etc.).

**Postings, Feedback and Criticism:** While feedback and criticism are always welcome, they need to be constructive. No political, religious, ethnic, racist, commercial, sexual, alcohol and tobacco-related or potentially offensive content may be posted on any of AUD's social media accounts. Material, including but not limited to comments, photos, videos, or Internet links, deemed offensive will immediately be deleted; and the person and/or company will be blocked and may be reported.

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

**Uploading videos:** A procedure for uploading video content to official AUD channels, including but not limited to YouTube® and Vimeo®, is in place and must be strictly followed. AUD is very clear on what is considered unacceptable content and very mindful of copyright infringements.

## Terms and Conditions – Permissions and Waivers

- The usage and placement of AUD marks, name, images and/or any other university-related content shall not be reproduced, republished, redistributed, sold, licensed, manipulated, transferred, digitally transmitted, or copied in whole, or in part, in any manner, or by way of any media production, to any individual, or corporate entity, without the prior written consent of the AUD Office of Communications and payment of the appropriate royalty for reuse, should the latter be deemed necessary by the university's Administration.
- **AUD marks are not to be shared with an external party without prior approval from the Office of Communications.** Requests for permission to reproduce AUD marks, name, photographic materials, and/or any university-related content, should be addressed to Communications at [communications@aud.edu](mailto:communications@aud.edu) . The *AUD Content Terms of Use Form* must be signed.
- All university publications, online and print, including but not restricted to catalogs, leaflets, brochures, banners, posters, newsletters, handbooks and the likes are to be reviewed, approved, and processed through Communications. Student-led events related artwork is coordinated and approved by the Office of Student Affairs.
- Requests for permission to film on campus should also be addressed to Communications at [communications@aud.edu](mailto:communications@aud.edu). The *AUD Filming on Campus Authorization Form* must be signed.
- AUD Students (current or alumni) or freelance designers commissioned to develop material for the university must sign the *AUD Related Artwork Material Property Waiver Form*.
- Speakers invited on campus to present lectures or workshops are to be approved by the Provost and Chief Academic Officer's Office. The *Guest Speaker Approval Form* must be signed by the Office of the Provost and Chief Academic Officer, for the booking to be approved through the Events Calendar.

As a rule of thumb, the following need to be coordinated and approved by the Communications Office:

- Use of AUD marks including the AUD logo, school logos, etc.
- Press releases involving AUD, produced by external parties
- Advertising, Public Relations and Media Relations requirements
- Changes in content on the AUD Website
- Announcements on AUD Social Media Channels
- Changes to AUD Publications (print and online)
- AUD Promotional Items/gifts (for use of AUD marks and choice of items)
- AUD Stationary (business cards, office name tags, letterheads, envelopes, bags, etc.)

## Blackboard™ Policies

Blackboard Learn with SaaS deployment uses cloud-based technology to provide a more stable and robust environment. Blackboard™ is AUD's web-based online learning and teaching system that provides tools for online course, assignment and content management. It allows students and lecturers to communicate using discussion forums, announcements, virtual chat and email. The live web address for Blackboard™ is: <http://ecourses.aud.edu>.

### Users Login Accounts

Faculty members and students should use the email address and password to login to Blackboard™.

### Courses

All official courses of The American University in Dubai are automatically provided course space on Blackboard™.

### Instructor Responsibilities

Instructors will:

- administer their own course(s), including academic related design, creation and upload of course content, and backups;
- perform routine “Beginning of Semester” tasks which may include, but are not limited to: design, build, and upload content;
- verify class roster; inform students how to access the course; inform students of their expectations concerning Blackboard™; create backups;
- archive their courses for backup purposes as often as deemed appropriate while the courses are active AND at the end of the semester! Even though there are whole system backups, these are only for recovery from catastrophic system failures. Individual courses need to be backed up by the instructor periodically;
- perform routine “End of Semester” tasks which may include, but are not limited to: download student work/content; create a full archive of courses; remove any content not desired as the course details of each semester will be active only for a year.

### IT Services Responsibilities

IT Services will:

- oversee course and user management, configure institution properties and system settings, and communicate important information to users as needed;

## Course Management Policies

- **Course Duration** – Official AUD courses will remain in Blackboard™ for up to 3 consecutive semesters. Instructors are responsible for saving a backup prior to then if they desire a permanent copy of the course. For example, a course offered during the Fall 2018 Semester will be flagged for deletion at the end of the Fall 2019 Semester.
- **Backup Policy** – Instructors will be responsible for creating and maintaining routine backups of their course(s). They should further understand that they are solely responsible for all content upkeep and that backups are generally their sole avenue of recovering deleted material. The backups may be stored on their computer, a server, disk or ZIP drive.
- **Copy Content, Course Copy, Export Course and Archive Course** – The Control Panel offers instructors a variety of options to copy content and to save content. Training on these functions will be available through IT services.
- **Course Cartridges** – Course cartridges may be imported into AUD Blackboard™. Instructors can work with publishers to request course cartridges.

- **Multiple Sections** – Instructors teaching one or more sections of a course can utilize the Course Copy feature.

## Training and Support

- **Technical Issues, Course Questions and Training** - Contact IT Support Services through [ITHelpdesk@aud.edu](mailto:ITHelpdesk@aud.edu) or 04-3183480.
- **Training Manual** - A user training manual can be obtained by submitting an email to [ITHelpDesk@aud.edu](mailto:ITHelpDesk@aud.edu)

## Survey Administration Policy

This policy is aimed at ensuring that surveys administered to the AUD community are well structured, organized and respect participants' privacy. Well-planned surveys and administration procedures are integral to the success of any research project.

### Types of Surveys

Surveys can be divided into two categories: questionnaires and interviews. **Questionnaires** may be administered through online survey instruments or through the paper-and-pencil approach **Interviews** are administered to individuals and groups using telephone, online or face-to-face interviews.

### Policy

Before a survey is administered to the university community, appropriate university administrators will evaluate it and submit it to Institutional Effectiveness Office for review and approval. The approval process depends on the purpose of the surveys and the relationship between survey administrators and participants.

Survey administrators requiring official approval before administering surveys include:

- Members of the university community seeking to evaluate opinions and behaviors of other university community members as part of academic research;
- Members of the university community seeking to evaluate opinions and behaviors of other university community members to inform and influence university policy;
- External individuals/organizations seeking to collect information related to the AUD community or operations as part of a formal research project (including course papers).

## Procedure for Obtaining Permission to Administer Surveys

### **Members of the University Community (Faculty/Staff/Students) as Part of Academic Research/Course Work**

- If the research is conducted to satisfy AUD course requirements, the survey should be approved by the faculty member teaching the course. If required by the department, the faculty member will inform/gain approval from the Dean, Associate Dean, Program Director or Chair or his or her designee.
- If the research is conducted to satisfy requirements for courses outside AUD or for other types of academic research and publication, the request should be directed to the academic unit Dean, Associate Dean, Program Director or Chair or administrative unit head depending on the purpose of the survey.

Once approval is obtained from the Dean, Associate Dean, Program Director or Chair or administrative head, the request should be submitted to the Director of Institutional Effectiveness for evaluation of the survey instrument. Surveys aimed at the whole university community should be directed to the Director of Institutional Effectiveness who will coordinate with the units to be surveyed.

The following information and materials must be provided to the appropriate recipients in the approval process:

- Name of organization (if not AUD)
- Name of lead investigator
- Survey purpose and objectives
- Desired target population
- Means of data collection
- Assurance of participants' anonymity
- Copy of the survey
- Copy of the consent form
- Intended future use of collected information
- Agreement to provide a copy of the final report to AUD

Requesters will be notified of the final decision within seven days of receiving their requests.

### **Members of the University Community (Faculty/Staff/Students) as Part of a Research to Inform and Influence University Policy**

The following information and materials must be provided to the Director of Institutional

Effectiveness for evaluation:

- Name of lead investigator
- Survey purpose and objectives
- Desired target population
- Means of data collection
- Assurance of participants' anonymity
- Copy of the survey
- Copy of the consent form if the data will be published
- Intended future use of collected information
- Agreement to provide a copy of the final report to AUD

The Institutional Effectiveness Director will review the presented information and will seek approval from the Provost and Chief Academic Officer and the President. The IE Director will contact the research applicants with a final decision within seven days of receiving their requests.

### **External Individuals/Organizations as Part of a Formal Research Project**

The following information and materials must be provided to the Director of Central Services:

- Name of organization (if applicable)
- Name of lead investigator
- Survey purpose and objectives
- Desired target population
- Means of data collection
- Ensuring that participation is voluntary
- Assurance Ensuring that participants' anonymity
- Copy of the survey
- Agreement to provide a copy of the final report to AUD

Approval process:

- The Director of Central Services will review the request and will determine if the external individual/organization should be granted access (online or physical) to the AUD community.
- If access to the AUD community is denied, the Director of Central Services will inform the individual/organization.
- If access to the AUD community is acceptable, the Director of Central Services will forward the documentation to the IE Director who will review the survey instrument and will determine if it complies with the institutional requirements for ethical research practices.
- The IE Director will consult with the President for final approval.
- After all approvals have been secured, the Director of Central Services will contact the individual or organization with the final decision.

### **Responsibility of Survey Administrators**

All university survey results (raw data or summary) must be submitted to the Institutional Effectiveness Office. The name and contact information for the principal investigator should accompany the results. When submitting survey results, survey administrators are responsible for ensuring the anonymity of respondents in any report(s). Additionally, by accepting the authorization to administer the survey, individuals understand and acknowledge that they will have an obligation to use data compiled responsibly, ensuring that data is not redistributed to parties inside or outside the university community, unless clearly detailed when requesting survey approval.

### **Additional Information**

To find out more information on how results of internal surveys are used to inform and shape university policy, please contact the Institutional Effectiveness Office on the following [ied@aud.edu](mailto:ied@aud.edu).

## Data Request Policy

This policy is aimed at ensuring that requests for institutional data are responded to in a consistent and accurate manner.

### Policy

Institutional data are vital university asset since it includes information regarding the university's students, faculty, staff and resources. The Institutional Effectiveness (IE) Office is responsible for the dissemination of all data to AUD's accrediting bodies, national/international publications, and all other external and internal constituents.

All members of the university community are requested to use the official data published in the *AUD Fact Book* whenever institutional data are required. If desired data are not available in the *AUD Fact Book*, a request may be filed with the IE Office. If the IE Office does not have the requested data available, IE will coordinate the data gathering accordingly.

The reason for requiring that all data requests are channeled through the IE Office is to ensure consistency in the data by always obtaining the data from the same source.

### Procedures

A reason for the data request must be provided via the *AUD Data Request Form* unless the request is made by an academic or administrative unit head regarding his or her own unit.

Requests are prioritized by the IE Office and may take time to complete. Please allow at least two weeks to process a data request.

If the data is published in a report, a copy of the report should be made available to the IE Office.

When requesting data, please complete the online form or email the IE Office the following information:

- name and contact information of person requesting data;
- detailed description of data required;
- purpose and objectives in obtaining data;
- benefit of use of data for AUD;
- future use of collected information; and
- agreement to provide a copy of the final report.

The Institutional Effectiveness Director or his or her designee will review the information provided and respond as to whether or not the requests can be honored, in addition to an expected delivery date.

### Responsibility of Data Collectors

All published reports that incorporate university data must be made available to the IE Office. Additionally, by accepting the responsibility to receive the data, individuals understand and acknowledge that they will have a responsibility to use compiled data responsibly, ensuring that data are not redistributed to parties inside or outside the university community, unless clearly detailed when making the data request.

### Additional Information

To obtain more information regarding how institutional data are used to inform and shape university policy, please contact the IE Office at [ied@aud.edu](mailto:ied@aud.edu)

## Purchasing Policies and Procedures

The Central Services Office has the authority and responsibility for procuring the requirements for all materials, equipment and services within the university system. The Finance Office is responsible for ensuring adequate control procedures are in place to secure the proper disbursements of funds.

### Purchase Requisition Procedures

- Fill an online purchase requisition (PR) form available on <https://aud.operations.dynamics.com/> or request the administrative assistant of your unit to fill the form on your behalf. Complete the name of the vendor, the items required and the cost. Attach a quotation and supporting documents. Submit the form for approval.
- The unit's head receives an e-mail notification for a pending purchase requisition, logs to <https://aud.operations.dynamics.com/>, checks the details and has the option of approving, rejecting or reversing

the PR requesting additional information. Once approved, the PR is submitted to the Chief Financial Officer.

- The Chief Financial Officer compares the request to the unit's budget and has the option of approving, rejecting or reversing the PR requesting additional information. Once approved, the PR is submitted electronically to higher management for approval.
- For all purchase requisitions made by academic units, the Provost and Chief Academic Officer will approve and then submit to the President who will also approve electronically.
- For purchase requisitions made by administrative units, the form will be submitted directly from the Chief Financial Officer to the President who will also approve electronically.
- For amounts greater than AED 10,000, all PRs will be submitted to the Executive Vice-President for final approval.
- Once the purchase requisition is approved at all levels, the Finance Office will receive a notification to convert the purchase requisition to a purchase order (PO) which is printed and forwarded to the director of central services for processing. The finance office keeps one copy in the "pending for invoice" folder in preparation for posting in the financial system and payment. The original requester will receive an e-mail notification that the request was approved and can coordinate with Central Services to check on the status of the request.
- The finance office issues payment to a vendor after matching the approved purchase requisition with a proof of delivery and an original invoice. Standard payment terms are 30 days from invoice date.
- Units should promptly forward to the Finance Office any invoice or vendor statements that relate to purchase requisitions.

### **Assurance of Competitive Pricing**

The purchases of goods and services should be undertaken in an efficient and cost-effective manner to ensure that the highest quality of goods and services is procured at the lowest possible cost. Due to the specialized nature of some purchases, the responsibility for initiating procurement of certain goods and services often rests in areas other than the Central Services Office. The individual initiating the purchase should present at least two quotations when possible along with the Purchase Requisition Form. The Director of Central Services or CFO may also seek additional quotations if this is deemed necessary.

### **Lead Time**

Units should anticipate their needs far enough in advance to allow Central Services time to process requests. Two to three weeks is the normal time.

***This procedure also applies to requests for travel, hotel reservations, conferences and professional memberships. Do not wait until the last minute or after the fact to submit a Purchase Requisition.***

***All requests submitted for reimbursement after the actual purchase and without a prior approved Purchase Requisition will be rejected.***

## **Control of Sponsored Research/External Funds Policy**

The American University in Dubai is committed to the security, confidentiality, and integrity of private or government grants used to fund research projects. The funds are used to cover the cost of course buyout (time released from teaching) for the professor, research assistants salaries, cost of attending related conferences, and related supplies, materials, and equipment.

### **Policy**

To maintain financial control over the use of external funds, the university requires that any disbursement abide by the same procedure as any other university purchase (see *Purchasing Policies and Procedures*, once an external research funds agreement is signed, p. 104-105).

### **Protocol**

The relevant faculty member is required to inform the academic unit head, the Provost and Chief Academic Officer and the Chief Financial Officer of the need to disburse funds. He or she must also attach all the required supporting documents.

In the event that a grant is received to fund a fixed asset such as lab equipment, the asset will be added to the fixed assets register and depreciated according to its classification. The grant is recorded as deferred revenue and amortized over the same period of the fixed asset to offset the related depreciation expense.

## MISCELLANEOUS

### *Abandoned Property*

Any personal property that is found in a building will be held for 1 semester in an unsecured storage facility. Any items not claimed by the end of the semester will be sold, destroyed, discarded, maintained for use by the university, or donated to charity.

### *Alcohol Policy*

The American University in Dubai is subject to U.A.E. law, which prohibits consumption or possession of alcoholic beverages by Muslims and individuals under the age of 18. The university does not permit alcohol to be brought onto or consumed on its property by any person at any time regardless of age or religion.

### *Gambling*

This is also forbidden by U.A.E. law and hence strictly prohibited on AUD's campus.

### *Smoking, Food and Beverages*

The environment internal to the university is smoke-free. Food and beverages are not permitted in the classrooms or in the AUD auditorium. All those using the auditorium should expect to be asked to leave food and drink outside the auditorium during all events.

### *AUD Smoking Policy*

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

“Tobacco products” include but are not limited to any lighted cigarette, cigar, pipe, midwakh, dokha, bidi, electronic cigarette or any other smoking device, along with any form of smokeless or spit tobacco such as dip, chew, or snuff.

Each and every member of the AUD community is responsible for maintaining this policy.

### *Procedure*

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

Three isolated areas on campus have been designated for smokers, equipped with benches and ashtrays: behind the School of Architecture, Art and Design building, behind the School of Business Administration building, and behind the School of Engineering building.

A three-point warning system is in place for AUD students, faculty and staff members caught smoking outside these designated areas.

### *AUD Students*

- First time violators: the student's AUD ID card will be confiscated. The student will need to register with the Security Supervisor and can collect the ID card one week after the incident.
- Second time violators: should the student be caught violating the policy again, he or she will be put on Registration Hold for the subsequent semester.
- To remove the Hold, the student must visit either the Health Center Director in order to register.
- Third time violators: a third violation will lead to the President and Dean of Student Affairs meeting to discuss giving the student a written warning or putting the student on probation.

## **AUD Staff and Faculty**

- First time and second time violators: the employee will receive a verbal warning from the Human Resources Office.
- Third time violators: a third violation will be factored into the employee's annual performance evaluation.

## **Gifts and Favors**

Faculty members must declare any gifts or favors from students/their acquaintances over the amount of AED200 value to the Provost and Chief Academic Officer.

## **Professional Standards of Appearance and Dress**

AUD, in accordance with the laws of the U.A.E., adheres to specific guidelines regarding appropriate attire. Maintaining a professional appearance is important to the success and image of AUD and it is therefore imperative that all faculty and staff are appropriately dressed and present a well-groomed appearance to project a professional image while at work or work-related functions.

AUD requires all employees to be “professionally dressed.”

While the university allows everyone the opportunity to be comfortable, it is important that all employees use their best judgment in dressing appropriately. Casual business wear encompasses many looks, but it really means casual clothing that is appropriate for a professional environment. Clothing that is worn, torn, frayed with patches or holes, evening wear, revealing or see through/transparent clothing are unsuitable in the workplace.

Listed below is an overview of acceptable casual wear, as well as a list of some of the more common items that are not appropriate for our office setting:

### Gentlemen

- Blazers, suits or jackets, trousers or slacks, shirts with buttons and collars, ties, sweaters, and cardigans.

### Women

- Blazers, suits or jackets, blouses or shirts, scarves or foulards, dresses (knee length or longer), tailored trousers or slacks, skirts or split skirts (knee length or longer), sweaters, cardigans, and polo necks, flats.

### Shoes and Footwear

- Formal shoes, dress shoes, boots, flats, dress heels and backless shoes are acceptable for work.
- Athletic shoes, tennis shoes, flip-flops and slippers are not acceptable in the office.

### Personal Hygiene

- Maintaining well-kept hair, good personal hygiene and general neat grooming is expected.

If clothing fails to meet these standards, the employee's supervisor will address the issue and provide a correction as reported by the employee's supervisor to Human Resources, the employee will be asked not to wear the inappropriate item to work again. If the problem persists, the supervisor will issue a written warning and copy Human Resources.

## **Change of Address**

Changes of address or telephone numbers should be reported immediately to the Human Resources Office. Deans, Associate Deans, Chairs, and full-time faculty members who plan to be away from the university for any extended period of time are asked to leave their forwarding addresses with the Human Resources Office.

## **Information Technology Services**

The Information Technology Services (ITS) staff is on site during normal business hours to assist faculty, students, and staff with all technology-related issues “in support of” the curriculum. Note, however, that since this curriculum is technology-focused, there is a fine line between those issues that are in support of the curriculum and those that are specific curriculum assignments (which should not be answered by ITS staff members).

*Examples:*

I can't access my email.

Contact ITS

I'm trying to join two tables in MS Access.

Contact Faculty

I can't connect to the Internet from school.

Contact ITS

I can't connect to the Internet from outside school.

Contact your ISP

### ***Photocopies/Laser Printers***

A photocopier and printers are available for student use. AUD expects that students will be responsible when using these equipment. Copies may be made as required for educational and/or employment search purposes. AUD requests that students print "originals" on a laser printer where applicable and make duplications as necessary using the student photocopier. Printing or copying for other than educational or employment search purposes is prohibited. Copyright laws should be respected and adhered to at all times.

### ***Facility Tours***

Students, faculty and staff are welcome to conduct tours of the campus for their family and/or friends. However, prior arrangements must be made with the administrative support staff at the Reception. Visitors must not be left unaccompanied at any time.

# APPENDIX I: TEMPLATE OF A FULL-TIME FACULTY CONTRACT (EFF. FALL, 2018)

## AGREEMENT

This Contract has been entered into  
the [ ] day of 20[ ]  
Between  
The American University in Dubai  
P.O. Box 28282, Dubai, United Arab Emirates  
And  
Dr. [ ]

Whereas the Employer wishes to engage the services of the Employee and whereas the Employee has accepted this engagement, therefore the parties have agreed on the following terms and conditions:

### 1. Commencement and Duration

Subject to Clause 10 hereof, this Agreement shall commence on [ ] and shall continue to the end of the teaching cycle ending [ ].

### 2. Probation Period

The Employee will be considered “on probation” for the first six months of this Agreement. In lieu of written communication to the contrary, continued employment by the Employer will be interpreted as a definitive removal from probation as defined by U.A.E. Law.

### 3. Job Title and Duties

The title of the position is [ ]. The duties of the position are as stated in the university’s *Personnel Policies and Procedures Manual* and Position Profile.

Appointment to this position is made taking into account the Employee’s academic credentials as represented by the Employee. The university reserves the right to terminate this Agreement should changes in the requirements of the university or its accreditation bodies, The Commission on Colleges of the Southern Association of Colleges and Schools and the U.A.E. Ministry of Education, subsequently render the Employee’s credentials inappropriate for the university’s educational Mission.

### 4. Place of Work

The American University in Dubai, or at other such locations as the university may from time to time require.

### 5. Obligations of the Employee

During the period of service under this Agreement, the Employee will:

- a) at all times faithfully and honestly discharge and carry out all the duties and responsibilities which he or she may reasonably be required to perform, subject always to the terms and conditions of this Agreement, in accordance with directions and instructions given to him or her from time to time by the Employer; and in pursuance thereof shall show the utmost good faith to the Employer in all matters relating to the university;
- b) not engage in any other employment, profession or business of whatever kind, whether paid or unpaid without the consent of the university;
- c) not in any circumstance nor at any time, whether during the continuance or after the termination of his or her employment impart any information regarding the Employer’s business or affairs or any other matter which may come to his or her knowledge by reason of his or her employment;
- d) give professional whole and undivided attention to the business of the Employer and conduct him or herself at all times in a manner so as not to bring discredit upon him or herself or the Employer;
- e) work for the Employer during normal office hours (see 8 below) and recognize and accept that his or her work is of a professional character and that time spent therein outside normal office hours should not form any claim to payment of overtime, and work such other hours as may be reasonably required in connection with the business of the Employer;
- f) comply with all laws, acts, orders, regulations and other instruments which may be promulgated in the U.A.E. now or in future and abide by all applicable local laws and pay due respect to local customs;
- g) participate in the university’s Annual Commencement Ceremony, unless the faculty member chooses to not teach the Summer I session;

**Please sign either item (h) or (hi)**

- h)** teach eight (8) courses per academic year, normally four (4) in each of the Fall and Spring semesters respectively. In the unlikely event that additional courses are taught above the required number, faculty members will receive extra compensation (currently AED 12,000 per course). This compensation will be provided at the end of the semester in which the overload is taught. By selecting this option, your salary will be as stated in item 6(b) of this employment contract. Please acknowledge by signing here: [ ]
- hi)** In addition to item (h), you also have the option to teach a maximum of two (2) classes during one of the two summer sessions. By selecting this option, your salary will be as stated in item 6(a) of this employment contract. Please acknowledge by signing here: [ ]

**In the event a faculty member should opt not to teach during the Summer session following any academic year, he or she must inform their Dean, Associate Dean or Chair and Human Resources in writing by September 15 of the academic year to which this applies.**

- i)** In his or her capacity as [ ], the Employee will, in addition to the teaching duties stipulated in (h/hi) above: (1) be responsible for student advising; (2) be regularly available to students for ten hours per week, and post these hours at the start of each academic semester/session; and (3) attend and actively participate in Committee and other meetings of the School of [ ] and the university, to which the Employee may be appointed or called to attend from time to time.

**6. Remuneration/Benefits**

- a)** Basic Salary for teaching two semesters and one summer session: AED[ ] /month.
- b)** Basic Salary for teaching two semesters: AED[ ] /month.
- c)** Allowance: AED xxx.00/month.
- d)** Housing: Subject to signing a lease agreement, a [ ] bedroom apartment, will be provided for use by the Employee and his/her Dubai-resident spouse\* and Dubai-resident dependents\* as his/her or her principal domicile. The Employee is responsible for the payment of all telephone charges. All utilities bills (Water and Electricity) will be paid for by the university.
- e)** Household goods/personal effects may also be shipped to Dubai for an amount not to exceed AED [ ]. Should the Employee decide not to ship anything, the AED [ ] will be given upon arrival in Dubai as a cash disbursement. The disbursement is subject to a pro-rata repayment at the rate of 33% for each year by which the Employee's service falls short of three years following receipt. (Any) repayment shall be prorated for part of a year's service. No repayment is due to the University on completion of this contract.
- f)** Gratuity: As per current U.A.E. labour law, employees receive 21 days per annum of salary. After five years of continuous service, employees receive 30 days per annum of salary per subsequent completed year of service. Gratuity is to be accrued and paid upon completion of service according to applicable U.A.E. Law. In the (unlikely) event that an employee prematurely terminates a termed contract, no gratuity is payable.
- g)** Air travel: In order to join the university, the employee, Dubai-resident spouse\* and up to 3 Dubai-resident dependents\* (below 22 years of age) will be provided with economy class airline tickets to Dubai from [ ]. The employee, Dubai-resident spouse\* and up to 3 Dubai-resident dependents\* (below 22 years of age) will receive round-trip economy class airline tickets for purposes of home leave, at the end of each completed year to their home address of record at the time of joining the university. (One for the 20\_/20\_ academic year, and one for the 20\_/20\_ academic year). One-way economy class tickets are provided in the final year of service (Repatriation.) The university, based on the best applicable fare, will make the reservation for such air travel. Further details of the air travel policy are available from the Human Resources Office.
- h)** Health Insurance: The Employee is entitled to participate in the university's Health Insurance Plan and Life Insurance Plan. Details of both policies governing this participation are available from the Human Resources Office.
- i)** Educational Assistance: The Employee is entitled to participate in the university's Educational Assistance Plan. Details of the policy governing this participation are available from the Human Resources Office. The Employee's financial dependents are eligible to apply to enroll free of charge for programs offered at AUD after the Employee has completed one year of continuous employment.
- j)** For purposes of repatriation, the Employee, Dubai-resident spouse, and Dubai-resident dependents (below 22 years of age) will be provided with a one-way economy class airline ticket to return to his or her [ ] address given that the tenure of this Agreement is completed, and the Employee will be leaving the U.A.E.
- k)** Provided the Employee completes the term of this Contract, household goods and personal effects will be shipped to the home address of record/origin (given that the Employee leaves the U.A.E. upon completion of

this contract). This is not a cash disbursement, and the amount will be paid directly to the university-appointed shipping company conducting the relocating. In no case will this amount exceed AED [ ].

- l)** The Employee's performance will be reviewed on an annual basis, normally in January of each year, beginning with the second January of the employee's tenure at the university (January 20\_\_). Professional performance/effectiveness will act as the major factor in determining the amount of salary increment, if any.

**Allowances and benefits shall not be provided to the employee where such allowances or benefits are already, or become available to the employee through the employment of the Employee's spouse in the U.A.E.**

*\* Dubai-resident spouse or dependents: those who have a Dubai residency and live with the employee in Dubai throughout the year.*

### **7. Annual Leave/Release Time for Professional Development**

The Employee is entitled to a total of two months (44 workdays) of combined annual leave and release time for professional development, per completed year of service. These two months are split as one calendar month (22 workdays) annual leave (vacation) and additionally one calendar month (22 workdays) release time. This release time may be used at the employee's discretion for professional development, research or annual leave. Any vacation/release time not taken by the end of the academic year will not be purchased back nor rolled over to the succeeding year by the Employer. The Employer will have the right to determine dates of annual leave/release time. All other days with the exception of U.A.E. public holidays and weekends are deemed to be working days. Under U.A.E. labour law, the employee is not entitled to paid vacation during the probation period.

### **8. Hours of Work**

Faculty are expected to commit to 40 hours of weekly service to AUD. This includes hours spent teaching; and ten hours per week of office hours, scheduled during the university's business hours of 8:00 a.m. to 5:00 p.m., Sunday through Thursday (allowing for a one hour lunch break.). Furthermore, faculty are expected to be available for meetings and other academic activities prescribed by department, school and university administration during AUD's business hours.

### **9. Sick Leave**

As per U.A.E. labour law, employees are entitled to sick leave with full pay for fifteen days and half pay for a further thirty days during each year, on a pro-rated basis. Under U.A.E. labour law, the employee is not entitled to paid sick leave during the probation period.

### **10. Termination/Resignation**

This agreement may be terminated:

- a)** At any time by either party giving the other written notice as per the following schedule:
  - to leave at the end of the spring semester (or Summer session I, in cases where the Employee has opted to teach in the summer) written notice must be issued no later than February 1 of that year;
  - to leave at the end of the fall semester, written notice must be issued no later than July 1 of that year;
- b)** by the Employer giving the Employee his or her salary entitlement in lieu of notice together with (any) entitled gratuity as per the deadlines listed in item 10 (a) of this Agreement;
- c)** upon the expiration of the contract unless it is renewed;
- d)** by the Employer at any time summarily and without notice or gratuity if the Employee commits any breach of the acts described by Article 120 of the U.A.E. Federal Labour Law;
- e)** by either party under the terms applicable to the probationary period of the contract;
- f)** by the Employer in the event of death or permanent incapacity of the Employee; and,
- g)** should either the university or its accreditation bodies, The Commission on Colleges of the Southern Association of Colleges and Schools and the U.A.E. Ministry of Education, subsequently determine that the Employee's credentials are inappropriate for the university's educational Mission.

In case of breach of this limited-term contract, AUD reserves the right to apply a penalty as stipulated by Article 116 of the UAE Labour Law.

On termination of employment, the Employee will return forthwith all university property, which may be in possession or under his or her control including copies of all documents, papers and notes relating to university business. No notice is required whilst the employee is on probation.

### **11. Non Completion**

This Agreement is contingent upon the Employer’s securing the required visas and permits for the Employee from the concerned authorities.

### **12. Supervision**

The Employee’s immediate supervisor will be the Dean, Associate Dean or Chair of [ ] or anyone acting in his or her capacity.

### **13. Notice Agreement**

This agreement embodies the entire understanding of the parties and both acknowledge that there are no promises, terms, conditions, or obligations oral, written, expressed or implied, other than those contained herein.

### **14. Professional Organizations/Development**

- a) For professional employees, and where appropriate, the university agrees to provide membership fees for up to two professional organizations per year, to a maximum cost of US\$200 each.
- b) AUD encourages faculty members to attend regional (international), and local (U.A.E.) conferences/seminars/workshops. The policy governing the attendance of such events is published in the *Faculty Handbook*.

### **15. Communication**

The university asks employees in their communication (“communication” is defined as any verbal, written or virtual public diffusion of information – including but not limited to that in mass media such as traditional media, email, websites, blogs, social media, etc. and audiovisual material such as videos, photos, etc.) to be sensitive, especially with respect to issues of religion and politics, to the cultural and societal norms of the Emirates and the Gulf Region. Employees are warned that communication deemed to be offensive to the local community could be grounds for immediate termination under article 120 of the U.A.E. labour law. Further, no employee in their capacity as an AUD faculty or staff member, should make or agree to issue, in any form, whether written or by other means, any communication without the prior consent of the university, specifically the Office of Communications .

In witness whereof, the parties have executed this Agreement on the day and year first written above.

[ ] (signed)

**President** for and on behalf of The American University in Dubai

[ ] (signed)

[ ] Position

[ ] Dr.

## APPENDIX II: TEMPLATE OF AN ADJUNCT FACULTY CONTRACT (EFF. FALL, 2018)

[ ] Day of [ ] 20 [ ]  
Dr. [ ]  
Dubai, U.A.E.

Dear Dr./Mr./Ms.

I am pleased to offer you a position as an adjunct instructor at The American University in Dubai for the Fall Semester ( ), running from the first day of class on [ ] through [ ].

New Adjunct faculty are required to attend an orientation conducted by the Office of Human Resources and any other orientation session(s) specific to the school that houses their teaching assignment.

### Duties

1. To meet with your class(es) at the time specified on the academic schedule for a minimum of [ ] classes of [ ] minutes in length (Mid-semester exams count within the [ ] classes.) If you are unable to meet with your classes on the dates specified, you must notify your Dean, Associate Dean or Chair of the absence as early as possible. Upon your return, a "Class Rescheduling Form" must be completed confirming details of when you will make up the class(es) missed. Additionally, given the special importance and significance attached to the first week of semester, university policy precludes the cancellation of any classes during this week. Should cancellation(s) be absolutely unavoidable during the first week, you are required to bring the matter to the attention of the Provost and Chief Academic Officer. The Provost and Chief Academic Officer, depending upon the seriousness/relevance of the absence(s), reserves the right to rescind this contract.
2. To prepare and mark your own examinations or other methods of assessment and prepare final grades for each student in your class(es).
3. Your classes must begin and end at the scheduled times.
4. Final grades are due with the Registrar within 48 hours after the exam is administered.
5. The Employee's immediate supervisor will be the **Dean of the School of .....** or anyone acting in his or her capacity

### Remuneration

The university traditionally schedules classes to run with an enrollment of between six and thirty students. Remuneration for teaching one class is AED [ ] .

If fewer than six students enroll in a particular class, the Instructor's remuneration is scaled down on a prorata basis (e.g., a class with 1 student will pay 1/6th of AED [ ] or [ ] ). The official level of enrollment will be determined based on the Class Information Report after the second day of the semester. To learn the class size on which your remuneration will be based, refer to the Registrar at the end of the second day of the semester. Given the possibility of reduced pay, the university acknowledges the Instructor's right to cancel that class. This cancellation must occur by 10:00 a.m. of the third day of the semester by notifying your Dean, Associate Dean or Chair.

You will be paid three times during the semester by direct bank transfer (after the fifth week, the tenth week and upon submission of final grades, course files and CER assessments). The third payment requires the authorization of the School Dean.

If the contract is not signed by the fifth week, the payment will be on hold.

No additional remuneration will be paid for the preparation of teaching materials, marking, or attendance at faculty meetings or university functions. Details of remuneration are to be treated as confidential.

Except in cases of prolonged illness or extreme hardship, failure to complete a semester will result in denial of remuneration for the semester in which the non-completion occurs.

### Timetable

**Course Number**

TBA

**Days**

TBA

**Time**

TBA

### Miscellaneous

An Instructor is considered to have fulfilled his or her responsibilities provided that:

1. Grades have been recorded in the Registrar's Office within the specified time.
  2. The Registrar's Office has your class register(s) containing an explanation of your attendance and grading policies and all grades issued during the semester for completed work.
  3. The Registrar's Office has a copy of your detailed course syllabus and grade distribution report.
  4. The HR office should have your updated C.V., passport copy, original transcripts and a copy of your diploma.
- Failure to provide the above within the first semester may lead to non-continuance of engagement.

By signing this contract, you agree to honor its terms and acknowledge acceptance of the university's policies as contained in the *Faculty Handbook*. Additional policies concerning public statements, confidentiality and grievance procedures are attached and should be considered a part of this contract.

Please indicate your acceptance of this agreement by signing both this letter and the attached duplicate and returning them to HR at your earliest convenience. I would also like to take this opportunity to welcome you (back) to the American University in Dubai. We feel you are/will be a definite asset to the Institution.

Sincerely,

President

I accept and agree to abide by the above Terms and Conditions, which govern my employment at The American University in Dubai.

Signed       Date

Position: Adjunct Instructor in

# TEMPLATE - EMBA ADJUNCT FACULTY APPOINTMENT AGREEMENT

THIS AGREEMENT is made and entered into on [Date] by and between

**The American University in Dubai**, a company duly existing under the laws of the United Arab Emirates ("UAE"), with registered postal address at P.O. Box 28282, Dubai, UAE ("**AUD**");

And

**Dr./Mr./Ms. [Full NAME]**, ("**Appointee**") residing at [Address and Contact details].

AUD and Appointee are hereinafter referred to individually as "Party" and collectively as the "Parties".

## **A. Appointment**

1. AUD hereby appoints **Dr./Mr./Ms. Last Name** as an **Adjunct Faculty** in the Executive MBA Program ("**EMBA**") for [Fall/Spring/Summer] semester/term [Year], and **Dr./Mr./Ms. Last Name** hereby accepts the appointment. This appointment shall include the teaching of two EMBA modules, with each module taking place over an extended weekend as per the following dates and timings:

For Module 1 [Course Title], the appointment is effective from \_\_\_\_\_ to \_\_\_\_\_, inclusive.

For Module 2 [Course Title], the appointment is effective from \_\_\_\_\_ to \_\_\_\_\_, inclusive.

Timings for both Modules:

Thursday 16:00-21:00

Friday 08:30-18:00

Saturday 08:30-18:00

2. Appointee's immediate supervisor shall be the Provost, with the EMBA Program Director acting as operational supervisor.

## **B. Scope of Appointment**

Appointee shall:

1. Teach the course(s) identified above on the dates and times specified on the academic schedule;
2. Except when reasonably and unavoidably prevented by emergency circumstances, advise the EMBA Program Director in writing at least sixty (60) days in advance that Appointee is unable to teach a class;
3. Endeavour to arrange for a substitute/replacement instructor for any class or course the Appointee is unable to attend or teach;
4. Ensure that classes begin and end at the scheduled times;
5. Be responsible for all aspects of teaching each assigned course(s);
6. For each course, and under the direction of the EMBA Program Director:
  - a. revise the course learning outcome objectives, syllabus, manual, outline and schedule (including, but not limited to, tests, assignments, discussion questions and presentations) as required;
  - b. identify required texts, ancillary readings, related academic materials and/or activities;
  - c. identify and recruit expert presenters/speakers/guests (where needed), and ensure they meet course objectives;
  - d. Submit, in electronic format, all materials and information identified in Articles B.6 (a), (b), and (c) above to the EMBA Program Director and the Office of the Registrar at least 2 weeks prior to the beginning of class
7. Adhere to the learning outcomes developed for each course, and ensure that the structure and content of the course taught is consistent with its curriculum objectives;
8. Hold student conferences as needed, and be available before or after class to meet with students and provide assistance related to each course, and be available between taught modules to answer student queries related to the course;

9. Submit, in electronic format, all attendance and grade assessment policies, standards and criteria for each course to the Office of the Registrar;
10. Maintain attendance records of all students;
11. Assess, evaluate and monitor student academic progress and performance in a timely manner;
12. Review and evaluate all assignments, learning activities, tests and exams;
13. Assign, compile and record student final grades for each course, and submit the final grades by the grade submission deadline to the Office of the Registrar in the format required for official final grade reporting;
14. Provide course feedback and suggestions to the EMBA Program Director and the Provost;
15. Attend meetings as requested by the EMBA Program Director and/or the Provost;
16. Attend an orientation session conducted by the Office of Human Resources; and
17. Provide the Office of Human Resources with an updated C.V., passport copy, original college/university transcripts, and copy of college/university diploma. Failure to provide the foregoing *before the start of Appointee's first module* may result in withdrawal of the appointment.

### **C. Conditions of Appointment**

Appointee hereby acknowledges and agrees:

1. This is a non-tenure-track appointment, and Appointee has no entitlement to employment by AUD except as expressly provided in this Agreement;
2. AUD does not provide health, life, or disability insurance for adjunct faculty or faculty with less than full-time status;
3. Adjunct Faculty are not eligible for any employment benefits and are not voting members of AUD faculty;
4. Adjunct Faculty are evaluated according to EMBA department standards;
5. This appointment is subject to the policies, guidelines, procedures, and regulations of AUD as they may be amended from time to time, including those contained in AUD's Policy and Procedures Manual, Faculty Handbook, Adjunct Faculty Handbook, Student Handbook and Academic Handbook ("**AUD Handbooks**"). Adjunct Faculty are under a continuous obligation to abide by AUD Handbooks. These and other pertinent AUD publications may be found on AUD's website;
6. Adjunct Faculty are also responsible to become familiar with and abide by all AUD's teaching policies, procedures and guidelines regarding faculty responsibilities especially with respect to course syllabi, academic integrity, public statements, confidentiality of student records, sexual harassment, accommodations for students with disabilities, religious observation, examinations and grading, copyright compliance, ownership and use of copyrighted materials, grievance procedures, and similar matters;
7. AUD reserves the right to withdraw or cancel this appointment without prior notice for any reason, including but not limited to financial constraints, curriculum changes, insufficiency of enrollment, neglect of duty, professional or scholarly misconduct, incompetence and/or violation of any AUD policies, guidelines, procedures, or regulations.
8. If the appointment is withdrawn or canceled up to six weeks in advance of the scheduled module, no remuneration will be paid. If the appointment is withdrawn or canceled within the six weeks period, Appointee will be entitled to fifty percent (50%) of the remuneration for that module. If the appointment is withdrawn or canceled after a module has begun, Appointee will be paid on a pro rata basis for services rendered up to the date of such withdrawal or cancellation.
9. In the event of withdrawal or cancellation, AUD has no obligation to make payment for time spent in preparation to teach the module.
10. In the event of withdrawal or cancellation, the Appointee shall not have the right of appeal provided to permanent faculty members.

### **D. Remuneration:**

Appointee hereby agrees:

1. Appointee will be paid AED [ ] for Module 1, and AED [ ] for Module 2.
2. Following receipt of this signed Agreement, Appointee will be paid in two equal installments in accordance with the following payment schedule:
  - a. First payment upon completion of Module 1;
  - b. Second payment upon completion of Module 2, submission of final grades, course files and assessments, and authorization of the Provost.

3. If this Agreement is not signed at the time remuneration is due, the payment will remain on hold until this Agreement is signed.
4. Appointee is required to teach for the full length of each module to be entitled for remuneration for that module. Appointee will receive no remuneration for a module in which non-completion occurs. Non-completion shall mean missing any class or part of a class as per the academic schedule provided for that module.
5. All payments will be made using direct deposit. Appointee will be required to provide the Finance Office with a direct deposit authorization form, or will need to make other arrangements with the Finance Office.
6. Final payment will be released after verification that final grades have been submitted to the Office of the Registrar by the grade submission deadline.
7. No additional remuneration will be paid for any reason or purpose, including but not limited to:
  - a. the preparation of teaching materials;
  - b. the review, marking or grading of tests, assignments or projects; or
  - c. the attendance at faculty meetings or AUD functions.
8. Details of remuneration shall be treated as confidential.

**E. Travel and Accommodation/Allowance:**

Appointee hereby agrees:

1. AUD will provide Appointee with an allowance of AED [ ] for the Appointee to use towards airfare, transportation, accommodation, food, or any other expenses/costs the Appointee deems necessary for carrying out the purposes of this Agreement.

**F. Miscellaneous:**

Appointee hereby agrees:

1. **Term:** This contract is nonrenewable and shall automatically terminate without further notice at the end of the term of appointment set forth above.
2. **Termination.** Subject to the terms of Article C.9 above, AUD may terminate this Agreement without prior notice at any time for any reason.
3. **Amendments:** This Agreement may only be modified or amended upon the mutual written agreement of the Parties.
4. **Entire Agreement:** This Agreement constitutes the entire understanding between the Parties with respect to Appointee’s appointment at AUD and supersedes any and all prior understandings or agreements, oral or written, relating hereto.
5. **Construction:** This Agreement shall be governed by, and construed in accordance with, the laws of the United Arab Emirates and the Emirate of Dubai.
6. **Headings.** The headings used in this Agreement are for convenience of reference only and shall not affect the construction or interpretation of this Agreement.
7. **Counterparts:** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

**IN WITNESS WHEREOF**, the Parties have duly executed this Agreement as of the date first indicated above.

**American University in Dubai**

Name of the authorized signatory:	Dr. David Schmidt
Designation of the authorized signatory:	President

---

**Dr./Mr./Ms. [Full NAME]**

---

### Confidential Information

You shall not, except as authorized or required by your duties hereunder, use for your own or another's benefit or gain, or reveal to any person or persons, firm or company or other organization whatsoever, any confidential information relating to or belonging to The American University in Dubai as a whole, or relating to its customers (including but not limited to any trade secrets, formulations, products, developments, customer information, business and dealings of the Institution, services provided by the Institution, financial information, pricing structures, transactions or affairs of the Institution) which may come to your knowledge during your employment.

### Communication

The university asks employees in their communication ("communication" is defined as any verbal, written or virtual public diffusion of information – including but not limited to that in mass media such as traditional media, email, websites, blogs, social media, etc. and audiovisual material such as videos, photos, etc.) to be sensitive, especially with respect to issues of religion and politics, to the cultural and societal norms of the Emirates and the Gulf Region. Employees are warned that communication deemed to be offensive to the local community could be grounds for immediate termination under article 120 of the U.A.E. labour law. Further, no employee in their capacity as an AUD faculty or staff member, should make or agree to issue, in any form, whether written or by other means, any communication without the prior consent of the university, specifically the Office of Communications.

### Disciplinary Rules and Procedures

The university expects and will enforce reasonable standards of conduct, performance and discipline from its staff members. Faculty members are expected to enforce the university's academic policies; and those found negligent will be subject to disciplinary action. In the event that it is necessary to take formal disciplinary action, you will normally receive one formal written warning and one final written warning prior to dismissal. However, the university reserves the right to initiate this disciplinary action against you either at the final written warning stage or to dismiss summarily, depending on the seriousness of circumstances. For example, failure to enforce the university's protocol regarding the administration of examinations and deterrents to cheating/plagiarism is considered "serious" and hence subject to retaliatory dismissal.

### Academic Credentials

Your appointment as a faculty member is made contingent upon a review of your academic credentials as represented by you. The university reserves the right to terminate this agreement should either the Institution or its accreditation bodies, The Commission on Colleges of the Southern Association of Colleges and Schools and the U.A.E. Ministry of Education, subsequently determine that your credentials are inappropriate for the university's educational Mission.

## IMPORTANT CONTACTS

AUD Main Number	+971 4 399 9000
Admissions	+971 4 318 3171>75
Dean of Student Affairs	+971 4 318 3580
Director of Central Services	+971 4 318 3122
Communications Office	+971 4 318 308
	+971 4 318 307
Facilities Manager	+971 4 318 3123
Financial Services	+971 4 318 3151
Director of Health Center	+971 4 318 3200
Logistics Supervisor	+971 4 318 3329
Personal Counselor	+971 4 318 3138
Registrar's Office	+971 4 318 3193-96
Security Office	+971 4 318 3500
Student Activities Coordinators	+971 4 318 3135-6
Student Housing	
Male Residence Halls	+971 4 318 3510
Female Residence Halls	+971 4 318 3520
Student Housing Manager	+971 4 318 3133

The full directory is available online on the AUD website [www.aud.edu](http://www.aud.edu)

# INDEX

<b>A</b>	
Abandoned Property	105
Absence or Delay (Faculty)	62
Academic Advising	68-69, 76
Academic Affairs	31-36
Academic Calendar	5
Academic Council	28-29
Academic Freedom	85-86
Academic Honesty	19
Academic Rank and Requirements	37-38
Access to Quizzes and Examinations	66
Accreditation	7-8
Adjunct Faculty	34
Adjunct Faculty Selection	34
Administration	27-28
Administrative Council	29
Alcohol Policy	105
Alumni Association	77
Annual Leave/Release Time	62
Appeal (Grade)	67-68
Appeal (Grievance Process)	84
Appeal (Termination)	48-49
Artwork Material (Approval Form)	91
Attendance (Student)	65-66
<b>B</b>	
Blackboard™ Policies	100
<b>C</b>	
Campus/City	10-13
Career Services	77-78
Change of Address	106
Cheating	20
Civil Rights Compliance	83
Class Schedules	57
Class Scheduling	60
Class Size Policy	60
Classroom Management at AUD	16
Code of Student Conduct	16-19
Collaborative Projects	23
Communications Office	81
Complaint System (Online)	83
Computing and Network Resources Policy	91
Conduct Council	19
Confidential Information Policy	88-89
Contract (Adjunct Faculty)	112-113
Contract (Full-time Faculty)	108-111
Copyright (Internet)	89
Copyright Protection	90-91
Course Assistants	36
Course Files	58-59
Course Management Policies	100-101
Crime and Safety Precautions	86-87
Crime Reporting Procedures	87
Criteria for Promotion	38-42
Criteria for Salary Increases	43-44
Curriculum Approval Process	60-61
<b>D</b>	
Data Request Policy	103
Dean, Associate Dean or Chair	32
Degree Equivalency	35

Disabilities	74-75, 82
Disclosure	17
Do's and Don'ts in the Classroom	15
Document Signature	70
Drug-free Environment	83
<b>E</b>	
Early Alert and Midterm Academic Assessment	67
Email (Adjunct Faculty)	92
Employment of Students by Faculty	16
Engineering Tutor Center	80
Ethics	51
Evacuation Procedures	87-88
Evaluation by Supervisor	42
Evaluation of Instruction by Students	42
Events Calendar	81
Expectations (Faculty)	49-50
External Funds	104
<b>F</b>	
Facility Schedule	57
Facility Tours	107
Faculty Computer and Network Resources Use Policy	93
Faculty Meetings	49
Faculty Participation in the Governance of the University	30
Faculty Teaching Offset (FTO)	54
Faculty-Student Relations	16
Field Trips	62
Fraternization with Students	16
Freedom of Expression	86
Full-time Faculty	33
Full-time Faculty Selection	33-34
<b>G</b>	
Gambling	105
Gifts and Favors	106
Government Regulations	84
Grade Appeal	67-68
Grade Changes	67
Grade Submission	67
Grading System	62-65
Graduate Assistants	36
Graduate Faculty Status	35-36
Grievance Process	83-84
Guest Speaker Approval Form	70
<b>H</b>	
Health Center	73
History (AUD)	9
Honor Code Pledge	19-20
Honor Council Procedures	25
<b>I</b>	
ID Cards (Faculty)	85
Information Technology Services	106
Institutional Effectiveness Office	14
Instruction of Relatives	16
Integrity Policy (Academic)	23-26
Intellectual Property	89-90
Internship Program	78
IT Security Policy	94-97

<b>L</b>	
Language Proficiency	35
Learning Environment Preservation	88
Library	71-72
Licensure	7-8
<b>M</b>	
Managing Exams and Exam Rooms	22
Mass Email Policy	97
Math Tutoring Center	80
Mission	6
<b>N</b>	
Networking with Professionals	69
Non-Discrimination Statement	82
<b>O</b>	
Offenses	17-19
Organization (Academic)	31-32
Organizational Chart	28
<b>P</b>	
People of Determination	74-75, 82
Penalties for Academic Integrity Violations	26
Performance Evaluation	42-43
Personal Use of Computer Technology	94
Personnel Policies	84
Philosophy Statement	6
Photocopies/Laser Printers	107
Plagiarism	20-21
Presence on Campus (Faculty)	85
Privacy (Student)	82
Professional Development (Faculty)	53-54
Professional Ethics	51
Professional Standards of Appearance and Dress	106
Projects (Student)	68
Promotion	38-42
Provost and Chief Academic Officer	31
Public Domain	91
Public Speaking Tutoring Center	80
Purchasing Policies and Procedures	103-104
Purpose-related Goals of the University	6
<b>R</b>	
Reappointment of Adjunct Faculty for Subsequent Terms	47
Recognition (Faculty)	44-47
Record Retention and Storage	91

Registration	68-69
Release of Grades Policy	67
Release Time for Professional Development	54
Requirements for Educational Supervision and Contact Hours	51
Research (Statement)	50
Research Incentive Grant	55-56
Responsibilities (Faculty)	49-50
<b>S</b>	
Salary Scale	43-44
Security/Crime Prevention Program	86-88
Smoking Policy	105
Smoking, Food and Beverages	105
Social Media	81, 98-99
Software Policy	93-94
Sponsored Research	104-105
Student Affairs	76-79
Studio Supervisors	36
Substantial Equivalency	7-8
Supervision of Adjunct Faculty	51-52
Support for Faculty Research, Scholarly and Creative Activities	54-55
Support (Academic)	76-77
Survey Administration Policy	101-102
Syllabi	58
<b>T</b>	
Teaching Load	47-48
Termination of Appointment	48
Textbook Change Policy	59
Traditions (AUD)	10
Transcript Requirements (Faculty)	34, 38
Tutoring (Faculty)	35
<b>U/V/W</b>	
Use of Personal Computers	92-93
User Responsibility	93
Values	7
Vision	6
Visiting Faculty	35
Visitors (Campus)	70
Withdrawal from Classes	67
Writing Center	80



**P. O. Box 28282, Dubai – UAE**  
**Tel: +971 4 399 9000**  
**Fax: +971 4 399 8899**  
**[www.aud.edu](http://www.aud.edu)**