

Anglo-American University

Faculty Code

A. Education Principles

In accordance with its mission AAU is committed to education which is modern, research-based, applied, effective, and carried out with personal attention to students. Therefore, all our faculty shall be led by the following four principles:

- (a) **Professionalism:** AAU instructors come to class prepared and on time. They follow the syllabus and the course schedule, and they do not cancel classes unless it is unavoidable. They hold consultation hours and encourage students to use them as a natural part of the learning process. They provide timely feedback to students, including grading, and respond to student emails in a timely manner. They treat grading, assignments and other information about students and their performance in a confidential manner.
- (b) **Interactivity:** AAU instructors do not just lecture; they use diverse teaching methods. They act as guides as they engage students in participative learning. They provide students with continuous and timely formative assessment which allows for and induces improvement of students' learning. They are attentive to student performance and modify their teaching activities accordingly.
- (c) **Complexity:** AAU instructors assess students early, continuously, and use diverse methods so that the assessment of student performance is accurate and complex. They invite guest lecturers, use real-life examples and show practical implications and applications to ensure that their teaching is always relevant and up to date. They show connections to other subjects and the wider context of their teaching. They teach students how to address and solve theoretical and practical problems in changing contexts, how to effectively communicate problems and their solutions, and how to take effective and responsible action.
- (d) **Dedication:** AAU instructors are enthusiastic and dedicated to their profession. They care about their subject; they care about education; and they care about students.

B. Faculty

1. General Provisions

- i. The faculty of AAU comprises persons appointed to AAU in pedagogy, research, development and other academic activities. Persons without an appointment may contribute as guest lecturers, thesis advisors or reviewers, etc. but are not considered AAU faculty.
- ii. Faculty, typically are engaged at AAU as
 - (a) permanent faculty on the basis of an employment contract,
 - (b) adjunct faculty on the basis of agreement on work performed outside an employment relationship, or
 - (c) external faculty, i.e., research fellows cooperating on ad hoc basis (AAU research projects) or lecturing fellows cooperating without any work agreement or employment contract, but with AAU affiliation.
- iii. Faculty are assured of all benefits detailed by the Labor Code and the Higher Education Act, as well as of all benefits offered to general AAU employees in accordance with their position and type of contract
- iv. Permanent faculty, except for researchers on project-based contracts, are specifically entitled to annual leave of eight weeks and a six-month sabbatical once every seven years under conditions set forth in the Faculty Hiring and Promotion Policy and applicable law.
- v. Faculty may perform work outside of the regular workplace, i.e., the campus, pursuant to Section 317 of the Labor Code, with the exception of teaching, consultation hours, examination, and service or administrative duties, which are mandatorily performed on campus or another workplace as agreed upon with AAU. Exceptions may apply per the decision of the President or designee.
- vi. Compensation for faculty is determined by a policy issued by the President. Adjunct faculty members with a teaching appointment are compensated on a per course basis according to their academic rank. For permanent faculty the policy sets forth salary ranges for respective academic ranks and degrees. Salary of permanent faculty can be no lower than the minimum of a salary range corresponding to their academic rank. The position within the salary range is determined pursuant to this Code and with consideration of market factors, meritorious performance, and each faculty member's qualifications, number of years of service, evaluation data, and professional development.

2. Ranks and Duties

- i. AAU’s internal faculty ranks are listed in Table 1. The ranks are further divided into degrees within the respective ranks as specified below. For permanent faculty the ranks are awarded within the teaching and research tracks.
- ii. Adjunct lecturers have duties in two areas: teaching and service.
- iii. Permanent faculty members on the teaching track have duties in the areas of teaching, service, creative, research or other professional activities, scholarship of application, and public outreach as set in the Faculty Hiring and Promotion Policy or the employment contract. The full-time teaching load equals eight courses per academic year which is usually equally divided into two semesters.
- iv. Permanent faculty members on the research track have a duty to conduct research. Their full-time teaching load is therefore reduced to six courses per academic year. Research Policy sets rules for the minimum required research output with AAU affiliation.
- v. The track of the permanent faculty members is determined by the relevant Hiring Committee at the moment of hiring and may be changed in the future according to the rules set in the Faculty Hiring and Promotion Policy.

Table 1. Faculty Ranks

Permanent Faculty – Teaching track	Permanent Faculty – Research track
Lecturer	Lecturer
Senior Lecturer	Senior Lecturer
Distinguished Senior Lecturer	Distinguished Senior Lecturer
Adjunct Faculty	
Adjunct Lecturer	
Adjunct Senior Lecturer	
Adjunct Distinguished Senior Lecturer	
External Faculty	
Lecturing Fellow	Research Fellow

3. Professional Rights of Faculty

In support of the AAU’s central functions as an institution of higher learning, a major responsibility of the administration is to protect and encourage the faculty in its teaching, service, research, and public outreach and to preserve conditions hospitable to these pursuits. Such conditions, as they relate to the faculty, include, for example:

- (a) free inquiry and exchange of ideas;
- (b) the right to present controversial material relevant to a course of instruction;
- (c) freedom to address any matter of institutional policy or action when acting as a member of the faculty whether or not as a member of an agency of institutional governance;
- (d) participation in the governance of the AAU as provided in the University Statute and other governance documents;
- (e) the right to be reviewed by one’s peers, in accordance with fair procedures and due process, in matters of promotion and discipline, solely on the basis of the faculty members’ professional qualifications and professional conduct.

C. Faculty Responsibilities

1. General Provisions

- i. General faculty obligations require faculty members to engage in ethical conduct and respectful communication; co-operate with Department Chairs, Deans, AAU committee members and other members of the AAU community; uphold AAU’s mission statement and values; encourage diversity and uphold academic freedom within the classroom; participate in peer reviews and student evaluations; respect and maintain confidentiality; and, to the best of their abilities, as dictated by the school’s resources, provide necessary accommodations for students with documented disabilities.
- ii. Specific faculty obligations are elaborated in the contract for both permanent and adjunct faculty in the Faculty Handbook.

2. Communication

- i. All faculty members are required to check their AAU e-mail regularly and respond promptly.
- ii. All faculty members are required to use the University approved learning management system and online-course platform and maintain accurate and timely information for students.
- iii. Faculty members are required to use their AAU e-mail address when communicating with students by email; they should address the students at their respective AAU accounts.
- iv. Faculty members are required to inform the Dean of their School or the Dean of Students about substantial problems with student performance. At minimum, the instructor must inform the Dean about any student who is on track to fail by the end of the first and second third of a term (typically by the end of the fifth and tenth week in case of an obligatory term).

3. Course Development and Maintenance

- i. All faculty members are required to use the AAU syllabus template as specified in the guidelines of the Vice President for Academic Affairs.
- ii. All course syllabi must be presented to the Department Chair for review and modification guidance and then to the respective Dean of School for approval by the date established by the School no less than one month before the start of the semester.
- iii. All copyrightable instructional materials created for AAU courses and used by AAU instructors, including course syllabi, are considered an employee work pursuant the Copyright Act.
- iv. Consultation hours for faculty members must be listed in their syllabi; hours should also be available to students at the instructor's School.
- v. Faculty members must submit their course grades, final assessments, attendance sheets, tests, and other documents specified by their School by the deadline(s) established by their School.
- vi. Faculty members cannot excuse a student's absence. Students must complete the Absence Excuse Request Form and supporting documentation and submit both to the Dean of Students for review.
- vii. In on-site accredited Degree Programs, instructors teach in person and on-site. However, due to serious external circumstances, on-site university instruction may be limited and some students may have to participate remotely and/or some class sessions may be delivered entirely online. Therefore, all courses are designed to accommodate remote students enabling them to achieve learning outcomes, and course syllabi reflect this. In justified cases, the School Dean may decide that a particular course is unsuitable for online instruction. In such a case, the school will notify the Admissions Office and the Student Services Center in a timely manner prior to the start of the registration period so that no students who are known to have remote status will be registered for that course.

4. Assessment

- i. Assessment techniques and structure (weights of individual elements) must be linked to course learning outcomes and clearly specified in the course syllabus, and must be presented and explained to students in the introductory session.
- ii. Students are to be informed about assignments at the beginning of a course. Assignments must be stated in the syllabus and must specify the aspects of the student's performance to be assessed as well as the weight of individual graded components. It is strongly recommended to provide students with the rubric that will be used for assessment. Faculty may not alter number of assignments or their structure or weights without prior approval from the Dean of the respective school.
- iii. Assessment of coursework at AAU must be early, continuous and diverse:
 - (a) Students should receive the first substantive feedback on their performance by the fifth week;
 - (b) Students should receive appropriate and sufficient written feedback on all assignments;
 - (c) All courses should be assessed minimally by three substantive pieces of work distributed over the semester;
 - (d) No single assessment piece should represent more than 35% of the final course grade.
- iv. To maximize the learning experience, it is important to provide students with performance up-dates throughout the semester. Reports due to the Deans of Schools as defined above in Section C.2.iv regarding underperforming students should also be shared directly with the affected students by their instructors.
- v. Faculty members must regularly correct assignments submitted throughout the semester. Comments and feedback must be supplied to the students within two weeks.

5. Class Cancellation

- i. Class cancellation is discouraged, but if unavoidable, faculty members should propose appropriate substitutes to the respective Department Chair if possible. If extenuating circumstances, such as serious illness, should arise that require more than two cancellations, arrangements must be made with the respective Dean of School. Class cancellations should be limited to situations that are unexpected and urgent and should not be used for holidays or unnecessary events.
- ii. The Dean of School and Department Chair must be informed in advance, or as soon as feasibly possible if an emergency makes advance notice impossible. Proper notification consists of an e-mail addressed to the respective Dean of School with the course code, name, date and time of the class listed; AAU reception should be included in the copy.
- iii. All cancelled classes must be rescheduled.
- iv. Faculty members are responsible for arranging a make-up session in the regular make-up slot as set forth in the Academic Calendar. For good cause, the Dean of School, after consultation with the respective Department Chair, may allow the instructor to organize the make-up session outside of these regular slots.
- v. Make-up dates may not be determined without consulting the affected students, the respective Department Chair, and the Dean of School. No required in-class assignments, quizzes, tests, etc. may be scheduled during a make-up session, AAU break or on a public holiday.

D. Faculty Hiring and Promotion

1. Hiring

- i. Adjunct faculty and external lecturers are appointed by the Vice President for Academic Affairs on the nomination of the respective Dean of School in consultation with the respective Department Chair. Research fellows are appointed by the Director of Research on the nomination of the respective Dean of School in consultation with the respective Department Chair and Vice President for Academic Affairs.
- ii. By default, the appointment is open-ended but lapses after three semesters with no teaching duties or when it is explicitly terminated by either party.
- iii. Only adjunct faculty with a valid appointment can be assigned teaching by the Dean of School and subsequently hired by the Vice President for Academic Affairs.
- iv. Permanent faculty members are hired by the Vice President for Academic Affairs on the nomination of Hiring Committee of the respective School in accordance with the AAU Faculty Hiring plan. Prior approval by the Director of Research is required for faculty on the research track. If the Dean of School proposes to permanently hire an instructor who has been an AAU adjunct for at least three years, the nomination may be made by the Promotion Committee, and an open call need not be launched. Special provisions apply to faculty hired to administrative positions of Dean of School or Vice President.
- v. The AAU Faculty Hiring plan, prepared by the Vice President for Academic Affairs in consensus with the Director of Research, sets out the number of employment positions in respective ranks to be opened at individual Schools in the next two academic years and is submitted annually to the President for final approval after consultation with all Vice Presidents and Deans of Schools.
- vi. The Hiring Committee has no less than five members and is appointed ad hoc by the Dean of the School which is hiring. The Committee may be presided over by the Dean of School and must consist of the respective Department Chair, an expert from outside AAU, and AAU permanent faculty members at a rank preferably not lower than the candidate. The Dean of School is encouraged to involve students in participating at teaching demonstration or the Hiring Committee, whenever possible. Should a candidate for hiring serve as Dean of School or have a joint appointment for more than one School, the AAU Hiring Committee will be appointed and may be presided over by the Vice President for Academic Affairs.
- vii. Newly hired permanent faculty members in both the research and teaching track shall obtain a fixed-term contract for up to three years. For a good cause, the Vice President for Academic Affairs may decide to offer an open-ended contract.
- viii. The fixed-term contract can be renewed twice following a review of the Promotion Committee before a final decision is made to offer the faculty member an open-ended contract or the employment relationship is terminated. The review shall be made at least six months prior to expiration of the contract.
- ix. Should a faculty member be appointed or hired to a non-entry rank, advance approval by the Academic Council is required unless they hold an external title equivalent to the respective AAU rank from an accredited institution. Ranks awarded to AAU adjunct faculty shall be considered equivalent to the ranks in the teaching track. Upon final

approval, the faculty member will be assigned the minimum required number of promotion points reflective of the respective rank as set out in the Faculty Hiring and Promotion policy.

- x. Faculty can be appointed to a non-entry rank without the advance approval of the Academic Council; however, any such temporary appointment shall expire no later than the immediate next meeting of the Academic Council.
- xi. The Hiring Committee shall consider a previous academic position at an accredited institution as equivalent to AAU promotion points. Should a previously appointed adjunct faculty member be hired to an employment position, the previous academic career considered in the hiring process comprises all relevant activities up to the point of the adjunct appointment.

2. Performance Review and Promotion

- i. Faculty members are promoted by the Vice President for Academic Affairs on the recommendation of the respective Dean of School or the Promotion Committee. The Vice President for Academic Affairs cannot deviate from the recommendation without a good cause. Advance approval by the Academic Council is required unless the faculty member holds an external title equivalent to the respective AAU rank from an accredited institution.
- ii. The Promotion Committee has no less than three members and is appointed ad hoc by the Dean of the respective School. The Committee is presided over by the Dean of School and must consist of the respective Department Chair and AAU permanent faculty members at a rank preferably not lower than the candidate. Should a candidate for promotion serve as Dean of School or have a joint appointment for more than one School, the Promotion Committee will be appointed and may be presided over by the Vice President for Academic Affairs.
- iii. The AAU Faculty Hiring Plan is reviewed every year. It sets the targets for hiring new faculty, and for possible overall increase in faculty compensation.
- iv. The Academic Quality Assurance Board shall set the rules for monitoring overall academic quality as concerns activities of both teaching and research faculty, Department Chairs and Deans of Schools. The Vice President for Academic Quality shall provide feedback on monitoring results to AAU management, as well as assessed individuals.
- v. The performance of permanent and adjunct faculty members is reviewed every year by the respective Dean of School in cooperation with the respective Department Chair and Director of Research in case of faculty on the research track. The rules set by the Council for Academic Quality Supervision may provide for additional quality of teaching and creative activities procedures.
- vi. The Vice President for Academic Quality is entitled to appoint a peer reviewer for any course or faculty member in accordance with the rules set by the Academic Quality Assurance Board.
- vii. Adjunct faculty members are reviewed in the areas of teaching and service according to the requirements set forth the Hiring and Promotion Policy. Based on the review, the Dean of School may recommend a promotion to the Vice President for Academic Affairs.
- viii. Permanent faculty members are reviewed in the areas of teaching, service, public outreach, as well as creative, research or other professional activities according to the requirements set forth in the Hiring and Promotion Policy. Based on the review, the Dean of School may propose to the Vice President for Academic Affairs a salary raise for exemplary performance or a cut in the variable part of salary up to the amount of last salary raise if expectations are not met. The Vice President for Academic Affairs determines the salary change after a consultation with the Director of Research and the Vice President for Academic Quality. Salaries of permanent faculty are adjusted annually effective September 1 within the limits set forth by the Hiring Plan as approved by the AAU President for the given Academic Year.
- ix. Permanent faculty members except for those in the highest rank may request a review according to the AAU Faculty Hiring and Promotion Policy by the Promotion Committee. Based on the review, the committee may recommend to the Vice President for Academic Affairs a promotion of the faculty member.
- x. The Dean of School is obliged to initiate the review process upon the faculty member's request if the candidate for promotion meets the minimal requirements in terms of AAU promotion points as set out in the Faculty Hiring and Promotion policy.
- xi. Review by the Promotion Committee shall be waived if the candidate for promotion holds an external title equivalent to the AAU's rank.
- xii. Faculty members appointed to a position of a Dean of School are reviewed by the Vice President for Academic Affairs. All provisions including those related to supervision of the academic quality shall apply accordingly.
- xiii. The assessment should be conducted holistically. Failure to achieve minimal compliance in one assessment area should not disqualify a candidate from being hired or promoted if they excel in other areas. In the research track, however, failure to obtain at least minimal compliance in research rules promotion out.

E. Grievance Procedure

- i. For all grievances, attempts shall be made to settle the dispute by informal discussions between the concerned parties.
- ii. If a faculty member's grievance is not settled informally between the concerned parties, an official grievance may be filed to the head of the concerned unit (Director, Dean of School or Vice President).
- iii. Before a final resolution is reached, no adverse decision regarding future assignment of teaching to adjunct faculty should be taken.
- iv. Within two weeks of receipt, the head of the unit shall decide the case and in writing notify the concerned parties of the decision, together with reasons thereof as well as information on the procedure for appeal.
- v. If the grievance alleges a violation of the fundamental standards and/or professional rights as per this Faculty Code, the faculty member may request in the official grievance a hearing before the Faculty Senate.
- vi. Should such a hearing be requested, the decision must be postponed until the Faculty Senate provides its recommendation. The Faculty Senate shall convene within 45 days of receipt of the request and shall issue its recommendation no later than 10 days after the hearing.
- vii. Within two weeks of receiving the recommendation the head of the concerned unit shall decide the case and in writing notify the concerned parties and the Faculty Senate of the decision, together with reasons thereof as well as information on the procedure for appeal.
- viii. The head of the unit cannot override a favorable recommendation from the Faculty Senate. Should they believe that overriding the decision is desirable, the matter shall be passed to the Vice President for Academic Affairs or President as appropriate for second review and final decision.
- ix. Grievances alleging a violation of the professional rights filed with the Director or Dean of School shall be passed for second review to the Vice President for Academic Affairs. Should the grievance be filed outside of academic administration, the Vice President for Academic Affairs shall decide the case in consultation with appropriate Vice President.
- x. Grievances alleging a violation of the professional rights filed directly with the Vice President shall be passed for second review to the President.
- xi. The Vice President for Academic Affairs or President shall review the case alleging a violation of the professional rights and in writing shall notify the concerned parties and the Faculty Senate of their decision, together with reasons therefor within 15 days of the receipt of the case.
- xii. First instance decisions on the grievance may be appealed to an immediate supervisor of the head of the unit which issued the decision within two weeks of receiving the notification on the decision.
- xiii. The immediate supervisor shall decide on the appeal and in writing shall notify the concerned parties within 10 days of receipt of the case. The second review of the grievance alleging a violation of the professional rights cannot be appealed.

F. Effectiveness

This Code was approved by the Board of Trustees on June 13, 2022 and comes into effect forthwith.