

RIT/A.U.K Faculty Policy Handbook

PREAMBLE

1. Introduction

This handbook¹ includes policies related to faculty employment through A.U.K and applies to those employed directly by A.U.K and those seconded to A.U.K from RIT.² Since RIT has full responsibility for oversight of all A.U.K academic programs, policies of RIT also apply to all faculty at A.U.K. These include policies and procedures pertaining to student conduct and related issues, both academic and nonacademic. Should policies in this handbook conflict with those of RIT, the latter prevail. A.U.K additionally maintains an Employee Manual. Policies contained therein are applicable to all A.U.K employees and those seconded to A.U.K from RIT. Faculty members with administrative responsibilities, especially where those responsibilities include supervision of staff, should be familiar with those parts of the Employee Manual relevant to their administrative responsibilities.

It is the responsibility of all faculty to be familiar with and abide by the policies in this handbook, those of RIT and those of the A.U.K Employee Manual. Failure to comply with policies in these handbooks and manuals can lead to disciplinary action up to and including termination of employment.

If any faculty member is uncertain about the applicability of a particular policy to an individual situation, the faculty member should seek clarification with the Vice President for Academic Affairs (VPAA).

The following policies and practices affecting A.U.K faculty and students include those approved by the Academic Senate, and administrative policies under the authority of the Vice President for Academic Affairs (VPAA). All of the policies adopted by the A.U.K Academic Senate are available on the A.U.K website and should be reviewed by faculty.

2. Vision, Mission, and Principles

The following statements were adopted by Trustees of the A.U.K Foundation, November 2011

¹ This handbook complies with Labor Law, Law No. 03/L-212 for the Republic of Kosovo.

² The policies and practices contained in this handbook have been approved by the Academic Senate, VPAA, President and the Board of Trustees. The handbook is available on the A.U.K website.

2.1 *Vision*

The American University in Kosovo will be one of the leading institutions of higher education in Southeastern Europe, offering students a standard of education that prepares our graduates to compete with those of leading universities anywhere in the world.

2.2 *Mission*

The mission of the American University in Kosovo (2003) is to support Kosovo and its neighboring countries to develop their economies, democratic institutions, and societies through higher education in the English language.

A.U.K will provide an excellent, career-oriented, American liberal arts education to its students which will prepare them to be leaders in their professions and communities, and to be global citizens.

2.3 *Principles*

A.U.K is a learning community of faculty, staff and students who are committed to core values of scholarship, integrity, service, and civility.

We will foster rigorous intellectual exploration, personal growth, and vigorous debate. We are committed to diversity and the promotion of understanding and mutual respect in an environment that welcomes people of all nationalities and communities.

We will offer academic programs that are appropriate for the region's development, that are financially self-sustaining, and that place academic integrity ahead of financial or political influences.

In all that we teach, we seek to develop critical thinking, entrepreneurship, and technological sophistication critical to the development of the region and its integration into Europe.

We will recruit, develop, and support excellent faculty who are encouraged to conduct scholarship and service as well as teach. Our faculty and staff will be an important resource for the development of the region.

We consider the success of our students to be the primary standard for measuring the success of our faculty and staff.

3. **The A.U.K Foundation**

The A.U.K Foundation (AUKF), located at Dr. Shpëtim Robaj N.N., in Prishtina, Kosovo, is a not-for-profit, non-governmental organization created in April 2002 for the sole purpose of establishing an American University in Kosovo.

In the sure belief that an American University can offer hope for Kosovo's long-term development as a democratic, tolerant, civil society enjoying a prosperous, free market economy, the A.U.K Foundation will seek to marshal the resources of Kosovars and friends of Kosovo both at home and abroad, as well as foundations and other sources of funding in Kosovo, Europe, and North America. These resources will be used solely for the purpose of establishing a private, independent American University that provides young Kosovars with an educational experience of the highest quality.

A.U.K offers a wide range of programs suited to the needs of Kosovo's society and economy, as well as the needs of the surrounding region. A.U.K is a degree-granting institution of higher learning, accredited in both Kosovo and in the United States, offering a four-year undergraduate program.

Governed by a Board of Trustees composed of business and civic leaders from the United States, Kosovo, and around the globe, the AUKF serves as a model of public trust and fiscal responsibility, practicing the highest standards of accountability, openness, and transparency in all its operations.

4. Honor Code

Integrity and strong moral character are valued and expected within and outside of the A.U.K community. As members of the A.U.K campus community, including students, trustees, faculty, staff, and administrators, we will conduct ourselves with the highest standards of moral and ethical behavior. Such behavior includes taking responsibility for our own personal choices, decisions, and academic and professional work.

5. Academic Freedom

The Board of Trustees and The Academic Senate of A.U.K agree that the principle of academic freedom is fundamental to the life and work of the institution and of all who serve it in the responsible performance of teaching and scholarly pursuits. Teachers are entitled to full freedom in the classroom, in research, and in the publication of the results, subject to the adequate performance of their other academic duties.

CHAPTER I: FACULTY EMPLOYMENT

1. Faculty Titles/Ranks

1.1 *Lecturer, Senior Lecturer, Assistant Professor and Professor*

AUK assigns titles of Lecturer, Senior Lecturer, Assistant Professor and Professor³ independent of the titles that may be assigned by any parent institution.⁴ Both full-time and part-time (adjunct) faculty may be assigned those titles, though those for part-time faculty members are normally preceded by the word Adjunct, as in Adjunct Assistant Professor. Similarly, a visiting faculty member may hold any of these titles, but normally the title is preceded by Visiting, as in Visiting Senior Lecturer.

Lecturer and Senior Lecturer are normally used for those faculty members who hold a master's degree that is not considered to be a terminal degree.

Assistant Professor and Professor are normally used for those faculty who hold the terminal degree in the discipline of their primary teaching responsibility. In addition to doctoral qualifications of PhD, EdD, DA, DM, etc., the MFA, MLIS and MArch are considered terminal degrees.⁵ Any question about the qualification of a master's degree as a terminal degree must be clarified at the time of hiring and noted in the initial contract.

Visiting faculty are those whose employment is not expected to extend beyond one year, and whose contract may be for one semester. If a visiting position is expected to continue beyond one year, the faculty hiring procedures described below for full-time or adjunct positions should apply. Exceptions to this policy require approval of the President.

1.2 *Emeritus status*

Faculty members who officially retire and have served A.U.K full-time for a minimum of ten years may be accorded the title *Emeritus* and thus retain their faculty status and the academic rank they held at the time of retirement. The title is conferred by the President upon the recommendation of the appropriate unit head⁶ and the Vice President for Academic Affairs.

1.3 *Status of Those with Teaching and Administrative Responsibilities*

A full-time employee who has teaching responsibilities comprising 50% or more of her/his load is considered to be faculty with assignment to additional responsibilities; a full-time

³ Kosovo law lists Assistant Professor and Professor as allowed rank for the A.U.K had in 2014-15. If either the law or the status of A.U.K were to change allowing the title Associate Professor, that title will be added without need to reapprove this document.

⁴ For the 2014-15 Academic Year RIT provided for titles of Lecturer, Senior Lecturer and Principal Lecturer for RIT faculty employed by CMS and seconded to A.U.K

⁵ Some master's degree considered terminal in 2014-15 may not be so regarded in future years

⁶ If there is no unit head, the Faculty Senate will provide a reference to the Vice President for Academic Affairs.

employee with less than 50% teaching responsibility is considered to be an administrator with teaching responsibilities.

2. Faculty Hiring Procedures

Faculty vacancies are identified by the VPAA and approved to be filled by the President.

2.1 Full-time Positions

Full-time faculty positions are advertised internationally in outlets appropriate for the discipline. Advertisements must be approved by a representative of Human Resources and the VPAA.

Applications are initially screened by a representative of Human Resources and the chair of the search and screen committee for eligibility based on the advertised criteria. Applicants meeting eligibility criteria are reviewed by the search and screen committee.

The search and screen committee normally consists of three faculty members appointed by the VPAA. At least two members must be full-time and at least one should have expertise in a field related to that of the advertised opening. Normally the committee will identify a short list of candidates for phone or related interview (e.g., Skype). From those interviews, two to three candidates are identified who, upon approval by the VPAA, are interviewed in person by one or more members of the AUK faculty, VPAA, or representative designated by the VPAA. Those interviews may take place in Kosovo or other locations depending upon circumstances and as approved by the VPAA. Recommendations for hiring are made to the VPAA, who is responsible for hiring decisions.⁷

2.2 Part-time Positions

Except in cases of emergency, part-time (adjunct) positions minimally are to be advertised in Kosovo media. Applications are initially screened by a representative of Human Resources and a full-time faculty member appointed by the VPAA. The HR representative, full-time faculty member, and another faculty member appointed by the VPAA, who may be full-time or adjunct, review the eligible applications and recommend at least one candidate to the VPAA for on-site interview when practical. If an on-site interview is not practical, the interview will take place by electronic means such as Skype. The VPAA will be a part of the interview process. Final recommendations are made to the VPAA, who is responsible for hiring decisions.

2.3 Academic Administrative Appointments

Appointments for which a person outside AUK may be hired follow the general procedure described above for full-time faculty. In the case of positions occupied by RIT employees (e.g., VPAA), RIT policies and procedures apply. In cases of AUK employees, the

⁷ Additional interview processes may be required and final hiring determinations may include others in cases where the new faculty member will be employed by another institution and seconded to AUK

President or VPAA will appoint a search committee that includes faculty representation. Such positions may be advertised internationally or locally, depending upon the nature of the position.

Short-term appointments (e.g., a year or less) restricted to internal candidates may be made by the President or VPAA. For longer-term appointments restricted to internal candidates, the President or VPAA will appoint a committee to review applicants and provide recommendations.

3. Faculty Contract Lengths

3.1 Full-time Faculty

The length of contract for newly hired full-time faculty normally is ten months, beginning August 1 and ending May 31. For those hired to begin with the spring semester, the contract length is five months, from January 1 through May 31.

After six years of service to AUK, including any years credited upon initial appointment, a full-time faculty member may apply for a three-year rolling contract. Upon favorable review of the application, the faculty member will receive a three-year contract commencing on August 1 of the next academic year. Once placed on a three-year rolling contract, a faculty member receiving satisfactory or higher annual evaluations for the most recent three academic years will have one year added to the contract effective August 1 of the new academic year.

3.2 Part-time Faculty

The contract length for part-time faculty is normally one semester.

4. Faculty Evaluation

Faculty members are evaluated annually by the VPAA or her/his designee. Areas of evaluation are teaching, professional development and service to AUK. At the beginning of each academic year, Individuals identify the relative weights to be applied to the three areas of evaluation.⁸

4.1 Teaching Effectiveness

Student evaluations of teaching should be completed for all courses and are one indicator of teaching effectiveness. Faculty members are additionally urged to complete self-assessments and have faculty peers evaluate their teaching. Additional evidence may come from, but is not restricted to, demonstrated student proficiency with learning outcomes or results from standardized exams.

4.2 Scholarship/Professional Development

⁸ The applicable ranges are expected to evolve with the institution. Initially, the ranges of 65% to 85% for teaching, 5% to 20% professional development, and 5% to 20% for service will be used such that the sum is 100%.

Evidence of professional development may include, but is not limited to publication in refereed journals and/or through recognized publishing houses, presentations at professional meetings, juried and invited exhibitions or recitals. Professional development may additionally include attendance at workshops or conferences, or other activities, such as reading or research that engage the faculty member in her or his area(s) of teaching.

4.3 *Service to AUK*

Service may include active engagement with committees, serving as advisor to student organizations, recruiting students in conjunction with Admissions, etc.

5. **Faculty Promotion and Rolling Contract**

5.1 *Eligibility*

Upon initial appointment and as designated in the initial employment contract, up to two years of credible service elsewhere may be applied toward years in rank. Faculty are not normally hired at a rank higher than that at the most recent institution. Time employed in non-academic setting may be credited up to two years if the employment was post-highest degree and the experience was related to the position for which the person is hired.

Faculty who have administrative responsibilities need to meet the same criteria for promotion as those with full-time teaching responsibilities, though total expectations may be reduced in some areas of evaluation.

5.1.1 *From Lecturer to Senior Lecturer:* after 6 years of service as Lecturer, a faculty member is eligible for promotion to Senior Lecturer. Application takes place during the sixth year.

5.1.2 *From Assistant Professor to Professor:*⁹ After 12 years as Assistant Professor, a faculty member is eligible for promotion to Professor. Application takes place during the twelfth year.

5.1.3 Change in Title from Lecturer Track to Professorial Track

A faculty member with the title Lecturer may apply for the title Assistant Professor upon completion of the terminal degree in a field related to the primary teaching responsibility. Similarly, a faculty member with the title Senior Lecturer may apply for the title Associate Professor. Though the process followed is that for promotion,

⁹ In 2014-15 Kosovo law applied to AUK only provided for the ranks of Assistant Professor and Professor. If either the law or AUK status change, the rank of Associate Professor is to be added. Time in rank requirements then will be 6 years for promotion from Assistant Professor to Associate Professor and also six years for promotion from Associate Professor to Professor. In both cases, application would take place during the sixth year of the respective rank.

the change in title is not considered a promotion, but is one recognizing academic qualification. A maximum of two years in rank may be applied to the new title.

Faculty with terminal degrees hired prior to 2014-15 received the title of Lecturer. Effective with the 2015-16 academic year, those faculty will have the title Assistant Professor and will be credited with years in that rank since the time of hire or completion of the terminal degree, whichever occurred most recently.¹⁰

5.2 Process for Three-Year Rolling Contract and/or Promotion

The processes for review toward granting a three-year rolling contract and for promotion are the same. A faculty member may combine the two into a single application.

5.2.1 *Three-Year Rolling Contract and Promotion Committee*

A Three-Year Rolling Contract and Promotion Committee (P&T Committee) is elected at the first fall faculty meeting. It consists of three faculty members, at least two of whom must be full-time faculty. The Committee selects a chair from among its members. Faculty who will be applying for a three-year rolling contract and/or promotion during the year of consideration are ineligible for service on the committee and must declare their intent to apply for three-year rolling contract and/or promotion at the time of the election.

5.2.2 *Notification of Intent*

A faculty member wishing to be considered for three-year rolling contract and/or promotion notifies the VPAA during spring semester of the academic year preceding the year in which the application will be considered.

5.2.3 *Application Dossier*

The applicant completes an electronic dossier containing the following documents¹¹:

Completed cover Sheet (Appendix A)

Tab 1: Teaching

1. Self-assessment of teaching addressing the following
2. A listing of courses taught each semester
3. Summaries of student evaluations for the period of consideration
4. Peer evaluations and/or other evidence of teaching effectiveness

¹⁰ Faculty seconded to AUK may use the titles of Assistant Professor and Professor in accord with these policies regardless of the titles held at the institution from which they are seconded.

¹¹ Faculty seconded to AUK and concurrently applying for promotion with the employing institution may substitute documents required by that institution for those specified here, but are advised to organize the documents as noted here to assist the reviewing bodies.

5. New or creative approaches to teaching attempted, successes and failures and what was learned

Tab 2: Professional Development

1. Self-assessment of scholarship/professional development addressing the following, as appropriate
2. Listing of publications, including whether refereed or not
3. Listing of presentations, including extent of peer review prior to program acceptance
4. Listing of exhibitions or recitals, including extent to which juried or invited
5. Listing of contracts and grants obtained through AUK and/or RIT¹²
6. Other evidence of scholarship/professional development including workshops and/or professional meetings attend, series of readings in specialty, etc.

Tab 3: Service to AUK

1. Self-assessment of service to AUK addressing the following kinds of activities and including specific contributions and notable outcomes
2. Listing of committees served
3. Listing of student groups advised
4. Listing of student recruitment activities
5. Other service activities

Tab 4: Annual Evaluations for the Years of Consideration

Tab 5: Letters from AUK Faculty (provided by the VPAA)

5.2.4 *Procedures*

The completed dossier is submitted to the VPAA by October 1¹³. The VPAA makes the dossier available to all faculty as soon as practical. All faculty except those serving on the P&T Committee are invited, but not required, to submit a letter in electronic form addressing the dossier with respect to the criteria. Letters are submitted to the VPAA by the date specified, typically two weeks after the dossier has been made available to faculty.

The VPAA adds the letters received to the dossier at which point the dossier is available only to the VPAA and the P&T Committee members. With the VPAA present, the Committee deliberates the records of the applicants with respect to the criteria weighted according to the average of the weightings for the period under consideration. The deliberations are confidential. Final votes are taken by secret ballot.

¹² If AUK ceases its affiliation with RIT, reference to RIT will be discontinued; if AUK becomes affiliated with another institution, reference to that institution will be added.

¹³ If the dates listed herein fall on a weekend or holiday, the date will be changed to the next working day.

The votes by the P&T Committee constitute recommendations to the VPAA. The VPAA considers the votes and recommendations, passes those on the President along with her/his independent recommendation and informs each candidate of the Committee vote and VPAA recommendation.

The President makes the final determination. Three-year rolling contracts and promotions are effective at the beginning of the following academic year.

5.2.5 Right of Appeal and Procedure

The faculty member may appeal the recommendations on the basis of procedural error or violation of institutional policy. The appeal must be filed in writing with the President within two weeks of being informed of the recommendation. The appeal must include the basis of the appeal.

Within 30 days of receiving the appeal, the president will review the appeal, seek additional information as he/she deems necessary, make a determination and inform the faculty member and VPAA of that determination. The decision of the President is final.

Appendix A: Cover Sheet for Application for Promotion in Rank or Title Change

Name: _____

Current title: _____

Title sought: _____

Date of hire or most recent promotion, whichever is more recent: _____

Average weightings during the period of consideration:

_____ Teaching

_____ Scholarship/Professional Development

_____ Service to AUK

Signature

Date

CHAPTER II: LEAVES, ABSENCES & OPPORTUNITIES

1. Sabbatical Leave

1.1 Purpose

Sabbatical leave is intended for the mutual benefit of the university and the faculty member granted leave. The purpose of the sabbatical or paid faculty leave is for professional or career development. The leave is designed to encourage and assist an individual to become a more valuable member of the A.U.K faculty. Through engagement in some form of advanced study, writing, research, artistic or creative activity, or a form of faculty exchange, it is understood that A.U.K and its students will be the direct beneficiaries.

1.2 Eligibility

The candidate for sabbatical leave shall have served as a full-time A.U.K faculty member for a minimum of six years. A faculty member can only be considered for and granted a sabbatical leave once every six years. A.U.K does not guarantee a sabbatical leave of absence to an individual faculty member: it is a privilege and not a right of employment. A sabbatical is granted to members of the A.U.K full-time faculty in recognition of notable service through teaching and scholarly contributions, and as an aid and inspiration to further achievements. The number of sabbaticals leaves awarded in a given year may depend upon availability of funding and ability of A.U.K to meet the educational needs of its students.

The Sabbatical or Leave of Absence application form is in the Appendix section of this manual. Full criteria as well as instructions for completion of the form are also attached. Final approval for Sabbatical leave is made by the President upon recommendation from the VPAA.

1.3 Length of Leave, Compensation, and Obligations

Typically, a full-time faculty member on a one academic year contract would be eligible for leave and compensation as follows:

1. One semester leave at 100% of regular academic year salary.
2. Full academic year leave at 50% of regular academic year salary.
3. The recipient of a sabbatical for one semester leave is obligated to return full-time to A.U.K for a period of one academic year following the leave period.
4. The recipient of a sabbatical full academic year leave is obligated to return full-time to A.U.K for a period of two academic years following the leave period.
5. A recipient of a leave who fails to meet the obligation to return to full-time assignment at A.U.K is required to reimburse the institution for the amount of compensation received during the sabbatical period.

6. The leave recipient is to file a report of professional activities and accomplishments during the leave period; the report is due to the VPAA within two months of returning to A.U.K.

A faculty member on sabbatical leave may participate in university affairs and retains the right to vote, except in those cases where the faculty member would be participating or voting in a representative capacity. A faculty member on leave may vote in absentia. Absentee votes must be received in writing by the appropriate official prior to the day of the scheduled vote. It is not the responsibility of the university to inform faculty on leave of pending university business.

2. Leave Without Pay

A leave of absence without pay may be granted to a faculty member to pursue advanced study or to participate in a growth and development activity that is determined to be mutually beneficial. Not more than one year may be granted at a time. Requests to extend the leave will be considered. Requests for leave should be directed to the VPAA. Final approval for leave without pay is made by the President upon recommendation from the VPAA.

3. Sick Leave

A collegial approach is followed in the case of illness of a full-time faculty member. When illness occurs, faculty members are expected to notify the Faculty Office Manager so that appropriate arrangements may be made for class meetings and any other obligations for which the faculty member may have made a commitment. As needed, colleagues are asked to assume class responsibilities. Sick leave is provided as per Kosovo labor law. Leave without pay may be granted at the discretion of the President upon recommendation of the VPAA.

All twelve-month administrative personnel with faculty rank are subject to the sick leave and vacation policies described in the A.U.K Policy Manual unless special circumstances have been identified in the administrative contract.

4. Faculty Absences

All absences will be recorded by the Faculty Office Manager, and in the AUK faculty personnel file (date, reason, and number of hours/days missed).

4.1 When a faculty member knows in advance of a legitimate absence:

In the event of planned absence, such as to attend professional meetings or to perform other duties in connection with the university, the faculty member is responsible to provide for appropriate instruction or other activity and inform the VPAA both of the absence and the arrangements for the missed classes.

Non-university business should not create more than one day of absence from classes in any one term. For absences of more than one university business day, the faculty member

must obtain written approval in advance from the VPAA. The Approval of Absence Form can be obtained from the Faculty Office Manager.

4.2 *When a faculty member is unexpectedly absent:*

All faculty members are expected to meet their classes promptly at the scheduled time. In cases of sudden illness, death in the family, or other comparable emergency, the faculty member should make every effort to notify the VPAA and Faculty Office Manager of the absence from class.

4.3 *Cancellation of classes:*

4.3.1 *Cancellation of a class* is an absolute last resort and only in the event of an emergency.

4.3.2 *Cancellation of two or more classes and/or absences from class for more than two days* in one term, without a valid excuse, will result in reduced compensation for part-time faculty and a Warning Report being entered into the faculty member's file. Full-time or part-time faculty receiving two Warning Reports in any one academic year may face disciplinary action, including suspension from teaching duties.

4.4 *Absence for extended period*

If a faculty member is absent for an extended period (more than two days of class for any course), the faculty shall make arrangements to secure a substitute or replacement instructor for each course affected, and notify the VPAA of the arrangements.

4.5 *Required attendance*

All faculty members are required to be in residence for the first week of classes, the final week of classes, and examinations week. Faculty should not plan to leave AUK prior to the day that classes officially end (last class day or final exam day). Faculty must be available to students, at least via email, for at least two days after the final grades have been officially submitted.

5. Vacation

Vacation periods are not provided for full-time faculty appointments except for institutionally determined holidays and periods when the university is not in session. A listing of official holidays is distributed at the beginning of each academic year.

6. Professional Development and/or Travel

The office of the VPAA has a limited budget for professional development and/or travel. Faculty members interested in accessing the funds should notify the VPAA well in advance of the anticipated travel.

7. Copyright Ownership

The copyright in any work or design compiled, edited or otherwise brought into existence by a faculty member as a “scholarly work” produced in furtherance of his/her professional career shall belong to the faculty member; “scholarly work” includes items such as books, contributions to books, articles and conference papers, and shall be construed in the light of the common understanding of the phrase in higher education. The copyright in any material produced by the faculty for their personal use and reference, including as an aid to teaching, shall belong to the faculty member.

However, the copyright in course materials produced by faculty in the course of their employment for the purposes of the curriculum of a course run by A.U.K and produced, used or disseminated by A.U.K shall belong to A.U.K, as well as the outcomes from research specifically funded and supported by A.U.K.

The above clauses shall apply except where agreement to the contrary is reached by a faculty member and A.U.K. Where a case arises, or it is thought that a case may arise, where such agreement to the contrary may be necessary, or where it may be expedient to reach a specific agreement as to the application of the above clauses to the particular facts of the case, the matter should be taken up between the faculty and VPAA.

8. Use of equipment for non-work purposes

A.U.K allows faculty reasonable use of A.U.K equipment and facilities, provided that authorization has been obtained from the VPAA, that the use does not interfere or conflict with the work of A.U.K, and that any costs are met by the individual.

9. Private telephone calls

Faculty may use A.U.K telephone facilities to make occasional private calls for essential or emergency matters. Private international calls are not permitted without prior authorization. Official international calls are only permitted from phones for which authorization has been granted upon request.

CHAPTER III: INSTRUCTION-RELATED POLICIES

1. Instructional Assignments

- 1.1* A standard undergraduate teaching load for a full-time faculty member without administrative duties is twelve credit hours per semester or its equivalent.
- 1.2* When student demand necessitates, the faculty member may be asked to teach an additional section in a given term with additional, overload compensation; the faculty member may decline to teach such a section. Normally, full-time faculty have the right of first refusal prior to hiring an adjunct. Compensation for an overload normally is that of the prevailing rate for experienced adjuncts with the same academic qualifications.
- 1.3* Adjustments in load may be made on the basis of administrative duties or other special assigned duties. The VPAA makes the final determination of load equivalents for such duties.

2. Student Course Evaluations

All courses are subject to evaluation by students. Faculty should encourage students to participate and provide constructive feedback. Copies of all student evaluations should be retained by the faculty member and included in all applications for promotion

3. Student Advising

A.U.K is committed to the belief that students need personal guidance and counsel from faculty members on matters of academic and professional concern. Providing such guidance and counsel, typically in classroom, office or informal settings, are expectations of all full-time faculty.

4. Syllabus

A syllabus is required for all classes. Instructors are required to submit a complete syllabus to the Faculty Office Manager and to the VPAA before the start of the semester. Specific office hours must be noted on the syllabus. The grading policy for each course is to be clearly specified on the syllabus, showing the percentage of the grade that goes towards exams, assignments, special papers and quizzes etc. The syllabus should inform students of ALL the requirements; it is, in effect, a contract between the faculty member and the students. A prescribed master syllabus shell is provided as Appendix A of this handbook.

5. Office Hours

Faculty members are responsible for providing students with reasonable extra assistance. This includes a minimum of one office hour per week for each section, plus being available for appointments. Office hours should be scheduled at staggered times during the week to accommodate student schedules. When appropriate, a portion of office hours may be scheduled

in the Academic Support Center. Schedule of office hours is to be posted in appropriate venues. In the event a faculty member cannot keep established office hours because of illness, meetings, or off-campus professional activities, courtesy suggests that notice be given so that students may determine the earliest available time for consultation. Faculty should be alert to the academic calendar and be especially available to students at critical time periods.

6. Student Attendance Records

- 6.1 Faculty members are required to maintain formal student attendance records in their classes. As cases of serious absences become known, Academic Affairs should be notified. All classes must have an absence policy and a policy for lateness. The students must be informed of this policy in the class syllabus.
- 6.2 AUK students may have no more than 3 unexcused absences before their grade is affected. Each un-excused absence after 3 may lower the student's course grade by one letter grade, at the discretion of the instructor.
- 6.3 Instructors are responsible for excusing or not excusing students from class, and allowing or not allowing make-ups or alternative dates for tests and classes. AUK will inform instructors about events (recruitment drives, media events, co-op interviews) when students may REQUEST an excused absence from classes. The final decision whether an absence is excused rests with the instructor. AUK will support the faculty member's class policy in regard to testing and attendance.
- 6.4 Each faculty member is required to check and amend class lists every semester as directed by the registrar through RIT Student Information System (SIS). It is extremely important that the faculty member meet the deadlines for the correction of SIS rosters.
- 6.5 Non-attendance by a student does not constitute an official withdrawal and may result in a failing grade. Faculty must inform Academic Affairs when a student has not attended or ceases attending class.
- 6.6 Faculty and students are expected to begin and end class and breaks on time. Faculty members are contractually required to: deliver 15 contact hours of instruction per credit hour; be present and provide a learning experience or final exam during finals week; and be available for explanation for 24 hours following the publishing of final grades.

7. Grading Policy

- 7.1 Grades are defined in accordance with RIT policy: Policy D05.0 of the RIT Policies and Procedures Manual.¹⁴
- 7.2 For most AUK courses, the number of A grades (including the grade of A-) is recommended to fall between 0% and 30% of students in any given course. A faculty

¹⁴ If AUK affiliation with RIT ceases, the definitions are subject to change.

member assigning 35% or more A grades in a course (including the grade of A⁻) may be asked to provide an explanation and justification to the Office of Academic Affairs.

- 7.3 A grade of Incomplete is intended to be a place holder for very exceptional or emergency circumstances when a student, for unplanned, justified reasons, cannot complete the required coursework. With an Incomplete there is an agreement between the faculty and the student about what work must be done and to what deadlines.
- 7.4 After a final grade has been reported, it may be changed only through a written request by the instructor and the approval of the VPAA.

8. Exam Policy

- 8.1 AUK requires that an exam or other gradable event or assignment be completed prior to the end of the fourth week of instruction. This identifies students who are having significant problems with the course and with whom the faculty member should intervene and provide assistance to help the student succeed. Alternatively, the student has the option to withdraw without grade penalty in compliance with RIT's early alert system.
- 8.2 A Mid-Term exam or other major grading element should be completed by the end of the mid-term period to assist students with being aware of their status.
- 8.3 Instructors are responsible for the integrity of their exams and for creating an environment that makes unauthorized assistance as difficult as possible. When support with proctoring exams is needed, other AUK faculty members are expected to assist.
- 8.4 Students who miss examinations and assignments without valid excuses may receive a zero or failing grade for that evaluation.

9. Final Exam and Final Grades Policy

- 9.1 The final examination period is a part of the regular semester or term. Instructors should make clear in their syllabi whether they are giving a final exam, or if they are planning an appropriate educational activity during the final exam week; one or the other is required. Final exams must take place during Final Exam Week at the designated time. Any deviation from the regularly scheduled final exam period requires approval by the VPAA. No special room assignments are usually necessary. Exams take place in the classroom used for the class.
- 9.2 Faculty must be available on campus to address student questions for at least 24 hours after final course grades have been published through MyCourses. All final grades must be submitted through RIT SIS within 48 hours of the faculty member's last final exam. All students' course grading materials are to be kept for a minimum of one year.
- 9.3 It is requested that faculty give consideration to students who may be facing more than two exams in one day.

10. Student Procedures for Questioning Grades

If students have questions about their end of term grades, they are to take the following consecutive steps for a fuller explanation. It is to be understood that this process is not for the purpose of revising or negotiating grades; the assignment of grades remains the sole purview of the instructor:

Step 1: The student will consult with the faculty instructor about the assigned grade.

Step 2: If the student is not satisfied with the explanation from Step 1, (s)he may, in extraordinary cases, make a written request justifying the need for further clarification of the grading process or a specific grade. The written request is made to the VPAA. The VPAA will provide the request to a Grade Appeal Committee for deliberation. After obtaining any additional information it deems appropriate, the Committee makes its recommendation and informs the VPAA in writing of its recommendation and the basis for the recommendation.

If the Committee recommendation is not in favor of the student, the VPAA informs the faculty member and the student. The grade remains unchanged and there are no further routes of appeal.

If the Committee recommendation is in favor of the student, the VPAA informs the faculty member and requests consideration of the Committee recommendation. Following further deliberation, the faculty member informs the VPAA of her/his decision. The VPAA informs the student and the Committee. The decision of the faculty member is final and there are no further routes of appeal.

The Grade Appeal Committee consists of three faculty members, at least two of whom are full-time faculty. The Senate Chair and the VPAA select the membership by lot, unless the appeal is for a grade in a course of the Senate Chair. In that case, the VPAA will ask another Senate member to assist in the selection. Each grade appeal requires selection of new membership.

A grade may be changed only under the circumstances described above. Students attempting to appeal a grade to AUK administration are to be informed of the above process.

11. Student Discipline

The *AUK Undergraduate Academic Bulletin*, updated each year, is posted on the AUK website. It fully explains the rules for conduct at AUK. AUK expects all faculty members to be firm in enforcing student discipline. Any behavior that is in violation of AUK standards of behavior should be responded to following the procedures outlined in the handbooks.

11.1 *Expulsion of Students from Class*

An instructor may expel a student from class for misconduct. Misconduct may include, but is not restricted to: threatening behavior, argumentative behavior, other disruptive or distractive behavior. The latter category may include excessive talking during class; use of

mobile phone, including texting; use of laptops for purposes other than those immediately relevant to the class; leaving and returning to class; arriving late; etc. An instructor may expel a student from class for no more than one class session. If the instructor wishes to exclude the student for a longer period due to misconduct, the procedures outlined in the *Bulletin* are followed.

11.2 *Improper Behavior Toward Faculty*

Any attempt by students, parents, relatives or other parties to influence faculty regarding grades, assignments or any other matter, must be reported to the Vice President for Academic Affairs. Threats, intimidation, undue pressure, harassment or offers of bribes will not be tolerated and, for students, will result in disciplinary action. Reporting such behavior is a requirement.

12. **Academic Dishonesty**

AUK does not tolerate any form of academic dishonesty. Any act of improperly representing another person's work as one's own is construed as academic dishonesty. These acts include, but are not limited to, plagiarism in any form, or the use of information and materials not authorized by the instructor during an examination or any other portion of the course.

If a faculty member judges a student to be guilty of some form of academic dishonesty, a failing grade for that segment of work or for the course may be given depending upon the severity of the misconduct. If the student believes the action by the instructor to be incorrect or the penalty disproportionate, an appeal may be made to the AUK Conduct Committee, as outlined in the Student Rights & Responsibilities section of the *Academic Bulletin*.

Academic Dishonesty falls into two basic areas:

1. *Cheating:*

Cheating is any form of fraudulent or deceptive academic act, including: falsifying of data; possessing, providing, or using unapproved materials, sources, or tools for a work submitted for faculty evaluation; asking for, receiving or giving information (through any form of communication) from or to other students. This includes the sharing of exam related information in social networking sites.

2. *Duplicate Submission:*

Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses. This is also known as recycling.

13. **Defining and Avoiding Plagiarism**

AUK faculty should remain vigilant towards students' work representing their own efforts as well as accurately reflecting the outcomes of their assignments. This vigilance becomes even more pressing with the access to limitless materials and topics available on the internet.

Monitoring plagiarism is a time-consuming exercise and can detract from the teaching/learning mission; however, as AUK maintains a zero-tolerance policy towards plagiarism, it is important that its definitions, practices, and consequences are recognized, reported, and reinforced.

To assist AUK faculty with the broader concept of plagiarism, as well as its individual instances, plagiarism will be addressed below under the headings of: defining plagiarism; common causes of plagiarism, with accompanying suggestions for diminishing its likelihood. (Appendix C provides some practical suggestions.)

All AUK students are required to take 4 to 5 writing courses within the first two years of their academic program. These courses repeatedly the meaning of plagiarism, how to avoid it and the its ramifications to the student found guilty of it. Thus, by the time students begin their concentrations they have been fully immersed in the concept: claims of “unintentional” plagiarism are therefore unacceptable. It is important that faculty members reinforce and apply the rigorous standards of which AUK students are already aware.

13.1 Definition

The AUK definition is:

In an instructional setting, plagiarism occurs when a writer deliberately_ or carelessly uses someone else’s language, ideas, or other original material that is not common knowledge without acknowledging its source.

This definition applies to published, in-print, online materials, and the ideas that undergird those materials, as well as the work of other student writers.

More specifically, examples of plagiarism include:

1. Deliberately using someone else’s work, words, or ideas as one’s own without acknowledgment
2. Deliberately disguising or blurring the work of another to make it one’s own
3. Changing word order or making minor rhetorical changes to another’s work to make it one’s own
4. Forgetting, or improper use of, quotation marks
5. Unclear or incomplete authorship information
6. Unclear or incomplete citation evidence
7. Clumsy or unclear citation formatting particularly in a Works Cited/Reference page
8. Misuse of common-knowledge material
9. Unclear correspondence between Works Cited/Reference page items and in-text use of sources
10. Copying and pasting phrases, even short phrases, from another source
11. Extensive use of quotes with insufficient analyses or writer’s point of view
12. Overuse of paraphrasing with insufficient analyses or writer’s point of view

Though some of the above categories relate more closely to the definition of plagiarism than others, they all either violate or blur the boundaries between an accurately and

honestly cited work and one that is carelessly or questionably produced. Even small infringements must be addressed as this often leads to more substantial plagiarism later.

13.2 *Causes of plagiarism*

By their second year, most AUK students have a firm grounding in what constitutes plagiarism, its ethical resonances, and its consequences. A student who deliberately plagiarizes is breaching academic conventions and expectations. Nevertheless, it can be helpful to consider some of the causes of plagiarism and plan practices to diminish its likelihood.

1. Students are often fearful of taking risks or failing; they lack confidence
2. Students are overly focused on grades instead of knowledge and learning
3. Students may have weak time-management skills
4. Students may be complacent about or even contemptuous of the course or assignment; they may consider it unimportant
5. Assignments are so non-particularized or generic that a canned response seems adequate for a canned assignment
6. Plagiarism or cheating goes unreported or even ignored. If the faculty does not consistently report academic dishonesty, and rigorously enforce this policy, students will not understand that dishonesty is a serious matter.

Additionally:

1. Sloppy note-taking can lead to plagiarism
2. Inconsistent definition of plagiarism; the common AUK definition should be used consistently
3. Assuming students do not need to be reminded of or practice ways to avoid plagiarism
4. Failing to recall that most students are novice researchers and new to difficult disciplines
5. Cultural differences produce multiple student attitudes towards plagiarism
6. Most AUK students are aware of and do not plagiarize, but it is crucial to provide frequent reinforcement and reminders. Making mistakes is a natural component of learning but repeating the same mistakes requires our intervention.

14. **Consequences of Academic Dishonesty**

After notifying and presenting the student with evidence of academic misconduct, the instructor has the authority to assign an “F” for the product of the offense, or to assign an “F” for the entire course. In the latter case, the faculty member may request that the student not be allowed to withdraw from the course (receive a “W” grade) by formally documenting the incident and submitting the request to the VPAA for approval. The prescribed process for documenting academic dishonesty includes: notification to the student; a written report to the Academic Affairs office (see Appendix B for the form); and, in extreme cases, remanding the student to the AUK Conduct Committee, as described in Section 3 of the *Academic Bulletin* under the Academic Conduct and Appeals Procedures section.

It is crucial that all instances where action has been taken are completely documented.

CHAPTER IV: PROFESSIONAL CONDUCT, ETHICS, AND CONFLICTS OF INTEREST

1. Professional Conduct

To ensure a professional and collegial work environment, the principles of this section on Professional Conduct, Ethics, and Conflicts of Interest apply to all faculty members. Faculty must subscribe to high standards of conduct, which include honesty, integrity, and ethical behavior. Membership in the academic community imposes on students, faculty members, and administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression.

Faculty must comply with the standards and principles of conduct set forth in this handbook. Complaints of unprofessional conduct will be investigated by the VPAA or designee.. A faculty member will be informed promptly by the VPAA of any allegation of unprofessional conduct made against him or her and by whom the allegation was made. Allegations not made in good faith are considered unprofessional conduct.

2. Professional Ethics

A.U.K recognizes and supports the principle that faculty members who speak or write as private citizens should be free from institutional censorship or discipline. However, a faculty member's special position in the community imposes particular obligations and responsibilities regarding conduct and behavior, and requires faculty members to act in the best interests of the profession and the institution.

Academic Ethics and Responsibility

For faculty members the notion of academic freedom is linked to the equally demanding concept of academic ethics and responsibility. As a faculty member, a person assumes certain ethical obligations and responsibilities to students, to fellow faculty members, to the institution, to the profession, and to society at large. Some of these are listed below.

2.1 Faculty members have ethical obligations and responsibilities to the students of A.U.K

1. Faculty members shall foster scholarly values in students, including academic honesty, the free pursuit of learning, and the exercise of academic freedom.
2. Faculty members shall act professionally in their academic relationships with students.
3. Faculty members shall exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
4. Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into teaching inappropriate matter or matter that has no relation to their subject.
5. Faculty members must maintain respect for students as individuals, within their role as intellectual guides and counselors.

6. Faculty members must assure that evaluations of students reflect true merit. Faculty members must avoid taking any action that would compromise the honesty and equity of the evaluations.
7. Faculty members shall be available at reasonable intervals to students for consultation on course work through posted office hours.
8. Faculty members shall duly acknowledge the contribution of students to their scholarship and research.
9. Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of students.
10. Faculty and their immediate family members may not accept money or in-kind compensations from students for any services provided. Doing so is considered a bribe, which a criminal offense.
11. Counseling of students on non-academic issues should be professional, confidential and within the capabilities of the professor. Students who have serious and sensitive matters, especially if they are related to a specific culture, religion or custom, should be referred to professional counselors.

2.2 *Faculty members have ethical obligations and responsibilities to other members of the A.U.K community*

1. Faculty are to treat their colleagues, co-workers and all those with whom they come into contact in their line of duty in a professional, courteous and ethical manner regardless of their gender, race, ethnic background, culture, (dis)ability, sexual orientation, age, religion, socio-economic status.
2. Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of any members of the A.U.K community.
3. Faculty members shall acknowledge the academic contributions of others, and strive to be objective in their professional judgment of colleagues.
4. Faculty members who are in a supervisory position shall abide by the rules and policies of the current A.U.K Policy Manual.

2.3 *Faculty members have ethical obligations and responsibilities to A.U.K as an institution*

1. Faculty members shall accept their share of faculty responsibilities for contributing to the governance of the institution.
2. It can be a disciplinary offence to be on A.U.K premises and/or carrying out official duties when under the influence of alcohol or non-medically prescribed drugs.
3. Conduct by faculty members that may jeopardize A.U.K's reputation or position will be dealt with through the disciplinary procedure.

2.4 *Faculty members have ethical obligations and responsibilities to their profession*

1. The fundamental responsibilities of a faculty member as a teacher and scholar, including maintenance of competence in one's field of specialization.
2. The demonstration of professional integrity by a faculty member includes recognition that society at large will judge the profession as well as the institution by his/her

statements and behavior. Therefore, the faculty member should strive to be accurate, to exercise appropriate restraint, and to be willing to listen to and show respect to members of the society at large expressing different opinions. Faculty members should make every effort to indicate that they are not speaking or acting for A.U.K when speaking or acting as a private person.

3. Scholarly conduct must avoid fabrications, falsifications, plagiarism and other practices that deviate from accepted scholarly practice.
4. Faculty members must apply scholarly rigor and integrity in obtaining, recording and analyzing data as well as in reporting and publishing results.
5. Faculty members undertaking scholarly activities should do so in a manner consistent with professional honesty and within the public interest. Scholarly activities should be designed to enhance knowledge in a particular field of scholarship and should demonstrate sound methodology, accuracy and maintain the factual integrity of the data.
6. Faculty members must use funds designated for scholarly activities in the prescribed manner.
7. Faculty members must comply with relevant statutes or regulations for the protection and welfare of researchers, human subjects, the public, laboratory animals and the environment.
8. It is the duty of faculty members doing scholarly activities, teaching, laboratory/studio exercises or other activities to protect the privacy of others, to avoid causing mental or physical harm and to promote safe and healthy working practices and environments.

3. Conflicts of Interest

1. Conflict of interest includes any outside obligations, financial interests, and/or employment that can affect the objectivity of decisions.
2. Full-time faculty members owe primary professional responsibility to A.U.K and must avoid conflicts of interest.
3. Any potential conflict of interest, financial or otherwise, that might influence a faculty member's decisions when the individual is asked to review manuscripts or applications, test products, conduct scholarly activities, or be permitted to undertake work assisted, supported, or sponsored by outside sources must be revealed to the VPAA, sponsors, journals, and funding agencies.
4. Full-time faculty members should reveal conflict of interest involving family members, including the hiring or evaluating of a family member as an employee or consultant for any project supported by funds administered through the A.U.K.
5. Full-time faculty members should reveal any conflict of interest involving A.U.K purchasing of equipment, supplies, or services from a source in which they or their families have a substantial interest.

4. Prohibition of Discrimination and Harassment

The AUK community is committed to a diverse and dynamic learning, working, and living environment. The policy Prohibiting Discrimination and Harassment is covered in detail under that section in the *Academic Bulletin*.

CHAPTER V: CESSATION OF EMPLOYMENT

1. Dismissal of Faculty

Dismissal of faculty before the expiration of an appointment may only occur for adequate cause. Such cause shall be related directly and substantially to the fitness of an individual's professional capacity as a faculty member. This does not apply to cases of program reduction or financial exigency. Dismissal shall not be used to restrain faculty members in the exercise of academic freedom; in the right to criticize university policies and practices; in the exercise of free speech as a citizen, or in private life.

1.1 Faculty Academic Warnings and Dismissal & Grievance Committee

1.1.1 High standards of teaching and professional conduct are expected from all AUK Faculty members.

Consistent failure of faculty members to comply with the practices and procedures outlined in this handbook may lead to an academic warning.

Current faculty contracts are for 1 to 3 years duration. With unsatisfactory professional performance, contracts will not be renewed. Those with two and three year contracts who receive academic warnings may find their longer contracts curtailed.

An academic warning is a very serious issue. Two warnings on significant issues can result in a dismissal.

1.1.2 An academic warning may be given for one or a combination of failures to meet the requirements outlined in this handbook, including the following. Refer also to the Code of Conduct.

1. Consistently poor results from student evaluations (for at least 2 semesters)
2. Repeated failure to supply unique final examinations
3. Failure to publish and be available for office hours (each syllabus is to show 1 hours per week for each section taught)
4. Repeated lateness to class and/or failure to begin class on time. Lateness to class will be included in the faculty member's file through a Tardiness Report. Three or more Tardiness Reports in any one term may result in disciplinary action up to and including suspension of teaching duties.
5. Frequent failure to provide adequate cumulative course grades
6. Failure to insert grades into myCourses in a timely fashion
7. Failure, without reasonable cause, to attend meetings
8. Failure to comply with reasonable rules

1.1.3 Causes for immediate dismissal will normally be restricted to:

1. Substantial neglect of teaching or other academic duties
2. Incompetence or dishonesty in teaching, research, administration or contractual responsibilities
3. Personal conduct that substantially impairs the individual's fulfillment of institutional duties, including inappropriate relationships with students
4. Conviction of a felony offense or an offense of sufficient gravity
5. Moral turpitude

1.2 *Faculty Grievance Committee*

A Faculty Grievance Committee, consisting of four senior, full-time faculty members will be drawn by lot. This committee will select its own chairperson and secretary for reporting purposes. The functioning of this committee will be defined through cooperation between the Office of Academic Affairs and a committee designated by the Academic Senate. Faculty members who feel unfairly treated due to academic warnings, or notice of dismissal, have recourse to this committee. Appeals should be directed to the Chair of the Academic Senate.

2. **Faculty Resignation**

All full-time faculty appointments are required to provide a minimum of three months' (90 days') notice unless otherwise provided by the local labor law; part-time faculty are required to provide a minimum of one months' resignation notice. In all cases a letter of resignation or retirement should be addressed and submitted to the VPAA. Either hardcopy or electronic submittal is appropriate.