

X. Appendices

Included here should be all statements of University Policies, including appropriate Senate Resolutions, on topics of relevance to faculty. Note that the Faculty Handbook will be maintained on-line, at the website of the Office of the Provost, by the Associate Provost for Academic Administration, and these appendices will be assembled, and maintained, there. The appendices attached therewith, as of November 15, 2010, are only a sample of the documents that will be available through this mechanism. Other may include, for example: University Policy on Smoking, Drugs and Alcohol; Use of the University's Name, Facilities and Equipment; and templates for frequently used forms, such as Syllabi, Faculty Annual Reports, etc

Appendix 1: Roles and Responsibilities of Department Chairs

The position of department chair is one of the most critical in the university. Department chairs are the essential link between the administration and department faculty. When chairs fulfill their role effectively, there is clear and collegial communication between faculty and administration. When chairs are ineffective, there is often misunderstanding and miscommunication, which can have serious repercussions on program quality, faculty retention and satisfaction, and the university as a whole.

A department chair plays multiple roles within the university, serving as the department's primary spokesperson and advocate as well as the administration's representative to the department. A department chair is the chief academic and administrative officer for an academic department and is accountable to the dean of the School for all aspects of the operation and development of that department. The chair is responsible for the overall proper functioning of the department and for demonstrating effective leadership in developing strong academic programs.

The quality of a chair's leadership is reflected in many ways, from the strength of the faculty recruited and retained, the quality of the department's academic programs, and the programs' standing with faculty and students, to the ability of students and faculty to effectively describe the mission and vision of the department, the visibility and reputation of the department with external audiences, and the maintenance of high ethical and professional standards.

The responsibilities and duties of the Chair include, but are not limited to, the following:

Department Governance and Office Management

Provide effective leadership for the department. This includes working with the faculty to shape the department's vision, mission and strategic plan; developing consensus around shared goals, encouraging faculty members to invest in planning; collaborating with faculty on important decisions; informing faculty of the actions and decisions taken by the Dean and other university administrators; and developing and leading the implementation of long-range plans, goals, and policies.

Ensure that the department is effectively administered. This includes, ensuring the department is appropriately and effectively staffed, ensuring that departmental records are managed in accordance with university policy, submitting required plans and reports for official university publications in a timely manner, and managing conflict and mediating disputes.

Work to create a climate of trust, mutual support, teamwork, respect for differences, and dedication to the highest ethical standards of the profession and the university.

Curriculum and Program Development

Lead the development and implementation of high-quality curricula, programs, teaching methods, courseware, and effective outcomes assessment. This includes guiding and coordinating assessment and accreditation activities, reviewing course syllabi, collecting and sharing data to guide discussions to improve effectiveness, and creating an environment that recognizes and strives for excellence.

Schedule classes, in cooperation with the University Registrar, establish teaching schedules, assign faculty to classes, and ensure an equitable distribution of teaching loads to meet the needs of the curriculum.

Demonstrate understanding and interest in faculty research, help faculty members secure resources for research, and ensure that faculty members understand guidelines on research and scientific standards. This includes encouraging cooperation and linkages between faculty within the department, within the university, and with relevant external researchers and programs.

Faculty Responsibilities

Recruit, train, and mentor qualified faculty and create an environment that will encourage faculty productivity and retention. This includes promoting and assisting the professional development of faculty, encouraging faculty participation in department activities, assigning committee work, and managing faculty work assignments in a way that builds on the individual strengths of faculty members and meets teaching, research, and service goals.

Communicate the criteria for faculty evaluation clearly and transparently, meet with faculty and discuss the results of faculty evaluations, and use the results to help faculty members improve their performance.

Student Responsibilities

Lead department efforts to recruit and retain students. This includes establishing effective communication with student organizations, including, where applicable, student advisory groups to facilitate open communication.

Adjudicate student petitions and other requests for action in accordance with department and university policy.

Collect aggregate data regarding student progress and success and communicate and discuss this data with the department. These data include the results of program and course learning outcomes assessment, graduation rates, survey results, and other evaluation.

Communication with External Audiences

Serve as the liaison between the department and internal and external constituencies. This includes communicating department needs, achievements, and activities to the Dean and university administration and being an effective advocate for the department with external audiences, persuasively communicating the department's mission, vision, goals, and achievements.

Ensure that the department's visual communication (website, publications, etc.) are effective, persuasive, accurate, and adhere to AUC's branding guidelines.

Resource Management

Prepare and monitor the department's budget to ensure that there are adequate resources to carry out the department's mission and the department's budget is not overspent.

Communicate to the faculty and the administration the relationship between the budget, the department's strategic plan, and the school and university's strategic plans.

Adhere to the highest ethical and professional standards in allocating and spending department funds and ensure that all financial transactions are conducted in an objective, transparent manner and in accordance with university regulations.

Other expectations: As faculty members, department chairs are expected to teach two courses per semester in addition to their administrative duties and engage in university service and research or creative work, as appropriate to their field and in accordance with the policy of their School.

The department chair holds a renewable three-year term. No faculty member may serve more than two consecutive terms as chair; however, there are no limits on non-consecutive terms. In consultation with the Dean, each department will decide the selection process by which the chair is nominated. The Dean of the School makes the final selection. The Dean may remove a department chair at any time, following consultation with the Provost and the department's faculty.

The department chair will be evaluated confidentially each year by the department's faculty as well as by the Dean, who will discuss a summary of the evaluation results with the chair. These evaluations are designed to provide chairs with feedback that will allow the chair to improve his/her performance and validate those areas that are going well. All evaluation forms should be submitted directly to the Dean. Departments and Schools may develop their own forms to evaluate the performance of the Chair or they may use the attached template.

Sources:

Hecht, Irene W. D., Mary Lou Higgerson, Walter H. Gmelch, and Allan Tucker. "Roles and Responsibilities of Department Chairs." *The Department Chair as Academic Leader*. 1999. ACE Oryx Press, Quoted in *American Council on Education: Department Chair Online Resource Center*. Web. 5 Oct 2009.
<http://www.uky.edu/Provost/APFA/Department_Chairs/HECHT_roles_respon.pdf>.

"Responsibilities of Chair (or Director) of Department (or School)." *Academic Policies and Procedures*. 2009. Northern Illinois University, Web. 5 Oct 2009.
<<http://www.niu.edu/provost/policies/appm/II20.shtml>>.

"Department Chair Job Description." *Merrick School of Business*. University of Baltimore, Web. 5 Oct 2009.
<<http://www.ubalt.edu/downloads/Department%20Chair%20Job%20Description.pdf>>.

Appendix 2: Research Professors

Research is increasingly seen as a significant component of high quality undergraduate liberal arts education; it has always been an essential feature of graduate programs at research universities. It is also--and this is particularly important for AUC--a very important element of a University's outreach to the community, often fostering collaborations with government, business, and other institutions of higher education, in Egypt and beyond.

Because research is often sponsored by external resources, it is neither practical nor desirable to commit large numbers of faculty positions to purposes, including specific research programs, that are not entirely within the control of the University. Yet at the same time, the desirability of hosting significant research collaborations is increasingly apparent.

To ensure that we continue to recruit and retain high-quality research staff who will work closely with our tenured and tenure-track faculty in ambitious programs that sometimes require multiple investigators over a number of years, AUC makes limited number of research faculty appointments. All research faculty must have a departmental appointment as well as their association with a research enterprise—a center or program—at the university. No department may have more than 20 percent of its faculty in this category.

Research faculty positions (Assistant Research Professor, Associate Research Professor and Research Professor) are full-time positions that parallel the corresponding ranks of assistant professor, associate professor and professor of the tenure-track faculty with three important exceptions: research positions carry no tenure, no financial support from the University and only modest expectations of classroom teaching. (Most Research Professors are expected, as a condition of their appointment, to teach at least one course a year.)

All compensation paid to research faculty is provided by external research funds, but the amount of compensation is established by the University and is typically comparable to tenured and tenure track faculty at the equivalent rank in the same department.

Appointments to any rank of research faculty are made for a specific period of time, usually no less than three nor more than five years. Renewals of appointments are contingent upon satisfactory performance as determined by the members of the center and the department as appropriate; in addition, the availability of external funds to support the research is also required. Recommendations for promotion of research faculty must be accompanied by a dossier essentially identical to that prepared for tenure-track faculty. The steps taken and the approvals required for promotion are the same as for the tenure-track faculty. Those research faculty who fail to be promoted shall be offered a final one-year appointment at the appropriate rank. All ordinary procedures for advertising and filling other faculty positions apply to those of research faculty.

At the request of the department; a research faculty member may be appointed to a part-time, tenured or tenure-track faculty position in the department. The specific terms and expectations of such joint appointments must be determined at the initial time of appointment, including the expectations for

teaching and the evaluation criteria that will be used for renewal and promotion.

Research faculty are not required to serve on University committees, although they may do so.

Typically, they are entitled to attend department and University faculty meetings and to vote on all issues except tenure decisions but departments may modify this arrangement, by vote of the tenured and tenure-track faculty of that department, as appropriate.

Appendix 3: Syllabus Rubric

Course title, number and section, number of credits
Semester and year
Department (cross listings if applicable for particular course)
Instructor's Name
Time, duration, place of course delivery
Contact information for Instructor, including e-mail and AUC office phone extension
Office hours and location

Course Description
Course objectives and outcomes (what is being delivered and what are students expected to be able to master at the conclusion of the course):
Any pre- or co-requisites, placement tests, or instructor/Chair/Dean permissions required if applicable:

Reading
Required textbooks, recommended reading, referral to additional sources.

Assessment
Exam schedule - list of all requirements: tests, quizzes, papers, presentations, group work, simulation, midterm, finals including, preferably, tentative exam. Dates.
Breakdown of weight of course components in computing final grade.

Exact attendance policy (at minimum in line with university standards)
Policy on Academic integrity and Policy on Attendance
Clear mention of what constitutes academic dishonesty and what consequences are, that academic dishonesty is not tolerated at AUC. Either provide link or cut and paste AUC's Academic honesty regulations.
Schedule of topics and reading
Session by session or alternatively week by week listing of topics, assigned reading (required/recommended), activities, exercises, group work, presentations etc

Appendix 4: Academic Integrity

Academic integrity is a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect and responsibility. From these values flow principles of behavior that enable academic communities to translate ideals into action.

All activities at the American University in Cairo, from teaching to administrative and support functions, serve the process of learning. Together, the university's faculty, staff, and students form a cohesive academic community, which shares the Code of Academic and Professional Ethics outlined in this document.

Statement of Intent

The American University in Cairo affirms its commitment to the guiding principles of academic integrity. Academic integrity matters. It is important not just for an institution of higher education and the members of that community but has an impact on how the institution is perceived by society and how it trains its future citizens and leaders of society, and the global community. The American University in Cairo's faculty, students, administrators and staff are committed to the highest standards of academic integrity throughout the university.

Statement of Values

The American University in Cairo encompasses a community of scholars and students who are engaged in the enterprise of learning and are supported in this process by administrators and staff. The process of learning requires an open exchange of ideas between scholars and students, and can only be based on trust in each other. This trust does not necessarily come naturally to everyone engaged in the learning process, and faculty, students and staff need to constantly re-establish and confirm it. It allows participants in the academic community to feel that their ideas will be respected, discussed, and evaluated in an atmosphere free of prejudice and bias. It also makes a moral demand on every participant in the academic community: that the ideas which they have expressed verbally, in writing, in papers, books and lectures are their own, or that if they are someone else's, they be honestly and clearly acknowledged.

By committing ourselves to the highest standards of academic integrity at AUC we also reaffirm our commitment to the larger communities of Egypt and the world, so that it can be said that the entire AUC community is respected for its honesty and integrity.

In order to cultivate such a community founded on trust, academic integrity, and social responsibility, AUC needs to:

- Promote an atmosphere of academic integrity by constantly reaffirming its value in all the forums of interaction at the university, involving students, faculty, administrators, staff, and parents.
- Clarify the responsibilities of each member of that community.
- Promote an understanding of the seriousness of violating the principles of academic integrity as a violation of the AUC community.
- Make it clear that violations of academic integrity will not be tolerated, and that the punishment for such infractions will be appropriate to the act committed.
- Clarify exactly what constitutes a violation of academic integrity.

Appendix 5: AUC Principal Investigator Handbook

This handbook is designed to help Principal Investigators (PIs) administer sponsored projects at AUC. The technical requirements, day-to-day administration, and financial management of the project as well as keeping the department Chair and Dean apprised of progress and any problems, are your responsibility as Principal Investigator.

During the course of the project you, as PI, will work with the Office of Sponsored Programs (OSP) and the Grants Accounting Services (GAS) whose staff will assist you in the management of your project and are available to help you with all aspects of project implementation.

OSP is responsible for the agreements negotiations, the administration of the project and is the official liaison with university sponsors. You can find useful information on OSP at:

<http://www.aucegypt.edu/academic/osp/>

GAS is in charge of disbursement of external funds and financial reporting. This office is also responsible for ensuring compliance with AUC and sponsors' financial policies and procedures.

OSP and GAS welcome your questions.

Office of Sponsored Programs (OSP)

Mouna Shaker, Director OSP, ext. 2369 mouna@aucegypt.edu

Nivine Seif, Assistant Director, OSP, ext. 2368 nivines@aucegypt.edu

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Grants Accounting Services (GAS)

Amira Hussein, Manager, GAS, ext. 2339; amira_hg@aucegypt.edu

Sherif Farouk, Assistant Manager, GAS, ext. 2337; Sherif_f@aucegypt.edu

DOCUMENTATION & AUDITS

AUC must maintain a paper trail for auditing purposes. Documenting the actions you take during the project serves as a safeguard during audits. AUC has created forms to document certain transactions. They are listed throughout this document.

OSP keeps the official agreement file, which contains the original award document (contract or grant), award amendments, correspondences, reports, and all other official documents related to your project.

Ideally, OSP would like to limit an audit to our office without involving you. Therefore, throughout the project's period we will work to maintain a high level of documentation to safeguard the University and your project.

Funding agencies usually send the official award documents to OSP for negotiation and approval. However, some agencies send the official documents directly to the PI. In this case, you should

immediately notify and send the documents to OSP to ensure the proper processing and filing for the audit.

NEGOTIATION AND ACCEPTANCE OF THE AWARD

Before accepting an award on behalf of the University, OSP will review its terms and conditions and will negotiate favorable terms and, where needed, appropriate remedies if the award's conditions are incompatible with University policies, or if the agreement falls short of the agreed upon proposal. As soon as agreement is reached with the sponsor, OSP will prepare an Award Approval Form (AAF). The AAF will summarize contractual and budgetary information, payment terms and other important conditions.

OSP will send you the AAF to sign as PI, and to secure the signatures of the center director or department chair, and dean indicating their approval. You should return the signed AAF to OSP to continue the approval process.

NOTE: The Board of Trustees has authorized the President and the Provost to sign contracts that legally bind the university. Faculty members, department chairs, center directors, and deans are not authorized to sign unless they have specific written delegation from the President. Please be careful that you do not accidentally sign a legal document, unless you are authorized and required to do so. OSP will ensure that proper signatures are in place for you.

Following acceptance of an award, OSP will distribute a document very similar to the AAF, entitled Award Summary. The Award Summary provides you, GAS and other administration offices with the information needed to administer your project, and understand the award conditions and reporting requirements. OSP will issue an Award Summary for every official amendment to the project. Consider the Award Summary as a “snap shot” of your project’s financial and technical requirements. The Award Summary will include the WBS number (Work Breakdown Structure) and elements which constitute your project’s account number on the SAP. It will also include an initial budget set up input on the SAP which you can fine-tune if needed. This will enable you to begin spending.

About SAP:

SAP stands for Systems Applications and Products. It is the name of both an online financial and administrative software and the company that developed it. AUC is currently using the Projects System under SAP to manage all externally funded programs. The Projects System uses WBS (Work Breakdown Structure) Elements. Each WBS element represents a line item or a group of line items in your budget.

SETTING UP YOUR PROJECT

Changing the initial budget on the SAP

To change the initial project budget on the system, you should complete the “Budget Change Request form” (<http://budget.aucegypt.edu/Budget%20Change%20Request%20Form.pdf>), using the WBS numbers provided in the Award Summary. Submit the completed form to GAS. To complete this form the PI should have identified the expense items or GL numbers, a listing of which can be

found at: http://budget.aucegypt.edu/BFP_Dir_R3.pdf.

GAS and OSP's staff will be happy to answer any questions and assist in the completion of the form.

BEGINNING THE PROJECT

Types Of Expenditures And How To Charge Them

Personnel Compensation: AUC Faculty Compensation: AUC Faculty Release time and/or overload payments must be initiated at the department's level and approved by the Dean, then the Provost. Summer compensation follows the same process. Non-AUC Faculty Project Appointments should be approved by the area head.

Staff New appointments Appointment of research assistants and/or other non faculty personnel under a specific project should be made through the Human Resources office (HR). HR will advise you on the form appropriate to the type of appointment.

The different kinds of appointment can be found at

(<http://hr.aucegypt.edu/manual/chapter.asp?chapterid=1#1>); some of the most frequently used types are listed in attachment 1.

Allocation of staff to projects To allocate staff compensation to a project you should send a memo to GAS requesting the required change of salary allocation, including the level of effort, duration, WBS number and amount.

AUC staff overtime assignments to projects: For special assignments given to AUC staff over and above their normal duties, you should complete the form titled: the "Staff or Management Special Assignment Form" available at the HR office.

Equipment: Purchase of New equipment/furniture MUST be done through the AUC Supply Chain Management Office (purchasing department). The SAP System purchase requisition form has to be completed and saved. A purchase requisition number provided by SAP should be communicated to the Supply Chain Management Office for follow up.

For more information please contact Supply Chain Management Office.

NOTE: Purchase of equipment is governed by the project agreement and pertinent regulations, e.g., competitive bidding or ownership of equipment, etc., as well as the Controller's office and Supply Chain Management Office (purchasing department) regulations. If you have a pro-forma or quote from a supplier, you should attach it to the requisition. If not, the AUC Supply Management Office can obtain quotes.

Office Supplies: To purchase office supplies, you should use the AUC Supplies Store, which has some frequently used items in stock. To order the supplies use the Create Reservation Screen on the SAP System. The SAP reservation screen provides a list of available items at the supply store. No Additional forms are required. Each department has access to the SAP reservation screen. For More information, please refer to the Supply Chain Management Office.

If the items needed are not available on the list, you may purchase the item(s) directly from the local market using the petty cash, with taxes deducted as appropriate. See Cash Advance and Cash Imprest section below.

Printing and Duplicating: Large orders of 100 LE or more must be requisitioned through the AUC Duplicating Center or print shop. The department administrative assistant can provide you with the form to request printing and duplicating services.

If there is a need to use outside printing and duplicating facilities, you must submit a written justification to GAS along with the receipt for reimbursement. Small orders may be paid for by petty cash. The vendor's receipt must be a valid receipt (see details).

Travel and Per Diem: Purchase of airline, train or bus tickets and hotel reservations, are made through AUC's Travel Office. All travel requests should be made through SAP (Travel Expense Manager), as well as submitting a completed and signed Travel Authorization form (stating the trip number generated from SAP using the Travel Expense Manager) to the AUC Travel Office. So for sponsor-approved travel, you must complete the following forms:

Travel Expense Manager Sap request - A Travel Authorization Form, approved by the Chair, to the AUC Travel Office for ticket purchase. The form can also be found at:

http://www.aucegypt.edu/services/travel/Documents/Travel_Authorization_Form.pdf

A Per Diem Request Form <http://adcs.aucegypt.edu/6210perdiem.pdf>, plus any documentation from the funding agency approving the travel, should be sent to GAS to issue a check.

NOTE: when issuing per diem checks, GAS will ensure the per diem rates are in compliance with the funding agency rates.

After the traveler's return he/she should complete the Accounting for Per Diem Form

<http://adcs.aucegypt.edu/6210perdiemacct.pdf> which you should send to GAS to settle the per diem advance received against actual expenses incurred.

NOTE: FEDERAL travel and per diem follow different guidelines from the University's. Air travel must be on US carriers. Federal per diem rates must be used, and settlement of per diem requires that the travelers retain actual receipts for lodging. See travel regulations at:

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=17943&contentType=GSA_BASIC

Communication: To send faxes you must fill-out a Fax Request Form

(<http://aucadmin.aucegypt.edu/adcs/fax%20request.pdf>) and send it to the Fax Office on campus. To send mail outside AUC, you must fill-out an Outgoing Mail Request form and send it along with the package to the AUC mail office or wait for the daily mail pick up.

If for any reason you cannot use AUC facilities for the above services, then you may use off campus facilities using the cash advance or petty cash (See Details). Use of facilities outside AUC must be justified in writing to GAS.

PROJECT MANAGEMENT

Budget Control: You have the responsibility to ensure that funds are spent according to the approved budget because you initiate all the charges throughout the life of the project. OSP will send you a periodic informal report of expenditures that you, or your designee, should review, verifying that expenditures are in accordance with the approved budget.

You can also request a report printout from your department's administrative assistant, to reconcile

your records with the University's system. However, because of the inevitable gap in time between when expenses are submitted for payment and when they appear in the University's financial system, you should maintain your own "real-time" records by subtracting expenses from the appropriate line item in the budget. GAS and OSP can assist you with any budget questions.

Re-budgeting: As the project progresses, it may become necessary for you to reallocate funds between budget items to reflect actual needs. Re-budgeting usually requires sponsors' prior approval, but some granting agencies accept line item adjustments of 10-15%. This information can be found in the Award Summary.

If prior sponsor approval is not granted in the agreement, or if the changes exceed the approved ceiling, OSP must request authorization from the funding agency. You must provide written justification (e-mail will suffice) to OSP who will officially transmit this request to the sponsor. This is required so that auditors may verify that the budget change decision was made by the PI. Once authorization is secured, OSP will issue a new Award Summary that will be sent to you and GAS.

For approved changes you should complete the Budget Change Request Form (<http://budget.aucegypt.edu/Budget%20Change%20Request%20Form.pdf>). Send the signed form to GAS to make the budget change.

Purchases: Upon The PI's approval of all purchases, typically, a purchase is made through SAP Purchase Requisition screen (Create Purchase Requisition). No additional forms are required. However, on occasion, a cash imprest, or cash advance may be used. The burden of spending appropriately rests entirely with the purchaser, i.e. the Principal Investigator. In the event an expense is not allowable, the expense must be removed from the project's account. Therefore, it is recommended that project purchases be made with Purchase Requisitions.

Cash Advance & Cash Imprest: You can obtain a cash advance (one time advance for a specific purpose) or a cash imprest (revolving advance to be settled at the end of the project) from GAS. The one time advance should be settled within 60 days from receipt of the payment. To get a cash advance or imprest, the PI must prepare a Payment Request by first creating funds reservation on SAP, then completing a Payment Request form (http://aucadmin.aucegypt.edu/sap/D2X_Forms.htm), and submitting it to GAS ([See Details](#)). To settle the advance the PI must prepare a General Journal Voucher (http://aucadmin.aucegypt.edu/sap/D2X_Forms.htm) supported by receipts for submission to GAS. Back to ([Office Supplies - Communication](#))

Note: Payment Requests payable to you should have the approval of the Chair, Dean or Center Director.

You must secure proper receipts at all times and must justify failure to obtain them in writing.

Petty Cash Vouchers (10LE – 100 LE only): If there is difficulty in securing receipts, AUC will reimburse you for transactions up to LE 100 only, provided that you report the expense on a Petty Cash Voucher with supporting documents attached. However, this does not grant an automatic

waiver for obtaining receipts for transactions between LE 10 and LE 100.

The Payment Request (for payment to third parties): The Payment Request form (http://aucadmin.aucegypt.edu/sap/D2X_Forms.htm) is the only way to request payment to a third party (e.g. consultants, service companies, suppliers). This form is not to be used for inter-departmental charges.

Every payment made for personal service (other than through the payroll) should either include the beneficiary's Tax Identification Number (TIN) or Social Security Number (SSN) in the case of US taxpayers or US citizens, or, in the case of citizens/taxpayers of other nationalities the relevant passport, ID or social insurance number. It is important to confirm for all beneficiaries giving a non-US nationality that they are not also Green Card holders. AUC is obliged to report ALL payments to Green Card holders, irrespective of the person's nationality or country of tax residence.

NOTE: It takes at least five working days from the day a Payment Request is submitted to the day cash or a check is issued.

NOTE: If a payment is to be made outside Egypt and in foreign currency, the correct address and social security number for tax collection purposes should both be included under the "comment" section.

NOTE: If pre award costs are not specifically approved by the sponsor, the PI should request written approval from the sponsor through OSP for reimbursement of those costs. OSP will forward the approval to GAS if granted, authorizing them to disburse the appropriate funds.

Unallowable Costs:

Since the project proposal was coordinated through OSP, then the award budget is already consistent with OMB regulations regarding unallowable costs. For a complete list and noted exceptions, please contact OSP.

Listed below are some of the more common unallowable costs:

- Advertising, public relations, entertainment costs
- Alcohol and food (unless an integral part of the program and approved as such in the budget)
- Alumni activity, commencement and convocation costs
- Donations or contributions
- Executive lobbying costs
- Goods, services, and housing for personal use
- Membership costs in civic clubs, community organizations, country clubs, social or dining clubs or organizations
- Airfare travel cost in excess of lowest available commercial discount airfare or customary standard coach airfare

Approval of Institutional Review Board (IRB) on Human Subjects: The AUC IRB committee protects the rights of individuals who are asked to participate in research generated from externally funded grants and to assure that all research projects adhere to the Egyptian government, US federal

and AUC regulations on the protection of human subjects. OSP coordinates the work of the IRB.

For research that involves the use of human subjects, you must submit any survey tools (e.g. questionnaires) to OSP for review by the Institutional Review Board (IRB). The questionnaire should be submitted for review by the IRB before submitting the research proposal to the sponsor. If and when the award is granted, the survey tools should be again reviewed by the IRB.

After review by the IRB committee of the sample questionnaire, a memo is sent to OSP either requesting changes in the procedures or approving the procedures in terms of minimizing risks to human subjects and ensuring adequate confidentiality of data collected.

You are also responsible for obtaining approval from the Central Agency for Population, Mobilization and Statistics (CAPMAS) for survey questionnaires. Approval to begin a research project cannot be given until this approval for questionnaires has been obtained.

Indirect Cost Rate: The indirect cost rate specified in the approved proposal should be applied to project expenditures. This rate is calculated automatically by the University system but you should monitor the budget as a whole to make sure the allocation between direct and indirect costs remains correct.

Cost Sharing: Any cost-sharing specified in the proposal must also be adhered to, whether it is in the form of matching cash funds, third party contributions or in-kind matches.

Cash cost-sharing funds must be spent in accordance with the sponsor's approved budget for allowable expenditures and must be available and used within the defined project period.

A separate account (WBS number) will be setup on the SAP for cost sharing funds so that auditors can easily verify the amount.

Reporting Requirements: The PI is also responsible for the narrative portion of all reports submitted to the funding agency. The Award Summary will state all reporting requirements, including the reporting frequency and to whom the report must be submitted.

GAS will prepare the required financial reports for the PIs review and approval before official submission to the funding agency.

Federal regulations require an effort reporting system to support and document salary charges to federal grants and contracts. GAS will prepare the official "Time and Effort Report" for each person working on the project. Project employees must sign the form with you cosigning as PI. The PI's form certifying your effort needs to be signed by the center director or school dean.

NOTE: Failure to submit timely reports can penalize the institution as a whole by reducing AUC's chances to receive new awards from the granting agency.

NOTE: OSP will transmit all reports to the funding agency on the PI's behalf.

Closing Out a Sponsored Project: Closing of the project account occurs when all work has been completed, all accounting records are in order, required technical and financial reports have been

submitted to the sponsor, cost sharing commitments have been met and documented, and all project payments have been received.

OSP will prepare the Close Out form that is then transmitted to you, the Office of Budget and Planning, and GAS.

Contract File and Record Keeping: OSP keeps a complete contract file that contains the original contract/grant agreement and other award documents such as correspondence, reports and any budget change approvals.

In addition, the PI's department is also responsible for keeping on file a back up copy of all records, technical reports and other documents related to the project for audit purposes for a period of three years (or longer as specified by the sponsor) after the termination date of the project. The controller's office is responsible for keeping all accounting records for the same period.

GENERAL RESPONSIBILITIES

In general you, as principal investigator, should become familiar with the agreement and its conditions, and have the obligation to:

- Conduct the project according to the approved statement of work within the framework of any special terms and conditions;
- Notify OSP of any proposed changes in the project, such as a revised scope of work, the change or absence of the PI, changes in the budget, period of performance, etc.;
- Control expenditures according to the sponsor-approved budget;
- Initiate the necessary documents/forms for travel, purchasing, employment, contracted services, extra compensation, etc., in conformity with established university business policies and procedures.
- Assure that cost-sharing or matching commitments are fulfilled and reported to OSP in a timely manner;
- Provide care and maintenance of property procured with project funds;
- Write and submit progress reports as stipulated in the award agreement;
- Complete the final technical report in the format specified by the sponsor, and submit it to OSP one week prior to the required deadline.
- Review financial reports prepared and issued by GAS. Request additional time if needed for the proper execution of the project through OSP at least two weeks before the end date.

This document is based on a similar document prepared by Weber State University, which has consented in writing to AUC use of that document.

Attachment 1

Payments to project personnel: all salary payments to personnel working on the project must be done through the Office of Human Resources (HR) for non faculty, or through the Provost's office in case of faculty. The different kinds of appointment can be found at (<http://hr.aucegypt.edu/manual/chapter.asp?chapterid=1#1>); some of the most frequently used types are listed below.

Project appointment is an appointment for a definite term to carry out a specific task which is normally funded externally. This appointment can be on a **fulltime or part-time basis** and continues for a specified period or for the duration of the project. This temporary contract may be renewed as long as funding is secured.

Appointment by secondment is the temporary appointment for a specific period of time of an employee who works at an organization other than AUC. Secondment can be on a full-time or part-time basis depending on the needs of the vacant position. Written approval of the employee's original employer is required for a secondment position. Renewal of this contract is not automatic. The appointment is contingent on the university's position, the approval of the original employer for the new duration of the appointment and the acceptance of the seconded employee. Any subsequent contract remains as an appointment by secondment for the approved duration.

Seasonal or Casual Employment includes per diem and hourly-rate employment but does not preclude other modes of payment. AUC exercises this type of employment to complete extra work that could not be accomplished by regular employees at peak times. This kind of employment **does not exceed six months** in any one year.

The following procedures are used for casual employment: 1. The administrative director or department chair anticipates the employment needs including positions, terms and other details at budget time and requests funding to cover them. 2. Requests exceeding three months are approved by the area head after securing availability of funds, and then sent to the human resources office. 3. Seasonal or casual employment does not commence until authorization from the human resources office has been received and the salary has been worked out in consultation with the department concerned.

The benefits for fixed term, project and secondment employment vary according to the employment contract. All categories of employment working on a full-time basis are entitled to the benefits that include social insurance, group life insurance and medical coverage, with the exception of casual employment. For casual employment, medical coverage is limited to first aid at the university clinic. Please refer to Chapter Four of the HR Manual, Financial Benefits for further details. Go Back

Creating a Payment Request:

Before creating/submitting any payment request, SAP requires creating funds reservation for the payment. Please refer to Grants Accounting Services for information on the steps for creating funds reservation on SAP.

After creating funds reservation on SAP, the PI should complete and sign a Payment Request (http://aucadmin.aucegypt.edu/sap/D2X_Forms.htm) and submit it to the Grants Accounting Services (Payments usually take about 5 working days)

Payment requests are used in some cases when the above mechanisms are not possible such as the following:

- Payments for purchasing minor supplies that are not found at AUC supply Store but essential for the operation of the grant.
- Payments for purchasing services that are not offered at AUC but essential for the operation of the grant, such as rental of large buses not available in the AUC car pool, catering for an event of a magnitude larger than AUC food services can provide, etc
- Issuing payment for per diem, both local and international

Reimbursement of **Petty Cash** used. (**Petty cash** is a sum of up to LE 2,000 that can be used to pay for miscellaneous expenses, such as minor supplies.

Requesting Staff Advance payment: Staff advances are used when payments to vendors using an invoice is not possible. For example, if there is an off-campus event in a remote area that needs cash payment. Therefore, a staff advance will be prepared before the event so that a cash payment is made for the vendor after the event. Petty cash is a form of staff advance.

A settlement for the advance should be prepared shortly after the payment is made to the vendor and a proper receipt is secured.

To settle the advance the PI must secure proper receipts at all times and must justify failure to obtain them in writing.

A **valid receipt** consists of:

- Name and address of shop or vendor
- Tax information (tax file number, tax ID card number and district)
- Item description
- The amount paid showing gross, tax deducted, and net paid. Payments less than LE 300 are not subject to tax withholding.

Tax Deductions: When purchasing from the local market, AUC is required by law to withhold:
0.5 % of total invoice to be deducted for Purchases.
2% of total invoice to be deducted for services such as eating at a restaurant.
Professional services above LE 100, a 5% of total invoice should be deducted.

Example, if a purchase in a total of LE 500 has been made, the amount to be actually paid is $500 \times 0.5\% = \text{LE } 2.5$. This amount will be subtracted from the LE500. Therefore, LE 497.5 is what should be actually paid. Go Back to (Create Payment Request – Printing & Duplicating)

Appendix 6: Proposal Preparation

This section provides guidance on the preparation of proposals for funding of sponsored research projects at AUC, including how to develop a research idea into a funding proposal for a sponsored research project, and an explanation of the procedures that must be followed at AUC before submitting a research proposal to a potential funding agency or foundation.

- Initial development of the research idea
- Identifying sources of research funding
- Contacting potential sponsors
- Development of the research proposal
- Circulating the proposal for university review and approval
- Submission of the proposal to the sponsor
- Sponsor's review of the proposal
-

Initial development of the research idea

Sponsored research projects stem from research ideas. The process of producing a proposal for a research project begins by developing a research idea into a set of research goals and an explanation of how the goals will be achieved. This should include details of:

- The work planned why it is important and who will benefit when, where, and how you will accomplish it what resources and funding will be required
- Your comparative advantage in doing the work.

Identifying sources of research funding

A critical aspect of the proposal development process is matching research goals with appropriate sources of funding. Potential funding sources can include international organizations, government agencies, foundations, and corporations. The Office of Sponsored Programs (OSP) can assist in identifying appropriate funding sources in terms of their mission, funding interests, and proposal guidelines. OSP also regularly receives announcements of research funding opportunities, and distributes the announcements to faculty according to areas of interest. For more details on funding sources, see [Funding Links and Opportunities](#).

If you would like to follow up a funding announcement, OSP can contact the sponsor to obtain the Request for Proposal (RFP) or the proposal guidelines. OSP staff can also assist you in reviewing sponsor announcements, application guidelines, and instructions for proposal submission.

Contacting potential sponsors

Once there are a clear research goal and potential sponsors identified, the next step is to contact potential sponsors to discuss the research idea. This interaction can help in writing an effective proposal.

Contacts with potential sponsors should be coordinated with OSP. In some cases, university approval is needed before making initial contact.

OSP can help in identifying appropriate agency representatives to contact and any applicable requirements. The initial contact may be made in person, by phone or email, or by submitting a concept paper.

Development of the research proposal

Sponsor guidelines for funding applications vary widely. OSP staff can assist in ensuring that proposal guidelines are followed carefully and that submission deadlines are met. Failure to meet the sponsor's requirements can result in the proposal being rejected out of hand.

The proposal, including any research and funding issues, should also be discussed between the researcher and the appropriate department chair and dean (for teaching faculty) or center director (for research faculty).

OSP can assist in development of the research proposal. The basic features of a standard research proposal include a cover letter, an abstract, the technical proposal, the budget, and appendices with any supporting documents.

1. *Cover letter*

OSP will provide a cover letter for each proposal, signed by the Director of the Office of Sponsored Programs.

2. *Abstract*

The researcher should provide an abstract summarizing the proposal. Because the abstract is often read in lieu of the full proposal, it should briefly and clearly incorporate all the main points of the full proposal.

3. *Technical proposal*

Typically the technical proposal begins with an introductory section including a summary of the research being proposed, statement of goals and objectives, justification for undertaking the research, literature review, and an explanation of the comparative advantage of the researcher and the university in undertaking the research. The main section includes a detailed description of the research proposed, a plan of action, the research design and methodology, and the staff, equipment, and facilities to be used. A final section describes the evaluation component of the project.

4. *Budget*

The budget section of the research proposal should detail and justify the resources required for the work proposed in the technical proposal. The budget should also indicate who will be responsible for resourcing different cost components (i.e. the sponsor, the university, other parties). Direct and indirect costs should be detailed; and any AUC policies pertaining to the budget should be explained. (See [Indirect Cost and Fringe Benefit Rates](#).) OSP should review the budget early in the proposal development process. [The OSP Budget Form](#) used for University budget review may also be included when the proposal is submitted to the donor, if the funding agency doesn't provide its own special budget form.

5. *Appendices*

Supporting documents should be included as appendices. Appendices typically include curriculum vitas for project staff and any certifications required by the sponsor or the university.

Circulating the proposal for university review and approval

All sponsored research proposals must be reviewed and approved by the university before submission to external funding agencies. Close coordination with OSP will ensure that the necessary approvals are obtained and that submission deadlines are met. The following items should be submitted to the Office of Sponsored Programs to begin the review process:

- Research proposal including technical proposal and budget
- **Proposal Approval Form** This form should be filled out by the Principal Investigator (faculty member conducting the research), and signed by the Principal Investigator and the appropriate department chair and dean (for academic faculty) or center director (for research faculty). The proposal approval form will be used to route the proposal for University approval signatures.
- **OSP Budget Form** This form should be filled out by the Principal Investigator. The budget form accompanies the research proposal when the proposal is circulated internally for University review.
- Other forms as needed.

OSP staff will review the research proposal with respect to University policies and regulations, the sponsor's application guidelines, and other regulations as applicable.

The research proposal and forms are forwarded by OSP to the controller and vice president for finance for budget review. Once budget approval is received, OSP submits the research proposal and forms for final review and approval to the Provost.

Submission of the proposal to the sponsor

When all approvals have been secured, OSP will attach a cover letter and submit the research proposal to the sponsor. Some sponsors allow or require electronic submission of proposals.

Sponsor's review of the proposal

Review processes vary from sponsor to sponsor. The sponsor may evaluate the proposal through peer review, through review by an internal committee, and/or in light of the reputation of the university and the researchers involved. OSP staff can assist in explaining the review process of a particular sponsor, and in obtaining feedback if a funding request is turned down.

See <http://www.aucegypt.edu/ResearchatAUC/supoffices/osp/Pages/ProposalPreparation.aspx>

Appendix 7: Research Conflict of Interest Policy

AUC's policy requires that, for only externally funded projects, each principal investigator disclose to the Office of Sponsored Programs all significant financial interests of the investigator (including those of the investigator's spouse and dependent children) (i) that would reasonably appear to be affected by the research or educational activities funded or proposed for funding by the Sponsor; or (ii) in entities whose financial interests would reasonably appear to be affected by such activities.

The term "investigator" means the principal investigator, co-principal investigators, and any other person at AUC who is responsible for the design, conduct, or reporting of research or educational activities funded or proposed for funding by the Sponsor.

The term "significant financial interest" means anything of monetary value, including, but not limited to, salary or other payments for services (e.g., consulting fees or honoraria); equity interest (e.g., stocks, stock options or other ownership interests); and intellectual property rights (e.g., patents, copyrights and royalties from such rights).

The term does not include:

- salary, royalties or other remuneration from the applicant institution;
- income from seminars, lectures, or teaching engagements sponsored by public or non-profit entities;
- income from service on advisory committees or review panels for public or nonprofit entities;
- an equity interest that, when aggregated for the investigator and the investigator's spouse and dependent children, meets both of the following tests: does not exceed \$10,000 in value as determined through reference to public prices or other reasonable measures of fair market value, and does not represent more than a 5% ownership interest in any single entity;
- salary, royalties or other payments that, when aggregated for the investigator and the investigator's spouse and dependent children, are not expected to exceed \$10,000 during the twelve month period.

The principal investigator is also required to insure that those financial disclosures are updated during the period of the award, on an annual basis, or as new reportable significant financial interests are obtained.

A conflict of interest exists when the reviewer(s) reasonably determines that a significant financial interest could directly and significantly affect the design, conduct, or reporting of externally-funded research or educational activities.

To manage, reduce and eliminate conflicts of interest AUC may impose conditions that include, but are not limited to:

- public disclosure of significant financial interests;
- monitoring of research by independent reviewers;

- modification of the research plan;
- disqualification from participation in the portion of the funded research that would be affected by significant financial interests;
- divestiture of significant financial interests;
- severance of relationships that create conflicts.

Monitoring of Compliance:

Compliance with the policy is monitored by OSP. Any conflict of interest, as determined by the OSP, is reported to the Provost. The Provost makes a determination and if a conflict of interest is confirmed (against the terms of the policy). The Provost may apply such sanctions as are deemed in his judgment to be appropriate. The individual subject to such sanctions may appeal the Provost's determination to the university President. The President's decision on the appeal is final and binding. OSP shall keep the sponsor appropriately informed if AUC is unable to satisfactorily manage a conflict of interest. OSP shall maintain records of all financial disclosures and of all actions taken to resolve conflicts of interest for three years beyond the termination or completion of the grant to which they relate.

Appendix 8: The Discrimination and Sexual Harassment Policies and Complaint Procedures Policy Statement

The American University in Cairo (AUC) is committed to providing a secure educational and work environment for its faculty, students, staff, and administrators, as set out in its policies on Equal Opportunities and Affirmative Action and on Discrimination and Sexual Harassment. AUC does not tolerate harassment, including sexual harassment, or any form of discrimination on grounds included in its policies. Accordingly, AUC prohibits such discrimination and sexual harassment.

Discrimination based on race, color, religion, sex, sexual orientation, national origin, or disability is prohibited. This applies to hiring, firing, recruitment, testing, retirement, disability leave, reasonable accommodation for the disabled, and other terms applicable to conditions of employment. Agreements between AUC and the Government of Egypt concerning nationality of faculty members and university administration are an exception.

AUC accepts the definition of sexual harassment as covering any unwelcome conduct of a sexual nature when:

- a. Submission of such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic standing; or
- b. Submission to, or rejection of, such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or
- c. Such conduct has the purpose or effect of substantially interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive work/academic environment.

Sexual harassment includes, but is not limited to, conduct such as:

- Persistent requests for a date
- Unwelcome sexual propositions
- Unwelcome physical contact
- Sexually suggestive objects or pictures at the work place
- Derogatory gender-based comments or humor
- Preferential treatment or promise of preferential treatment for submitting to sexual conduct

The AUC prohibition of discrimination and sexual harassment applies to faculty, students, staff, administrators, visitors, and any outside groups or individuals contracted to perform services on AUC premises. AUC considers it the responsibility of its employees and students to foster respect for human dignity and worth by helping to ensure an environment free from discrimination and harassment, including sexual harassment.

In support of its policy against discrimination and sexual harassment, AUC has assigned a number of responsibilities to its Office of Equal Opportunity and Affirmative Action (EO&AA). The Office:

- Promotes understanding of the AUC policy and provides education about discrimination and sexual harassment;
- Provides advice and counseling to complainants, to those who may be required to respond to

complaints, and to officials and committees of AUC;

- Seeks to obtain resolution of complaints;
- Maintains records of complaints and investigations; and
- Monitors cases so that correct procedures are followed.

AUC has instituted the following procedures to resolve cases of discrimination and/or sexual harassment. The procedures are available to any person covered by AUC policies who believes that she or he is, or has been, subject to discrimination and/or sexual harassment. At any point, a person who believes they are a victim of discrimination or sexual harassment may seek help from the EO&AA in identifying discrimination or sexual harassment and counsel in resolution of the problem. In cases involving students, the EO&AA and/or the Vice President for Student Affairs may be similarly consulted.

Complaint resolution follows a four-phase process, but resolution may occur at any point during the process. AUC will not tolerate retaliation against any person who has submitted a complaint in good faith.

Phase 1. Initial Action

As an initial action, the person feeling discriminated against or sexually harassed (hereafter referred to as the complainant) is advised to inform the alleged discriminator or harasser (hereafter referred to as the respondent) to stop the prohibited actions. Further, the complainant should report the alleged discrimination or sexual harassment and the respondent to the respondents' supervisor, unit head, or department chair. If the conduct does not stop, or if the complainant does not wish to have direct contact with the alleged offender or to speak to the supervisor, then the complainant may seek the assistance of the staff of EO&AA, who will explain the options available and the next phases of the resolution process.

If the complaint is against a person who is not an employee or student of AUC, then it will be referred to the Vice President for Planning and Administration for appropriate action.

Phase 2. EO&AA Mediation and Initial Investigation

Should the complainant request, the following actions may be taken by EO&AA:

If the complaint is against an AUC employee or student, then the EO&AA will inform the Area Head of the respondent about the complaint against the respondent.

The EO &AA will contact the respondent to inform them of the complaint, to receive a response, and to determine whether mediation is a viable option.

If both parties agree, the EO&AA will conduct mediation between the parties.

If the mediation is successful and the complaint is resolved to the satisfaction of both parties, then the case will be considered closed and the Area Head of the respondent will be informed.

If the mediation is unsuccessful, then the EO&AA and Area Head will discuss whether or not the complainant should be advised to seek an initial investigation and report by the EO&AA.

If the EO&AA determines that mediation is not a viable option, and if the complainant requests, then the EO&AA will conduct an initial investigation of the complaint.

The initial investigation by the EO&AA will include the following:

- A written statement from the complainant;
- A written response from the respondent (submitted within 10 working days of receipt of the written statement from the complainant);
- Interviews by EO&AA of witnesses named by both parties;
- A written report by the EO&AA with their findings;
- Meetings between EO&AA and complainant and respondent separately to summarize the findings of the initial investigation and, if appropriate, to discuss resolution of the case.

If the meetings between the EO&AA do not result in resolution of the case, then the EO&AA shall present a report with recommendations for action to the Area Head of the respondent and to the Area Head of the complainant, if they are different Area Heads. The report will not be made available to either the complainant or the respondent. The Area Head of the respondent shall take appropriate action. If either party is not satisfied with the action of the Area Head of the respondent, then they may request a formal investigation by a Committee of Investigation within 10 working days of the action by the Area Head.

Phase 3. Formal Investigation by Committee of Investigation

A Committee of investigation is formed as a result of actions and outcomes in Phase 2, including a request made by either party following the initial investigation by the EO&AA and action by the Area Head. The request is made in writing to the Area Head of the respondent, and the Committee is normally formed within ten working days of receipt of the request. The Committee consists of five members appointed by the Area Head of the respondent. The appointments should be made in consultation with the Area Head of the complainant, if two Area Heads are involved, and the membership should reflect the constituencies from which the complainant and respondent are drawn. The Area Head should seek the technical expertise of the Director of EO&AA to determine the definitions and requirements to establish evidence of discrimination and/or sexual harassment before the Committee is empanelled. The Area Head shall fully inform the Committee of the issues at stake and of the past history of the case and the actions taken in prior phases of the process. The Committee shall continue to have access to the Director of EO&AA for technical advice and information. The Committee may call upon the Director of EO&AA as a witness during its investigation. The Area Head of the respondent will arrange for administrative support to the Committee.

The Committee's work shall consist of the following:

- Interviewing and hearing evidence from the complainant and respondent, each of whom has the right to be accompanied by a support person;
- Interviewing and hearing evidence from witnesses called to the Committee by either party. Either party may know and respond to the evidence presented by the other party and witnesses;
- Requesting additional information or interviewing witnesses not called by the parties that the Committee feels have relevant information;
- Determining whether a violation has occurred;
- Providing a report with findings and recommendations to the Area Head (or both Area Heads, if different), normally no later than 25 working days from the time it was appointed.
- A majority vote (three of five) is required to determine whether a violation has occurred. If

the Committee finds a violation, it shall recommend appropriate sanctions or other measures. If the Committee finds no violation, then it must determine if a false complaint was knowingly filed. If a complaint was filed in good faith, and it was later determined that no violation occurred, the complaint shall be dismissed and the Area Head(s) of both parties informed. If the Committee determines that a false complaint was knowingly filed, then it shall recommend appropriate sanctions or other measures to the Area Head of the complainant.

In either the case of a violation or a false complaint, the respective Area Head shall consider the Committee's findings and recommendations, decide on appropriate action, and notify the complainant and respondent. Normally, decision on action should happen within ten working days of receipt of the recommendations.

Records of proceedings will be maintained under strict confidentiality in the Office of EO&AA. All written material pertaining to the case, including investigation reports, Committee documents, recommendations, written complaints and responses, requests for investigations, and correspondence between Area Heads, complainant, and respondent must be sent to the Director of the EO&AA.

Phase 4. Appeal

The complainant and respondent have ten working days to appeal the decision and action of the Area Head(s). An appeal is made in writing to the President, who shall be given all documentation of the case, including the committee's report and the explanation for the Area Head's decision. The President shall make the final decision regarding the violation, if any, and the appropriate action to take.

Monitoring the resolution of cases of discrimination and sexual harassment is the responsibility of the EO&AA. In cases where a violation is found, the EO&AA shall periodically contact the complainant to insure that no further discrimination or sexual harassment or retaliation has occurred. Contact shall be made no less than once every three months over a period of twelve months. If there is a recurrence of the violation, or if there is retaliation, then the Area Head or President of the University, as appropriate, shall be immediately informed so that appropriate measures may be taken.

Sanctions for violations of the AUC discrimination and sexual harassment policies, or for knowingly filing a false complaint, may range from oral reprimand to suspension or termination.

Complete records of proceedings, together with all supporting documents, shall be maintained in confidentiality in the EO&AA. If a case is dismissed, no records shall be maintained in any other office of the University. If a charge is upheld and sanctions are applied, then an additional record of the outcome and the sanctions will be a part of the files

- In the Office of the Provost in the case of faculty
- In the Office of Human Resources in the case of staff, and
- In the Office of the Vice President for Student Affairs in the case of students

Appendix 9: Students' Bill of Rights and Responsibilities



The Students' Bill of Rights And Responsibilities

The SBR Work Group

Seif Abou Zaid, Student Union President

Donia El-Khouli, Student Union Academic Committee Chairperson

Kareem Omara, "Student Bill of Rights and Responsibilities" Head
Academic Committee Member

Mina Iskander, Academic Committee Member

Amr Salem, Academic Committee Member

Sylvia Ghattas, Academic Committee Member

Norhan Ezzat, Academic Committee Member

Ayman Momeh, Academic Committee Member

Somaya Ismail, Academic Committee Member

Mahitab Tarek, Academic Committee Member

This document should be read in conjunction with, and does not replace, policies set at all times by AUC, such as the Student Handbook, the University Catalogue, and the Constitution of the General Assembly of Students.

1. General Student Rights and Responsibilities

The university's commitment to liberal education applies to all University activities.

- Students have the right to voice their position on any topic of general interest that does not affect the safety of students, staff or faculty or the security or responsibility of the University or the country.
- Students have the right to free inquiry and free speech within the academic community and freedom of expression of opposing views on all subjects by all individuals. This includes the freedom to express opposing views on all subjects discussed in course content.
- Students must be treated equally.
- Students have the responsibility to respect the religious beliefs, cultures, political affiliations, and heritage of others.
- Students must respect the rights of all, and they must refrain from behaviour that violates or adversely affects the rights of other members of the AUC community.

Students' personal security and physical safety while on campus, attending classes or engaged in authorized university activities.

- Students who are harassed or assaulted have the right and responsibility to report wrongdoing to AUC Security, identify those responsible when possible, and alert the Office of Equal Opportunities and Affirmative Action of such incidents.

The quality of university provided services.

- Students have the right to be provided with quality service in academic advising and in career and employment advising.
- Students have the right to emergency medical care, if necessary, while on campus, attending classes or engaged in a University-related on-campus activity.
- Students have the right to expect that they will find on campus food and beverages that have been produced in a hygienic environment.
- Students have the right to expect that the places on campus where food and beverages are produced, stored or consumed are clean and hygienic, and that food and beverages are served by staff whose hygiene and level of service is continuously monitored.

Student participation in formulation of university policies and decisions.

- Student representatives have the right to be invited to participate in all formal University bodies that set new policies, amend existing policies, or exercise policies affecting students' academic and non-academic pursuits. Such bodies include, but are not limited to, the University Senate and its sub-committees, the Admissions and Readmissions Committees, the Undergraduate Late-Drop and Withdrawal Committee, and relevant University Re-accreditation Task Forces.
- Students who are members of such bodies must be treated as equal and active voting

members and they must be given equal access to all relevant information.

- Students who are members of such bodies must meet the full responsibilities of membership, including attending all meetings and completing all assignments.
- Students have the responsibility to objectively judge on all matters discussed in such committees.
- Students have the right to expect that the regulation of student conduct is carried out through the university bodies designated for dealing with such violations.

Student petitioning

- Students have the right, collectively or individually, to petition regarding any aspect of their education and general university-provided services, and to present petitions against actions or decisions taken by members of the University's faculty, staff or administration, and have these petitions treated seriously and given due consideration.
- Students have the responsibility to present such petitions to department chairs, deans, the Provost or the Vice President of Student Affairs, as appropriate.
- Students have the responsibility to provide, along with their petitions, any supporting legal documents/medical reports when appropriate.
- Student protests for or against any matter that concerns them directly, or that they deem important to them.
- Students have the responsibility of keeping such protests peaceful and respects established University policy.
- Students engaged in protest of any kind have the responsibility to ensure that the orderly and daily routine of the University community and its members is not hindered, and that the rights of those not protesting are respected.

2. Academic Rights and Responsibilities

Course objectives, content, grading system, attendance policies and other requirements of the courses in which students register.

- Students have the right to receive course syllabi or outlines in which all course requirements are clearly specified. Students have the right to expect that the course syllabi will conform to the university policies.
- Students have the responsibility to adhere to and meet the course requirements identified in the syllabus and the right to have the instructor of the course abide by the course syllabus during the period of the course in question.
- Students have the responsibility to respect class time and abide by each instructor's policies concerning attendance and late admission as specified in the course syllabus.
- Students who are late to class may only enter if their doing so will not disturb the class.

Student pursuit of education in an environment that promotes academic integrity

- Students have the responsibility to uphold the highest standards of academic integrity in their own work at AUC. Students need to be very familiar with and to implement AUC's policy which can be reviewed at www.aucegypt.edu/resources/acadintegrity .

- Students are obligated to understand and comply with the University's Code of Academic Ethics, which they must read and sign upon admission to AUC. Compliance with this code means, among other things, you must not share your AUC username and password to allow offsite use of AUC's licensed databases by anyone who is not a current degree student or employee of the AUC. That is a violation of legal contracts with the database owners, and can result in the termination of AUC's access.
- Students also need to adhere to and strictly observe the International Copyright Law pertinent to photocopies and to electronic copies and any material protected by copyright.
- Students have both the right and the responsibility to report any suspected violation of the Code to an appropriate faculty member, administrator, student judicial board member, and/or the Academic Integrity Committee.

Student tests and assignments

- Students have the right to be informed of the basis on which their instructors assign them grades.
- Students have the responsibility to complete all tests and assignments in the manner and at the times required by their instructors.
- Student have the right to have their papers, tests and exams returned to them by their instructors within a reasonable period of time; to meet with their instructors to discuss their grade within a reasonable period of time; and to be advised by their instructors concerning how individual grades were determined.

Student evaluation of faculty members and courses at the end of every semester

- Students have the right and responsibility to evaluate faculty members and courses at the end of every semester.
- Students have the responsibility of submitting these evaluations in the most objective and well-considered manner possible, with a view of improving the quality of education at AUC.

Student registration in courses prior to every semester

- Students have the right to enroll in the sections of the course they wish to attend, subject to the availability of both space and faculty.
- Students have the right to attend classes in which they have registered.
- Students have the right to pursue their intended studies in the sections of courses in which they have enrolled during the University's formal registration periods, subject to the availability of appropriate space and faculty.
- Students may not be transferred to other sections of the courses in which they have registered or to other courses without their knowledge and approval. In cases of schedule change, affected students should be accommodated in other sections or courses that fit the needs and timing of their individual schedules, and that meet the needs of their academic course requirements. This will be done subject to the availability of appropriate space and faculty.

Course instructors' revision and approval of all examinations, assignments, and grades given to students.

- Students have the right to have final grades determined only by the designated instructor of a course.
- Students will not be required to take examinations, quizzes or tests or to complete assignments that have not been reviewed and approved by the designated instructor of a course.

Faculty member availability for consultation

- Students have the right to expect that all faculty members maintain and keep regular office hours, and that faculty will make every effort to assist them in answering questions and advising them in the academic problems.

Student absence

- Students have the right to be excused by instructors for absences from class for reasons that the University has formally authorized and approved.
- Faculty members and instructors have the responsibility to advise and assess the academic standing of any student with a considerable number of university-authorized class excuses regarding their completion of the course.

3. Student Activities, Rights and Responsibilities

Student participation in, and association with, extra-curricular activities

- Students have the right to participate in student activities only when they maintain an overall Grade Point Average above 2.0.
- Student organizations have the responsibility to ensure that all participating students are not under academic or social probation.
- Students have the responsibility to respect the rights of individuals who do not desire to associate themselves or sympathize with student organizations.
- Students have the right to receive University certification of their participation in University-approved and -sponsored activities.
- Such certification should take the form of certificates issued and stamped by the Office of Student Development.

Invitation of public speaker by student organizations to campus

- Students have the right to expect that the various clubs and organizations of AUC which are formally supervised by the Student Affairs Office and/or by AUC academic departments and programs be able to invite speakers to campus without interference, subject to the University's established policies.
- Students have the responsibility to recognize that the presentation of a balanced political, economic, social, and cultural program of speakers and topics is essential for a true and exhaustive analysis of critical issues.
- Students and student organizations must recognize that they are responsible for the safe and orderly conduct of speakers and the audience.
- Such organizations must comply with the legal mandates of Egypt, the U.S whenever applicable and AUC in order to gain recognition by University officials.

Amendment: All amendments to this document must be student-initiated and advocated by the Student Union through the proper administrative channels.

Appendix 10: Intellectual Property Policy

I. INTELLECTUAL PROPERTY POLICY

I.1. Introduction

This policy (“Policy”) is intended to provide guidance to faculty, staff and students on the practices and procedures of the American University in Cairo (“AUC” or the “University”), with respect to Intellectual Property. The policy is further intended to protect the respective interests of all concerned by ensuring that the benefits of such property accrue to the public, to the Creator(s), to AUC, and to the sponsors of specific research. This Policy statement includes the nature of Intellectual Property, its ownership, commercialization and specific procedures adopted within the University.

The University is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, recognizing that certain Intellectual Property is developed as a result of the environment provided by the University and the special relationships which exist between the University and its faculty, staff and students, the University itself wishes, where appropriate, to benefit from the creative activity, with the benefits flowing on to future generations of the AUC community. Accordingly, AUC encourages the protection of expressions of knowledge and creative activities through the utilization of appropriate Intellectual Property protection.

In developing this policy, the University has been guided by Intellectual Property policies elsewhere. It acknowledges, in particular, input provided by a significant number of other universities and has adopted some of the wording provided in those documents. The foregoing considered, the American University in Cairo does hereby establish the following policy with respect to the development, protection, and transfer of rights to Intellectual Property resulting from the work of its faculty, staff or students.

I.2. Definitions

Certain terms as used in this Policy shall have the meanings set forth below.

I.2.1. “Creator” shall refer to any inventor, creator, originator or developer of Intellectual Property.

I.2.2. “Incidental use of university resources” shall refer to resources usually or normally provided or made available to similarly situated faculty, staff or students. They include, for example, ordinary use of resources such as libraries; one’s office, computer and University computer facilities; secretarial and administrative support staff; and supplies.

For any given department, unit or individual, what constitutes a usual resource will depend upon the functions and responsibilities of that department, unit, or individual.

I.2.3. “Intellectual Property” shall refer to intellectual property of all types, including but not limited to any invention, discovery, trade secret, technology, scientific or technological development and computer software regardless of whether subject to protection under patent, trademark, copyright or other laws.

I.2.4. “Intellectual Property Rights” shall refer to legally based protection for Intellectual Property, governed by the laws of a particular country, region or jurisdiction.

I.2.5. “Net Revenue” means royalty, licensing and other income received from the assignment, sale or licensing of the rights to Intellectual Property, less legal and other fees incurred directly in the process of establishing and maintaining the legal protection of those rights.

I.2.6. “Trademarks” shall refer to trademarks, service marks, trade names, company names, seals, symbols, designs, slogans, or logotypes.

I.3. Policy Applicability to Faculty, Staff and Students

I.3.1. This Intellectual Property policy applies to all persons employed by AUC including, but not limited to: full-time and part-time faculty and staff and, visiting faculty members and researchers. The policy also applies to students when employed by the university and when Intellectual Property arises directly from activities within the scope of such employment.

I.3.2. This policy does not apply to Intellectual Property created in the course of demonstrably private research unrelated to the Creator’s University functions or in the course of private consulting activities to outside bodies, when such activities do not involve more than incidental use of University facilities or resources. Similarly, Intellectual Property created in the course of extra-curricular activities by students is not subject to this policy.

I.3.3. AUC shall not assert any interest in scholarly or educational materials, artworks, musical compositions, and dramatic and non-dramatic literary works related to the Creator’s academic or professional field, regardless of the medium of expression.

I.4. Disclosure

All Intellectual Property conceived or first reduced to practice in whole or in part by members of the faculty or staff (including student employees) of the University in the course of their University responsibilities or with more than incidental use of University resources, shall be disclosed on a timely basis to the University according to procedures that may be prescribed by the University.

I.5. Determination of Rights and Equities in Intellectual Property

I.5.1. Sponsor-Supported Efforts The grant or contract between the sponsor and AUC, under which Intellectual Property is produced, may contain specific provisions with respect to disposition of rights to such Intellectual Property. The sponsor (1) may specify that the Intellectual Property be placed in the public domain, in whole or in part, (2) may claim reproduction, license-free use, or other rights, or (3) may assign all rights to AUC. When the terms of the grant or contract either do not specify the disposition of the Intellectual Property arising from that sponsorship, or permits the University and/or the Creator(s) to retain or acquire rights to such Intellectual Property, the University will originally retain such rights. In those cases where income is realized by AUC, the Creator may appropriately share in the income.

I.5.2. Institution-Assigned Efforts Ownership of Intellectual Property, when developed in the course of duties/tasks assigned as part of employment, shall reside with AUC. The general obligation to produce scholarly and creative works does not constitute a specific assignment for this purpose. For example, AUC does not automatically claim ownership of faculty-created instructional materials or courseware merely because it requires faculty members to teach courses as part of their regular responsibilities. Similarly, AUC does not claim ownership of faculty-initiated scholarly works based merely on general expectations that faculty members will publish such works.

I.5.3. Institution-Assisted Individual Effort When AUC provides support of the efforts of faculty, staff or student employees of AUC through more than the incidental use of University resources in the creation of Intellectual Property, ownership of such Intellectual Property shall be shared by the Creators(s) and the University, with the University having control over the exploitation of such Intellectual Property, subject to the provisions of Section II.6.

I.5.4. Individual Effort Other than Intellectual Property covered by Sections I.5.1., I.5.2. or I.5.3., ownership of Intellectual Property developed by faculty, staff or student employees of AUC shall reside with the Creator(s).

I.5.5. Other Efforts Ownership of Intellectual Property developed under any circumstances other than those listed in Section I.5.1. through I.5.4. of this Policy shall be determined on an individual basis and approved by the President or his or her designated representative. The University may also, at its sole discretion, assume ownership of Intellectual Property which is voluntarily assigned to the University by the Creator(s), but that would not otherwise be owned by the University.

I.5.6. Revenue Sharing In those cases where income is realized by AUC from the ownership and/or exploitation of Intellectual Property, the Creator(s) may appropriately share in the income. The nature and extent of such income sharing is set forth in Section

III.

I.5.7. Trademarks Within the context of the development or promotion of Intellectual Property, there shall be no use of any Trademarks of the University without the express prior written approval of the Office of the Provost or other University office as may be delegated by the Provost from time to time. This restriction applies to the inclusion of the name of the University in the title of any Intellectual Property, regardless of whether such Intellectual Property is the property of the University pursuant to this Policy. This is not intended to limit the use of the AUC name for legitimate purposes that fall within the normal scope of University activities and in a manner customary in the academy.

II. ADMINISTRATIVE PROCEDURES

II.1. Intellectual Property Policy activities shall be under the general cognizance of the Provost who will be advised by an Intellectual Property Committee. The Office of the Provost is responsible for implementation of the University's Intellectual Property Policy, and shall be empowered to negotiate the University's rights under the Policy.

II.2. The Intellectual Property Committee shall be appointed by the Provost after consultation with the Faculty Senate. One representative and the Chair of the Committee shall be the Associate Provost for Research Administration representing the Provost; one representative shall be selected from the Office of the Vice President for Finance; one representative shall be selected from each school, center and other bodies as determined by the Provost; and one representative shall be selected from the student body. Committee appointments (other than that of the student body representative) will be for three years; provided, however, that of the original members of the Committee, three shall be appointed for a term of one year, three shall be appointed for a term of two years, and the remainder shall be appointed for a term of three years. The student representative shall be appointed for a term of one year or until he/she graduates or ceases to be a fulltime student, whichever comes first. Members of the Committee may be appointed to serve consecutive terms; but may not serve for more than six consecutive years. In the event any seat on the Committee is vacated prior to expiration of the normal term, the Chair may appoint a successor to fill the unexpired term of the seat vacated.

II.3. Day-to-day management of all Intellectual Property Policy activities shall rest with the Associate Provost for Research Administration. The Associate Provost for Research Administration shall implement the decisions of the University Intellectual Property Committee as approved by the Provost.

II.4. Intellectual property subject to this Policy shall be disclosed to the Office of the Associate Provost for Research Administration, which will be responsible for: (i) timely review of all disclosures; (ii) a complete review of the patentability and marketability of the Intellectual Property disclosed; and preparing a report/recommendation to the Intellectual Property Committee. This office shall also be responsible for working with

Creators, obtaining patent, copyright, or other protection of Intellectual Property owned by the University, and marketing and licensing of all such Intellectual Property. In concert with the Office of the Vice President, Finance, this office shall also set up and manage expenses and income accounts for AUC's Intellectual Property portfolio.

II.5. The Role of the Intellectual Property Committee is to:

- (a) Advise the Provost on policy matters relating to Intellectual Property and Intellectual Property Rights.
- (b) Propose amendments considered necessary to the Intellectual Property Policy.
- (c) Arbitrate internal disputes relating to Intellectual Property and the administration of this Policy.

II.6. The University undertakes to exercise its ownership over any Intellectual Property which it acquires under this Policy, for the good of the public, the Creator(s) and the University. To this end, the University shall make, or shall cause to be made, efforts that are reasonable in order to promote the commercial development and utilization in appropriate jurisdictions of Intellectual Property and obtain commercially significant Intellectual Property protection in such jurisdictions. The University may make such arrangements for the licensing, sale or other disposition of any Intellectual Property in any country as will reasonably serve the interests of the public, the Creator(s) and the University. The interests of the Creator(s) in such matters are recognized and preferences expressed by the Creator(s) will be actively sought and given the strongest consideration. Exclusive licensing agreements by AUC will contain a provision to terminate the license or cause the license to revert to AUC within a reasonable period of time in the event that a licensee does not commercialize the Intellectual Property or otherwise make the Intellectual Property available to the public. The University, in the exercise of its discretion, may take, or delegate others to take, such action as the University deems appropriate in order to enforce or defend any rights associated with any Intellectual Property within the University's control under this Policy, and any such action, including the conduct and any settlement thereof, shall be subject to the University's exclusive control.

II.7. AUC will advise the Creator(s) of its decision to accept particular Intellectual Property for administration under the Policy within ninety (90) days of receipt of a complete Intellectual Property disclosure statement (in a form to be established). Should AUC decide not to accept the particular Intellectual Property for administration, or if it at any future time decides not to take any further action in marketing, or encouraging further developments as a prelude to marketing, such Intellectual Property, AUC shall within thirty (30) days of such decision notify the Creator(s) and, should the Creator(s) so request, release or assign the particular Intellectual Property to the Creator(s), at no cost to AUC.

II.8. Upon acceptance by AUC of any particular Intellectual Property for administration, the Creator(s) of such Intellectual Property shall do all things necessary and comply with

reasonable requests by AUC, to assist in obtaining appropriate Intellectual Property protection, securing AUCs' rights and title thereto, and marketing of such Intellectual Property. Such assistance will be at no cost to the Creator(s).

II.9. Appeals and Conflicts University faculty, staff or students shall have the right to appeal from decisions of the Intellectual Property Committee. Appeals from committee decisions shall be made to the Provost. Appeals from decisions by the Provost shall be made to the President.

II.10. Changes in Policy This policy may be changed by the President on the recommendation of the Intellectual Property Committee, with the endorsement of the Faculty Senate, or on his/her own initiative, after consulting with the Intellectual Property Policy Committee and the Faculty Senate.

III. DISTRIBUTION OF INCOME

III.1. Net Revenues received by the University through income or other exploitation of Intellectual Property under this policy shall be distributed in a manner that recognizes the efforts and contributions of the Creator(s). The University will maintain a detailed accounting for all expenditures and receipts associated with each disclosed Intellectual Property and will manage the distribution of income according to this policy under the auspices of the Provost.

III.2. Net Revenue will be distributed as follows:

Creator(s), Creator's heirs, successors, and assigns: collectively 50%

Creator(s)' School(s) or Center(s): collectively 20%

University: 30%

III.3. The above terms of distribution of Net Revenue may be replaced by other terms mutually agreed upon by the Creator(s), the organizational unit, and the University. However, any modification in the terms described above must be approved by the Provost.

III.4. In the case of multiple Creators of Intellectual Policy, the Creators may enter into an agreement among themselves specifying a distribution formula that takes into account the differential contributions of the individual Creators. This Net Revenue distribution agreement should be submitted to the Office of the Associate Provost for Research Administration at the time of filing of the Intellectual Property disclosure to the University. In the absence of such an agreement, the University's policy will be to divide Net Revenue payments equally to all Creators. Where multiple schools or centers are involved, the University's policy will be to divide Net Revenue payments equally to all schools and/or centers, however, the Provost may determine if an adjustment in payments

is appropriate.

(March 25, 2007)

(revision of November 10, 2010: all instances of “Vice Provost” replaced by “Associate Provost for Research Administration,” the successor office in matters of research policy)

APPENDIX 11

American University in Cairo Faculty Compensation for Administrative Duties 2010-2011

In the fall semester of 2009, a faculty task force was convened to examine the prevailing compensation system for administrative duties assumed by faculty in managing departments and programs.¹ They reported in January, and recommended an overhaul of the current system; the Provost’s Council discussed the report and with minor modifications, endorsed its recommendations. The Provost’s office then worked on refining elements during the spring. We will be implementing the modified recommendations for 2010-2011, *on a pilot basis*, so we can gather community views—particularly from faculty in these positions--and monitor and correct anomalies that may appear in application that were not apparent to the task force, Provost’s Council or Provost’s Office.

¹ I would like to thank the members of this group: David Blanks, Ezzat Fahmy (Chair), Laila El Baradei, Lesley Tweddle, Nagla Rizk, and Wafaa Abdelhamid for their particularly thorough and thoughtful work on this project. This document is a digest of their very lengthy and comprehensive report, which is available from the Provost’s Office.

After all, it is the faculty who do this work who know best what it entails.

The specific provisions of the new system are detailed in the table that follows, which shows the roles we will recognize and the associated release time and cash compensation. The task force, the Provost's Council and the Provost's Office all believe this system will result in a more workable, transparent and equitable system. PLEASE NOTE: by and large, the new system will be not only more transparent and more equitable, but also more expensive over all. There may be, however, some individuals—particularly program and center directors—whose current arrangements are more lucrative than what is proposed here. Any individual in that case will be “grandfathered” for one year upon application to the Provost, and his or her views about the equity and feasibility of the proposed arrangements will be solicited as we refine these arrangements for the following years.

In designing the new system, the task force took a number of considerations into account.

In addition to analyzing the work load for all positions under the current course release system, the committee felt that it was important to take into consideration the size of the various programs. To address this point, they classified departments into three different categories according to:

- Number of generated credit hrs.
- Number of equivalent full-time faculty (FTEs)
- Number of students in the department
- Number of majors offered by the department

They divided departments into the three sizes: 1) Average; 2) Above Average; and 3) Large. (There being no “small” departments at AUC!) The definitions of these three categories were based upon the statistical averages of each of the four parameters under consideration.

The task force then recommended that release time for administering the academic departments be assigned on the basis of the department's category. The recommended release time is 6 hrs/semester, 4 ½ hrs/semester, and 3 hrs/semester for large, above average, and average departments respectively. The release time for the large and above average departments will be shared by two members: the Chair and a newly proposed Associate Chair.

The task force recognized that there are some aspects of this categorization that statistics do not necessarily convey. Most importantly, because generated credit hours include classes taught by part-timers, those departments who employ large numbers of part-timers have a higher workload for administrators than those that try to minimize the number of courses taught by part-timers. To put it another way, this is a negative incentive, and those departments that currently have a high number of course release hours, which calls for a high number of part-timers to complete the teaching load, appear larger by this measure. It is anomalies like these that we will be examining during our pilot phase this coming year, to ensure that we are, in fact, dealing equitably with all departments.

Two departments, PVA and RHET, were viewed as special case departments, and the recommended release time for PVA and RHET deviates somewhat from the unified approach described above because of the unique nature of their activities. This too will merit more detailed examination.²

² The task force also drew our attention to the language institutes, saying that, “As with all other departments under consideration, we have included what we believe are appropriate administrative loads and monetary compensation for ALI and ELI. At the same time, the committee wishes to draw attention to the fact that the manner in which administrative release time is calculated in these

Finally, they noted that the committee defined a position for a Unit Head only for those units that offer degrees. This may not be fair, since the size of undergraduate programs vary considerably, and in some cases Unit Head positions with degree programs actually have less work to do than other program coordinators who might have a considerable number of undergraduate students enrolled in their field within a more general degree program. This too will be examined in the course of the year.

For those departments which offer graduate programs, the task force recommended release time for a faculty member to administer the admission, advise the graduate students, and to oversee the implementation of the program. The number of release hours depends upon the size of the program. Based on available data, the graduate programs are divided into two categories: 1) Large; 2) Average. The proposed release time for these two categories is 3 and 1 ½ hr/ semester respectively.

The exceptions to this general rule are the LAW and PPAD departments which are only graduate departments with no undergraduate studies. Accordingly, the task of the Chair of these two departments is to administer the graduate program similar to administering the undergraduate program for other departments. Thus, no additional release was recommended for the LAW and PPAD departments.

The Provost's Council agreed with the task force's view that all faculty members should share in advising; therefore no such position as Undergraduate Adviser should be necessary. At the same time, we recognize that some programs are considerably larger or for various reasons more time-consuming to administer than others, and therefore propose that a new position be created called Associate Chair to help administer the larger departments.

In general the committee found that three credit hours/semester is a fair release time for a Director of a Center, recognizing that there are centers which are self-supporting, or which have a specific structure of administration according to an agreement with the sponsor. Finally, there are numerous positions that are unique to various departments and schools (e.g. Supervising ACM activities, CSCE; MUN/MAL Faculty Adviser, HUSS; Scenery Design, PVA; Director of Gallery, PVA; etc.). In these cases, we tried to apply the same criteria as to all other administrative positions, but these are "best guesses," which may need to be revised. I am confident the incumbents will be among our best informants on that score.

Several final general provisions:

*All release time calculations are by semester; therefore an Associate Chair who is eligible for 1.5 credit hours release time would ordinarily teach an annual load of 3/2; a Chair who is eligible for 4.5 credit hours release time will teach 2/1.

*No individual will be accorded course release time for more than one position at the same time. Chairs, for example, may not also serve as Graduate Adviser.

*No release time may be taken as an overload. Up to 9 credit hours of release time may be "banked," however, and used to accumulate a semester without teaching duties at the end of a term in an administrative role.

*Occasionally, and with the authorization of the dean and provost, release time of 1-3 credit hours will be accorded for activities like program assessment for the departments that are scheduled for department review or program accreditation.

departments is exceedingly complicated because of the complexities of language instruction and it may be necessary to revisit this issue by setting up a new committee containing specialists in this discipline (preferably from outside AUC) who would be able to examine the situation more closely and make a more detailed report." This recommendation was accepted by the Provost's Council and we hope to examine the specific issues attending ALI and ELI in more detail during the coming year.

*Starting next year, these positions are considered full-year appointments; except in exceptional circumstances approved by the dean and provost, no partial, acting or “summer chair” assignments will be made, since the miracles of the new technologies ensure that very few of us are actually out of range for consultation when it becomes necessary.

The Task Force also had some more general recommendations that we will be endeavoring to implement over the next year. For example, they pointed out that the faculty load forms need to be standardized. Not every unit uses the same form, and the practice of filling them out varied from one department to the next, which made it difficult in some cases to extract clear and accurate information. In many cases it was necessary to interview administrators to understand how these concepts were actually being applied. A standardized form will be designed and staff be trained to use it.

It also became apparent in the course of task force’s deliberations that different Chairs, Program Directors, Center Directors, Graduate Advisers, Unit Heads, etc. have different ideas about what they are supposed to be doing. In the context of the development of the new Chair’s Orientation Program and the Faculty Handbook, job descriptions will be developed for all positions that are awarded course release and additional compensation and a system of annual assessment will be developed.

The tables in the following pages provides the details of the new arrangements; the new Graduate School of Education will follow the same format as it organizes its department(s); the dimensions of these questions in the School of Continuing Education and in the Libraries and Learning Technologies are obviously different and so they have not been included here.

SCHOOL OF BUSINESS

DEPARTMENT	ADMINISTRATIVE TITLE	COURSE RELEASE (CREDIT HOURS)	ADDITIONAL COMPENSATION
ACCT	CHAIR	3	6%
ECON	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
MGMT	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	3	LE6000

DIRECTOR ELKHAZINDAR CENTER	3	0
DIRECTOR OF GS WEL PROGRAM	3	0
DIRECTOR CITADEL CAPITAL CENTER	3	BY ARRANGMENT
GRAD DIRECTOR	1.5	LE6000

SCHOOL OF GLOBAL AFFAIRS AND PUBLIC POLICY

DEPARTMENT	ADMINISTRATIVE TITLE	COURSE RELEASE (CREDIT HOURS)	ADDITIONAL COMPENSATION
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JMRC	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
LAW	CHAIR	3	6%
	ASSOC. CHAIR	1.5	3%
PPAD	CHAIR	3	6%
ALWALEED CENTER	DIRECTOR	3	0
CMRS	DIRECTOR	3	0
IGWS	DIRECTOR	3	0
MESC	DIRECTOR	3	0
ADHAM CENTER	DIRECTOR	3	0

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT	ADMINISTRATIVE TITLE	COURSE RELEASE (CREDIT HOURS)	ADDITIONAL COMPENSATION
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ARIC	CHAIR	3	6%
	ASSOC. CHAIR	1.5	3%
	ARAB LIT UNIT	0	LE3000
	ME HIST UNIT	0	LE3000
	ISLAMIC ART UNIT	0	LE3000
ECLT	CHAIR	4.5	6%
	GRAD DIRECTOR	1.5	LE6000
HIST	CHAIR	3	6%
PHIL	CHAIR	3	6%
POLS	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	3	LE6000
	MUN/MAL ADVISOR	3	
PVA	CHAIR	3	6%
	THEATRE	1.5	3%
	ART	1.5	3%
	FILM	0	LE3000
	MUSIC	0	LE3000
	GALLERY SCENERY	AS APPROVED	
	THEATRE DIRECTOR	AS APPROVED	
RHET	CHAIR	6	6%
	ASSOC. CHAIR	6	3%
	WRITING CENTER	3	LE3000
	RHET 101 COORD.	1.5	0
	RHET 102 COORD.	1.5	0
	RHET 201 COORD.	1.5	0
	CORE SUPERVISOR	3	0
SAPE	CHAIR	3	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
	ANTHRO	0	LE3000
	SOCIOLOGY	0	LE3000

	PSUCHOLOGY	0	LE3000
	EGYPTOLOGY	0	LE3000
ALI	DIRECTOR	3	6%
	DIRECTOR TAFL	1.5	LE6000
	DIRECTOR ALIN	15 (INSTR.)	LE3000
	DIRECTOR ALNG	5 (INSTR.)	0
	CALL HEAD	15 (INSTR.)	LE3000
	CASA DIRECTOR	3	0
	EXECUTIVE DIRECTOR, CASA	15 (INSTR.)	LE3000 (plus CASA add comp.)
ELI	DIRECTOR	3	LE6000
	DIRECTOR TEFL	1.5	LE3000
	IEP COORDINATOR	15 (INSTR.)	LE3000
	IEP TESTING	10(INSTR.)	0
	IEP SKILLS	10(INSTR.)	0
	ENG 100 COORDINATOR	10 (INSTR.)	LE3000
EBHRC	DIRECTOR	3	0

SCHOOL OF SCIENCES AND ENGINEERING

DEPARTMENT	ADMINISTRATIVE TITLE	COURSE RELEASE (CREDIT HOURS)	ADDITIONAL COMPENSATION
BIOL	CHAIR	3	6%
CANG	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
CHEM	CHAIR	3	6%
	GRAD DIRECTOR	1.5	LE6000
CSCE	CHAIR	3	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
	ACM ADVISOR	1	0

EENG	CHAIR	3	6%
	GRAD DIRECTOR	1.5	LE6000
MACT	CHAIR	3	6%
	ASSOC. CHAIR (Actuarial science)	1.5	3%
MENG	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
PENG	CHAIR	3	6%
PHYS	CHAIR	4.5	6%
	ASSOC. CHAIR	1.5	3%
	GRAD DIRECTOR	1.5	LE6000
BIOT	GRAD DIRECTOR	1.5	LE6000
ENVR	GRAD DIRECTOR	1.5	LE6000
CORE/SCIENTIFIC	DIRECTOR	3	LE6000
STRC	DIRECTOR	9	0
	ASSOC. DIRECTOR	3	0
ENG SERVICES	DIRECTOR	9	0