



AL AKHAWAYN UNIVERSITY FACULTY HANDBOOK

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AL AKHAWAYN UNIVERSITY

FACULTY HANDBOOK*

Foreword

by Dr. Moncef Lahlou & Dr. Connell Monette, AUI Faculty Handbook Review Committee

According to the Royal Dahir, the mission of Al Akhawayn University is to provide higher education programs covering various fields of knowledge and allowing for diversified training programs that are adapted to the changing needs and evolving knowledge; to contribute to the mastery and utilization of advanced technologies; to undertake scientific and technical research programs in any field of national and international interest; to promote continuing education and the development of knowledge and its dissemination; and to take part in the training of highly qualified executives.

Al Akhawayn University is dedicated to shared governance of the institution. This is evidenced most visibly in the establishment of the Academic Council, which serves as the primary decision making body within the University, and is responsible for all matters related to the shaping of (or changes to) university policy and curricula. Further, Al Akhawayn University also promotes shared governance through faculty leadership and cooperative participation of faculty in the Strategic Planning of the University. Each year, faculty work together in teams in order to better assist the University in designing and meeting its strategic goals, as the University develops and adapts to the competitive global market. The Academic Council of Al Akhawayn University serves as an advisory board to the President of the University. It is composed of the President, the Vice-Presidents, the Deans and Directors, and representative faculty from each of the university's Schools (SBA, SHSS, SSE), and its Centers (Language Centre, Centre for Academic Development). The Academic Council meets each semester to discuss important issues related to university governance, curricula, and policy, and also serves to disseminate policy and curriculum updates to the University faculty.

This Faculty Handbook is the result of several years of authorship and editing. At the request of the Academic Council in early 2009, a committee was formed to edit the Handbook into a finalized and publishable form. In early stages of editing, it was reviewed and revised with the assistance of members of AC and non-AC faculty. In December 2009, a draft of the Handbook was disseminated to the Academic Council for its feedback and comment; this was repeated later in Spring 2010. At the meeting in May 2010 of the Academic Council, the Faculty Handbook was approved as the official Faculty Handbook (version 1.0) of Al Akhawayn University.

Al Akhawayn University Faculty Handbook is designed to provide a clear statement of the University's Human Resources policy. The policies contained in this handbook are in keeping with the values and goals of the University. These policies should be used to inform and guide day-to-day human resources decisions. These policies have been developed to guide the University into the future while at the same time respecting the past. Reflected here are the guiding principles of Al Akhawayn University's Islamic heritage, a commitment to community and service, and respect for fairness, along with recognition of legal mandates. Reflected in these policies is also a philosophy that focuses on balancing the successful management of people and the business of the University.

* This Handbook has been modeled on and adapted from faculty handbooks of North American universities, and incorporates sections from other publications of the AUI Academic Council.

PURPOSE OF THE HANDBOOK

This handbook is published and maintained as a guide for Faculty and Officers in order that human resources matters can be handled more consistently and equitably throughout the University. These policies have been developed using the rules and responsibilities that are common in our institution. If a school or department of the University wishes to issue its own memoranda or other statements related to Human Resources policies, they must be consistent with this handbook unless approval is granted by the Vice President for Finance and Administration or the Vice President for Academic Affairs. This handbook supersedes all inconsistent memoranda and statements as well as prior personnel policies and procedures.

The Al Akhawayn University Faculty Handbook is designed to be the primary reference document for communicating and interpreting human resources policies, programs, and procedures to people at Al Akhawayn University.

Separate memoranda or pamphlets with respect to the operation or administration of human resources-related functions and programs may be distributed to augment the provisions of this handbook.

Additionally, the handbook will be updated periodically to reflect changes in University policy and changes in the law. However, no provisions in this handbook, or in separate memoranda or pamphlets are, or should be construed as, an implied or expressed contract or guarantee of employment or contractual obligation of the University.

If proven inconsistent with the founding Dahir, or not serving the general goals of the University as stated in the mission statement, the University reserves the right to interpret, change, modify, add, delete or not apply all or part of the provisions of this handbook at any time.

STATEMENT OF EQUAL EMPLOYMENT OPPORTUNITY

It is the policy of Al Akhawayn University to provide equal opportunity in all aspects of employment for all persons, to prohibit discrimination in employment because of age, citizenship, color, disability, marital status, national origin, race, religion, personal appearance, family responsibilities, matriculation, political affiliation, sex, or sexual orientation or other unlawful factors; to prohibit sexual, racial and other forms of unlawful harassment; and to promote the full realization of equal employment opportunity through a positive, continuing, result-oriented program of action throughout the University.

Responsibilities

As a diverse organization, Al Akhawayn University offers these policies as a framework within which to make human resources decisions in a Moroccan institution. Although progressive and flexible, the policies provide sufficient framework where our best employees can excel and where we can address the deficiencies of those who cannot meet legitimate job performance standards.

The policies give supervisors and managers the ability to make decisions within a framework that promotes consistency and objectivity. With decision making comes responsibility. In each policy there is a statement of the philosophy within which related decisions are made and a statement of where responsibility belongs. Many of the policies emphasize and articulate the two-way responsibility of the employer and the employee.

Applicability

This handbook applies to all Schools, Academic Units and Centers of the University. The policies described in this document apply primarily to academic staff only.

Benefits

The University offers several employee benefit programs that are not detailed in this handbook and that may be changed from time to time. They include retirement, health care, dental care, and tuition assistance. For details about these benefit programs, refer to your contract or contact the office of the Vice President for Finance and Administration.

Distribution and Interpretation

Note Once any amendments and then final approval have been obtained the following distribution will be implemented:

A copy of the University's Faculty Handbook is to be maintained in every School, Academic Unit and Center and other administrative departments. The master copy of the handbook will be maintained in the University Human Resources office and posted on the web.

Nothing in this handbook is considered confidential. It should be made available to and used for reference by any full-time faculty member in the University upon request.

Questions concerning the applicability and interpretation of the policies in this handbook should be discussed with and resolved by the University Human Resources office. The University President has the authority to review and grant requests for exceptions to policies in this handbook.

STATEMENT OF INTELLECTUAL RESPONSIBILITY

Introduction

Every person's education is the product of his or her own intellectual effort and participation in a process of critical exchange. Al Akhawayn University cannot educate those who are unwilling to submit their own work and ideas to critical assessment. Nor can it tolerate those who interfere with the participation of others in the critical and learning processes. Therefore, the University considers it a violation of the requirements of intellectual responsibility to submit work that is not one's own or otherwise to subvert the conditions under which academic work is performed by oneself or by others.

Article I Student Responsibility

Section 1. In undertaking studies at Al Akhawayn University every student agrees to abide by the above statement.

Section 2. Students shall receive a copy of the Statement of Intellectual Responsibility with their initial course schedule at the beginning of each semester. It is the responsibility of each student to read and understand this Statement and to inquire as to its implications in his or her specific courses.

Section 3. Orderly and honorable conduct of examinations is the individual and collective responsibility of the students concerned in accordance with the above Statement and Article II, Section 3, below.

Article II Faculty Responsibility

Section 1. Promotion of the aims of the Statement of Intellectual Responsibility is a general responsibility of the Faculty.

Section 2. Every member of the Faculty has a specific responsibility to explain the implications of the statement for each of his or her courses, including a specification of the conditions under which academic work in those courses is to be performed. At the beginning of each semester all members of the Faculty will receive with their initial class lists a copy of the Statement of Intellectual Responsibility and a reminder of their duty to explain its implications in each course.

Section 3. Examinations shall be proctored to ensure the integrity of the assessment process. The instructor shall be present at examinations at appropriate times to ensure that examinations take place under appropriate conditions.

STATEMENT OF FREEDOM OF EXPRESSION AND DISSENT

Al Akhawayn University prizes and defends freedom of speech and dissent. It affirms the right of teachers and students to teach and learn, free from coercive force and intimidation and subject only to the constraints of reasoned discourse and peaceful conduct. It also recognizes that such freedoms and rights entail responsibility for one's actions. Thus the University protects the rights of its members to express their views so long as there is neither use nor threat of force, nor interference with the rights of others to express their views. The University considers disruption of classes (whether, for example, by the abridgment of free expression in a class or by obstructing access to the place in which the class normally meets) or of other academic activity to be a serious offense that damages the integrity of an academic institution.

STATEMENT ON RESPECT FOR PEOPLE

Respect for the rights, dignity and integrity of others is essential for the well-being of a community. Actions by any person which do not reflect such respect for others are damaging to each member of the community and hence damaging to Al Akhawayn University. Each member of the community should be free from interference, intimidation or disparagement in the work place, the classroom and the social, recreational and residential environment.

FACULTY WORKLOAD

The primary responsibility of AUI is the provision of undergraduate and graduate education of the highest quality to its students. The criteria for admission to these programs are designed to provide the University with evidence that the student is capable of meeting the institution's academic expectations.

The University expects its faculty to be effective classroom teachers and to be accessible to students who need assistance with formal class work and/or guidance in the pursuit of independent learning.

All faculty are expected to stay current in their fields of study and are encouraged to make original contributions thereto.

Effective educational programs are dependent upon continual review and assessment by faculty, students and academic administrators. Thus, all faculty are expected to be knowledgeable of the curriculum in their own and other departments of the University to participate formally when called upon in the development and revision of curricula.

It is the judgment of Al Akhawayn University that the foregoing responsibilities and expectations can be met within the following workload guidelines.

Standard and Equivalencies

The standard teaching load at AUI is twelve semester credit hours of instruction in organized undergraduate classes each long-term semester and three/four credit hours during the summer session. The minimum load for each faculty member paid full-time, excluding teaching assistants who are pursuing degrees, is nine semester credit hours of instruction in organized undergraduate classes each long term semester, with adjustments only as follows.

1. One semester-credit hour of organized graduate instruction is equal to one and one-half semester credit hours of organized undergraduate instruction.
2. One semester credit-hour of teaching a large class (above 50) is equal to one and one-half semester credit hours of organized undergraduate instruction.
3. Where classes commonly meet more hours per week than the semester credit hours granted (e.g. physical education, laboratory classes, and Language Center classes) classroom hours shall aggregate to a maximum of 20 for a full-time load.
4. Teaching credit for the direction of Master's theses shall be granted only during a fall or a spring semester and on the basis of three semester hours of organized undergraduate instruction for the accumulation by a given faculty of six students having enrolled to do research (for dissertation) courses assigned to the faculty member; provided that (1) the equivalency may be granted within available funding and without adverse effect on academic department teaching responsibilities, and (2) a given student enrolled to do research may be counted no more than twice --once each in two different enrollment periods-- for credit toward the faculty member's cumulative total.

Where a faculty member teaches in more than one of the adjustment categories noted above, the teaching load shall be proportioned among the categories, but the faculty member's teaching load must be equal at least to nine semester credit hours of instruction in organized undergraduate classes.

All adjustments shall be approved by the Board of Deans and Directors, and reported to the Office of the VPFA and Office of VPAA, and the President within 45 days after the close of registration for each long term semester.

Exceptions to the foregoing limitations may be made as follows:

- 1 A reduced teaching load may be granted for a faculty member who is coordinator, or head of a comparable administrative unit.
- 2 A reduced teaching load may be granted for extraordinary formal academic advising or significant administrative responsibilities (temporary) relating to the institution as a whole, e.g., Program Coordination. The total of such reductions shall not exceed two three-hour undergraduate organized courses or the equivalent.
- 3 No exception shall be made for coaching activities of teachers who are also athletic coaches.

The aforementioned exceptions may be granted only upon approval of the Deans and Directors of AUI. Copies of the approval shall be filed with the Office of the VPFA and the Office of the VPAA within 45 days after the close of registration for each long term semester.

ADMINISTRATIVE RESPONSIBILITIES FOR MONITORING AND REPORTING FACULTY WORKLOADS

Program Coordinator

1. It is the responsibility of the Undergraduate Coordinator and/or Graduate Coordinator to assign faculty workloads in accord with current applicable policy. Except as specifically authorized, a faculty member's teaching assignment will be equivalent to the standard teaching load of twelve or more semester credit hours in organized undergraduate classes, with the exception of the cases listed above (Standard Equivalences 3)
2. It is the responsibility of the School Dean or Center Director to prepare an official report of the workload assignment of each faculty member teaching in the school or center each semester according to an established calendar. The Dean/Director and each faculty member will by signature on the workload report certify that each workload assignment is in accord with applicable policy.
3. It is the responsibility of the School Dean or Center Director to recommend exceptions to the standard workload requirement and to provide such documentation as necessary to justify that recommendation. Recommendations for exceptions must be made judiciously.

Dean / Director

1. It is the responsibility of the Dean of the School / Director of the Center to monitor the work of coordinators to assure that the university's workload report for each faculty member has been executed.
2. It is the responsibility of the Dean of the School / Director of the Center to review all recommendations from coordinators for exceptions to the standard workload and to recommend to the Vice President for Academic Affairs their approval/disapproval. Endorsements of exceptions must be made judiciously.

Vice President For Academic Affairs

1. It is the responsibility of the Vice President for Academic Affairs to monitor the procedures for reporting and certifying faculty workloads.
2. It is the responsibility of the Vice President for Academic Affairs to forward one copy of the faculty workload reports to the appropriate office for entry into the University's database and to have the original faculty workload reports filed for possible future review.
3. It is the responsibility of the Vice President for Academic Affairs to see that the Faculty Workload Report is prepared for review and action by the Deans and Directors.

President

It is the responsibility of the President of the University to submit to the Board of Trustees the Faculty Workload Report for their review and action.

Overload Assignments

Overload teaching assignments may be necessary to meet the department's teaching obligations.

A faculty member who accepts an overload assignment must certify that the overload responsibility will be fulfilled above and beyond the standard work-week for which he/she has already contracted. Provision for a lower workload in subsequent semesters may be used to balance workload across the year.

SABBATICAL AND OTHER LEAVES

A faculty member whose performance is consistently evaluated as superior may apply for a sabbatical leave every seven years. If the application is granted, the University would cover up to 50% of such a faculty member's yearly AUI salary. The sabbatical leave is given for the purposes of study, teaching, research, writing, and/or special appointment to or affiliation with institutions or organizations providing training, resources or fellowships. Sabbatical leave may be granted under the following circumstances:

- Demonstration of positive benefits of the sabbatical activity both to the individual faculty member and to AUI
- Clear description of funding, resources and duties assigned to applicant
- Provision of a statement of purpose relevant to the employee's domain or research interests
- Specific time frame to coincide with semester dates at AUI
- No more than 12 months of leave is requested
- An application submitted to the faculty member's School/Center at least twelve months prior to the planned sabbatical period, approved by Dean/Director and the VPAA.
- Official invitation or assignment to an educational or research institution, government or non-government organization

The granting of sabbatical leave will be contingent upon the School/Center's ability to find a suitable replacement for the faculty member requesting the sabbatical leave and upon the School/Center's presenting plans to ensure its functioning with no disruption in the absence of the leave-taker. Final decisions for the granting of sabbatical leaves will be made by the President on a case-by-case basis.

POLICY: #1 EMPLOYMENT CATEGORIES

STATEMENT

Al Akhawayn University has established categories of employment into which academic staff are classified based on different types of contracts.

RATIONALE

The University will classify all faculty members covered by these policies into specific employment categories. Employment categories help determine employee and management responsibilities and employee eligibility for employment benefits.

PROCEDURES

Categories

The University uses the following employment categories:

Regular Faculty Member -- An individual who is hired into a University position that is expected to be ongoing.

Academic and Administrative Professional -- An individual who is hired into a position that deals directly with the intellectual substance of the curricular and research functions of the University, advises on academic matters or is responsible for other aspects of student life that support students' academic success or supplement their curricular activities (e.g. deans and directors).

Senior Level Executive -- An individual who is hired into a position of Executive Vice President, Vice President, Associate Vice President, and other comparable managerial or

administrative positions, and managerial positions reporting directly to an Executive Vice President, Vice President, or The Ifrane School principal.

Adjunct Faculty Member --- An individual hired as a temporary replacement for a regular employee, for a special project or to meet additional workloads. Adjunct faculty are usually faculty whose primary attachment is to another Moroccan institution of higher education which allows outside, part-time contracts.

Part-time Employee---An individual hired into a University position that is expected to be for a fixed period greater than six months. Term status does not guarantee employment for the period in question.

Visiting Faculty Member--An individual whose primary attachment is to an institution other than AUI but who is invited for specific purposes for a fixed period of time. Included in this category are holders of scholarships, fellowships from international bodies and professors on sabbaticals.

Within employment categories, faculty members are identified as:

Full-time ---An individual with a regularly scheduled teaching and/or research program (or alternate full-time equivalent schedule as designated by the University).

Part-time---An individual regularly scheduled to work less than a normal teaching/research load, who is not on an alternate full-time equivalent schedule as designated by the University.

Work Year for Administrative Staff

The standard work year for functions performed by regular, term, senior level executive is twelve months. Where needed for proper functioning, departments may establish a work year of nine to twelve months (or the academic year).

Change in Status

The following guidelines govern changes in the status of the faculty member:

- Individuals who switch between regular, term, and senior level executive status will have no break in service for the purpose of University employment benefits.
- Individuals who change from regular, term or senior level executive status to temporary or special status (or the reverse) will be assigned a new hire date (starting date).
- Individuals who move to a new employment category receive the employment benefits of the new category; however, benefits do not carryover from the previous category except where required by law.

RESPONSIBILITY

The Human Resources department is responsible for administering the University's employment categories policy, in conjunction with the School Dean, Center Director and VPAA.

RESOURCE

For more information concerning employment categories, contact the Office of Human Resources.

POLICY: # 2 PROFESSIONAL LEAVE

STATEMENT

Al Akhawayn University has established guidelines concerning support of professional leave for academic employees.

RATIONALE

The University may support paid leave for administrative and academic employees for purposes of professional development or for related research and writing.

PROCEDURES

An administrative and/or academic employee who has completed seven years of full time service may be approved for professional leave for purposes of professional development or for related research and writing. Professional leave is subject to the approval of the Vice President for Finance and Administration, the Vice President for Academic Affairs, or the President if deemed to be in the best interest of the institution. Professional leave can be permitted up to ten weeks of leave at full pay. The Vice President for Academic Affairs, or the President should request a written proposal and follow up report describing the purpose and results of the leave.

RESPONSIBILITY

The Vice President for Academic Affairs and the President are responsible for approving or disapproving requests for professional leaves.

RESOURCE

For more information concerning this policy, please contact the office of the Vice President for Academic Affairs, or the President.

POLICY: # 3 PROFESSIONAL CONDUCT

STATEMENT

Al Akhawayn University employees are expected to behave in a professional, business-like manner at work, on University premises, and whenever representing the University. Employees are accountable for behavior outside of work that has a negative impact on the individual's ability to perform his/her responsibilities at work.

RATIONALE

To avoid damage to the integrity of Al Akhawayn University or its employees, and to protect the rights of employees, students, families, and the public, the University has established guidelines concerning professional conduct of employees.

PROCEDURES

Areas of conduct

The areas covered by this policy and standards of conduct include, but are not limited to the following (Schools and Academic Units may establish more specific guidelines.):

University Resources

Unauthorized use of telephones, copiers, fax machines, computers, courier services, postage, office supplies, and other business equipment and supplies is prohibited.

Personal Business

Employees may not conduct personal business during work hours or use University resources for personal business.

Professional Organizations

Employees who belong to outside professional organizations should ensure that association with the organization, its conduct or membership, does not negatively impact on the individual's ability to perform his/her duties at AUI. Employees should not represent themselves as official spokespersons for Al Akhawayn University unless authorized.

Visitors

Unauthorized visitors during work hours are discouraged.

Alcohol and Other Drugs

Being under the influence of alcohol or illegal or controlled substances when reporting to work, while on the job, or in connection with carrying out University responsibilities or on University premises is prohibited. In addition, possessing or selling illegal or controlled substances while on the job, in connection with carrying out University responsibilities or on University premises is also prohibited. This procedure is in addition to other University policies including those concerning a drug free workplace, and substance abuse by vehicle operators.

Smoking

Smoking is not permitted in any university academic or administrative building.

Dress Code

An employee's dress and appearance should be appropriate to the person's job functions and the performance standards established for his/her position. All employees are expected to maintain an acceptable level of grooming and hygiene. University expectations will not conflict with national statutes including those prohibiting discrimination based on ethnic or national origins.

RESPONSIBILITY

All University employees must follow the procedures outlined above, other University policies concerning employee conduct, and specific departmental guidelines.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about these policies.

POLICY: # 4 CONFLICTS OF INTEREST

STATEMENT

Al Akhawayn University employees must avoid conflicts of interest, or appearances of conflict, between their own personal or professional interests and the interests of the University. All University employees are covered by this policy, including those who have access to proprietary University information that could be used for personal benefit, to benefit a University vendor, potential vendor or a competitor of a vendor.

RATIONALE

To avoid damage to the integrity of Al Akhawayn University or its employees, the University has established procedures dealing with conflicts of interest.

PROCEDURES

Definitions

A conflict of interest may occur if an employee:

- 1) has an existing or potential interest, financial or non-financial, that may impair (or appear to impair) the individual's independent judgment when performing University responsibilities,
- 2) or receives or may receive a material, financial, or other benefit from knowledge of confidential or proprietary University information.

In addition, a conflict may occur if the above circumstances exist concerning a member of the immediate family or household of an employee, or an organization in which the employee or family member has a significant management, ownership, or material association.

Requirements of Employees

University employees must carry out their responsibilities to the University in a trustworthy manner and must be careful to avoid situations that could present a conflict of interest or an appearance of a conflict.

If an employee believes that he/she is involved in a matter, or is engaged in an activity, in which a conflict of interest may exist or arise, the individual must promptly and fully disclose the conflict to the appropriate superior officer, Dean or Director, refraining from further participation in the matter until the question is resolved and follow any directions given by the University concerning the matter.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about this policy.

POLICY: # 5 CONFIDENTIAL INFORMATION

STATEMENT

The University will safeguard confidential information concerning students, employees, University business, and other matters. Unauthorized accessing and/or disclosure of confidential information by University employees is prohibited and may result in legal penalties.

RATIONALE

Certain University educational, medical, financial, and other information are confidential and subject to specific national laws and regulations. Therefore all confidential information must be protected against unauthorized access and/or disclosure. Access to and release of information must be in compliance with legal requirements and policy.

PROCEDURES

Types of confidential information includes, but is not limited to, information concerning prospective, current or former students; current, former and prospective employees (employment, pay, health, insurance data, and other personnel information); University business, finances, or operations.

Restrictions and Violations

There are specific laws, University policies, and guidelines that govern the release of confidential information. Therefore, University employees may not obtain access to or provide confidential information unless their positions within the University authorize them to do so. Employees who receive requests for confidential information should seek direction from a supervisor or superior officer before responding.

Employees who violate the University's Confidential Information policy may be disciplined up to and including dismissal. Unauthorized accessing or disclosure of legally protected information may result in civil liability or criminal prosecution.

Media Contacts

Employees may not comment on University business to representatives of the press (radio, television, or print media) without authorization from the Executive Director of Development and Communication or the appropriate Vice President. Inquiries from campus media must be referred to the appropriate department head (or higher level of management).

Employees may not represent themselves as spokesperson for the University unless authorized to do so.

Subpoenas

Subpoenas and any other request or demand for the release of information for a legal proceeding must be referred to the Office of the Vice President for Academic Affairs.

RESPONSIBILITY

Supervisors are responsible for knowing the confidentiality laws, policies, and guidelines that pertain to their area. Supervisors are also responsible for informing employees about restrictions on confidential information. University employees must comply with this policy.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about this policy. Contact the Office of Development and Communication concerning media contacts or the Office of the Vice President for Academic Affairs concerning subpoenas.

POLICY: # 6 SOLICITATION AND DISTRIBUTION

STATEMENT

Except as is provided below, solicitation and/or distribution of written material is not permitted on University property without prior approval from the appropriate University administrator.

RATIONALE

Solicitation and distribution of written material by employees or outsiders is restricted to avoid unnecessary interruptions of University services.

PROCEDURES

This policy applies to University employees, vendors, representatives, and other individuals and organizations.

Restricted Activities

Solicitation and/or distribution include, but are not limited to the following activities:

- Raffles
- Sale of merchandise
- Posting or distribution of written material or notices
- Solicitation for membership in organizations
- Requests for support of social, community, or other organizations

Approval

Advance approval from the appropriate University Vice-President, Dean, or Hospital Administrator (or designee) is required for solicitation and/or distribution on University grounds or buildings.

RESPONSIBILITY

University employees, outside individuals, and organizations must comply with this policy.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about this policy.

POLICY: # 7 ATTENDANCE AND PUNCTUALITY

STATEMENT

Al Akhawayn University requires employees to be punctual and maintain satisfactory attendance. Employees must notify immediate supervisors in advance, and obtain approval for anticipated absences. Frequent or unscheduled absences and repeated lateness may result in disciplinary action.

RATIONALE

To accomplish its educational objectives, the University depends on employees to report to work regularly and on time.

PROCEDURES

Absence Notification

Employees are required to notify immediate supervisors of absences:

Scheduled Absences - An employee must notify the immediate supervisor to request approval in advance when an absence is expected for a full day or part of a day. This includes all planned absences including scheduled health maintenance or medical procedures and vacations. Departmental notification procedures should be followed.

Unscheduled Absences - When advance notice is not possible (because of sudden illness or emergency), the employee must call the immediate supervisor on the first day of absence. The employee should provide the reason for the absence, the expected return date, and respond to any reasonable questions asked by the supervisor. Departmental call-in procedures should be followed. If the employee is physically unable to contact the supervisor, because of illness or other unforeseen circumstances, the employee must have someone else call the supervisor and provide the information outlined above.

Subsequent Notification - An employee who is absent (without prior approval) for more than one day must contact the immediate supervisor on a regular basis to report the status of the absence. The supervisor may waive this requirement or designate another contact person for absence reporting.

Absence without Notification

Employees who do not notify their supervisors of unscheduled absences may be disciplined. More than three consecutive work days' absence without notice is considered job abandonment. The department may terminate the employee at the close of business on the third day. Job abandonment is a voluntary termination.

Compassionate and Emergency Leave

Compassionate and emergency leave may be granted at the discretion of the employee's immediate supervisor. Reasons for the granting of such leave may include bereavement, family related events, involving immediate family members (e.g. marriage), job interviews and other unpredicted events. An absence request form should be filed by the immediate supervisor, normally the Dean or Director.

Lateness Notification

Employees must follow department call-in procedures to notify the department of the reason for lateness and expected arrival time. Employees who are consistently late for work may be subjected to disciplinary procedures.

Recording Absences

Scheduled paid leave will be used for all approved and planned paid leave (vacations, scheduled medical procedures, health maintenance, etc.).

Unscheduled paid leave will be used when prior notification of an approved paid leave is not possible. Scheduled leave may be used after the unscheduled event, if it is related.

Leave Without Pay will be used when an employee has no paid leave available to cover an absence or when an employee's request for unscheduled paid leave is not approved.

RESPONSIBILITY

All University departments follow the guidelines outlined above. Departments may establish specific procedures concerning absences and lateness to meet operational needs.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about this policy.

POLICY: # 8 DISCIPLINARY ACTIONS AND DISMISSALS

STATEMENT

Al Akhawayn University recognizes that the purpose of discipline in most cases is to help employees improve poor or declining job performance, time and attendance problems, or conduct problems. The University ordinarily follows a system of progressive discipline to correct problems. Employees who fail to correct a deficiency after progressive discipline may be dismissed.

Certain violations and infractions, such as insubordination or failing to follow University or departmental policy, may be ruled sufficiently serious to suspend the normal progressive disciplinary process. Under these circumstances, any step in the disciplinary procedure may be used, including dismissal.

RATIONALE

The University and its departments set expectations for employees on 1) job performance, 2) time and attendance and conduct. Employees are responsible for meeting these expectations. Failure to do so will result in the University taking disciplinary action, up to and including dismissal.

PROCEDURES

Issuing Disciplinary Action

When an employee fails to meet University or departmental standards, the University will take steps to correct the situation and prevent further occurrences. The appropriate discipline may vary depending on the seriousness of the offense, the circumstances under which it occurred, prior problems, duties of the employee, length of employment, and overall work record with Al Akhawayn University

In order of severity, discipline can take the following forms:

1. Counseling
2. Oral warning
3. Written warning
4. Disciplinary suspension
5. Demotion
6. Dismissal

The use of progressive discipline before dismissal is left to the University's discretion based on relevant factors. In some cases, the University may decide demotion is appropriate. By establishing these procedures for disciplinary actions and dismissals, the University creates an atmosphere of transparency with its personnel.

A department must obtain the approval of the Vice President for Academic Affairs or the Vice President for Finance and Administration prior to dismissal of an employee.

Reasons for Discipline

Each of the following is considered by the University as reason for disciplinary action:

1. Poor time-keeping and attendance,
2. Poor work performance, and
3. Inappropriate conduct, such as a violation of a published University or departmental policy, rule, or regulation.

Progressive Discipline

Counseling

Normally, when the Dean or Director first identifies a discipline problem, the Dean or Director will privately counsel the employee and outline the steps necessary to correct the problem. The Dean or Director advises the employee that any further problem may result in further discipline.

The Dean or Director summarizes the counseling session in writing. One copy goes to the employee and one copy is kept in the employee's departmental file.

Normally, if a problem occurs that is in a different category (i.e., time and attendance, (2) performance, or (3) conduct) from the category covering the problem for which an employee has already been counseled but not warned, the dean/director should provide counseling regarding the new problem. This further counseling is not required when the employee already has two active formal disciplines.

Written Warnings

A warning may be issued when an employee has a problem in a category [i.e., (1) time and attendance, (2) performance, or (3) conduct] and the employee has been previously counseled for a problem in that category.

Under certain circumstances the problem may be sufficiently serious that written warnings may also be issued without prior counseling.

Disciplinary Suspension for Conduct Issues

Following a written warning for a conduct issue, disciplinary suspension may be appropriate when a conduct problem occurs within a 12-month period from the date of issuance of the warning.

An employee may receive a disciplinary suspension without prior notice, counseling, or warning when the violation is so serious that more severe disciplinary action is warranted. The supervisor must consult with the appropriate Vice President before a disciplinary suspension is issued.

The normal length of a disciplinary suspension without pay for a non-exempt employee is three work days and for an exempt employee a normal work week. If a department wants to extend the suspension period, the department head should contact the appropriate Human Resources department.

Dismissal after Progressive Discipline

If a problem occurs and the employee has two active formal disciplines (written warnings, disciplinary suspensions, demotions), the employee may be dismissed pursuant to progressive discipline. The two previous formal disciplines need not be for related problems or in the same general category as the new problem.

Formal disciplinary actions will cease to be active if no subsequent formal discipline is issued within 12-months of the date of issuance. Any formal discipline issued within the 12-month time frame from any prior formal disciplinary action will cause the prior formal disciplinary action to remain active until the employee completes 12 months after the new disciplinary action, without receiving any additional formal disciplinary actions.

Dismissal Without Prior Disciplinary Action

Under certain conditions, an employee may be dismissed without prior discipline and without notice or pay in lieu of notice. An employee's performance or conduct will justify such dismissal if any of the following conditions are present:

- An employee's level of performance or conduct is so unacceptable that it is significantly harmful to the institution.
- An employee's specific lack of competent performance or ethical conduct has caused or may cause direct damage to the business or reputation of the department or the University.

Examples of conduct justifying immediate dismissal are:

- Evidence of dishonesty, theft, vandalism, or other illegal activity;
- Violating any policy or rule concerning alcohol or illegal or controlled substances, including being under the influence of alcohol or illegal or controlled substances when reporting to work, while on the job, when carrying out University responsibilities, or on University premises;
- Possessing or selling illegal or controlled substances while on the job, when carrying out University responsibilities or on University premises; or violating the Drug-Free Workplace Policy or the policy on Controlled Substances and Alcohol Use Prohibition;
- Gross misconduct (including severe performance problems), disorderly conduct, violence, or gross insubordination;
- Falsification of time and attendance records or other University records;
- Unauthorized use, possession or storage of firearms, dangerous weapons, explosives, lethal materials or other potentially dangerous items on University premises or at University-sponsored activities, whether or not a license to possess the same has been issued;
- The use of tape recorders, hidden cameras or microphones, or other devices to make surreptitious recordings of telephone calls, conversations, or other exchange without the knowledge or permission of all persons whose words or images are recorded.
- Substantiated threats to any member of the University community.

This list of examples is not all-inclusive, and other conduct considered significantly harmful by the University can result in immediate dismissal without prior discipline.

Procedures for Issuing a Written Warning

Unless otherwise approved, written warnings must be issued within 10 working days of the last event causing the discipline problem. If additional time is needed to complete an investigation, the 10-day requirement may be extended with approval from the appropriate Vice President.

Written warnings must be recorded and include the following information:

1. The reason for the warning and related facts
2. Reference to previous counseling about the problem (if relevant),
3. The necessary steps to correct the problem,
4. The next disciplinary step to be taken if the problem is not corrected,

The Dean or Director will normally issue the warning to the employee in private.

Following disciplinary actions, it is the employee's responsibility to correct the problem identified. In addition, the supervisor should coach the employee to help correct the problem.

Termination of Senior Level Executives and Professionals

The terms of this policy regarding disciplinary action do not apply to senior level executives and senior level professionals. The employment of a senior level executive and a senior level professional may be terminated without prior discipline and without prior notice or pay in lieu of notice.

Senior Level Executive The appointing authority may terminate the employment of a senior level executive as he/she thinks is in the best interest of the University.

Senior Level Professional When termination of a senior level professional is proposed, written justification for the termination action will be provided to the President, appropriate Vice President, or other appropriate University official. The affected employee must be provided with a summary of the proposed reason for termination and an opportunity, no more than fourteen calendar days, to respond to the summary before a final decision is made. During this time the employee will be placed on paid administrative leave. After the employee's response is received or after the time frame for such response has expired, the University official to whom the justification for termination has been provided shall make a final decision regarding the termination and written notice of this decision provided to the employee.

RESPONSIBILITY

Departments are responsible for contacting the office of the VPFA in the event of or suspicion of theft. Departments are also responsible for consulting with the VPAA or VPFA before issuing a disciplinary suspension or dismissing an employee.

RESOURCE

Contact the Office of Human Resources if you have questions about this policy or if you would like more information.

POLICY: # 9 DISPUTE RESOLUTION

STATEMENT

The University's dispute resolution policy provides Faculty and Staff with a systematic review process to help resolve complaints about inappropriate treatment or actions that have not been resolved.

Every Faculty/Staff should discuss and attempt to solve disputes with the immediate coordinator, school coordinator, Dean or Director. If the issue cannot be resolved within the department or school, the employee may contact the VPAA.

RATIONALE

The University has established a dispute resolution policy and procedures to promote good employee/management relations. Faculty/Staff and managers should work effectively and expediently to resolve disputes at the lowest possible level.

PROCEDURES

Eligibility

All University employees are eligible to seek formal dispute resolution, except the following:

- Newly hired, probationary employees;
- Employees covered by a contractual grievance procedure;
- Senior level executives;
- Senior level professionals;
- Professional Librarians
- Temporary or special employees;

Employees who believe they have been discriminated against or harassed in violation of University equal employment policies should contact the Office of the appropriate Vice President. The University maintains a separate dispute resolution process for discrimination cases according to the University's Equal Employment Program.

Timing

The Human Resources department must receive written notice of a dispute within 30 calendar days of the disputed event.

Departmental Problem Resolution

An employee will first seek informal problem resolution with the supervisor. If the dispute specifically involves the supervisor or immediate administrative superior, the employee will discuss the problem with the next level of management.

The supervisor or higher level manager will investigate the complaint and take steps to resolve the problem. Coordinators, Deans and Directors are strongly encouraged to resolve disputes within their units. The higher level manager will document the issue, steps taken to attempt to resolve the problem, and the outcome. A written response will be presented to the employee.

If the employee believes the problem has not been resolved within the academic unit, the next level of dispute resolution is available.

Vice -Presidential Level Dispute Resolution

All dispute resolution must be initiated within 30 calendar days of the event with the Vice -Presidential representative designated to hear disputes. The representative will notify the employee's department, school, or unit that a dispute has been filed.

The Vice -Presidential representative will facilitate communication about the dispute between the employee and the unit. The representative and the department will investigate the problem and take steps to attempt to resolve the complaint.

A written response to the dispute will be given to the employee by the appropriate Vice President representative within 15 working days of the date the dispute was filed, unless additional time is needed in which case the employee will be informed of the expected date of response.

The Academic Advisory Council for Dispute Resolution

If the employee is not satisfied with the response reached at the Vice -Presidential level, the employee may submit the dispute, in writing, for a review by the Academic Advisory Council. A dispute resolution request must be filed by the employee within 10 working days after receiving a response from the Vice -Presidential representative.

The following are personnel actions that may be brought to the AAC Dispute Resolution Committee for review:

- Disciplinary suspensions
- Disciplinary demotions
- Dismissals

In the case of other personnel actions, the response by the VPAA or VPFA is final.

The AAC Dispute Resolution Committee will be convened to review the dispute within 15 working days after receipt of the written request for an AAC Dispute Resolution. If additional time is needed to convene the Committee, the 15 days may be extended. The employee and the employee's Dean will be notified in writing of the dispute resolution proceedings.

A faculty member seeking dispute resolution may select an individual to serve as an advisor during the proceedings. The faculty member has the right to request information, other than confidential personnel files or other information about another employee, or seek information related to the dispute. The academic unit or school may select an individual to serve as a representative during the proceedings. The school or unit may also seek information related to the dispute.

The Academic Advisory Council Hearing Committee

The Academic Advisory Council Hearing Committee may be asked to conduct an impartial review to determine the facts and circumstances of the case. The Hearing Committee will make a recommendation within 30 working days from the date the Committee first convenes. If additional time is needed to complete the review, the 30 days may be extended.

All information obtained during a dispute resolution hearing and the final recommendation of the Hearing Committee are confidential. Only information required to satisfy the reporting provisions of this dispute resolution procedure may be released unless otherwise approved by the President.

The Hearing Committee’s report, containing specific facts and findings, the basis for the recommendation, and the recommendation, will be submitted to the President. The President is responsible for the final disposition of the case within five working days after receiving the recommendation from the Committee. If the President needs additional time, the 10-day period may be extended.

When the President has reached a decision, the AAC's Chairman will communicate this decision in writing to the faculty member and the faculty member's Dean or Director. The decision of the President is final.

RESPONSIBILITY

All parties and at all levels are responsible for performing the tasks and duties outlined in this policy. Any dispute concerning proper procedures or standards under this policy is to be resolved by the President.

RESOURCE

Contact the Office of Human Resources if you have questions about this policy or if you would like more information.

POLICY: # 10 CODE OF CONDUCT FOR OFFICERS AND SENIOR ADMINISTRATORS

STATEMENT

This code sets prescriptive standards for the professional conduct of the officers and senior administrators of Al Akhawayn University with respect to the performance of their duties on behalf of the University. By "officers and senior administrators," this code means the members of the President's Cabinet and any other senior administrator designated by the President for inclusion hereunder.

RATIONALE

Institutions of higher education are entrusted by society with significant resources and concomitant responsibilities for creating, disseminating, and preserving knowledge through the processes of scholarly teaching, research, and service. The institution's officers and senior administrators must play a key role in assuring that high standards of ethical conduct and professional competence guide the institutional decision-making process at all times.

PROCEDURES

Statement of Institutional Standards All officers and senior administrators of Al Akhawayn University are expected to support the mission of the University as an institution of higher education, to remain knowledgeable about the University's structure, goals, policies, and educational offerings, and to carry out their duties in a manner that is consistent with the requirements of applicable law and in accordance with the *Dahir* (royal decree) and by-laws. In addition, all officers and senior administrators understand and are expected to adhere to the following standards in their capacities as administrative leaders.

Standards Relating To Officers' and Senior Administrators' Fiduciary Obligations

Officers and senior administrators shall:

- 1) Understand their fiduciary obligations as members of University administration;
- 2) Understand that they are under an enforceable legal duty to the University to direct and manage its affairs knowledgeably and prudently.
- 3) Read and be familiar with the University's charter and bylaws as well as and the *Dahir* establishing Al Akhawayn University.
- 4) Avoid conflict of interest that might cause injury or embarrassment to the University, and comply with the policy on Conflicts of Interest, which is reprinted below.

Standards Relating To Confidential or Proprietary Information

In addition to the obligations that are imposed upon them under other applicable University, campus, and departmental policies, officers and senior administrators shall:

- Honor their obligation to preserve the confidentiality of sensitive or proprietary information concerning the management and financial affairs of the University.
- Refrain from using sensitive or proprietary information to which they have access solely by virtue of their University positions for personal gain or in any other inappropriate manner. Maintain the confidentiality of the deliberations of the Board,

Cabinet, and other administrative bodies when those bodies meet in executive sessions.

Policy on Conflicts of Interest

It has been and shall continue to be the policy of AUI that each officer and senior administrator avoid any conflict, or appearance of conflict, between their personal interests and the interests of the University in dealing with any organization or individual when the officer or senior administrator is aware that such organization or individual:

- Has or seeks to have a business relationship with the University, or
- Has objectives or interests that may be adverse to the University's.

To that end, officers and senior administrators are expected to avoid conflicts of interest, to disclose any personal interest that may conflict with their obligations to the University, and to refrain from voting or otherwise influencing any decision on a matter in which such a conflict exists.

An officer or senior administrator is presumptively considered to have a conflict of interest when he or she or any "Related Individual" (as defined below):

Has an existing or potential "Management Function" or "Financial or Other Interest" (as defined below) that impairs or might appear to impair the individual's independence of judgment in the discharge of responsibilities to the University, or

Receives or may receive a material, financial, or other benefit from his or her access as an officer or senior administrator to University information.

A "Related Individual" is a spouse, a lineal descendant (or the spouse of same), lineal living ancestor (or spouse of same), or any other related individual if living in the same household (or spouse of same).

A "Management Function" means service as an officer, board member, or policy-influencing manager at an organization that is known by the officer or senior administrator to be doing business or seeking to have a business relationship with the University.

A "Financial or Other Interest" is: Ownership of five percent or more of the voting stock or controlling interest of an organization that is known by the officer or senior administrator to be doing business or seeking to have a business relationship with the University, or other direct or indirect dealings with an organization that is known by the officer or senior administrator to be doing business or seeking to have a business relationship with the University (for example, stock dividends or consulting fees) if such dealings result in benefits from cash or property receipts totaling 5% or more in one year.

The University's officers and senior administrators are men and women who inevitably are involved in the affairs of other institutions and organizations. Effective leadership cannot be provided by individuals who are entirely free from at least perceived conflicts of interest. Although many such potential conflicts are and will be deemed to be inconsequential, each officer and senior administrator is responsible for ensuring that the University is made aware of situations that involve personal, familial, or business relationships that could be troublesome for the University. To that end, the University has adopted the following procedures and safeguards.

Each officer and senior administrator will review this policy on Conflicts of Interest. Each officer and senior administrator will be asked to disclose annually any possible personal, familial, or business relationships that reasonably could give rise to a conflict of interest

involving the University, and to acknowledge, by affixing his or her signature to an annual disclosure form, that he or she is acting in accordance with the letter and spirit of this policy and has made all disclosures required under the terms of the policy. Any officer or senior administrator who believes that he or she has or may have a conflict of interest shall not participate or use any personal influence in the discussion of the subject or make any recommendations regarding the subject. An officer or senior administrator shall not vote on or participate in the consideration of any matter with respect to which an actual or potential conflict of interest exists, and shall not be counted in determining the quorum for action on such matter. The minutes of the meeting shall reflect that the officer or senior administrator did not participate in the discussion and abstained from voting.

Any officer or senior administrator who is uncertain whether he or she has a potential conflict of interest in any matter or who desires assistance in interpreting and construing the terms of this policy may seek advice from the University Counsel or the VPAA of the University. The President shall be the final decision-maker on conflict-of-interest questions. If any officer or senior administrator perceives the existence of a potential or actual conflict of interest involving another officer or senior administrator, he or she shall immediately notify the University Counsel.

All candidates for appointment to an officer or senior administrative position shall be advised of this policy prior to their appointment.

Implementation and Certification

On an annual basis, each officer and senior administrator will be asked to fill out and sign a Certificate of Compliance attesting to the fact that he or she has read the code and is in compliance with it. The completed certificates will be returned to the Vice President for Academic Affairs or his/her designee of the University for filing and safekeeping, and will be held in confidence by the Secretary except as it may be determined by the President in the best interest of the University to disclose information from the certificates as the President deems appropriate.

This policy is to be interpreted and applied in a manner that will best serve the interests of the University. In some cases it may be determined that after full disclosure to those concerned the University's interests are best served by participation by the individual despite an apparent conflict of interest. Under such circumstances, the President may authorize an exception to the provisions in this policy.

RESPONSIBILITY

The VPAA of the University has the ultimate responsibility to ensure that the outlined procedures in this policy are satisfied and that the employees affected by this policy are informed of any reporting responsibilities. The VPAA of the University will maintain a list of positions covered by this policy.

RESOURCE

Contact the VPAA of the University if you have any questions about this policy or if you would like more information.

POLICY: # 11 SEXUAL HARASSMENT

STATEMENT

Sexual harassment by employees or students at Al Akhawayn University is prohibited and perpetrators will be subjected to disciplinary action. Sexual harassment subverts the University's mission, diminishes the dignity of both perpetrator and victim, and threatens permanent damage to the careers, educational experience, and well being of our students, faculty and staff. Sexual harassment is especially serious when it occurs between teachers and students or supervisors and subordinates. In such situations, sexual harassment unfairly exploits the power inherent in a faculty member's or supervisor's position. Although sexual harassment often occurs when one person takes advantage of a position of authority over another, the University recognizes that sexual harassment may also occur between people of equivalent status. Regardless of the form it may take, the University will not tolerate conduct of a sexual nature that creates an unacceptable working or educational environment.

PROCEDURES

Definition

For the purposes of this policy, sexual harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature when: Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic advancement; or Submission to or rejection of such conduct is used as a basis for making an employment or academic decision affecting an individual; or Such conduct has the purpose or effect of interfering with an individual's work or educational performance, or of creating an intimidating, hostile, or offensive environment for work or learning. Sexual harassment may involve the behavior of a person of either gender toward a person of the same or opposite gender when that behavior falls within the operative definition of sexual harassment.

Supervisory Role

The University recognizes that Supervisors bear an important responsibility to deter sexual harassment, to investigate any such allegation that is brought to their attention and if warranted, to consult with the appropriate department programs about the situation. In addition, the supervisor must report the matter to a higher authority responsible for ensuring a prompt review and taking strong remedial and/or disciplinary action.

RESPONSIBILITY

University employees, supervisors and managers must comply with this policy.

RESOURCE

Contact the Office of Human Resources if you have questions or if you would like more information about this policy.

POLICY: # 12 ORIENTATION, TRAINING AND DEVELOPMENT

STATEMENT

The University strives to assimilate new employees into the organization through an active orientation program. Further, the University supports continued training and development for employees; however, the University recognizes there are organizational limits, such as budget, time, and staffing that dictate the extent of resources available.

RATIONALE

As an academic organization, Al Akhawayn University is committed to the orientation, growth, and development of the individual and supports targeting resources to accomplish that end. Recognizing that the organization is only as effective as its members and work teams,

Al Akhawayn University supports orientation and ongoing training and development efforts designed to: provide practical information in a timely manner; educate employees about relevant legal and regulatory issues; enhance the skills an employee uses in the current position; expand an employee's existing knowledge and skills to prepare for a modification or change in the current position; broaden an employee's existing knowledge and skills to prepare for future needs of the organization; encourage, respect and foster an appreciation of individual differences; and encourage an employee to pursue personal educational goals.

Orientation

University orientation occurs at two levels: organizational orientation and school or unit orientation. The appropriate Vice President's office will arrange for new employees to attend the University's Orientation Program during the first month of employment. School or unit orientations should be arranged by the respective dean or director.

Training and Development Program Costs

Training and development program costs may be paid by the University depending on the nature of the program and the financial resources available.

Time Away From Work

Time away from work for attending a class, training program, or conference may be considered work time and paid accordingly if the following conditions are met: The training program, class or conference is approved and related to the employee's current job or an approved career development program. The employee's attendance is required by his/her supervisor. All other requests for time away from work to attend training programs or classes must be processed in accordance with the current leave policies.

Resources for Internal Educational Programs

A variety of on-campus and on-site training and development resources are available at Al Akhawayn University, including

- Language Center
- Center for Academic Development and Study Skills
- Information Technology and Systems
- Executive Education Center

Contact the School or Center directly for information about courses and enrollment.

RESPONSIBILITY

The employee and the supervisor share the responsibility for individual work-related skill development and career growth. Each school or unit is responsible for approving and communicating the policy for university-funded training and development programs.

RESOURCE

Contact the appropriate Dean or Director if you have questions about this policy or if you would like more information.

POLICY: #13 RESEARCH GRANTS

Purpose

1. Encourage faculty to engage in research, development, and publication,
2. Provide seed money for further, more involved, research projects.

Scope

1. Grant projects are not expected to extend beyond one year,
2. The grant will cover some small equipment, documentation, research-related travel, research assistants' expenses, etc.
3. Proposed budgets are expected to vary greatly, but not going beyond a maximum of 100,000 Dhs depending on specific needs.

Eligibility

1. AUI faculty affiliated with the University's academic units and research centers,
2. Priority will be given to full-time faculty,
3. Applicants who have ongoing University research projects will be considered once they have completed them.

Criteria for Selection

Review Committees at the level of each academic unit will make recommendations to a University-Wide Committee chaired by VPAA. The following criteria are used to evaluate the grant proposals:

1. Overall strength and significance of the proposal,
2. Potential for attracting external sources of funding,
3. Impact on professional development of faculty member,
4. Significance for the applicant's academic field,
5. Supporting goals of school and producing benefits for AUI,
6. Making maximum use of resources available at AUI,
7. Enhancing faculty team-work, and
8. Involving students when possible.

Format of Proposal

Proposals shall consist of the following two parts:

A. Cover sheet:

1. Name, field, school affiliation, and contact information of investigator(s),
2. Project title,
3. Dates of proposed research activity,
4. Abstract of proposal (100 words or less),
5. Date submitted to the Dean or Director, and
6. Submitted to VPAA according to the submission dates indicated.

B. Full proposal:

1. Purpose,
2. Background and rationale,
3. Methodology including a distribution of tasks among team members,
4. Anticipated outcomes and implications,
5. Potential for further-funded research,
6. Timeline of project including the expected date of submission of report,
7. A budget, which shows needs and demonstrates attainability of goals within limits of requested funds.

Dates and Deadlines

Submission to School:	30 April.
Submission to VPAA:	31 May.
Notification:	30 June.
Availability of grant funds:	30 August.

Resource: If you have any questions about this policy contact the office of the VPAA.

FACULTY EVALUATION PROCEDURES¹

This Faculty Evaluation Policy and Procedures document is a revised version of the Evaluation Policy document approved in 2000. The purpose of the revision is to stipulate in detail the process by which faculty are evaluated for the purposes of contract renewal or non-renewal, as well as for decisions pertaining to academic promotion, salary adjustments and performance bonuses.

A transparent evaluation system for faculty helps engender confidence in the decisions taken by administrators regarding faculty promotions, contract renewals or non-renewals. Quality control is a mechanism that helps management; a full feedback loop requires understanding of the principle and acceptance of objective decision making. This process specifies the steps to be taken and the criteria upon which to base decisions, thus simplifying a practice that is often fraught with subjectivity and inadequate information. The system must be fair and transparent; it must facilitate expectation management; and it must give appropriate and differentiated recognition to faculty who distinguish themselves through high performance. To this end, the responsibilities are allocated to various stakeholders in the evaluation of faculty: namely, the faculty member, peers, supervisor and students. In order to fully implement the specifications of this proposed set of procedures, supervisors will need to take on a human resources management role and elaborate a framework at the level of each School and Center to implement the general University guidelines and requirements delineated in this document, taking into consideration the School/Center's specificities.

Section 1.1: AUI's Faculty Evaluation System

All full-time and part-time faculty members are required to comply with evaluation procedures to assess their effectiveness in the performance of their duties, as stipulated by the job description in their contract. Typically, a faculty member's contract includes a combination of the three components: teaching, service, and research. Still, specific positions at schools and centers may be teaching-only positions or may allow a faculty member to opt – together with the school/center's dean/director - for a non-research contract, stipulating only teaching and service responsibilities.

AUI's faculty evaluation system must ensure transparency, fairness, recognition and distinction based on performance, and expectation management. To this end, the University defines general system requirements, which are to be respected by all academic units. Each school/center is then asked to develop and propose its unit-level framework, which includes policies and regulations, adapted to its specificities and performance needs while complying with University-level requirements. Once approved by the University, the faculty evaluation system for each school/center will be used consistently for evaluating all its faculty members.

Following are the University's general requirements:

1. The evaluation system must ensure that the faculty member has access to information that outlines the major performance levels s/he may attain (at the end of an evaluation period) and the corresponding criteria and/or expectations for each performance level. Accordingly, each school and center will define/develop, validate with the VPAA, and communicate to its faculty members:

¹ Adapted from the Academic Council 2009 materials.

- a. the school/center’s own goals, and
 - b. clear and detailed guidelines for faculty evaluation. These guidelines must define the contractual expectations, and provide descriptions of the major performance levels – beyond minimal contractual expectations - that deserve recognition. Criteria used in performance levels consist of level of production in teaching, research, service and/or contribution to University life and student advising. This is meant to facilitate expectation management.
2. The evaluation must be outcome-based: the result of each faculty member’s evaluation must be based on his/her measurable achievements, with respect to teaching effectiveness, research production, and service, taking into consideration the school/center’s goals.
 3. The evaluation must be evidence-based: the faculty member has to submit evidence about his/her achievements that deserve recognition (e.g., innovative and/or highly effective teaching, quality of research production, impact of service work, etc.).

The following stakeholders have a role in evaluating each faculty member: the faculty member (through a self-evaluation), the school/center-level Peer-Evaluation Committee, coordinator(s), Dean/Director, and students.

It is worth noting that the goals of this evaluation system are three-fold: to ensure quality, to promote faculty’s professional development in line with institutional goals, and to recognize deserving faculty.

Section 1.2: Self-Evaluation

First-year and continuing faculty members complete an annual and a biannual report respectively, recording the achievements they have accomplished since the last evaluation period. This self-evaluation is based on the evaluation system developed by the school/center and approved by the VPAA. The self-evaluation process takes the form of a performance appraisal, which is the account of achievements over the period of evaluation, in support of application for promotion or retention. This appraisal is based on measurable outcomes achieved by the faculty member and is substantiated by documented evidence. It also defines plans and objectives for the upcoming evaluation period, to be used for mutual expectation management between the faculty member and his/her school or center.

Section 1.2.1: Procedures

The Dean or Director and the faculty member meet at the beginning of the evaluation period to discuss the evaluation system that is pertinent to their school or center. This discussion will revolve around the contractual stipulations (with respect to teaching, research, and service), the major performance levels defined by the School/Center, and the faculty member’s plans and objectives for the upcoming evaluation period. Towards the end of the evaluation period, the faculty member submits a record of his or her performance in the form of a self-evaluation file. This file constitutes the basis upon which the faculty member is evaluated for decisions regarding contract renewal, promotion, raise, bonus, or contract termination. It can also form the criterion by which a Dean/Director identifies the need for improvement, by simple reference to duties not completed or not accomplished in a satisfactory fashion.

Section 1.3: Peer Evaluation

Peer evaluation is an essential tool in the overall assessment of a faculty member’s performance, professionalism, reliability and support of their program’s standards and goals. In essence, all faculty members are evaluated by their peers on the basis of the faculty evaluation guidelines prepared by each School/Center. The key peers to be solicited in

faculty assessment are course coordinators (if applicable) for courses that the faculty member teaches, chairs of committees that the faculty member belongs to, and research partners or collaborators in projects. Schools and Centers should define precisely the mechanism by which the feedback is obtained from committee chairs, research partners, etc., about the performance of the faculty being evaluated. In order to help recognize the faculty member, the peers' evaluation present measurable outcomes achieved by or thanks to the faculty member's direct contribution.

In addition, a Peer-Evaluation Committee in each school or center reviews all candidates for renewal or promotion. This committee is an elected board of faculty members who systematically collect and review the reports of each faculty member from all concerned parties.

Section 1.3.1: Peer-Evaluation Committee

Each School/Center is responsible for electing every two years a Peer Evaluation Committee charged with the review of faculty performance for every evaluation period. This committee consists of at least four faculty members from the School/Center, with an eye to representing different faculty ranks and intra-School/Center academic disciplines

Section 1.3.2: Procedures

The chair of the Peer- Evaluation Committee will contact the faculty members who are up for evaluation by the first day of summer classes (for contract renewals that should start in Spring) or by mid-February (for contract renewals that should start in Fall). The faculty will be given one month to compile their evaluation file and submit it to the Peer Evaluation Committee through the Dean/Director. The Peer-Evaluation Committee will then convene to assess the faculty member's performance for promotion or retention, based on the University-level system and evaluation form and on the approved school/center-level framework for faculty evaluation. This committee assesses the faculty member's self-evaluation file by evaluating the evidence presented by the faculty member to support his/her achievement of measurable objectives. This committee relies solely on sources relevant to the performance being assessed, and keeps all data and outcomes confidential. Examples of sources include end-of-semester student evaluations, classroom observation by a knowledgeable peer, course portfolios, published work about teaching innovation, research publications, documentation about publication quality, grant letters for external research funding, production/documentation indicating successful completion of funded research project, documentation of impact through service, reports on faculty's collegiality and (new) faculty mentor's report).² The Peer-Evaluation Committee's report is submitted to the faculty member's Dean/Director, who requests the faculty member's reaction to the report and will take both the report and the reaction into consideration when performing his/her evaluation of the faculty member.

Section 1.4: Dean/Director's Evaluation

The faculty member's Dean/Director is responsible (i) for evaluating and reporting on the faculty member's performance in compliance with the University system and based on the approved School/Center's framework for faculty evaluation, and (ii) for making a recommendation for contract renewal, promotion, raise, bonus, or contract termination. The Dean/Director's evaluation takes into consideration the faculty member's self-evaluation, the Faculty Evaluation Committee's evaluation, the faculty member's reaction to the Committee's evaluation, the Coordinator(s) evaluation, and the Dean/Director's own

² The end-of-semester student evaluations, classroom observation by a knowledgeable peer, and course portfolios are all required documents as part of an evaluation.

appreciation of the faculty member's collegiality, professionalism and effectiveness in fulfilling his/her contractual obligations.

Section 1.4.1: Procedures

While performing his or her own evaluation, a Dean/Director may go back to the Peer-Evaluation Committee and/or the coordinator(s) with questions, comments, or requests for clarifications, additional evidence, or compliance with the University system or with School/Center's framework for faculty evaluation. The Dean/Director reports in writing on his/her evaluation of the faculty member's performance and makes a recommendation, which s/he discusses with the VPAA for approval. The Dean/Director then writes to the faculty member to inform him/her of the decision, which will only become final once approved by the President.

Where improvement in a given area is deemed necessary, the Dean/Director sets with the faculty member a written plan, with a time frame for the faculty member to accomplish the improvements.

Section 1.5: Student Evaluations

All courses at AUI require students to evaluate their own class instructors by completing individual mid- and end-of-semester course evaluations. This policy is in place to glean information in writing from students about how their instructor is performing the pedagogical, communication and assessment tasks of the learning program. It also helps to identify potential areas of student-instructor misunderstanding or mismatched objectives. Further it serves as a criterion for course distribution in subsequent semesters.

The student evaluations are meant to serve different purposes, depending on the time in the semester that they are administered. The mid-semester evaluation is for formative purposes and immediate feedback to the teachers as a source of on-going evaluation, so they can take students' comments into account and adapt their delivery, assignments, pedagogy, evaluation and/or interaction with the students. This evaluation should be completed by the middle of the term. The corresponding tabulated results are sent to the teacher for perusal and are not kept in the faculty member's evaluation file.

The end-of-semester evaluation is used for both formative and summative purposes. This evaluation should be completed by Week 14 of the term. Its goal is to provide students with a tool for formal feedback to the School/Center and to the faculty member on the attainment of course objectives, and to present the student's perspective with respect to opportunities for improvement. The results of this evaluation is part of a faculty member's evaluation file and is studied by the Peer-Evaluation Committee, to identify serious issues with a faculty member's teaching performance that require timely action, and to make summative recommendations based on trends over time coming out of student evaluations of a faculty member.

Section 1.6: Contract Renewal

Evaluation plays the primary role in contract renewal, subrank promotion, and applications for academic rank promotion.

Section 1.6.1: Renewal

When a faculty member is evaluated as complying with all requirements of the position and providing a clear contribution of quality to the educational activities of the institution, the

Faculty Evaluation Committee will recommend that the faculty member's contract be renewed. Otherwise, the Committee may recommend either a short-term extension (cf. Section 1.5.2) or non-renewal of the contract (cf. Section 1.5.3). In all cases, the faculty member under evaluation will be shown the committee's recommendation, to which s/he will respond in writing.

When a faculty member's contract is up, the Peer-Evaluation Committee recommends either Renewal or Non-Renewal/Termination. If in addition to contract renewal, the faculty member is up for his/her annual evaluation towards academic promotion, a salary raise or performance bonus may also be granted. This will be decided on the basis of the University-level criteria and of the approved school/center-level framework for faculty evaluation.

Section 1.6.2: Short-term Contract Extension

In cases where the faculty member has demonstrated a serious weakness or need for significant (re)alignment with institutional objectives, it is possible for the contract not to be renewed; this will typically be the case for faculty who are on their first contract with AUI. Alternatively, especially for a faculty member who has spent two years or more at AUI, areas of improvement will be specified, a plan and a time frame for achieving the improvement will be set, and the faculty member will be informed that performance will be re-evaluated in a specified period of time to allow the individual to improve. If the faculty member disputes the requirement for improvement, s/he may appeal to the VPAA, who may decide to appoint an ad-hoc appeals committee in consultation with the concerned Dean/Director to review their case.

When a plan is set for improvement, the contract may be renewed for a short period, e.g., for one year or one semester. Non-renewal of contract is recommended when (1) no plan is found to effect improvement in the short term, or (2) when agreed-upon improvement plan was not satisfactorily executed by the faculty member.

Section 1.6.3: Non-renewal

Contracts may not be renewed at the discretion of the employee or by the employer.

Section 1.6.3.1: Non-renewal by employer

Faculty members whose work, academic conduct, or compliance with contract requirements does not meet the specified standard will not have their contracts renewed. They will be given notice to this effect by March 1st in the case of a contract expiring in August, or by July 20 in the case of a contract expiring in December. If the faculty member wishes to dispute this decision, s/he has the right to appeal to the VPAA, who may decide to set up an ad-hoc appeals committee, after consultation with the concerned Dean/Director to review their case. The decision based on the ad-hoc appeals committee recommendation to confirm or not the non-renewal of the contract is final.

Section 1.6.3.2: Non-renewal by employee

In case the faculty member elects not to renew the contract of employment, this decision must be communicated in writing to the faculty member's Dean or Director by March 1st in the case of a contract expiring in August, or by July 20 in the case of a contract expiring in December.

Section 1.7: Academic Rank Promotion

Academic rank promotion will be offered to faculty members who comply with the criteria for excellence that AUI wishes to set as benchmarks. Faculty members can apply for rank promotion any time during the academic year, and the review for promotion is not necessarily aligned with the contract renewal. When being considered for a rank promotion, both a faculty member's overall academic performance as a university professor and his/her performance since the last rank promotion will be considered in the evaluation.

Section 1.7.1: Lecturer

The rank of lecturer is assigned to newly hired faculty who possess a Master's degree. Faculty appointed to Lecturer rank may earn academic rank promotion upon successful completion of the criteria stipulated for those ranks.

Section 1.7.2: Assistant Professor

The rank of Assistant Professor is assigned to newly hired faculty who meet the minimum academic qualifications required in their field. The minimum academic qualifications are a doctoral degree specializing in the area of the faculty position, or in a closely-related area. Faculty may also be appointed to the Assistant Professor rank if they have held such a rank at an accredited university, but such equivalence is not automatic and may be recommended by the Dean/Director on the basis of the hiring process.

Faculty may apply for academic rank promotion to Associate Professorship upon completion of at least four years of excellent performance at AUI. The criteria for promotion include the following:

Section 1.7.3: Associate Professor

Appointment to this rank or promotion from the rank of Assistant Professor requires:

- At least four years in a full-time position at the rank of Assistant Professor at AUI or an accredited academic institution or previous appointment to this rank at an accredited academic institution
- In the case of new appointments, account may be taken of professional experience and professional recognition.
- Quality of teaching
- Contribution to course/program development
- Quality of service
- Scholarly production in the form of a combination of the following:
 - Number and quality of publications (either text books, articles or reports)
 - Appointment to and fulfilling editorial duties, such as research journal refereeing or external readership;
 - Distinguished panel membership, in academic conferences or business colloquia
 - External research grants
 - Patents
 - Thesis supervision or outside readership on a thesis committee
- Evaluations from students, peers, and supervisors
- Contribution to the attainment of academic and institutional goals of the School/Center and the University.

Section 1.7.4: Full Professor

Appointment to this rank or promotion from the rank of Associate Professor requires:

- At least seven years in the rank of Associate Professor at an accredited academic institution or previous appointment as Full Professor in an accredited academic institution
- The same criteria outlined for Associate Professorship hold for promotion to Full Professorship. In addition, greater emphasis is put on (i) recognition by the international scientific community in the faculty member's field of endeavor, and (ii) the significance of the impact the faculty member's service has on the institution.

Section 1.7.5: Distinguished Service Professor

Appointment to this rank is made by the President upon a nomination process. The nominee must have an established record and reputation for service to the University, community, or the nation through sustained effort and success in the application of recognized skills and expertise to a particular social, business or technical problem, or to community endeavors over an extended period of time. Nominations for a Distinguished Service Professorship must include testimonials and materials that document the nominees' reputation, expertise and success.

Section 1.8 Standards for Faculty Evaluation

Section 1.8.1: School/Center vs University Evaluation Standards

Each school/center shall develop specific standards in any of the following evaluation items to adjust the evaluation standards to its particular characteristics. However, the University standards should be used as general guidelines by all academic units. The general standards of all academic units must:

- Be consistent with University requirements;
- Address the general activities;
- Address participation in general education activities;
- Specify the documentation or other evidence required to support evaluation of teaching, research or creative activity, and/or public service;
- Guarantee peer review;
- Ensure consultation between faculty members and chairpersons or Deans/ Directors before each individual recommendation is made final; and
- Be approved by the appropriate Dean, and the Vice President for Academic Affairs prior to application for evaluation purposes.

Section 1.8.2: General University Standards

The general activities to which consideration shall be given in any evaluation for purposes of promotion or recommendation for retention are:

Academic Credentials: (including degrees, special studies, and honors)

Teaching Capabilities:

Samples of course outlines

Course evaluations, summaries

Awards for teaching excellence

Research, publication and other activities concerning teaching

Evidence of innovative teaching

Courses taught at AUI
Courses taught at other universities
Other contributions to teaching excellence

Scholarly Activity:

Articles

Articles in international, refereed, scholarly journals
Articles or other scholarly work by commission
Articles or other scholarly work by request
Articles in local, refereed journals

Parts of Books

Part of scholarly book
Part of anthology
Part of encyclopedias or other resource books
Part of conference proceedings
Part of selected conference proceedings

Books

Validated inventions

Works of creative or cultural significance

Editorial Duties

Editor of Anthologies
Editor of international journals
Editor of national journals
Guest editor of international publications
Guest editor of national publications
Member of international editorial board
Member of national editorial board
Refereeing duties

Conferences (The conference title, the location and date of the conference, the title of paper presented, and the sponsor be identified in each case)

Plenary Papers
Papers by request
Papers presented
Conferences convened
Conferences attended
Grants

Other contributions to the university, the professional field (where relevant), and the community.

Coordination
Committees and sub-committees for the School/ Center
Committees and sub-committees for the University
Other Committees when appropriate
Consulting in a formal university-designed setup

Other contributions when appropriate

Section 1.9: Salary Raises, Performance Bonuses and Regulatory Salary Adjustments

At the end of each evaluation period, the President will determine the budget that will be allocated to recognize faculty performance. Except in case of unforeseen budget constraints, the University will aim for this budget to consist, on average, of: 2% of the University's faculty payroll in the form of salary raises and an additional 2% in the form of bonuses. A raise in salary is performance-based and does not simply award years of service at the university. A bonus is a one-time lump-sum awarded to a faculty member based on exceptional performance. In both cases, performance is evaluated by measurable outcomes and evidence, and as per the process and criteria delineated in the sections above.

The President will also decide about the Faculty Performance Recognition Budget to be allocated to each School and Center, based on the following criteria: (1) University budget constraints, (2) the School/Center's overall performance as a unit, and (3) the School/Center's contribution to the University revenue/overhead cost through external research grants, executive education and special programs.

Each School/Center will, in turn, make recommendations for a salary adjustment and/or a performance bonus for each of its faculty members being evaluated. Each School/Center will make recommendations with the aim to express recognition clearly and proportionally to faculty performance, rather than to distribute equally School/Center's Faculty Performance Recognition Budget among its faculty.

Although schools and centers that perform well and bring in significant external funds will have higher Faculty Performance Recognition Budgets, the University will support a school or center that is performing well (based on goals and objectives set with the University) but that does not have opportunities to bring in external funds. Likewise, coordination will be assured at the university level to mitigate impact on faculty who perform well (based on the University criteria and the approved School/Center's Faculty Performance Recognition framework for faculty evaluation) when their school/center's budget for Faculty Performance Recognition is not high.

In addition to performance-based salary increases and bonuses, a faculty member's salary could be adjusted after a number of years of work at AUI, in accordance with the regulations of the Moroccan Labor Law. Such regulatory adjustment, based solely on years of service, will only go into effect if the performance-based increase in the faculty member's salary has been less than the regulatory adjustment stipulated by the Moroccan Labor Law. This would be a clear indication that the faculty member's performance is less than expected, and that his/her performance needs to be improved.

Evaluation of Faculty members for purposes of retention or promotion or termination shall involve consideration of appropriate University requirements and procedures, taking into account the laws of the Kingdom of Morocco; the *Dahir*, being the decree by which AUI was created; and the University Bylaws as stated by the Board of Trustees.

FACULTY HIRING PROCEDURES

[As the text stands as of July 21, 2009 - from the Academic Council materials]

Preamble

The process used to attract and hire new faculty members at Al Akhawayn University shall be standardized across the Schools and Centers. The university must be seen by potential employees and indeed by existing employees as fair, transparent, and adhering to good principles and practices in Human Resource Management.

This document seeks to clarify procedure for the assessment of new faculty needs, the announcement of deadlines, recruitment criteria, positions, and conditions offered and to provide guidelines for quality assurance in this crucial process.

Introduction

The hiring of Faculty members shall involve consideration of appropriate University requirements and procedures, taking into account the laws of the Kingdom of Morocco; the *Dahir*, being the decree by which AUI was created; and the University By-laws as stated by the Board of Trustees.

Section 1.1: Procedures

The assessment of needs shall be conducted under the supervision of the Dean/Director in consultation with Academic Coordinators. The VPAA may be consulted for finalizing the decision about the number of positions to recruit for.

The timeline for identification of potential candidates is:

- Identification of needs for new faculty for fall and spring semesters shall be processed no later than February 1 and June 10, respectively.
- Advertisement of vacancy shall be done by February 10 and June 20. Positions will be advertised on AUI website, in the Chronicle of Higher Education and also in specialized discipline journals and job databases. Applications are to be submitted to the VPAA.
- Deans/Directors will inform current faculty of any intention not to renew their contracts by March 1 and July 20, for contracts ending in August and December, respectively.
- Current faculty will inform their Deans/Directors of their intention not to renew contracts by March 1 and July 20, for contracts ending in August and December, respectively.
- The ranking of short-listed applicants shall be made by March 15 and September 30 and the candidates to be informed immediately thereafter.

For Semester	Identify needs	Advertisement	Supervisor informs of non-renewal Employee informs of non-renewal	Short list candidates
Fall	Feb. 1	February 10	March 1	March 15
Spring	June 10	June 20	July 20	Sept. 30

Each School or Center will establish a Search Committee. The Search Committee shall consist of five (5) Members as follows: four (4) permanent faculty members from the School/Center, with an eye to representation by rank and intra-School/Center academic disciplines; and one (1) ad hoc faculty member, whose discipline is the same as or approximate to that of the position advertised. This member shall be chosen by the above four committee members and approved by the Dean/Director. The Chair of the Search

Committee shall be elected from four permanent faculty members. The term of office of the permanent members of the Search Committee shall not exceed two academic years, from August 25 to July 31. The permanent members of the Search Committee shall be submitted to the VPAA for approval.

A file will be compiled by the candidate for review by the Search Committee. The complete file shall consist of the following:

- A letter of application
- A Curriculum Vitae
- Unofficial copy of the transcript, when available
- Three (3) letters of references
- Statement of teaching philosophy and research interests
- Recent writing sample of no more than twenty (20) pages

All applications received shall be submitted by the Dean/Director to the Search Committee.

The short listing of candidates shall be left generally to the discretion of the Search Committee and the Dean or Director. However, the criteria used in the evaluation of faculty shall be followed, including:

- Academic credentials
- Teaching experience and capabilities
- Relevance of research to activities at AUI
- Scholarly activity
- University governance
- Mastery of English, except for candidates applying for teaching other languages

The Search Committee shall recommend the preliminary ranking of short-listed candidates to the Dean/Director for review. The Chair or the Dean/Director shall send letters of regret to unsuccessful candidates. The Dean and the Search Committee shall schedule interviews for appropriate candidates. The form of interviews shall be as follows, in terms of preference:

- Face-to-face interview at AUI and classroom demonstration
- Meeting with candidate outside AUI
- Videoconferencing
- Phone

The final decision, in order of preference, shall be communicated to the VPAA by the Dean/Director. The Dean/Director, in consultation with the VPAA, shall make an offer to the successful candidate. In the event of refusal by the first candidate, the Dean in consultation with the VPAA, shall make an offer to the candidate next in line.

The selected candidate shall be required to submit:

- A notarized/certified copy of the degree(s) or the original, if available, that will be returned later to the candidate
- An official copy of the transcript

Section 1.2: Contract Negotiation

This stage of hiring is carried out between Dean/Director and candidate, after the committee has determined the candidate's eligibility for the position. The selected applicant receives a copy of the contract s/he is meant to sign. This contract must clarify all expectations the university has of the employee, all limitations the university has regarding the welfare of the employee, and all remuneration, written in English and French in a comprehensible form. A job description for the position is also included.

The new hire is offered a contract at a rank. The ranks range from A to E and are determined by highest degree obtained, number of years in teaching or professional work since graduation, and other contributions to academia, industry, government or business. Using the faculty salaries at AUI (see Article 2: Contracts, Section 1.6) and the academic rank of the candidate, the Dean or Director makes a salary offer.

Section 1.2.1: Job Descriptions

All positions to be filled are fully described in terms of duties, responsibilities, teaching loads, and reporting procedures. The job description is the supervisor's criterion of measurement to attest to employee performance. Therefore, the employee must be aware of its conditions, so that satisfactory performance is attainable. The responsibility for maintaining and making available job descriptions lies with the Dean or Director of the centre. Shall job duties change over the course of the contract, the revised versions of the job must be communicated to all employees affected, so that they fully understand how they will be evaluated.

TERMINATION OF EMPLOYMENT (END OF CONTRACT)

At the end of any contractual period, employment at the University may be terminated at the will of the faculty member or the University, provided that either party advises the other in writing at least three months before the contract renewal date. However, the University reserves the right to terminate the contract if the faculty member engages in improper conduct in the last three months of the said contract. No representative of the University has the authority to enter into a contrary agreement with the employee, except the President of the University, or his or her designee. Any such contrary agreement must be in writing and signed by the Vice President for Academic Affairs or his/her designee and the employee.