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FOREWORD

Each member of the faculty of ADA University accepts a mutual set of obligations and expectations at the time of initial appointment. The ADA University Faculty Handbook presents these obligations and expectations as a guide to university policies and practices regarding faculty. The Handbook is not an exhaustive collection of policies affecting ADA University faculty and it is the responsibility of each faculty member to be familiar with the most current policies affecting their employment relationship with the University.

The university does not discriminate on the basis of race, color, religion, national origin, sex, gender, age, disability, marital status, personal appearance, sexual orientation, family responsibilities or political affiliation. Seeking a diverse faculty and administration, the university strives to conform to all applicable equal employment opportunity.

With the principles set forth in the Handbook comes the firm intention of the university to provide as favorable working conditions for its faculty as resources permit and an atmosphere in which faculty members may pursue their scholarly, creative, and professional activities and interests, freely and without restraint. In return, the university expects faculty members to devote themselves with energy to the primary duties of teachers, scholars, and creators of knowledge and to challenge students intellectually and encourage them to acquire knowledge, understanding, and vision.

This Handbook applies to all faculty at the university with the exceptions noted below or unless a specific rule, regulation, or policy requires otherwise. Any faculty member may submit to the Dean of an academic unit a recommendation to amend the Handbook, who, in return, submits it to the Vice Rector of Academic Affairs for consideration. If approved, the Vice Rector of Academic Affairs forwards the recommendation to the University Senate, which may either accept or reject the recommendation. If the recommendation is accepted, the University Senate forwards the recommendation to the Rector who may either accept or reject it.

Handbook is a product of shared governance involving the participation of the faculty and academic leadership. Questions of interpretation regarding this Handbook should be directed to the Vice Rector of Academic Affairs.

DISCLAIMER

The ADA University Faculty Handbook contains University policies, procedures, and other information in effect as of the date of issuance. Any subsequent changes in policies, procedures, or other information are effective as of the date of action or issuance by the appropriate University body even though such changes have not been distributed as revisions or additions to the Handbook. Revisions of, or additions to, the Handbook will be issued regularly (usually annually) to Deans and program directors. In the interim, every effort will be made to communicate revisions and additions to Deans and program directors for communication to faculty and academic staff members.

GENERAL INFORMATION

Brief History of ADA

ADA University was established under decree dated January 13th, 2014, by the President of the Republic of Azerbaijan. The University is a state higher education institution engaging in the delivery of undergraduate and graduate degree programs as well as the advancement of research and scholarly activity.

The University is the legal heir of the Azerbaijan Diplomatic Academy (ADA) and the Information Technologies University. They were merged in January 2014 to establish ADA University.

Founded on March 6, 2006, the Azerbaijan Diplomatic Academy began offering Advanced Foreign Service Program to diplomats of the Ministry of Foreign Affairs and civil servants in the government, as of January 2007. The Academy launched its first Master of Arts in Diplomacy and International Affairs in September 2009, followed by two bachelor degree programs in International Studies and Business Administration in September 2011. The Academy expanded to a new “green” and “smart” campus in the City of Baku in September 2012.

Currently, the University’s academic enterprise includes the School of Public and International Affairs, the School of Business, the School of Education, and the School of Information Technology and Engineering. Across all these schools, the University offers 11 undergraduate degrees and 8 graduate degrees.

Mission, Vision, and Values

Our mission is to cultivate highly intellectual solution providers who are closely collaborating, effectively communicating members of global community with ethics and sense of citizenship.

To achieve this mission, ADA University continually strives to be a world class university in Azerbaijan with an excellence of “müəllim and alim” in an innovative learning culture.

Our core values are:

1. Academic excellence and freedom
2. Accountability and shared governance
3. Honor, integrity and transparency
4. Diversity, collaboration and communication
5. Social responsibility

Strategic Plan

ADA University developed its strategic plan in 2015. The plan outlines nine strategic objectives to build a world class Azerbaijani university.

Strategic Objective 1: Learning

Innovate learning environment by enhancing applied knowledge and engaging process that would lead the transformation of our students through relevant skills and program offerings.

Strategic Objective 2: Students

Develop our students with global leadership potential by providing them with an international perspective in a diverse environment and with a sound support system.

Strategic Objective 3: Faculty

Attract, develop, and retain the best faculty who truly share the ADA vision and excel in innovative teaching, also support their research effort selectively in prioritized areas.

Strategic Objective 4: Staff

Employ and develop highly competent staff team that operate most effectively with a sense of belonging, norms of ethics and belief in a culture of excellence.

Strategic Objective 5: Internationalization of ADA University

Build a global presence by increasing diversity of faculty, students and staff, ensuring their alignment and mobility, and developing a strong presence outside Azerbaijan.

Strategic Objective 6: Branding

Build a differentiated, consistent, sustainable, and high impact branding strategy that will help us to achieve our vision.

Strategic Objective 7: ADA Science and Innovation Park

Help build a wealth of university, while also promoting innovation and entrepreneurship, transfer of knowledge and technology through maximum utilization of high-impact talent.

Strategic Objective 8: Governance and Leadership

Establish a favorable governance model that sustains culture of excellence, continuously strengthens quality of leadership and delegates the authority to empower people.

Strategic Objective 9: Resource Mobilization

Diversify ADA's sources of funding to be financially more sustainable and autonomous, also continue building a world-class campus which ensures a good quality lifestyle and provides advanced services and technology.

Honor Code

ADA University is a community of students, staff, faculty and administrators, united by the common goal of promoting excellence in education, research, and service. ADA University strives to provide state-of-the-art facilities and a supportive environment for its community members to engage in an inspiring and dynamic learning process. The University places a high value and emphasis on the academic success and achievements of its community members. However, this must be obtained in an environment guided by academic honesty, integrity, and with a commitment to personal and mutual accountability. The University's philosophy is centered on the idea that academic integrity and honesty should be promoted not by use of sanctions and threats, but rather by instilling an academic culture grounded by these values. The Honor Code contains a list of academic rules and procedures essential to guide the conduct of students, staff, faculty, and administrators alike. The sanctions contained in this guide are intended only as a last resort, allowing ADA University to defend itself and its reputation against violations of these generally accepted standards of proper academic conduct.

Principles of Academic Honesty and Integrity

- a. Do Not Lie! Purposefully providing false information by lying, falsifying, deceiving, or fraud is unacceptable behavior at ADA University.
- b. Do Not Cheat! Violating rules of examinations, tests and other assignments as well as accepting unauthorized help is not acceptable behavior at ADA University.
- c. Do Not Plagiarize! Using someone else's intellectual or physical work without giving proper credit to the author or submitting the same paper for two or more classes without receiving prior consent from the necessary authorities, is not acceptable behavior at ADA University.
- d. Do Not Discriminate! Discrimination based on race, gender, ethnicity, religious affiliation, sexual orientation, or disabilities is not acceptable behavior at ADA University.
- e. Do Not Help Others Violate These Principles!

For more information on Honor Code, please see Appendix 1.

Academic Freedom

The University endorses full freedom for its faculty in teaching, scholarship, and creative activity. A fundamental premise in ADA University's educational mission is academic freedom: the faculty has the responsibility to determine the curriculum, methods of delivery, and the assessment of student performance. The faculty fulfills this responsibility through individual faculty and committee efforts at the School and University levels. The faculty is entitled to freedom in the classroom when discussing their subjects. Meanwhile, faculty at the University are citizens, members of a learned profession, and officers of an educational institution. When they speak, or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and

educational officers, they should remember that the public might judge their profession and their institution by their utterances. Hence, they should be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

ORGANIZATION AND GOVERNANCE

The university is committed to following procedures which promote shared governance that is transparent and accountable at every level of operation. Effective governance requires broad participation. Individual faculty can be their own best advocates through maintaining familiarity with this Handbook and by staying current with issues in faculty governance.

The following bodies and individuals are integral to shared governance and are involved in reviewing faculty actions, policies, or procedures.

For more information, please refer to Appendix 2, Charter of ADA University.

University Governance

Board of Trustees

The Board of Trustees includes prominent and renowned people. The Board of Trustees advises the university on strategic matters and facilitates the advancement of the university, both nationally and internationally.

Rector

The Rector is the chief executive officer of the university. The Rector is responsible for management and operation of the university. The Rector also represents the university to the public.

Vice-Rector of Academic Affairs

Heeding advice from faculty, the Rector appoints the Vice Rector of Academic Affairs, who is the chief academic officer of the University. The Vice Rector of Academic Affairs is a member of the University faculty, as well as an ex-officio member of each academic committee of the University and is a voting member of the University Senate. He/she receives recommendations by the faculty and academic administrators on academic programs for his/her consideration, decides, then, makes further recommendations to the University Senate and to the Rector.

Vice-Rector of Scholarship and Graduate Studies

Heeding advice from faculty, the Rector appoints the Vice Rector of Scholarship and Graduate Studies, who is the chief officer of the University to support and advance scholarship and creative activity of faculty. The Vice Rector of Scholarship and Graduate Studies is a member of the University faculty, as well as a voting member of the University Senate. He/she receives recommendations by the faculty and academic administrators on graduate programs, scholarship and research strategy for his/her consideration, decides, then, makes further recommendations to the University Senate and to the Rector.

The University Senate

The governing body of the University is the University Senate. The University Senate is the primary venue for discussion of University-wide issues and enables communication between various constituencies at ADA University. The University Senate provides a forum for considering matters directly related to the well-being of ADA University. The University Senate has the authority to discuss and express its views on any matter of interest to the University and to make recommendations to the Rector, Vice Rectors and to the faculty. The Senate conducts its functions as a body and through committees and persons duly delegated to act on its behalf.

The University Senate is comprised of permanent, appointed, and elected members.

Permanent members of the Senate include:

1. Rector (Chair)
2. Vice Rectors
3. Deans

The Rector may appoint two (2) members to the Senate. Each School elects two faculty members to sit on the University Senate. Elected members of the Senate serve for two years. The president and vice president of the Student Government are non-voting members, except in those matters concerning student affairs and student life.

For more information, please refer to Appendix 3.

Deans Council

Deans Council serves as an executive committee of the University Senate. Deans Council is the primary venue for discussion and recommendations related to the planning and management of all aspects of the university, including academic affairs, curricula, degree requirements, admission criteria and standards.

For more information, please refer to Appendix 4.

Committee on Faculty Affairs

The Committee on Faculty Affairs (CFA) is a standing committee of the University Senate, whose duties and responsibilities include advice and input on faculty recruitment, appointment, retention, development and promotion; issues of faculty grievance; scholarship and

research strategy; standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty, and other significant matters pertaining to the academic mission of the University. Committee submits its recommendations related to these duties and responsibilities to the Deans Council for further consideration and actions.

For more information refer to Appendix 4.

Academic Unit Governance

Faculty Council

Each academic unit must have at least one faculty council for governance. The faculty of each academic unit should construct this council to provide a voice for every faculty member in the unit. Academic unit faculty could also form additional committees. The faculty council and committees must act in conformity with policies and regulations established by the Senate. Faculty Council should meet at least once a month during the academic year period.

Deans of Academic Units

The Rector appoints the Deans of the Schools, in consultation with the Vice Rector of Academic Affairs (VRAA) and with the advice of the faculty of the academic unit concerned. Deans are the chief executive officers and academic leaders of their units. They provide opportunities for growth and development of their faculty, students, and staff. The Deans report to the VRAA and develop and make recommendations about all areas of their academic unit, including faculty hiring, reappointment and promotion.

Associate Dean of Academic Affairs

Associate Dean of Academic Affairs is appointed by Dean in consultation with the VRAA. The Associate Dean of Academic Affairs must approve all full-time faculty appointments in advance of the offer to the prospective faculty member of the school. Associate Dean is responsible for all issues related to curriculum, teaching load, teaching evaluation, coordinating advisers and all other academic issues.

Program Director

The academic unit Dean appoints the Program Director, in consultation with the faculty council of the academic unit. Should the Dean make such an appointment, reasons for that appointment will be supplied to the faculty council. Program Directors are the academic leaders of their program and are responsible for the professional development of its constituents. They report to their Dean, oversee the administrative functioning of their program, and make recommendations for faculty hiring, reappointment and promotion.

FACULTY

Faculty Rights and Responsibilities

As the primary functions of an academic community, learning, teaching, scholarship, and public service requires a fundamental commitment to academic freedom and maintained through reasoned discourse, intellectual honesty, mutual respect and openness to constructive criticism and change. Faculty members, as central to this community, serve as scholars pursuing the search for knowledge and its free expression, as teachers instructing students, and as professionals and citizens contributing special knowledge and skills through public service and community participation. In the performance of all these functions, faculty members are held accountable to the University, in accordance with established policies and procedure. In order to carry out the mission of the University faculty members, as members of both the academic and the broader public community, have the right to a clear statement of academic freedom and other fundamental faculty rights and responsibilities. The purpose of this document is to acknowledge these fundamental rights and responsibilities.

a. Academic Freedom, Responsibility and Accountability

ADA University endorses academic freedom, responsibility, and accountability as essential to attainment of the University's goal of the unfettered search for knowledge and its free exposition. Academic freedom, responsibility and accountability are fundamental characteristics of the University environment and are always closely interwoven and at times indistinguishable. Academic freedom, responsibility and accountability are the guardians of the integrity and quality of universities. The University looks to its faculty members to exercise their rights responsibly and to meet their obligations fully as professionals. Faculty acceptance of their responsibilities to students, colleagues, the scholarly community, and the public explains in great part why society historically has accepted the concept of academic freedom and has afforded its protection through the institution of academic tenure.

For faculty members, the principal elements of academic freedom include:

- The right, as teachers, to discuss in the classroom any material which has a significant relationship to the subject matter as defined in the approved course description;
- The right to determine course content, grading, and classroom procedures in the courses they teach;
- The right to conduct research and to engage in creative endeavors;
- The right to publish or present research and scholarship findings and creative works;
- The right to engage in public service activities;
- The right to seek changes in institutional policy through established University procedures and by lawful and peaceful means.

Academic freedom carries with it responsibilities. For faculty members, the principal elements include:

1. The responsibility to carry out assigned teaching, scholarship, and public service duties in a professional manner and in keeping with University policy;
2. The responsibility, as teachers, to refrain from introducing matters which are not consistent with their teaching duties and professional competence and which have no significant bearing on the subject matter of the course as approved under University procedures;
3. The responsibility to pursue excellence and intellectual honesty in teaching, scholarship, and other creative endeavors and in public service activities; and in publishing or presenting scholarship findings and creative works;
4. The responsibility to encourage students and colleagues to engage in free discussion and inquiry; and to evaluate student and colleague performance on a scholarly basis;
5. The responsibility to work in a collegial manner with appropriate individuals and bodies to encourage the free search for knowledge; its free exposition, and the University's continuing quest for excellence;
6. The responsibility to carefully differentiate their official activities as faculty members from their personal activities as citizens and, when the situation warrants, to make it clear that, when speaking as private citizens, they do not speak for the University

The above list provides a summary outline of the principal elements of academic freedom, responsibility, and accountability. The faculty have a right to expect that the University's core faculty system is characterized by high integrity and have a responsibility to participate in the operation of the core faculty seriously and in good faith. All decisions involving core faculty system recommendations shall be made in conformity to the University-approved policies and procedures that govern the core faculty system.

a. Academic Governance

The faculty have a right and responsibility to participate in the establishment and functioning of a governance system at the school and University levels to ensure academic freedom and the promotion of the goals of the institution.

The University looks to the faculty for recommendations on various academic personnel matters including faculty hiring, reappointments, promotions, the award of core faculty guidelines; on the development of new academic programs and the modifications or discontinuance of existing programs, on academic curricula and standards; on policies governing scholarship and creative endeavors; on the formulation of annual budget requests and allocations; and on the selection and review of specified administrative officials, as well as other issues that concern the general welfare of the University, including student affairs and the academic environment.

Through the academic governance system, the University accords a central role to faculty peer review in the schools and the University. Faculty have a responsibility to participate in peer review procedures to ensure personnel recommendations which promote excellence. In accordance

with established School and University policies, faculty members have the right to be informed of the standards, criteria, procedures, and other conditions which affect all aspects of their appointment in the core faculty system, to be evaluated in a fair, objective manner, and to receive timely notice regarding their future appointment status at ADA University.

b. Teaching

Because the faculty's role in the educational process is primary and central, the faculty member, as teacher, has the responsibility to make every effort to be accurate, objective, and effective. In the classroom, the teacher shall address topics and present materials consistent with the teaching assignments as defined in the approved course objectives.

The teacher has the responsibility to encourage the pursuit of learning by students by manifesting the best academic standards of the discipline or profession. To accord students' respect as individuals, the teacher shall seek to establish a relationship of mutual trust and to establish an appropriate role as an intellectual guide, counselor, and mentor, both in and out of the classroom. If problems arise in the relationship between teacher and student, whether on personal matters or on instructional materials or methods, both teacher and student shall attempt to resolve them in informal, direct discussions as between well-intentioned, reasonable persons.

The teacher has the responsibility not to exploit students for private gains and advantage; the teacher also should avoid any form of discrimination or harassment, with the understanding that racism, sexism, and other forms of bias preclude the establishment of an effective learning environment.

The teacher has the responsibility to foster and require honest academic conduct. The teacher has authority and responsibility for grades and shall assure that the evaluation and assessment of academic performance reflect each student's true achievement by good faith application of criteria appropriate to the field of study and the course. The teacher shall further protect academic freedom for faculty and students by acknowledging the contributions of students to professional work of faculty members and by assuring that each student is free to voice opinions openly and to exchange ideas freely.

Teachers have the responsibility to observe the University and School policies regarding such matters as the statement of course objectives, examination policy, office hours, course evaluations, and other provisions.

c. Scholarship and Creativity

To fulfill the University's mission of advancing and disseminating knowledge for the improvement of the welfare of the public, faculty members have a responsibility to engage in appropriate scholarly and creative activity in their area(s) of appointment and professional competence. Recognition of professional competence and definition of area(s) of appointment occur in the basic academic units through procedures in which established systems of peer review play a central role.

As scholars, faculty members have the right and responsibility to create, seek, and state knowledge freely and openly and to strive for scholarly excellence. The scholar has the right and responsibility to exercise critical self-discipline and judgment in generating, using, extending, and

transmitting knowledge, to adhere to the highest standard of intellectual honesty, and to oversee and evaluate the research and creative efforts of students and subordinates. Faculty shall conduct all activities of scholarship and creativity in a manner consistent with accepted scholarly standards and in conformity with legal, professional, and University codes, policies, and regulations governing scholarship and creative endeavors.

d. Public Service

ADA University is committed to public service as an integral aspect of its mission; this entails a commitment to the creation, dissemination, and application of knowledge.

Public service involves the application of the faculty member's professional training and competence to issues and problems of significance to constituencies and it is related to academic program objectives of the unit(s) in which the faculty member is appointed. Faculty members engaging in public service activities enjoy the same rights and have the same responsibilities which were previously stated as pertaining to them as teachers and scholars.

Faculty members, in accordance with University policy and regulations, can serve as valuable resources and provide valuable services by working with government, industry, public organizations, and others off-campus. Faculty members have the right to engage in a limited amount of outside work for pay in accordance with the University policy and regulations.

e. Relation with Colleagues

As colleagues, faculty members have rights and responsibilities that derive from common membership in a community of scholars. Faculty have the responsibility to respect and right to defend the free inquiry of associates and, in the exchange of ideas and criticism, the responsibility to respect the views and rights of others. Faculty members shall acknowledge the contributions of colleagues to their own work. In the evaluation of the professional performance of a colleague, the faculty member shall provide an honest and objective appraisal in accordance with established school and University criteria. The faculty member shall foster collaboration with and support of colleagues. Acts of racism or sexism, including harassment and other forms of bias and discrimination, violate University policies, and are unacceptable.

f. Relation to the University and the Community

As members of ADA University, the faculty have a primary responsibility to strive for academic excellence in instruction, scholarship, and public service. When the situation warrants, faculty members acting or speaking as citizens have a responsibility to make clear that these actions and utterances are entirely their own and not those of the University or any component of the University. Faculty members have the responsibility not to abuse their standing within the University for personal or private gain, nor use University employees, facilities, equipment, supplies, or other property for personal or private business.

As a member of the wider community, the faculty member has the rights and obligations of any citizen. In exercising these rights, the faculty member speaks only as an individual, either as a professional scholar with a field of special competence or as a private citizen.

Faculty members should be mindful that membership in the academic community

inevitably involves identification and association with the University and that the University often is judged by the actions, performance, attitudes, and expressions of its faculty members. Faculty members normally do not face a conflict between the exercise of their rights as a citizen and their responsibilities as a faculty member. If citizenship activities interfere with faculty responsibilities, faculty members should request a leave of absence, resign from their appointment, or limit those activities to ensure a complete discharge of faculty responsibilities.

g. Resolution of Conflicts

The University is committed to respect the rights of the faculty. Faculty members who believe that their rights have been violated have the right to seek redress through the University's established procedures for the hearing and resolution of complaints. Faculty members have the obligation to meet their responsibilities as defined in this document to help the University maintain academic excellence and realize its goals. Faculty members accused of failing to meet these responsibilities have a right to be informed of the accusations and accorded timely access to the University procedures to determine whether the accusations are valid and any sanctions justified.

General Condition of Faculty Appointment

At ADA University, we have two categories of full-time faculty: core and core-line faculty.

Core-line faculty are those who serve in the rank of Assistant Professor or Instructor and are progressing toward promotion. Core faculty are those who have served in the rank of Assistant Professor (if holding a terminal degree) or Instructor (if not holding any terminal degree) for 5 consecutive years and have been promoted to the rank of Associate Professor or Senior Instructor upon demonstration of successful performance.

Core faculty appointment serves to protect academic freedom; attract talented individuals to a secure life of scholarship/professional contributions, teaching/primary responsibilities, and service to others; and assist ADA University to build core faculty to ensure continuity and quality.

The university strives to maximize the number and percentage of full-time faculty in core appointments. These appointments enable the university to enhance the quality of teaching and retain flexibility in addressing the changing needs of instruction. They may also provide core faculty with potential opportunities for continued employment at the University over an extended period.

Core and Core-line Faculty

Professional Obligations

Core and Core-line faculty members must meet the criteria for high-quality teaching, scholarship, and service. A faculty member's normal yearly obligation is to provide service and two semesters or their equivalent of full-time teaching. The faculty members who have earned a terminal degree are also expected to engage in scholarship.

Members of academic units need to coordinate and collaborate when planning how to sustain academic programs, working in a collegial atmosphere that fosters excellence in teaching, scholarship, and service. Because faculty members play diverse roles, the University has established and maintains standards for determining an appropriate and equitable allocation of core and core-line faculty obligations in teaching, scholarship, and service.

In each academic year, the university expects all core and core-line faculty members holding terminal degrees to have a workload divided among teaching, scholarship and service as defined by the University standards. Core-line faculty members not holding a terminal degree are expected to have a workload divided among teaching and service as defined by the University standards.

Teaching

Generally, assistant professors teach six (6) courses, associate and full professors teach five (5) courses and instructors, senior instructors and lead instructors teach eight (8) courses per academic year.

On an annual basis, the Vice-Rector of Academic Affairs in consultation with the Dean shall establish overall average course load and credit hour productivity measures for each academic unit. The Vice-Rector of Academic Affairs will make this information available for all academic units on an annual basis.

Within the framework of these general policies, the Associate Dean of Academic Affairs or designee will recommend appropriate individual teaching assignments based on the mission of the academic unit, the faculty member's contributions to that mission, and the faculty member's involvement in teaching, scholarship, and university service. The Dean of the academic unit must approve these assignments of workload.

When defining a faculty member's workload assignment for an academic year, the academic unit may consider the following: evidence of an active scholarly agenda and productivity; the scope and intensity of course preparation; supervision of student scholarship, internships and/or thesis; credit hours taught; size of classes; teaching-related activities, such as contact hours, advising, laboratory time, and fieldwork; and significant contributions to service (such as major committee assignments) at the University and beyond. Such external service must be clearly related to the teaching and scholarly interests of the faculty member and/or advances the academic reputation of the academic unit or University.

In the interest of transparency, the Associate Dean of Academic Affairs will prepare a summary of the faculty effort by academic unit and will make it available to all faculty.

Scholarship

Faculty members' thorough understanding of and significant contribution to their field are essential to the mission of the University and to the advancement of knowledge. All academic units must have criteria that require creative, scholarly, and professional achievements of the highest quality and with national or international impact. The University shall base its assessment of a faculty member's achievements on the aggregate productivity and impact of the work since degree completion, including evidence that the faculty member has been productive at ADA University and continues to be an active scholar. Growth in the breadth and depth of scholarship beyond that of the dissertation research and resulting publications, or other work performed as part of the faculty member's obligations for the terminal degree, is a useful demonstration of active and continuing scholarly activity. It is responsibility of the faculty member to be engaged into scholarship activity.

Scholarship here is defined as the scholarship of discovery, application, integration, and teaching. Such scholarship leading to the advancement of knowledge resulting in certain type of publication and activities is an expectation of faculty. The work also should relate directly to the criteria established by the university in its policy on evaluating scholarly activity.

Service

The third component of faculty members' professional obligation is service, which includes service to the university and service to the community. This responsibility involves a general contribution, over and above teaching and scholarly activity.

Service to the University

Engagement at ADA University is an essential component of faculty responsibility. Beyond the student-based responsibilities, faculty members are encouraged to participate in major campus-wide events, particularly opening convocation, and graduation, and willingly accept service roles that arise when classes are not in session or faculty members are not teaching. These roles may include, for example, recruitment or orientation activities, faculty hiring committees, or other university business or committee work that must be conducted outside of the normal fall and spring academic semesters, including service on the Faculty Council, University Senate, and Committee on Faculty Affairs. Such service makes a critical contribution to the well-being of the academic community. Each academic unit must establish guidelines for evaluating service to the university.

Service beyond the University

Faculty often provide service to local, national, and/or international communities as well as hold leadership positions in scholarly associations. Such activities demonstrate an individual's acceptance of the responsibilities that come with being a member of the faculty in a university deeply committed to service to a wider community. Such service must be clearly related to the

teaching and scholarly interests of the faculty member and/or advances the academic reputation of the academic unit or university. Service beyond the university cannot substitute for a service contribution to the university but may count toward faculty members' fulfilling their workload obligation. Each academic unit must establish guidelines for evaluating service beyond the university.

Academic Ranks and Qualification

Academic ranks and qualification differ for those who come as core-line faculty with terminal degree and those who come without terminal degree. Academic unit must recommend all full-time, core-line appointments to the faculty of the recommending unit. In addition to fulfilling the general criteria for the evaluation of faculty members described in the following section, faculty must meet specific requirements for each rank to be appointed to or promoted to that rank.

Core-line Faculty

The core-line faculty are the faculty who would have served 5 years continuously at ADA University since their initial appointment. Qualifications and conditions of each category are following.

Core-line faculty with terminal degrees

- Assistant Professor

In most circumstances, an appointee to this rank holds an earned doctorate or the highest degree customary in the field. In extraordinary circumstances, an appointee may have professional experience equivalent to the highest degree in the field. In all cases, the appointee demonstrates the potential to achieve excellence in teaching/primary responsibilities and scholarly activities and demonstrates the promise of future professional growth in the field. An appointee also has the potential to participate in internal and external service and to mentor and advise students.

- Associate Professor and Full Professor

Academic units may hire Associate Professor and/or Full Professor as a core-line faculty for their initial appointment. Such faculty would have been eligible to obtain a core faculty status after a) five continuous years of service and b) successful review at ADA University.

Core-line faculty without terminal degrees

- Instructor

For faculty members who do not hold a terminal degree in their field, the rank of Instructor is a temporary one-year renewable appointment. The University usually appoints these faculty members to provide instruction to undergraduate students. Reappointments are subject to annual evaluation. Academic units evaluate instructors primarily on their teaching and, if applicable, service to the academic unit.

Core Faculty

The core faculty are the faculty who would have served 5 years continuously at ADA University and would have been promoted to the next academic rank. Qualifications and conditions of each category are following

Core faculty with terminal degree

- Associate Professor

In addition to meeting the criteria for the rank of assistant professor, the faculty member demonstrates high quality as a teacher; engagement with students in and outside the classroom; significant scholarly accomplishments appropriate to the field; professional recognition and growth; and potential for a career of excellence in teaching, sustained scholarly distinction and/or prominent accomplishments in service. Customarily, the faculty member has a significant proven record of teaching/primary responsibilities, of participating in internal and external service, and of mentoring and advising students.

- Professor

In addition to meeting the criteria for the rank of associate professor, the faculty member demonstrates continuing excellent scholarship and/or prominent accomplishments in the field, high-quality teaching/performance of primary responsibilities, continuing active engagement with students in and outside the classroom, continuing relevant and effective internal and external service, and evidence of the potential to sustain excellence in all these areas.

Core faculty without terminal degree

- Senior Instructor

Faculty members are awarded the rank of Senior Lecturer if they (1) have demonstrated successful teaching in the rank of Instructor for a period of five continuous years, and (2) do not hold the terminal degree in the field. An academic unit may also appoint to this rank those who have comparable professional experience. After five years of service, Senior Instructors are eligible for promotion to a rank of Lead Instructor.

- Lead Instructor

The rank of Lead Instructor recognizes the contributions of faculty members who have served in the rank of Senior Instructor and have demonstrated superior performance as a teacher. An academic unit may also appoint to this rank those who have comparable professional experience. Lead instructor evaluation is primarily on basis of teaching performance and, if applicable, service to the academic unit.

In case a faculty member in the rank of Senior/Lead instructor is transferred from one academic unit to another, the decision on the rank in the new academic unit shall be made based on the teaching and professional experience relevant to the field.

Contractual Terms of Service

Initial Appointment

Initial appointments for core-line faculty are usually *for three years*. In instances when the performance of a faculty member under an initial contract is substantially less than satisfactory, the academic unit will provide guidance and support so that the faculty member has an opportunity to improve. In these instances, the Dean will notify the faculty member in writing of such concerns. In extraordinary circumstances, upon the recommendation of the Dean, the Vice-Rector of Academic Affairs may, before the three-year contract expires, dismiss a core-line faculty member who, despite guidance and support, persists in unsatisfactory performance. This unusual action would normally, but not always, be related to teaching/performance of primary responsibilities. A faculty member dismissed for unsatisfactory performance during the initial appointment term is not entitled to the grievance process.

Reappointment

Faculty, who would have served at ADA University for 3 consecutive years, may be eligible for reappointment. Reappointments prior to the granting of core faculty status are *usually for two years*. Reappointments are contingent upon the satisfaction of the general criteria for the evaluation of faculty members, of the specific criteria set by the individual academic unit, and of the criteria outlined in the “Academic Ranks and Qualifications” section of this Handbook.

The reappointment of a core-line faculty member to the sixth year of service is not allowed unless that faculty member has been successfully promoted to the next rank and earned a core faculty status.

Notice for Appointment or Termination

Each academic unit will state the precise terms and conditions of all appointments in writing for each appointee. The letter of appointment will include a specific reference to this Handbook, which is available online. It is the faculty member’s responsibility to be familiar with his/her rights, responsibilities, and obligations as stated in this Handbook.

Appointments of faculty for the first five years of core-line service are for a specified term or duration. This means that these appointments naturally expire on the end date of the term, unless the appointments are terminated earlier as provided by the Handbook, without further University action. Nevertheless, it is the intention of the University that all core-line faculty members be advised by letter as soon as possible in the final academic year of service in which their appointment expires whether they will be reappointed, and in cases of reappointment, the terms and conditions thereof.

Only the VRAA may reappoint core-line faculty for a succeeding term and does so in writing. Failure to receive notice does not imply reappointment or the award of core faculty. If a faculty member has not received notice of renewal or grant of core faculty, it is the faculty

member's responsibility to inquire of the VRAA, through the Dean, who will respond with a status report.

Promotion in Rank

Recommendations for the promotion of core-line faculty must be in accord with the provisions of the core system and provide the same procedural protections that are provided to non-core faculty. Timelines for promotion are defined as 5 years for Assistant Professor and may range from 5 to 8 years for Associate Professor.

Appointment of Core-Line Faculty

ADA University is deeply committed to a diverse faculty. Academic units must demonstrate that they have vigorously taken steps to fulfill the commitment to diversity and will be held accountable by means of a clearly articulated diversity strategy included in the recruitment plan filed with the VRAA at the time of approval to search.

Academic units must request authorization from the Vice-Rector of Academic Affairs for searches to hire core-line faculty members at the instructor, assistant, associate, or full professor rank.

For all core-line appointments, the academic unit must demonstrate that it has conducted a full and careful search, including evidence that the candidate has the strong support of the faculty members of the unit for the specified rank, along with concurrent support from the Dean and any other review bodies of the University, as well as the potential for sustained significant contributions in the areas of teaching/primary responsibilities, scholarship and service.

While all faculty members who vote on core-line hires must be core or core-line faculty members, the University also requires that such faculty should be at a rank higher than that of the candidate. In cases when this is not possible, the Vice Rector of Academic Affairs decides on the hire in consultation with the Dean of the academic unit.

If academic unit completes its full search process and seeks to recommend appointing a core-line faculty member, the unit must undertake additional due diligence to ensure that the candidate will meet the standards expected of a core-line faculty member in terms of teaching/primary responsibilities, scholarship and service at ADA University and be an effective colleague in assisting the overall development of the academic unit. Hiring at this level demands more than a demonstration of achievements commensurate with the rank; it also requires evidence that the individual possesses qualities that positively distinguish her or his career and that hold additional promise for ADA.

Having completed its search process, the academic unit presents its report simultaneously to the Vice Rector of Academic Affairs and the Committee of Faculty Affairs (CFA). Both the VRAA and the CFA will review the documentation, consult with the Dean, and interview the candidate. The feedback of the CFA is important before the University makes an offer.

If an offer is to be made, it will include determination of core-line status and rank.

Should circumstances require unusual action outside normal procedures, the Vice Rector of Academic Affairs should, to the extent possible, consult with the faculty of the academic unit, appropriate administrators, and the CFA. Under such circumstances, the VRAA will provide a written explanation to all parties involved.

Once appointed, faculty will customarily receive core-line faculty status.

Review of Core-Line Faculty

Majority of faculty will seek core faculty status during the final year of the standard five-year core-line period. Core-line faculty on the standard five-year track are reviewed at the University level *during the third and fifth years of service* by the Vice Rector of Academic Affairs, the Dean of the School, the Committee of Faculty Affairs and the Associate Dean of Academic Affairs.

The third-year review, called the *Initial Review*, is an important step in determining if the faculty member is making a sufficient progress toward core faculty. The fifth-year review, called the *Core Review*, assesses the candidate's record so that a final recommendation regarding promotion and core faculty status can be made to the Vice-Rector of Academic Affairs.

The final decision to promote or to grant core faculty status rests with the Rector of University. Core status and promotion will typically be granted in and effective with the next annual contract.

Delay of Core Review

A core-line faculty member may request a one-year extension of time for review and promotion based on personal or professional circumstances that substantially impede his or her expected professional development as defined by the Faculty Handbook guidelines for promotion. The University may grant a maximum of 2 one-year extensions, customarily only if each relates to a different initiating event or set of circumstances. Sample list of professional and personal circumstances that might support a delay of core faculty status consideration follows:

- a. Unforeseeable disruptions to major scholarly efforts that are beyond the control of the faculty member.
- b. Death or acute illness of a co-author.
- c. Major loss due to acts of nature - including floods, fire, earthquake, etc.
- d. Military service.
- e. Illness or injury to the faculty member.
- f. Faculty member's primary caregiver role in the following examples of acute family responsibilities:
 - i. Childbirth or adoption.
 - ii. Care of ill or injured member of faculty member's immediate family.
 - iii. Death of an immediate family member.

Requests for delay of promotion and core faculty status should be submitted to the Dean within 6 months of the qualifying event. Within 10 business days thereafter, the recommendations of the Dean should be submitted to the VRAA for decision. Unless the VRAA determines that extraordinary circumstances are presented, the “core faculty clock” may not be stopped in the fifth year (or the year of the Core Review).

Credit for Prior Service

Qualified candidates may elect to take up to two years of prior service towards core faculty status at ADA University. Extensions of credit for prior service beyond two years must be approved by the VRAA in consultation with the academic unit, the appropriate Dean, and the Rector. This service credit may be based on experience at another institution, generally one of higher learning, but may include service at other types of appropriate institutions. Candidates given credit for prior service shall be required while at ADA University to maintain at least the level of scholarly work and teaching excellence for which credit was awarded. Initial contracts will clearly state the credit awarded for prior service and the anticipated schedule for Core Review.

Faculty Seeking an Early Core Review

Faculty with an exceptional record may apply for core faculty prior to completing the entire fifth-year review period. In such instances, the faculty member must have the support of their unit’s comparable unit-level review committee, their unit’s Dean and the Vice Rector of Academic Affairs. Customarily, such a request would not be made prior to the completion of the third-year Initial Review. Faculty who files for an early Core Review go through the standard review described in this Handbook, though it may be accelerated in those instances in which the university must conduct a review to meet a counteroffer to a valued faculty member from another university. As in other instances, the core status decision is final, and the candidate cannot reapply for core status again.

Evaluation of Faculty

Criteria for Evaluation

Every faculty action should serve to enhance the quality of the university. Faculty members must demonstrate effective teaching/effectiveness in fulfilling primary responsibilities, significant scholarship, and a willingness to assume a fair share of service. There must also be evidence of the ability and commitment to continued advancement in all areas. As members of the learned profession responsible for educating the future citizenry, the university expects faculty members to exhibit civility, collegiality, and respect for different points of view and diversity in the academic community.

To achieve these objectives, the University defines the expectations for the overall contributions of each faculty member. These expectations are outlined in the following documents:

1. The University Policy on the Evaluation of Teaching Effectiveness
2. The University Policy on the Evaluation of Scholarly Activity
3. The University Policy on the Evaluation of Service

At the beginning of each academic year, faculty should sign a Position Responsibility Statement (PRS) defining the primary responsibilities of faculty and expected outcomes for the academic year. PRS serves as the main document for faculty evaluation. No full-time faculty should start their academic year without PRS.

Each PRS should be as specific as possible about outcomes, goals, and objectives and how success will be demonstrated. At the end of each academic year faculty should fill in the Self-evaluation form, which should include an evaluation of successes and explanations of lack of success for those outcomes, goals, and objectives specified in this year's PRS. As well as being a summative assessment of the past year's performance, such a retrospective can help a faculty member's Dean understand those obstacles in the path of achieving specified outcomes and may be used to identify faculty development opportunities or changes in unit procedures that will further faculty success.

Schedule for Evaluation

Evaluation of faculty is not the same as Review of faculty.

Evaluation of core and core-line faculty is done at the school level by the Dean of the academic unit. Evaluation of *Core-line Faculty* is done annually at the end of each academic year, while evaluation of *Core Faculty* is done biannually, at the end of every other academic year.

Meanwhile, Review of faculty is administered at the University level, in accordance with the review schedule outlined in this handbook.

Policy and Procedures on Core Review

Basis of internal review

Faculty members of academic unit are responsible for determining if a candidate's performance contributes significantly to the field and raise the academic quality of the University. Faculty participation in the process is essential. The seriousness of this responsibility must be apparent in the depth and thoroughness with which faculty members conduct reviews for appointments, reappointments, promotion in rank and to core status at every level.

At all stages of the process, reviewer recommendations should be objective, substantiated, and balanced, regardless of the conclusion. Any recommendation from the academic unit Dean or designated committees should:

- a. provide a thorough analysis of strengths and weaknesses rather than simply advocating a conclusion;
- b. anticipate and discuss questions that others may raise later in the process when

applicable, summarize the reasoning of both the majority and minority.

A negative recommendation from academic unit will customarily result in the unit's retention of a core-line position. An exception to this instance must be in writing and provided to all parties involved; however, the allocation of all faculty position remains under the authority and discretion of the VRAA.

Confidentiality and Conflicts of Interest

Faculty participating in the process at any stage must respect its confidentiality and cannot reveal to anyone the votes, names or views of reviewers, contents of discussions, or contents of the file. Breaches of confidentiality may subject a faculty member to disciplinary action. Academic units should take appropriate steps to maintain confidentiality. Broad electronic distribution of the file is unwise.

Faculty members should always avoid conflicts of interest involving the evaluation of individual faculty members for appointment, reappointment, or promotion. The University expects the VRAA, Deans, members of the Committee on Faculty Affairs, and all other internal faculty reviewers to acknowledge such conflicts openly and to abstain from participation whenever such conflicts arise. In the interest of fairness, the principle is that no person shall have more than a single vote in the evaluation of a faculty member.

External Review

Following the guidelines posted by the Office of VRAA, each academic unit should obtain qualified external reviewers before internal reviews begin. Consistent with these guidelines, the file should contain a minimum of three letters solicited by the academic unit Dean. Prior to solicitation of external letters, the Dean will provide the list of potential reviewers to the VRAA for comment.

The external reviewers should be nationally or internationally respected individuals whose area of expertise qualifies them to speak with authority about the candidate and whose professional and personal relationship with the candidate is such that the external reviewers can provide an objective review. Customarily, majority of these letters must be from faculty members, typically full professors, who are affiliated with highly regarded institutions.

The promotion file that includes the external letters will also include, along with the reviewer's letters, a copy of the letter/email used to solicit the reviews and a brief c.v. or statement of the external reviewers' qualifications and statement as to why they were selected, should that not be obvious.

Internal Review

Each academic unit should provide written procedures for the internal review of candidates' files. With exception of academic unit Deans, all faculty members who vote in reviews for promotion to the professor ranks or for core must be core faculty and, preferably, hold a rank higher than that of the candidate.

In all cases, eligible senior faculty are to vote on a candidate's file unless there is a demonstrable conflict of interest (e.g. nepotism) or a proven history of animus by the senior faculty member directed toward the candidate. The process for voting and review is clearly defined. Voting must be by secret ballot. Each eligible faculty member will provide a separate positive, negative, or abstaining vote on each of the criteria of teaching/primary responsibilities, scholarship, and service, and on the overall recommendation.

In all cases, the file must include the following elements:

- a. a vote count for each of the criteria;
- b. a written recommendation from the Dean of the academic unit;
- c. a written recommendation from the Committee on Faculty Affairs;
- d. the candidate's curriculum vitae;
- e. a personal statement by the candidate of goals and objectives as well as accomplishments for each criterion;
- f. required teaching evaluations;
- g. publications (need not be a copy of everything, but at least the more notable publications in the opinion of the candidate);
- h. external letters with appropriate supporting materials outlined in the previous section.

Dean's Review

Upon receipt of the candidate's file, the Dean reviews faculty action procedures to ensure that they conform to the requirements of this Handbook and to the criteria the academic unit specifies. The Dean may choose to request clarifying information from relevant persons involved in the review at earlier stages. The Dean may also request additional information and if needed return the file for additional external letters that will be reviewed at the previous levels. Such requests and any responses (or summaries thereof) must be included in the file.

Committee of Faculty Affairs Review

The committee will review the file and the previous recommendations. In the interest of equity, the committee will also determine if the file has been handled according to the written procedures of the unit and the Handbook. The committee may choose to request additional information from relevant persons involved in the review at earlier stages. Such requests and any responses (or summaries thereof) must be included in the file.

The CFA chair will write a recommendation that reports the vote count for each of the criteria and reflects the deliberations of the committee, including the majority and minority opinions, regarding the strengths and weaknesses identified in the file. Voting must be by secret ballot.

Each eligible CFA member will provide a separate positive, negative, or abstaining vote on each of the criteria of teaching/primary responsibilities, scholarship, and service, and on the overall recommendation. If a member of the CFA is eligible to vote on a faculty action at the unit level of review, the CFA member will vote at the unit level of review and will not vote at the CFA level of review. In that case, the CFA member will serve as an informational resource for the CFA.

Vice Rector of Academic Affairs Review

The Vice Rector of Academic Affairs will review files for reappointment before the final core faculty status decision is made. For files concerning promotion, the Vice Rector of Academic Affairs will determine if the file is complete, thorough, and ready for review. The Vice Rector of Academic Affairs will review the file and may request clarifying or additional information from relevant persons or committees involved in the review at earlier stages. In extraordinary circumstances, the VRAA may request additional external review letters that will be reviewed at the previous levels. Such requests and any responses (or summaries thereof) must be included in the file.

If recommending promotion, core faculty status, or both, the VRAA will inform the Rector of the recommendation and will forward the recommendation to the Rector for approval. A decision by the VRAA to deny promotion or core faculty status terminates the process. The faculty member can grieve the decision.

The VRAA's final decision must be in writing, and, if the VRAA's decision differs from that of earlier recommendations in the file, the VRAA should explain the bases for the faculty action. The final written decision must be transmitted to the Committee on Faculty Affairs, the Dean of the applicable academic unit, the committee (s), and the candidate.

The Rector

The candidate is awarded core faculty status or promotion only upon the approval of the Rector.

Policy and Procedures on Post-Core Review

The faculty and administrators of ADA University are dedicated to the pursuit of excellence in teaching, scholarship, and service. It is the role of the Dean to conduct evaluations of core faculty members, to identify the area or areas in which a particular core faculty member has not met expectations, to explain the rationale for that assessment, and to facilitate faculty development as needed to improve faculty performance. To this end, the post-core review process is intended to be developmental rather than punitive.

A core faculty who receives an evaluation from the Dean stating that he or she has a serious deficiency in teaching, scholarship and/or service should be aware that a second evaluation from the Dean which states that he or she has not met expectations in terms of overall performance in the three areas of responsibility could activate the *Post-Core Review* process.

It is the responsibility of the Dean to meet within 30 days with the faculty member who has received such an evaluation to present in writing and clarify through discussion the deficiencies identified in the evaluation. The Dean should also outline in writing the steps to be taken, the required outcomes, and the points in time at which progress will be assessed, in order for the faculty member to correct identified deficiencies, and thus, meet expectations in subsequent reviews. The Dean will also notify the faculty member in question that his or her subsequent evaluation will be issued no later than January 15 of the following year.

The Dean's expectations for improvement in all areas of deficiency will be documented in a Professional Development Plan which specifies actions to be taken by the faculty member, outcomes sought, a timetable for these actions, and agreed-upon means of both achieving the desired ends and evaluating progress and/or completion of these remedial steps. The Dean and faculty member will co-sign the Professional Development Plan and a copy will be provided to the VRAA. So long as the faculty member is acting in good faith to achieve the goals outlined in the Plan, s/he will be treated as a valued member of the core faculty with all rights and privileges pertaining there to and may rely on the Dean to provide reasonable assistance in achieving the goals of the Plan. Failure to seriously and conscientiously address the actions agreed upon in the Plan or unwillingness to participate in the development of a Plan will be sufficient in and of itself for initiation of withdrawal of core faculty status and termination of employment with due notice.

If the Post-Core Review policy is activated, the faculty member must be notified in writing by the Dean. Post-Core Review cannot be activated unless the pattern of deficiency has been noted in two evaluations.

Confidentiality

The confidentiality of the post-core review process must be maintained. When the decision is made to place a faculty member under post-core review, discussion of the post-core review candidate and the process should be limited to the Dean and VRAA, the Rector, and the core faculty member placed under post-core review. With the approval of the faculty member undergoing post-core review, other individuals may be involved in various aspects of the professional development plan for a purpose of mentoring the faculty member under review. Care should be taken to involve in the plan only those individuals who agree to respect the essential confidentiality of the post-core review process.

Procedures

The Dean must recommend initiation of the post-core review process no later than January 15. The decision of the Vice Rector of Academic Affairs on whether to support the post-core review process for the faculty member must be made no later than March 1.

When the post-core review process has been activated, the Dean will conduct an in-depth evaluation. In addition to examination of the teaching, scholarship, and service record of the faculty member from previous evaluations, the Dean should evaluate the overall contribution of the faculty member to the University. Consideration and assessment of a faculty member's performance in post-core review must include all aspects of the faculty member's performance and cannot be limited to teaching. With respect to teaching, the total evaluation of teaching must include evaluation by peers, student opinion surveys and at least one other method. If requested by the faculty member, the Dean, one or more external evaluators may be brought into the process.

In addition to a thorough assessment of faculty performance, a major outcome of this process is a strategic development plan indicating the faculty member's expected long-range contributions to the University in specific terms. Where deficiencies or areas for possible improvement are noted, the strategic development plan should address ways of dealing with these problems, measures of expected outcomes, and a timetable for accomplishing these

outcomes. The strategic development plan will be written by the faculty member under review in consultation with the Dean. The strategic development plan, including measures of expected outcomes, if appropriate, will be detailed in a signed agreement among the faculty member and the Dean by March 1. The full text of this agreement is submitted to the Vice Rector of Academic Affairs. The Vice Rector of Academic Affairs may approve, modify, or reject the strategic development plan. The implementation of the strategic development plan is expected to take place by March 10.

If the Dean is unable to solicit the cooperation of the faculty member in the development of the strategic plan, the Dean will prepare a plan to which the faculty member will be expected to agree by March 1. In the event the individuals involved (Dean and faculty member) are unable to reach an agreement on a strategic development plan by March 1, the Dean will report to the Vice Rector of Academic Affairs that an agreement has not been found. In such an instance, if the Dean and Vice Rector of Academic Affairs concur, a major sanction may be issued to the faculty member at this time. If the faculty member refuses to agree to or sign the strategic development plan and elects instead to grieve the post-core process, the faculty member must file a formal grievance by March 10 and follow the approved timeline for grieving the post-core review process.

The evaluations in succeeding years will specifically address progress toward meeting the goals outlined in the agreement on the strategic development plan. A faculty member who fails to achieve the outcomes identified in the in-depth evaluation within the agreed-upon timetable may be subject to disciplinary actions, including a major sanction and not excluding withdrawal of core faculty status and termination with due notice.

Appeals and Grievance

Appeal of Post-Core Review

A faculty member who disagrees with the administrative decision to initiate a post-core review and develop a strategic plan with a timetable may file a grievance:

- To appeal the initial decision of the Dean recommending post-core review, the faculty member must provide supporting documentation to rebut the evaluation to the Dean by February 1.
- The Dean reviews all available information, decides, and notifies the Vice Rector of Academic Affairs and the faculty member by February 8.
- If the faculty member objects to the Dean's decision, he or she may appeal to the Vice Rector of Academic Affairs. This appeal must be made by February 15.
- The Vice Rector of Academic Affairs must act on the faculty member's appeal and approve or reject the strategic development plan by March 1.

Grievance of Post-Core Review

If a faculty member is placed on post-core review, then he or she must combine and respond to in one grievance all issues related to the dispute over post-core review: the annual

evaluation, the decision to place the faculty member on post-core review, the requirements of the strategic plan, and the imposition of a major sanction, if issued. The faculty member must file this grievance by March 10.

Annual Report on Post-Core Review

The Vice Rector of Academic Affairs will present an annual report to the Deans and the University Senate on the number of new and continuing post-core review cases and on their general outcome, while carefully respecting the privacy of all faculty members under review and the confidentiality of all proceedings.

Administrators with Faculty Rank

The assignment to the University administrative or professional staff position and the conferring of faculty rank represents separate and distinct actions. A member of the faculty whom the University appoints to an administrative or staff position must clearly understand the dual nature of the relationship with the University. An individual holding both an administrative or staff position and faculty rank is subject to the rules and regulations for both appointments. Staff policies will govern administrative and staff actions, and faculty policies will govern faculty actions.

The term “senior administrators” refers to those who are designated as members of the Executive Staff. They may include Vice Rector of Academic Affairs, Associate Vice Rectors of Academic Affairs, Deans of academic units.

Faculty members who have gone through a full search process for a senior administrative appointment, as specified by the University policies for senior academic administrative hires, will customarily have a full background check prior to the offering of an appointment. When the University appoints full-time members of the faculty to administrative or staff positions, the University expects that they will retain faculty status and be entitled to consideration for promotion in rank or an appointment with core faculty status. As long as they have retained faculty status and taught in their academic unit, that academic unit and/or any other review committee designated by the Rector may submit a written recommendation regarding core faculty status and rank directly to the Rector for action.

Adjunct or Visiting Faculty

An adjunct faculty appointment allows an individual to contribute to the instructional program of academic unit on a part-time basis. The University makes adjunct faculty appointments at the rank of adjunct instructor, adjunct senior instructor, adjunct assistant professor, adjunct associate professor, and adjunct professor. The term “Visiting” will be used for those faculty coming from outside the country. Qualifications for these ranks include those comparable to core-line and core faculty ranks.

Persons may serve as adjunct faculty without limit of time through successive reappointment. Adjunct faculty may teach no more than two (2) courses during a given semester. Adjunct appointments carry no implications of or credit towards core faculty status. Adjunct faculty have access to specific facilities that support their teaching, as provided by the academic unit to which they have been appointed.

Professor of Practice

Professor of practice is a full-time non-tenure-track faculty position for professionals, who are fit for academic appointments and focused solely, or mostly, on teaching with little or no expectation of engagement in research. Professor of practice is generally required to participate in departmental and institutional structures of faculty governance, though they are not entitled to serve as department chairs (*e.g.*, Dean or program director) except for executive and clinical programs. Professor of practice is equally protected under the conditions of academic freedom, and enjoys right to voting, to have reasonably equal salaries, to get leaves, to have job security and to have research support. Furthermore, professor of practice is entitled to spend some reasonable amount of time in practice outside of the University hours.

The exemplary list of professionals, eligible for the position of professor of practice, may include, *inter alia*, the former high level public officials, the former CEOs or C-level executives of major companies, top policy makers, managing partners, accomplished and well-recognized experts in their respective fields, and so on

For more details refer to the Appendix 5.

FACULTY PROCESSES

Faculty Appeal

These procedures apply to appeals related to denials of reappointment, core faculty status and promotion.

A faculty member may appeal (on limited bases) a final action regarding non-renewal non-promotion, or denial of core faculty status for reasons stipulated below. All parties involved will maintain confidentiality throughout the process and after the process is complete; only relevant information will be shared with persons with a legitimate need to know. Breaches of confidentiality may subject the person to disciplinary action.

Bases for Appeal

A faculty member may file an appeal for any of the following reasons:

- a. The decision was a result of discrimination contrary to the institutional values or prohibited by applicable law;

- b. The decision process materially deviated from the requirements of this handbook or other written supplemental criteria and procedures approved by the VRAA, and such deviation substantively resulted in negative personnel decision;
- c. Evidence that existed before the VRAA's decision was not discovered or considered either through negligence on the part of a University official or committee, or in spite of appropriate diligence on the part of any party to the decision and is likely to materially change the outcome of the decision.

Appeal Process

- i. The faculty member must notify the Committee on Faculty Affairs in writing of his or her intent to file an appeal, with a copy to the VRAA's Office, within 30 days of receiving a decision by the VRAA. The faculty member must state clearly and precisely the legitimate grounds for the appeal.
- ii. The Committee on Faculty Affairs will conduct a preliminary review of the case to determine whether the appeal meets the accepted criteria for appeal including, but not limited to, the timeliness of the appeal and legitimacy of the basis for appeal rather than a mere disagreement with the decision. If the Committee on Faculty Affairs decides that an appeal does not merit review, the Committee will forward its recommendation to the Rector with a copy to the faculty member and VRAA. The recommendation must state the reasons for not reviewing the appeal. The Rector may affirm the Committee's recommendation or send the case to the Committee for further review.
- iii. If the Committee on Faculty Affairs conducts a full investigation of the appeal, the Committee takes the following steps to evaluate the appeal: (1) review the written appeal and supporting documentation, (2) review relevant policies and other documents, (3) review the original file, and (4) gather information from individuals who have relevant information. In addition, the Committee will invite the grievant to meet with the Committee to discuss the investigation.
- iv. The Committee review will be guided by the following principles:
 - a. The Committee's role is solely to determine whether sufficient evidence exists to support the grounds for appeal and, where appropriate, to recommend corrective action. The Committee does not substitute its judgement or decide on the merits of the faculty action. In reviewing an appeal, the Committee may not make a recommendation for promotion, or reappointment.
 - b. Faculty personnel decisions are made on a case-by-case basis. Except in cases of alleged discrimination, personnel decisions regarding other faculty are not relevant to the Committee's review. Thus, the Committee will not normally have access to the files of other faculty members. After considering the privacy interests of the faculty and other parties involved, if the Committee believes that access to such files would likely aid materially in the disposition of the complaint, the Committee will submit a written request to the VRAA. The request for information must describe the basis for the complaint, the issue

under review, and the relevance of the comparative files to the complaint.

- v. The Committee on Faculty Affairs will submit its findings and recommendations in a written report that is supported by a majority vote of the full Committee. The Chair of the Committee shall send the report, including the majority and minority views and the recommendations supported by the majority to the Rector, VRAA and the faculty member within the 14 calendar days after the recommendation is made.
- vi. After receiving the report of the Committee on Faculty Affairs, the Rector may meet with the faculty member, VRAA or other relevant persons, or take additional steps as needed to review the appeal. The Rector will approve, reject, or amend the VRAA's initial decision. The Rector's decision is final.
- vii. The final record of the appeal (including the formal appeal, documentary evidence, the Committee's recommendation, and the Rector's final decision) will be retained under the direction of the Office of the VRAA in accordance with the University's policy on retention of written records.

Faculty Grievances

Scope

The University encourages faculty members to resolve their disagreements with the University or other faculty members through informal, frank, and open discussion. However, the University also recognizes that occasionally more formal processes are needed. Accordingly, this grievance policy may be used to resolve grievances within the University by the following categories of faculty: 1) full-time faculty and 2) any administrators with faculty status.

No Retaliation. No individual will be penalized, disciplined, or suffer prejudice against for acting, in good faith, exercising the right to make a complaint or for aiding another individual in pursuing a complaint. Persons obstructing this grievance process may be disciplined up to and including dismissal. Each step outlined below should be taken in a timely fashion.

Confidentially. All parties involved will maintain confidentiality throughout the process; only relevant information will be shared with persons with a legitimate need to know. Breaches of confidentiality may subject the person to disciplinary action.

Informal Resolution

The University encourages individuals to address problems and disputes promptly as they arise, through direct discussions. If discussion with a colleague does not lead to a resolution, a faculty member or administrator with faculty status may take the matter to the responsible administrator. For example, if a grievant has a complaint with respect to an academic unit's action in which the Dean was not involved, the grievant should attempt to resolve the matter through discussions with the Dean. If the Dean was involved, the grievant should discuss the matter with the VRAA. In general, attempts at resolution should involve the administrator one

level above the person(s) whose actions are the source of the complaint. If the grievance cannot be resolved by the responsible administrator or if the grievant does not want to involve such an administrator, then the grievant may submit a written request to the VRAA for assistance in resolving the matter informally. If a conflict of interest prevents the VRAA from facilitating resolution, he or she may appoint a designee. The person who will facilitate the resolution may consult with relevant individuals, review relevant documents, and attempt to resolve the matter informally.

If the complaint cannot be resolved informally, the grievant may then file a grievance with the Committee on Faculty Affairs. However, an informal resolution can occur at any time, even after the formal process has been initiated.

Handling of Grievances

a. Filing of Formal Grievance

The formal written grievance should consist of the grievant written statement concerning the substance of the complaint, the history of attempts to resolve it, and the relief sought. It should include the name, telephone number, and e-mail address of the grievant and a preliminary list of individuals who may have information relevant to the deliberations of the Committee on Faculty Grievances.

b. Preliminary Action

If acceptable to both parties, the chair of the Committee on Faculty Affairs may attempt to resolve the problem without involving the full committee. If a resolution is reached, both parties and the committee will receive a written report from the chair of the Committee on Faculty Affairs. If an informal resolution cannot be reached, then the grievant can request from the Committee a review of the formal complaint.

c. Committee's Review

The committee on faculty affairs will investigate the complaint through discussions with relevant parties and consideration of relevant documents. Relevant parties will include the grievant, the person(s) whose actions form the substance of the complaint, and any other person who may have information that the committee deems relevant. The committee may request or invite additional documentation from relevant parties, and it may invite relevant parties to meet with it. It will require all parties whom it contacts to keep the matter confidential.

d. Committee's Report and Disposition

The Committee on Faculty Affairs will record its findings and recommendations in a written report. The Office of VRAA is available for consultation throughout the grievance process. Ordinarily the committee will submit the report and a copy of the grievance to the VRAA and send a copy of the report to the grievant. If the VRAA is the subject of the complaint or has had substantial involvement in the issues giving rise to the complaint, the committee will submit the report and a copy of the grievance to the Rector instead of the VRAA. The grievant will have one week to submit to the VRAA (or, if the report was submitted to the Rector, the

Rector) a written response to the report.

Following review of the report, the VRAA (or Rector) will issue a statement to the grievant, the person(s) whose actions are the substance of the complaint, and the Committee on Faculty Affairs indicating what action will be taken by the University and, if the action is at variance with the committee's recommendation, the reasons for such action.

The final record of the grievance (including the formal grievance, documentary evidence, the final grievance report, and the VRAA's or Rector's statement) will be retained under the direction of the Office of the VRAA in accordance with the University's policy on retention of written records.

All grievances will be confidential and adjudicated in an environment of mutual self-respect toward all parties. Unwillingness of any participant to follow these restrictions may result in their expulsion from the proceedings and appropriate disciplinary measures. Unwillingness on the part of the grievant to abide by these restrictions may result, at the will of the committee, in suspension or termination of the proceedings. In the latter case, the findings of the VRAA will stand and no further appeal, except directly to the Rector, is available to the grievant.

Disciplinary Actions, Investigations and Hearings

This section provides a process for investigating and resolving faculty misconduct. If disciplinary sanctions are recommended, the disciplinary procedures outlined below will apply.

When a faculty member fails to fulfill his or her employment obligations or engages in misconduct, a collective term defined in the following paragraph, the University will take appropriate action. The University's response to allegations of faculty misconduct may vary according to a nature of misconduct, its seriousness, its impact on the University's reputation or the well-being of other members of the ADA community, and prior record of misconduct or moral turpitude.

Misconduct under this policy includes, but is not limited to, incompetence, bullying, harassment, discrimination, a pattern, or practice of failing to meet University contractual obligations, failure to carry out the obligations of one's position, violations of honor code and University policies, or violations of integrity of a teacher and scholar.

Disciplinary sanctions apply to any full-time appointment, including, but not limited to, one with core faculty status. Disciplinary sanctions fall into two categories:

- a) minor sanctions, which include any adverse employment action short of suspension, such as a reprimand;
- b) major sanctions, which include suspension or dismissal from employment.

Each step in the informal inquiry and hearing process should be taken in a timely manner.

Confidentiality of Process

All parties involved will maintain confidentiality throughout the process; only relevant information will be shared with persons with a legitimate need to know. Breaches of confidentiality may subject the person to disciplinary action.

Informal Procedures and Resolution

Any member of the community may initiate an investigation of faculty misconduct by informing the appropriate academic unit Dean or designee. The Dean or designee may attempt to resolve the issue through an informal process involving all parties to the issue. If informal resolution fails or if the Dean determines that the allegation of misconduct has merit and is sufficiently serious for disciplinary action, he or she will refer it to the Office of the VRAA.

Resolution by the Vice Rector of Academic Affairs

The VRAA or designee may consult with parties to the matter before determining the initial disposition of the case. The complainant and respondent may each bring a person from the ADA University community to attend a meeting with the VRAA, but not to advocate on the party's behalf. The VRAA or designee may also seek external or internal expertise and assistance in developing a review of the case. After consultation and consideration of the seriousness of the alleged offense, the VRAA or the designee will submit in writing his or her findings and recommendations to the Rector, proposing one or more of the following: (1) dismissal of the case, (2) informal resolution of the case agreeable to all parties, (3) a minor sanction, or (4) a referral to a formal faculty hearing. A recommendation of a minor sanction must be supported by a preponderance of the evidence.

The VRAA's decision to dismiss the case, issue a minor sanction, or otherwise resolve the case is final; however, the faculty member may grieve the VRAA's imposition of a minor sanction according to the procedures for filing a grievance.

Allegations of infractions that result in a minor sanction, such as a reprimand, cautionary letter to the file, or short-term financial or administrative remedy, will be reported only to the parties to the matter. Minor sanctions will be on file in the Office of the VRAA and will remain confidential to protect the respondent's reputation and relations with colleagues. If the VRAA believes that further examination of the charges may result in a major sanction, the VRAA will refer the case for a formal faculty hearing. However, the faculty member may waive the right to the hearing and choose to have the case decided by the VRAA. In that case, the VRAA's decision will be final and may not be appealed or grieved further.

Procedures for Hearings Which May Result in Major Sanctions or Dismissal

Filing of Statement of Charges for Disciplinary Actions

The VRAA will notify the faculty member of the intent to file charges and initiate a request for a formal hearing panel. The VRAA must file the statement of charges with the

University Senate chair. The statement of charges must summarize the relevant facts and circumstances of the alleged misconduct and include a preliminary list of individuals (and their contact information) who may have relevant information. The VRAA will send a copy of the statement of charges to the faculty member. The faculty member may elect to present to the hearing panel a written statement responding to the charges.

Final Record of Disciplinary Matters

The chair of the University Senate will convene the Senate Executive Committee as a hearing panel and present the members with a general description of the case. The Senate Executive Committee is charged with taking special care to achieve a reasonably balanced representation regarding the issues involved. Executive committee members deeming themselves disqualified for bias or conflict of interest are expected to immediately remove themselves from the selection process for panelists on their own initiative. The hearing panel will select a chair.

A hearing panel has the prerogative to attempt informal resolution before proceeding to a formal hearing. If the hearing panel cannot resolve the matter informally, then it will schedule a formal hearing. The following general hearing provisions will apply:

1. The hearing panel may modify these procedures, if necessary, for the fair and expeditious administration of these proceedings.
2. The hearing panel will conduct a prehearing conference with the faculty member and the VRAA to clarify the issues, stipulate facts, finalize the list of individuals who may have information relevant to the hearing, provide for the exchange of documents or other information, and identify other appropriate objectives to make the hearing fair, effective, and expeditious. The panel will maintain a record of the prehearing conference.
3. The chair of the hearing panel will notify all concerned parties of the time and location of the hearing. Notice of the hearing must be in writing and, customarily, made at least two weeks prior to the hearing.
4. Time extension or rescheduling requests by the faculty member or the VRAA may be granted by the chair for good cause.
5. The faculty member may waive the hearing or respond to the specific charges in writing at any time before the hearing. In the event the faculty member waives the hearing but denies the charges or asserts that the charges do not support a finding for a major sanction or dismissal from the University, the panel will hear the case based on available evidence directly related to the charges.
6. Customarily, the hearing will proceed in the absence of either the faculty member or the VRAA, if any of them fails to appear at the hearing after receiving notification. Only circumstances that are beyond control and that prevent a party's attendance at the hearing will constitute reasonable cause to reschedule the hearing. The hearing panel will make the determination as to whether there is reasonable cause for the absence.
7. The charges against the faculty member must be established by a preponderance of

- evidence in the record as a whole.
8. The full panel must hear the case.
 9. All hearings are closed to the public. The hearing panel, at its sole discretion, may remove participants in the hearing who are disruptive to the process.
 10. The hearing panel may invite persons from inside or outside the University to give testimony relevant to the matter, and party to the matter may request that the panel invite such persons. University personnel will make every effort to cooperate with the panel in securing witnesses and making available documents and other evidence. The parties shall have the right to cross-examine all witnesses.
 11. Minutes of the hearing will be taken. The VRAA will provide written minutes of the hearing to the parties upon request.
 12. After the parties have had an opportunity to review the minutes of the hearing, submit closing statements, and make rebuttals to the closing statements, the hearing panel will deliberate in closed session and prepare its report.
 13. The findings and recommendations of the hearing panel will be in a written report that is supported by a majority vote of the full committee. This report must include the majority and minority views and the recommended sanctions supported by the majority. The chair of the hearing panel will send the report to the VRAA or, if the VRAA has a conflict, to the Rector, and a copy of the report to the faculty member.
 14. The VRAA or Rector may approve, reject, or amend such findings and recommendations. The VRAA or Rector must state the grounds for his or her action in writing to the hearing panel and the faculty member. The decision of the Rector is final.
 15. The final record of the hearing, the statement of charges, documentary evidence, the final report, and the VRAA's or Rector's statement will be retained under the direction of the VRAA's office in accordance with the University's policy on retention of written records.
 16. The VRAA or Rector may suspend a faculty member for an interim period pending disciplinary or criminal proceedings ("interim suspension"). An interim suspension will be used only in cases where the VRAA determines (1) that the continued presence of the faculty member at the University poses a substantial and immediate threat to the faculty member or others or to the stability and continuance of normal University functions, operations, or processes; or (2) that the continued presence of the faculty member would be otherwise demonstrably disruptive. The VRAA may also assign the faculty member to alternative duties pending disciplinary or criminal proceedings.

Termination of Salary and Benefits

Termination for cause may follow immediately after the final decision of the VRAA or Rector. Final notification of termination will be given in writing to the faculty member within 30 days after the VRAA's or Rector's decision to terminate. The faculty member is not entitled to

further payment of salary and related benefits, except as required by law, after the effective date of termination.

Final Record of Disciplinary Matters

The final record of disciplinary matters will be retained under the direction of the VRAA's office in accordance with the University's policy on retention of written records.

Termination of Faculty Positions Because of Program Elimination

The University reserves the right to terminate, restrict, or otherwise limit faculty appointments, including core appointments, due to program elimination/reorganization ("Program Elimination"). Program Elimination includes the discontinuation or reorganization of an academic unit, undergraduate/graduate program, or certificate or other types of academic program/concentration/track. Program Elimination follows the policies established by the University Senate and approved by the VRAA.

In the event Program Elimination terminates faculty positions, the University will make every reasonable effort to place the affected faculty members in other suitable positions in the University. The following principles apply:

- Customarily, a faculty member with core faculty status will not be terminated in favor of retaining a faculty member without core faculty status.
- Customarily, a core-line faculty member with a longer continuous service will not be terminated in favor of a core-line faculty member with less continuous service.

Termination of Faculty

The VRAA will provide core and core-line faculty whose appointments are to be terminated due to Program Elimination with six months' written notice prior to the termination of their appointments. The notice will include a statement of the basis for the decision. The University may shorten or eliminate the period of advance notice by providing equivalent salary and benefits. Core and core-line faculty may request review of the termination decision from the Executive Committee of the University Senate.

Reinstatement Rights

In all cases in which a core and core-line position has been eliminated due to Program Elimination, the University will not fill the position of the faculty member so terminated within two years of the University's decision to eliminate a program, unless the released faculty member has been offered reinstatement in that position and has not accepted the offer within a reasonable period specified by the University.

INSTRUCTION

Core Competencies and Learning Outcomes

Outcome Images of Our Students

The ideal graduates of ADA will be educated through curriculum built around a triad of rigorous major study, functional enablers, and general education, provided with experiential learning opportunities through projects and trained to become high-impact graduates. The outcome images of these students are, therefore:

1. Highly Intellectual Solution Providers
2. Close Collaborators
3. Effective Communicators
4. Ethical Citizens

Firstly, producing high impact graduates entails admitting the most qualified students that have potential to excel in academically rigorous curricula, developing these students into the country's core manpower with critical thinking, analytical and problem solving skills, and ultimately delivering these students to the job market in all sectors of economy – industry, government, research or academic institutions – to effectively apply their knowledge and skills.

Secondly, ADA aspires to produce 'high impact' graduates, rather than merely makers. High impact graduates are professionals, who are capable of applying their knowledge to solve problems and design processes requiring more sophisticated training and skills compared to makers whose main functions are carrying out specific tasks. For makers to become high impact professionals, it takes skills and knowledge build-up. The academic programs at ADA should adopt a project-based learning approach to prepare our students to become high impact graduates upon graduation.

Core Competencies and Learning Outcomes

ADA University has developed a set of Core Competencies which derive from and are consistent with our mission, outcome images and strategy. Competence is defined as a specific skill and body of knowledge, and the student's ability to demonstrate that learning in assessment while at the University and in workplace upon graduation.

Each core competence, then, describes the desired Learning Outcome that students should be able to accomplish when they graduate, regardless of their program. Some institutions use learning objective and learning outcome interchangeably. We prefer to use learning outcome because of its direct focus on the result of the student learning.

For more details refer to Appendix 6.

Code of Teaching Responsibility

Satisfaction of teaching responsibilities by faculty is essential to the successful functioning of the University. The University conceives these responsibilities to be so important that performance by instructors in meeting the provisions of this Code shall be taken into consideration in determining salary increases, core status, and promotion.

Course content

Instructors shall be responsible for ensuring that the content of the courses they teach is consistent with the course descriptions approved by the University. Instructors shall direct class activities toward the fulfillment of top competencies and learning outcomes and shall evaluate student performance in a manner consistent with these competencies and outcomes.

Course Syllabi

During the first week of each semester, the instructor will provide the students with a syllabus. The syllabus shall minimally include:

- course description
- competencies and learning outcomes;
- instructors contact information and office hours;
- grading criteria and methods used to determine final course grades;
- date of the final examination and tentative dates of required assignments, quizzes, and tests, if applicable;
- attendance policy, if different from the University attendance policy and especially when that attendance policy affects student grades;
- required and recommended course materials to be purchased, including textbooks and supplies;
- any required proctoring arrangements to which students must adhere;
- course outline

Student Assessment

Instructors shall be responsible for informing students, in a timely manner so as to enhance learning, of the grading criteria and methods used to determine grades on individual assignments. Instructors shall be responsible for assessing a student's performance based on announced criteria and on standards of academic achievement. Instructors shall submit final course grades in accordance with the University deadlines. Assessment methods should be appropriate to the learning objectives of the course. In that context, instructors are expected to take reasonable steps to create an assessment environment that promotes academic integrity. When proctoring or other security measures are necessary to ensure integrity of assessments, then such measures should be administered in a manner consistent with the design and delivery of the course.

Grades

The University believes that regular assessment of students and feedback to them is essential to effective teaching and learning. Therefore, faculty members will provide all students with evaluation of their progress in a course prior to mid-semester. Faculty will provide specific feedback regarding progress in the course by posting an interim grade via Banner or Blackboard by the beginning of the seventh week of classes in the fall and spring semesters.

All faculty must report grades for fall, spring, and summer terms through Blackboard no later than 72 hours after the final examination has been given. Final grades are maintained in Banner. In no case should the student's name, or any other personally identifiable information be posted or released verbally or in written format to anyone other than the student. Any grade appeals are regulated by the Student Grievance Policy.

Final Examination

The University firmly believes that a comprehensive evaluation of a student's achievement in a course is a vital part of the educational process. Final examinations are to be given at the time determined by the University. Final examinations are normally scheduled in the classroom where the course has met throughout the semester.

In the event a final examination is changed to other than that of the scheduled time, provisions will be made by the instructor for any student who cannot comply with the schedule change. Any student who has three examinations scheduled in one calendar day and is unable to resolve the problem informally with the instructor or instructors may petition the Dean for relief.

All examinations are to be retained for one semester by the faculty members. Students have the privilege of requesting conferences with the instructors to discuss their final grades.

Testing Documents

Instructors shall be responsible for returning answers to quizzes, tests, and examinations to students with such promptness to enhance the learning experience. Instructors shall retain final examination papers for at least one semester to allow students to review or to retrieve them. All testing questions (whether on quizzes, tests, or mid-term or final examinations) are an integral part of course materials, and the decision whether to allow students to retain them is left to the discretion of the instructor.

Term Papers and Comparable Projects

Instructors shall be responsible for returning term papers and other comparable projects to students with sufficient promptness to enhance the learning experience. Term papers and other comparable projects are the property of students who prepare them. Instructors shall retain such unclaimed course work for at least one semester to allow students to retrieve such work. Instructors have a right to retain a copy of student course work for their own files.

Class Meeting and Term

Fall and Spring semesters equal 15 weeks of instruction, while Summer Term equals 12 weeks of instruction. Instructors shall be responsible for meeting their classes regularly and at scheduled times, within each term. To allow units to take appropriate action, instructors shall notify their units if they are to be absent and have not made suitable arrangements regarding their classes.

Class Audit

It is customary for faculty members to allow students or other faculty members to audit classes without formality.

Class Attendance by Guest

Non-student presence in the classroom will vary based on many factors. Guidelines specifying whether non-student guests will be permitted in the classroom will be established for each class by the instructor and included in the syllabus for the course. These guidelines do not apply to senior University administrators who are encouraged to attend any class of their own choice at any time.

Applicability of the Code to Student Teaching Assistants

Instructors of courses in which assistants are authorized to perform teaching, or other instructional functions shall be responsible for acquainting such individuals with the provisions of this Code and for monitoring their compliance.

Instructor Accessibility to Students

Instructors shall be responsible for being accessible to students outside of class time and therefore shall schedule and keep office hours for student conferences. Office hours should be scheduled at times convenient to both students and instructors with the additional option of mutually convenient prearranged appointments for students whose schedules conflict with announced office hours. These hours should be communicated on the course syllabus and in other appropriate ways to students and teaching unit office personnel. Each academic unit shall determine the minimum number of office hours for instructors in that unit. Instructors who serve as academic advisors also shall be responsible for maintaining appropriate office hours before and during enrollment periods. In addition to office hours, instructor accessibility through e-mail and other means is encouraged.

Student Evaluation System

Students at ADA University have an interest in being able to make informed judgments in selecting courses and faculty members as students pursue their academic programs. To this end, the University has framed a set of questions that should provide the type of information that students seek. To facilitate the transmission of this information to the students, the following

procedures are established:

- In compliance with the University policy, at the end of each semester Faculty Affairs Department shall administer a standard online form: Student Opinion of Courses and Teaching (SOCT) in all the classes through the Blackboard course page
- Results will be disseminated in summary form and shared with the unit's Dean or Program Director.

Hearing Procedures

Students may register complaints regarding an instructor's failure to comply with the provisions of the Code of Teaching Responsibility directly with that instructor.

If the concern is not resolved, students may take complaints to academic units' Dean or designee. If those persons are unable to resolve matters to the student's satisfaction, students may request a formal grievance hearing from the Vice Rector of Academic Affairs. Before doing this, all students are encouraged to meet with the VRAA.

Such complaints must normally be initiated no later than the middle of the semester following the one wherein alleged violation occurred. Exceptions shall be made in cases where the involved instructor or student is absent from the University during the semester following the one wherein alleged violation occurred.

Commercialization of Course Materials

The University prohibits students from commercializing their notes of lectures and University-provided class materials without the written consent of the instructor. Instructors may allow commercialization by including permission in the course syllabus or other written statement distributed to all students in the class.

Participation in Commencement

Commencement ceremonies are held at the end of Spring semester. All faculty are required to participate in the commencement ceremony. Deans are responsible for ensuring their faculty participate in these ceremonies.

Academic Apparel

Faculty members are expected to provide their own academic apparel for use at commencement exercises and other ceremonies when such apparel is appropriate. University funds may not be used to purchase academic apparel for individual faculty. A limited number of pre-made University gowns may be available for collective use.

SCHOLARSHIP

The search for new information and understanding is as important to the University as the transmission of existing knowledge and understanding. The Office of Vice-Rector of Scholarship and Graduate Studies facilitates such endeavors. Basic and applied research are faculty activities that are expected and encouraged by the University.

Faculty Research Time

Research, publication, and other scholarly activities are basic to the objectives and responsibilities of the University and its faculty. Recognizing this, the University is committed to the concept of research time for faculty to pursue individual intellectual inquiry, to publish, and to engage in creative activities designed to improve the educational experience of the students.

The awarding of time for research is not a routine matter. It is based on an assessment of the benefit of significant intellectual activity to the University and provides for regular and periodic review of accomplishments. Such time is available to faculty engaged in either graduate or undergraduate teaching.

Faculty Time for Founded Research

Wherever possible, the cost of faculty time should be reimbursed to the University from grant or contract funds. When required, faculty time may be contributed, especially when the funded research has provision for financial support of graduate students or equipment. When such cost-sharing of faculty time is agreed to by the University, the contributed time will be planned in the schedule of the faculty member.

Faculty Time for Unfunded Research

External funding is not always available to support the research activities of the faculty. To encourage scholarly and creative activities, particularly in certain disciplines, time for unfunded research is provided by the academic budget of the University. This time is awarded to Core Faculty only, based on a well-developed activity that has the approval of the Dean and the Vice Rector of Scholarship and Graduate Affairs. It is essential that such time be based on an activity that is both scholarly and of benefit to the University and the faculty member.

It is essential to demonstrate, through regular and periodic evaluation of the benefits derived from unfunded research, that these monies are being spent wisely. It is recognized that the results of scholarly activities come to fruition only after a period of two or more years, more frequent evaluation of unfunded research time is necessary. Publication in a scholarly journal is certainly clear evidence, although not the only evidence, that the research is producing desirable results. In extraordinary cases, outside expert review may be solicited to evaluate research.

Under no circumstances a faculty member, who has been awarded unfunded research time, may be eligible for extra compensation for teaching a course as overload.

Sponsored Research

ADA University recognizes the importance of sponsored research in the academic development of the faculty and in the training of graduate students. Although research benefiting the region is given particular emphasis, the University supports the right of, and encourages, faculty members to engage in any sponsored research, so long as that research does not compromise the educational objectives established by the University.

The University's principal research officer is the Vice Rector of Scholarship and Graduate Studies. This person has been designated by the Rector of the University as the official signatory for the University for all research and sponsored programs.

The Executive Director of the ADA University Foundation has the responsibility for submitting and accepting grants and contracts and establishing and enforcing administrative procedures necessary to assure compliance with regulations of funding agencies for operation of sponsored projects. The University Foundation is the grantee for projects under its purview, but responsibility for technical direction of the project is vested solely in the principal investigator.

ADA Foundation: <https://adafund.org/>

Since the guidelines are intended to facilitate the research endeavors of the faculty while protecting the interests of both the faculty and the institution, exceptions to the procedures should be rare and must be with the written approval of the Vice Rector.

Guidelines

University policies relating to sponsored research are based on the following guidelines:

- a. Sponsored research to be undertaken must support the instructional and research objectives established by the academic units in which the research is to be conducted. Each proposal is reviewed, weighing cost against benefit, to determine its appropriateness by Dean(s) and Vice Rector of Scholarship and Graduate Studies.
- b. Sponsored research normally is not accepted when the terms and conditions contain restrictions that prevent disclosure of the sponsor or the existence of the contract or adequate review of suitability to the academic program of the University.
- c. Except under special circumstances, all research grants and contracts are submitted through, and administered by, the University Foundation.
- d. Sponsored programs that require matching funds by the University (e.g., equipment) will normally be reviewed and approved by the Office of Finance.

Procedures

Preliminary discussions between faculty members and potential sponsors are encouraged and often precede the preparation of a formal proposal. The Vice Rector is available for discussion at any stage in the preparation of proposals. Formal procedures are based on the following guidelines:

- a. A faculty member interested in submitting a proposal should consult with the Dean to determine whether the proposed project is desirable with respect to the goals of the academic unit. In addition, the faculty member should consult with the Vice Rector on application and proposal development guidelines. The Foundation should also be contacted for information and assistance in proposal budget preparation.
- b. The faculty member then submits a proposal to the Vice Rector of Scholarship and Graduate Studies for administrative review and any necessary modifications in light of specific requirements of the University and the proposed sponsor.
- c. The proposal is then prepared for submission by the Foundation; the proposed project director is responsible for obtaining signatures of the Dean on the final copy. Proposals must be submitted to the Foundation for production not less than five working days preceding the project deadline and be accompanied by a signed proposal.
- d. In the event that a proposal is disapproved for submission, the proposing faculty member may appeal the decision to the Vice Rector of Scholarship and Graduate Studies for reconsideration and decision. The decision of the Vice Rector is final.

All financial reports and statements, property and equipment reports, inventions reports, interim and final technical reports, and closeout reports are submitted through the Foundation, where copies are retained on file in accordance with grant or contract requirements.

Conflicts of Interests

Every attempt must be made to avoid conflicts of interests. The following examples illustrate potential or actual conflicts of interests. They are by no means exhaustive but are illustrative of potential COIs that must be disclosed, avoided, or otherwise managed, reduced, or eliminated.

- a. Accepting gifts, gratuities, or special favors related to the University research;
- b. Giving remunerated lectures for or on behalf of companies or organizations whose economic or political interests are affected or perceived to be affected by an investigator's scholarly work;
- c. Entering a paid consultancy with an entity that has an interest in the consultant's University-based research;
- d. Providing privileged access to information (particularly unpublished research results) developed with the University resources or supported by independent sponsors to any external entity other than the sponsor;
- e. Undertaking evaluative research when the investigator or the investigator's immediate family member has a financial, managerial, or ownership interest in the sponsoring company or in the company producing the product being tested;
- f. Using students or employees of the University to perform services for a company in which an individual involved in research activities has an ownership interest or from which he/she receives any type of remuneration;

- g. Accepting support for research under terms that require results to be held confidential, unpublished, or significantly delayed in publication without prior approval of the Vice Rector of Scholarship and Graduate Studies;
- h. Purchasing equipment, instruments, or supplies for research or teaching, or contracting services from a firm in which the individual involved in research activities has a financial or other interest;
- i. Influencing the negotiation of contracts between the University and outside organizations in which an individual involved in research activities has a financial interest or other relationship;
- j. Influencing the sub-contracting of research to an entity in which the individual involved in research activities has an interest.

ACADEMIC HUMAN RESOURCES POLICIES

Appointment Basis and Review Period

Faculty are appointed on an academic year (AY) basis. An academic year appointment covers a full twelve-month period with a nine-month assignment of duties and responsibilities. The assignment period will normally be from August 16 through May 15 of the following calendar year, including the first faculty meeting of the academic year through final examinations and commencement ceremonies. The two-week period preceding classes will be an orientation/planning time. Summer is considered an “off-term” period.

For AY appointments, the salary is paid in 12 installments on the last working day of each month. AY appointments include periods of paid holidays, and annual leave during the summer term.

Full-time faculty are eligible to work during an "off-term" period and earn extra compensation. For example, a faculty member who is appointed for the fall and spring semesters will be eligible to work during the summer session and earn extra compensation in addition to their base salary. The faculty member's salary rate during the “off-term” period may not exceed one-third of the normal academic year salary. The compensations of full-time faculty members during the "off-term" period are calculated according to a policy defined by the Vice Rector of Academic Affairs.

Faculty Load

- a. The standard teaching load at ADA University for assistant professors is six (6) courses, for associate and full professors is five (5) courses, each with no less than 6 ECTS, for the academic year.

- b. The standard teaching load at ADA University for instructors, senior instructors and lead instructors is eight (8) courses, each with no less than 6 ECTS, for the academic year.
- c. The standard teaching load at ADA University for EAPP instructors is 525- 540 hours. Depending on the contract type, it may also be offered as 450 as a standard load and 75 hours as an overload.

While determining the faculty load, the Dean should take into account responsibilities including curriculum development, academic advising, supervision of theses, supervision of student internships, service in professional organizations, and special community or university services. Other factors that need to be taken into account in assigning teaching loads are: class enrollment, number of preparations, preparations for new courses, amount and number of paper grading, team teaching, tutorial, independent study, or thesis courses, hours of graduate-level courses taught, and the number of registered thesis supervised.

A faculty member's responsibility toward the University includes scholarship and service in addition to teaching. If the school and the faculty member request a teaching load beyond the established limit, approval of such a request must be forwarded to the Vice Rector of Academic Affairs on the recommendation of the Dean.

Payroll Procedures

Wages and Salaries

Base Compensation is paid over a 12-month period, with deposits made at the end of each month and payable to the employee's designated bank account. Base compensation is paid from the University funds. All payments are subject to the State Tax Regulations of the Republic of Azerbaijan, whereby, taxes are withheld at the source of payment.

Base compensation rate may be adjusted in response to a core-line faculty member's review by the University and core faculty member's evaluation by the School. Said review and evaluation schedule is as follows:

- For Core-line faculty in:
 - Initial Appointment – at the end of the first 3 years
 - Reappointment – at the end of the first 5 years
- For Core faculty – biannually, every 2 years thereafter

The adjustment is at the total discretion of the University.

Taxes

In Azerbaijan, taxes are withheld at the source of payment. Tax rates vary according to a type of contract.

Employment Contracts

Individuals working under full-time and part-time employment contracts are subject to the following taxes:

- Personal Income Tax paid by Employee
- Social security contribution paid by Employee and Employer
- Unemployment insurance contribution paid by Employee and Employer
- Mandatory medical insurance paid by Employee and Employer

Personal Income Tax

Personal Income standard rates that are applicable to the employees of the oil and gas and government sectors, and which will be applied after the seven-year grace period, are as follows:

Amount of monthly taxable income	Amount of tax
Up to 2500 AZN	14 percent
Over 2500 AZN	350 AZN + 25% of the amount exceeding 2500 AZN

Social security contribution

Social security monthly standard rates that are applicable to the employees of the oil and gas and government sectors, and which will be applied after the seven-year grace period are equal to 25%. They are withheld from a monthly income of employees at the following rates:

- Employee portion – 3 percent
- Employer portion – 22 percent

Unemployment insurance contribution

Each employer and employee will bear 0.5% UIC assessed on the gross monthly salary according to the law “On Unemployment”.

- Employee portion – 0.5 percent
- Employer portion – 0.5 percent

Mandatory medical insurance

Each employer and employee will bear the following rates according to the law of the Republic of Azerbaijan on “medical insurance”:

Amount of monthly taxable income	Amount of tax (Employee and Employer portions)
Up to 8,000 AZN	2 percent
Over 8,000 AZN	160 AZN + 0.5 percent of the amount exceeding 8,000 AZN

Service Contracts***Resident service contracts***

Resident service contracts may be in 2 different forms: the 1st one for the persons with Tax ID (VOEN) and the 2nd one for the persons who are not able to receive Tax ID (VOEN) for several reasons which are stated by government rules.

The service contract of Tax ID (VOEN) holders are charged with the following taxes according to the Tax Code of the Republic of Azerbaijan:

- SSPF payment – 75 AZN per each active month
- Mandatory Health Insurance - fixed 12 AZN monthly
- Income Tax – 5%

The service contract for non-Tax ID (VOEN) holders are charged with the following taxes:

- SSPF payment – 25% from gross amount
- Mandatory Health Insurance, calculated as shown below:

Amount of monthly taxable income	Amount of tax (Employee and Employer portions)
Up to 8,000 AZN	2 percent
Over 8,000 AZN	160 AZN + 1 percent of the amount exceeding 8,000 AZN

- Income tax, calculated as shown below:

Amount of monthly taxable income	Amount of tax
Up to 2,500 Azn	14 percent
Over 2,500 Azn	350 Azn + 25 percent of the amount exceeding 2,500 Azn

Non-resident service contract

Non-resident service contracts are charged with the following taxes according to the Tax Code of the Republic of Azerbaijan:

1. Withholding tax (WHT) – 10%
2. Value added tax (VAT) – 18%

Formulas for calculation:

- Net amount x 1.18/0.9 = Gross amount
- Gross amount x 1.18/0.9 = Net amount

Overload Pay

This Policy applies to full-time core and core-line faculty. Faculty may request approval for overload pay related to teaching. Overload pay assignments require prior written approval (a) by the Dean of the faculty who will undertake the proposed overload pay assignment; (b) by the faculty affairs director in the Office of VRAA. To be approved, an overload pay assignment must meet the following minimum criteria:

- The faculty requesting overload pay must have a full-time assignment in his/her school and be satisfactorily performing his/her assigned duties; and
- The faculty's Dean, after consultation with the office of VRAA, must determine that:
 - proposed assignment represents a substantial increase over the faculty member's regularly assigned duties; and
 - after considering the other commitments of the faculty, including his/her regularly assigned duties, and other professional obligations, the proposed assignment will not adversely affect the faculty's performance of his/her regularly assigned duties.
- The approval of each overload pay assignment must be recorded on the Overload Offer Letter.

Upon approval of the Dean and Faculty Affairs Director, a full-time faculty may elect to teach additional 2 courses during the academic year, beyond his/her full academic course load. Such faculty receive a flat rate gross compensation for teaching one section of the first course calculated at 40 percent of the Annual Tuition Rate for the instructional program in which they are teaching. If teaching one more section of the same course they receive 75 percent of the stipend of the first course, and 100% of the stipend if teaching different course. The gross compensation is paid in equal installments over 4 months or in one instalment at the end of the term.

For teaching an overload during an academic year, EAPP instructors receive a flat rate net compensation calculated at 30 AZN/per teaching hour.

All classes must meet the minimum class size of 15 students per section. Normal class size optimization must be evaluated as 40 students per course/section.

Independent Study

An independent study project may be compensated at five (5) percent of the overload stipend per project - not to exceed five projects per faculty per academic year - for work beyond a full academic course load at the discretion of the Dean.

Other Provisions

The Office of the VRAA shall provide an annual summary of overload pay disbursements made during the prior fiscal year to appropriate ADA faculty. In recognition of collegial expectations usual in a community of scholars, University units may not pay honoraria to faculty members, academic staff, executive managers, or academic administrators for talks,

seminars, etc., provided in usual classroom/seminar settings.

Adjunct Pay

Adjunct faculty are hired to support the staffing needs of schools during exceptional circumstances. Adjuncts are not intended to support ongoing instructional requirements.

Adjunct faculty are not permitted to teach more than two courses (sections) per semester. All classes must meet the minimum class size of fifteen (15) students per section. Normal class size optimization must be evaluated as 40 students per course/section.

Adjunct faculty receives a flat rate gross stipend for a semester. This rate is based on the following formula:

- First Course (one section): the flat rate gross stipend equals 30 percent of the Annual Tuition Rate for the instructional program in which they are teaching.
- Second Course:
 - Adjunct faculty receive 75 percent of the stipend of the first course if teaching one more section of the same course.
 - Adjunct faculty receive 100 percent of the stipend of the first course, if teaching a different course.

The flat rate gross stipend is paid in equal installments over 4 months.

Summer Session Pay

Faculty members appointed on an academic year basis may be assigned teaching duties for the summer term in addition to fall and spring terms. A full-time faculty (core and core-line) may elect to teach additional 2 courses during the summer semester.

- Such faculty receive a flat rate gross compensation for teaching the first course calculated at 40 percent of the Annual Tuition Rate for the instructional program in which they are teaching.
- For the second section of the same course, they receive 75 percent of the stipend of the first course.
- Faculty receive 100 percent of the stipend of the first course if teaching different course

This flat rate summer compensation is paid in equal installments over 2 months. All classes must meet a minimum class size of 15 students per section. Normal class size optimization must be evaluated as 40 students per course/section.

Faculty Records

Official transcripts of all academic work completed by each full-time faculty member and a current copy of his or her vita and diploma are kept on file in the office of the Faculty Affairs and/or the Department of Organization and Personnel.

Part-time instructors who are faculty of record are required to ensure that their Deans receive copies of their academic transcripts and diplomas. Deans are responsible for verifying and certifying the authenticity of academic transcripts and diplomas (in electronic or paper form) once they are received.

These records are then kept on file in the office of the Faculty Affairs or in the Department of Organization and Personnel or at a secure website. Faculty members should make sure their credentials on file are current. Faculty records should be retained for five years after resignation, separation, or termination. Employment and payroll records are maintained in the Department of Organization and Personnel.

Identification Cards

All members of the faculty and academic staff have to obtain identification cards. The identification cards are useful for campus privileges. It is inappropriate to alter, falsify or misuse an ADA I.D. card.

To obtain an ID card, the faculty/academic staff member may visit the Control Room located on the second floor of the Student Center, 9:00 am through 5:00 pm, Monday through Friday. A government issued ID is necessary for processing.

International Hires and Immigration Act

Faculty must obtain a visa before visiting Azerbaijan. Upon arrival, a work permit will be obtained.

Visa

Foreign nationals visiting Azerbaijan need to obtain a visa. Starting from January 10, 2017, the State Agency on Public Services and Social Innovations under the President of the Republic of Azerbaijan has begun to process electronic visas through “ASAN Visa” system.

Foreigner nationals can get the e-visa in just 3 steps (apply, pay, and download e-Visa) via the Portal. E-visa is issued within 3 (three) working days and will be valid for 30 days. The visa fee is 20 USD. The fee for the e-Visa is paid online. The e-Visa is sent to the e-mail address of an applicant. Foreigners can get detailed information about and apply for electronic visa at: evisa.gov.az

Visitors planning to stay more than 15 (fifteen) days on the territory of Azerbaijan are required to be registered upon place of stay within first 15 (fifteen) days. Failure to do so may result in a fine. The Department of General Administrative Services will assist visitors with such registration and migration related issues.

Immigration

Application for a work permit can not be made before arriving in Azerbaijan. All

immigration-related issues are handled by the State Migration Service (SMS) which is responsible for:

- registration upon arrival
- issuance of Work Permit (WP)
- Temporary Stay Permit (TSP) issued for up to 2 months – in case of visa extension
- Temporary Residence Permit (TRP) issued for up to 1 year
- Permit for Permanent Residence (PPR) – issued for a spouse of Azerbaijani citizen

Faculty are required to submit the following documents once arriving to Azerbaijan

- Passport valid minimum until the mid of the next year – scan a copy and e-mail
- Diploma – original copy by mail
- Diploma Apostille (legalization) – original copy by mail
- CV - email
- Permanent address – email
- Photo 3x4 – 2 copies

Faculty are required to submit the following documents after arriving in Azerbaijan

1. Passport valid minimum until the mid of the next year – original
2. If accompanied by dependents:
 - a. passport valid minimum until the mid of the next year - original
 - b. birth certificate of children (with apostille)
 - c. marriage certificate (with apostille)
3. 2 photos (3x4), against red background
4. Results of medical check-ups administered at International Medical Center, Baku, Azerbaijan. The Center charges a fee around 100 AZN.

Processing Times and Deadlines

- Work Permit (WP) can be obtained from SMS before or after arrival in Azerbaijan
- Temporary Residence Permit (TRP) must be requested minimum 20 days before visa expiration date
- WP and TRP processing time is about 2-3 months
- WP and TRP renewal/extension must be requested 45 working days before expiration date
- Permit for Permanent Residence (PPR) must be obtained by applicant only

For more information about permits:

<http://www.migration.gov.az/index.php?section=000&subsection=000&lang=en>

Contracting and Probation Conditions

All faculty and staff who are foreign nationals are required to secure valid immigration status and work authorization before their expected start date and maintain valid immigration status and work authorization throughout the employment.

The initial three (3) months period of the assignment shall be a probationary period, during which each party can terminate the agreement by three-day advance notice to the other party. This probationary period is necessary, because an expatriate employee becomes eligible to work in Azerbaijan upon receipt of work permit and residence card only. The process for obtaining a work permit required for employment takes at least 2 months. During this period, faculty will be offered a 3-month Service Contract, based on which he/she can start assignment immediately and receive compensation. Upon completing all formalities required for documenting the employment in Azerbaijan, faculty will be offered an Employment Agreement. Foreign national is also required to maintain full-time employment status at ADA, confirm that his/her permanent abode throughout the period of employment is in Azerbaijan, and sign a confidentiality agreement.

Leave of Absence

Faculty are entitled to the following types of leaves at ADA University.

Earned Leave

Full time faculty (core and core-line) are entitled to 60 calendar days of vacation during a calendar year. All faculty are encouraged to take their vacation during summer.

Conference Attendance

Faculty who has been invited to deliver a paper in a significant conference that will advance both the faculty members' and the ADA's reputation, should attempt to make these arrangements outside the fall and spring semesters. They should submit their request for leave to the Dean no less than four weeks before the start of the semester. Requests submitted during the semester will not be considered. The request for leave should be accompanied by a detailed outline of how the absence is to be covered (class, office hours etc.) and if "make-up classes" are considered, these should be scheduled as close as possible to the original class time

Unpaid Leave

An employee is entitled to unpaid leave if it becomes necessary for him/her to take time off from work to solve urgent family, personal, or other problems. Unpaid Leave period may be requested up to six (6) months in a Fiscal year based on agreement of employee and employer. A verification letter/document is required if the period exceeds 30 calendar days.

Sick Leave

ADA University grants a Paid Sick Leave to employees to guard against loss of earnings due to illness and/or injury. Paid Sick Leave policy will allow employees to continue to receive full pay when they take time off from work for health-related reasons. Each full-time employee is provided five (5) days of full Paid Sick Leave in a calendar year. These days will be calculated from the employment date. Sick Leave does not accrue and is not carried forward to the next calendar year and is not payable upon termination.

National Sick Leave

ADA University also provides Sick Leave coverage that is consistent with the requirements of Labor Code of the Republic of Azerbaijan. Generally, the coverage is provided for any certified non-work-related illness or injury lasting three (3) and more calendar days. Payment of benefits begins on the first calendar day of medically certified illness or injury and runs for up to a maximum of six (6) months. It is the responsibility of the employee to promptly notify the immediate supervisor and the Department of Organization and Personnel about absence due to illness or injury.

Maternity Leave

Women are granted pregnancy and maternity leave of 126 days, starting 70 calendar days prior to childbirth, and ending 56 calendar days after childbirth. In the event of complications during labor or birth of more than one child, women are granted 70 days leave after childbirth.

Education Leave

Based on supervisor approval and review and approval by the Department of Organization and Personnel employees pursuing part-time education while working full-time can use education leave for the following reasons:

- Laboratory research, tests, and examinations during the semester
- National examinations
- Writing and defending graduation projects (theses)

Education leave may be requested during the periods specified in class schedules with supporting letter from the educational institution proving enrollment in the degree/study program. Education leave is granted only for employees taking correspondence courses.

Research Leave

An employee who is continuing doctoral studies for the purpose of obtaining an academic degree and curriculum writers may be eligible for paid research leaves for the purpose of completing their dissertations or writing textbooks or teaching aids.

Bereavement Leave

In the event of death in his or her immediate family, with supervisor's prior approval, a

full-time employee will be permitted to be absent with pay for up to 3 working days. For the purposes of this bereavement leave, the university defines immediate family to include, but not be limited to the employee's parent, spouse, grandparent, child, sibling, or parent or sibling of employee's spouse.

Military Leave

Workplace and position of the employee are kept during active military service. The employee is entitled to return to the former or equivalent position prior to the expiration of 60 days at the most from the date of discharge from military service.

Resignation

A faculty member who wishes to resign from the University while under contract must submit a written request to the academic unit Dean at least 120 calendar days prior to the intended date of resignation. Faculty submitting the resignation request in less than 120 calendar days will forfeit the last month's compensation, benefits, bonuses, and similar financial earnings. The request shall then be tendered to the VRAA, who will notify the faculty member whether the resignation is accepted and any related conditions, including effective date of resignation.

Resignation during an academic year must include due consideration as to how the faculty member's departure will occur without disrupting instruction. Only in the most unusual and compelling circumstances will a resignation at other than the end of a semester be permitted and only when provision for qualified substitute instructors have been arranged in all courses.

Faculty members leaving the University should contact the Department of Organization and Personnel for information concerning termination, continuation, or conversion of their benefit programs.

Participation in Partisan Political Activities

As citizens, the faculty/academic staff members of ADA University have the same rights and responsibilities of free speech, thought, and action as all citizens of Azerbaijan. Their position, however, imposes special obligations, such as emphasizing that they are not institutional spokespersons, and exercising appropriate restraint.

Obviously, faculty/academic staff members have a binding obligation to discharge instructional and other regular duties, since performance of these duties may be impaired by any private activity requiring a large portion of time. For the mutual protection of faculty/academic staff members and the University, faculty/academic staff members campaigning as political advocates and/or candidates shall do so on their own time. For the period of such advocacy and/or candidacy, it is required that they obtain leaves of absence from the University.

Faculty Recognition Award

“Best Müəllim” Faculty Recognition Award is for the purpose of rewarding exceptional performance in teaching, recognizing specific accomplishments of the faculty member. It is designed to complement the annual faculty performance evaluation and provide a financial reward to a select few who have outperformed and exceeded expectations during the academic year.

“Outstanding Müəllim and Alim” Award will annually honor 1 faculty member of ADA University who demonstrates distinguished achievements in teaching and scholarship.

The annual faculty performance evaluation will serve as the primary method for assessing and rewarding faculty members. Deans/Program Directors are responsible for evaluating faculty members’ performance and for nominating teachers for a recognition award. Faculty with a “Teaching Effectiveness” block rating of 125 and higher for the evaluated period are eligible to be nominated for “Best Müəllim” award.

For further details of the Recognition Award policy and procedures see Appendix 7.

Outside Employment and Work for Pay

Full time faculty members are compensated for full time professional effort for the University. Faculty may have duties in instruction, scholarship, or outreach, or in a combination of these areas. Regardless of the character of the faculty member's duties, the University expects that each full-time faculty member will carry a reasonable and full-time load, assuming a proper share of the total functions and responsibilities of the school and University. Within this framework, the University recognizes that, through consulting and other relationships with government, industry, not-for-profit organizations, and others outside the University, its faculty members can make valuable contributions off campus while enhancing their expertise in their discipline.

This Policy is intended to protect the integrity of the faculty-University professional relationship, to ensure that approved outside work for pay is consistent with the University's mission, and to provide that faculty members remain accessible to students, colleagues, and the public. This Policy applies to all faculty members (core and core-line) at the rank of instructor through professor.

Certain activities are expected of faculty members as part of their normal scholarly activities and are not regulated by this Policy (even if a faculty member is paid to do them by a person or entity other than the University). These include, but are not limited to:

- presentations at professional meetings and other similar gatherings;
- peer review of articles and grant proposals;
- leadership positions in professional societies;
- preparation of scholarly publications;

- editorial services for educational or professional organizations;
- service on advisory committees or evaluation panels for government funding agencies, nonprofit foundations, or educational organizations;

Limitations on Performing Outside Work for Pay During Assignment Period

Faculty members may request approval to engage in outside work for pay during the assignment period of nine months, if *all following* conditions exist:

- All approved outside work for pay and overload pay assignments for the faculty member will not exceed a total average of four (4) days a month.
- The work in question will enhance the faculty member's expertise as a teacher and scholar in his/her discipline.
- The work will not interfere with the performance of the faculty member's University duties, including those non-classroom responsibilities expected of all faculty members.
- The work will not adversely affect the University's interests or violate University policies or regulations.
- The work will be of a professional nature.

Definitions

- "Outside work" is any work performed for a person or entity other than ADA University.
- "Work" is any service or activity in the general area of expertise for which the faculty member is employed by the University. Examples of work include, but are not limited to, consulting, advising, research, demonstrating, performing, outreach, or teaching in the faculty member's discipline.
- "Pay" is anything of value received in consideration for work, except reimbursement of expenses. Examples of pay include, but are not limited to, any salary, fee, honorarium, monetary gift or contribution beyond actual expense, or the promise of any of these in the future. Work for any business or other for-profit enterprise owned or operated by a faculty member or by his/her relative(s), shall be considered "pay" (whether the faculty member receives anything of value in consideration for the work) because of the likelihood that the faculty member's work will increase the value of the business or enterprise to the faculty member's direct or indirect financial benefit.

Required Approval

- A faculty member must request and obtain the written approval of his/her Dean before engaging in outside work for pay.
- University administrators to whom the Authorization Form is submitted may seek additional information or clarification from the faculty member regarding the proposed outside work for pay.
- University administrators shall process completed Authorization Forms in a timely fashion.

- If a request to engage in outside work for pay is denied, the Dean shall provide the faculty member with written reasons for the denial. A faculty member may not challenge a decision to deny approval for outside work for pay through the Faculty Grievance Policy.
- Each Dean shall keep Authorization Forms submitted by faculty on file for at least three years.
- Each Dean shall submit annual reports to the Office of the VRAA concerning the outside work for pay performed by faculty in that school.

Off-time Period

Faculty who holds academic year appointments may engage in outside work for pay during “off-time” period of summer, if the work does not adversely affect the University's interests, violate University policies or regulations, or circumvent University policies or regulations that would apply if the work was performed during the duty period. The University does not limit the amount of time faculty may spend on outside work for pay at times other than their assignment period.

Other Provisions

- Faculty may not use University facilities, supplies and materials, equipment, services, or employees for outside work for pay.
- If a faculty member seeks to use intellectual property owned by the University in outside work for pay, the Dean must consult with the Office of VRAA before the outside work for pay may be approved or performed.
- When engaged in outside work for pay, faculty members must make it clear that (a) they are acting in their individual capacities and not on behalf of the University; and (b) that the University does not endorse, sponsor, or support the outside work. A faculty member may not use his/her University title when signing reports and letters pertaining to outside work for pay. Official University letterhead shall not be used in outside work for pay.
- Faculty members shall not divert to outside work for pay research or teaching opportunities that might reasonably be offered to the University, nor should they knowingly participate in outside work for pay that might compete with the University's programs.
- The involvement of University students or staff (especially those for whom the faculty member has oversight responsibilities) in a faculty member's outside work for pay must be disclosed and may require monitoring.
- Approval for outside work for pay is subject to termination at any time the University considers such action to be advisable. Written reasons for the decision to terminate approval will be provided to the faculty member by his/her Dean. Decisions to terminate approval for outside work for pay are not disciplinary action.
- When involvement in outside work for pay substantially interferes with a faculty member's performance of his/her University duties, the faculty member's Dean may issue an administrative warning to the faculty member or the faculty member and

his/her Dean may arrange by mutual agreement a voluntary unpaid leave of absence or a reduction in the faculty member's appointment. Voluntary leaves of absence should normally not exceed six months, and the frequency and duration of leaves of absence should not impair a faculty member's contributions to the University.

- Violation of this Policy may be the basis for discipline under applicable University policies.

Business Travel Policy

The policy applies to those employees who will be absent from the University to participate in a training/educational course, to attend seminar, conference, or workshop. Business Trip can be initiated either by the employer or employee themselves and can be paid (fully or partially) or unpaid depending on the purpose of the trip. Paid Business Trip expenses must be covered by the University. Unpaid Business Trip expenses must be covered by an organizer. If the trip is not covered by the University or organizer, it is not considered as a Business Trip. In such cases employee may use either Earned Leave or take Leave Without Pay.

In all cases supporting documents (invitation letter, relevant email pertaining to any event/training) should be provided to the Organization and Personnel Department.

- Business trips are requested in two ways:
 - a. If the Business Trip is paid by the organizer, an application form needs to be submitted to the Organization and Personnel Department. Relevant form for the Business trip can be requested from the School/Program assistant
 - b. If the Business Trip is fully or partially covered by ADA University standard travel request procedure should be followed via Banner system. Relevant School representative is required to create PR with all the costs indicated via Banner.

FACULTY BENEFITS PROGRAMS

Automatic Benefits

Vacation

A full-time employee of ADA University is entitled to a 60-day paid vacation during a given calendar year. Employees are encouraged to take their leave during summer.

Public Holidays and Breaks

The University is closed during national holidays and other non-working days sanctioned by the government. The Department of Organization and Personnel will provide the schedule of national and government holidays.

Faculty members are normally not required to be on campus during the academic breaks between semesters, however, faculty may be required to be present for ten days after the close of spring semester and for ten days prior to the opening of the fall semester for purposes of faculty development and for assisting with orientation and planning.

Workers Compensation

The law requires that the University insure all full-time employees against accident in a workplace and any disability that may have been caused as a result of such accident. All full-time employees are covered by such insurance.

Optional Benefits

Government Required Documents

The University will cover directly expenses related to Visa, Temporary Residence or Work Permit, and related documentation required by the government for employment at ADA University.

University Property

Faculty are entitled to a laptop computer, phone or other technological device required to accomplish the duties and responsibilities as a faculty member. Faculty are responsible for taking good care of University property.

Transportation

The University will provide expatriate faculty with a one-way airline ticket via Azerbaijan Airlines (AZAL) from a major city of departure flown by AZAL to Baku, Azerbaijan, at the beginning of the contract period. The University will also provide transportation from his/her place of residence to the major departure point on AZAL. In addition, the University will provide faculty with a one-way airline ticket to a major city flown by AZAL at the end of his/her contract term, and the connecting transportation from the AZAL point of arrival to his/her place of residence.

Health Insurance

The University will provide faculty with health insurance underwritten by a provider in Azerbaijan. The Department of Organization and Personnel will share terms and conditions of the health insurance upon hire. Family members may also be covered under this policy at an additional cost to faculty.

Housing

Upon thorough evaluation of needs, the University provides optional housing for faculty in the University Faculty Housing Complex during the term of employment. The apartment

comes fully furnished with basic furniture and fixtures. The monthly rent amount, based on selected unit, will be automatically deducted from faculty member's gross monthly paycheck. Faculty will be responsible for all utilities in this housing unit. The Department of Organization and Personnel will work with faculty directly and assist in selecting an appropriate unit and coordinating with General Administrative Services the move and connection of appropriate utilities.

Parking

Employees of ADA University may request an on-campus parking from the Office of Transportation and Logistics. A parking pass is provided as a benefit to the ADA employees. The value of this benefit is determined before the beginning of each fiscal year and made known to all faculty and employees.

One-time Allocation

The University will provide a one-time allocation in the amount of up to 500 AZN (five hundred manats or its equivalent in USD) at the time of joining the University as an international faculty. Faculty may use these funds as a shipping allowance at beginning and end of the contract, including excess baggage fees on international flights or anything else that may be deemed necessary by the employee.

Tuition Assistance Policy

Employees of ADA University, who are classified as core and core-line faculty, professional staff and management, and their spouses and children are eligible for a 50 percent tuition waiver during their first semester of study at ADA University. A confirmation of such employee benefit must be submitted to Bursar and Financial Aid by the Department of Organization and Personnel no later than August 15th. To maintain the scholarship, such students must have a semester GPA of 3.00 and higher.

Faculty Incentive Options Policy

Incentive options provide opportunities to support, recognize and reward a faculty member's contributions to the overall objectives of ADA University and to enhance the recruitment and retention of exceptional faculty. This policy applies to full-time (core and core-line) faculty.

Types of Options

- Hiring Incentive - applies to new faculty agreeing to work for a period of no less than three consecutive (3) years. A formal agreement must be executed which includes requirements for satisfactory performance and pay back/forfeiture if terms are not met. Paid after a successful completion of the three years of service.
- Retention Incentive - applies to current university faculty agreeing to continue to work for no less than five consecutive (5) years. A formal agreement must be executed

which includes requirements for satisfactory performance and pay back if terms are not met. Paid after a successful completion of the five years of service.

- Recognition Incentive - to recognize faculty for exceptional performance in teaching and scholarship, or outstanding service. In addition to performance-related incentives, recognition awards may also be provided for employee appreciation and for team accomplishments.
- “Best Müəllim” Faculty recognition award – to reward exceptional performance in teaching, recognizing specific accomplishments of the faculty member. (see App. 7)
- “Outstanding müəllim and Alim” faculty recognition award – to honor annually 1 faculty member of the University for distinguished achievements in teaching and scholarship. (see App. 7)
- Research Reward program – aims at honoring the efforts University researchers, encouraging active contribution toward achieving internationally recognized research excellence and elevating University’s academic rank. (see App. 8)
- Faculty Research and Development Fund – aims to incentivize new faculty and provide standing faculty with a dedicated source of funding to pursue research activities and professional development. (see App. 9)

The Rector has the discretion to award incentives to faculty for their contributions to the University. VRAA and Deans are responsible for submitting nominees to the Rector for all above mentioned incentives when warranted.

Incentive cannot be added to the faculty's base pay. Incentives are considered income for the faculty and will be taxed accordingly. Faculty may choose one of two methods for the payment of the incentive: a) lump sum payment, or b) scheduled payments over a designated number of months within the fiscal year.

UNIVERSITY POLICIES

University Policy on the Evaluation of Teaching Effectiveness

General Guidelines

- The University is committed to the goal of excellence in teaching. It therefore provides encouragement and means for faculty development and establishes ways to recognize and reward effective teaching. Evaluation of teaching serves to provide information to the faculty member for self-improvement.
- In the evaluation of the various aspects of teaching performance, an emphasis should be placed on both skills and knowledge acquired by students in each course. Attention should also be paid to the relationship of the skills and knowledge acquired to the top 10 competencies and learning outcomes defined by the University and the specific requirements of a given program.
- Maximum effort must be made to develop cognitive skills through learning by doing.

Faculty must ensure that a significant portion of teaching is based on practicum by using emerging tools such as flipped classrooms, mandatory graded teamwork projects, hybrid education, digital simulations, start-up demos, case method etc. so that our students learn how to apply their knowledge to solve real world problems.

- A combination of methods must be used, so that each source of data will act as a check on the others and thereby contribute to a fairer evaluation. The interpretation of the data must be supplemented by cautious consideration of other factors germane to instruction, such as student ability and needs. Other factors to consider include grade distributions, class size, opinion survey response rates, and instructional format. Student learning is the result of the student's skills and efforts as well as those of the instructor.
- Great caution must be exercised to ensure that student opinion surveys are not used as a means to make fine distinctions among faculty members. The rating of an instructor in the majority category should be considered as evidence of teaching competence. Rank ordering of teachers or comparisons to program, school or University averages is not valid in the evaluation process. References to isolated student comments should be avoided unless an established trend can be demonstrated. When teaching is considered deficient or needs improvement, the evaluator(s) should make suggestions for improvement.
- Variables, such as course level, type of course, class size, whether the course is core vs. elective, teaching load, etc., must be constantly investigated and taken into consideration by those involved in the evaluation process. Class attrition is a questionable measure of teaching effectiveness, but if it is to be used, its relationship to various variables must be examined.
- Evaluators in all levels of the evaluation process must be attentive to allegations of bias and be particularly alert to patterns of possible discrimination.
- Deans and appropriate faculty committees should be knowledgeable concerning the evaluation, interpretation, and use of the data gathered from the various evaluation sources. The University, through the Office of Academic Affairs and other means, should make available opportunities for faculty members and responsible administrators to obtain appropriate knowledge.
- The data gathered in the evaluation process will not be made available to anyone beyond those officially part of the evaluation process without the written authorization of the faculty member. This restriction is not intended to apply to the University-wide statistical studies that do not reveal the identity of individual faculty members.
- Appropriate school and University individuals and committees should regularly review these policies on the evaluation of teaching (including thesis and internship advisement) and how they are being implemented, both to ensure that they are not being violated to the possible detriment of the individuals being evaluated, and to initiate needed improvements.

Portfolio Evaluation

Evaluation of portfolios should be conducted every two years for core faculty, every year for core-line faculty.

1. Teaching effectiveness is evaluated by an examination of all documents used in instruction. These documents are to be assembled by each faculty member and presented to the Dean in accordance with the established University annual evaluation schedule. All courses taught during the evaluation period should be included in the portfolio.
2. Position Responsibility Statement, Classroom Visitation Report and Student Opinion Surveys are considered part of portfolio and included in Dean's annual evaluation.
3. This portfolio will consist of all instructor-provided materials used in each course (not section) during the period covered by the evaluation. Materials from only the most recently taught section of each course and only from courses taught during the period covered by the evaluation should be included. If the faculty member chooses, summer session courses may be included. Where it is impractical to include items, such as films, a description of those materials should be included.
4. Examples of materials to be submitted are the course syllabus, assignment lists, research paper assignments, reading lists, study guides, handouts, problem sets, laboratory exercises, performance assignments, simulations, all testing materials including the final examination, efforts to improve teaching (including thesis advising), teaching development activities, and any other material or information that would assist the Dean in evaluating the effectiveness of teaching.
5. In addition to course materials, the faculty member should also provide a summary of teaching and research/internship advising loads, grade distributions, the course objectives and methods used to evaluate student performance.
6. The faculty member should also submit a narrative statement in which s/he critically and creatively reflects on the entire teaching process starting from course design, delivery and assessment suggesting innovative ideas in regard to teaching, knowledge integration, application and/or discovery.

Provisions for Dean's Evaluation

The issues that the Dean will address in his/her evaluation are as follows:

- *Load of Faculty.* The overall nature of the faculty member's teaching tasks. Examples include number of courses taught, number of students in each course, whether the faculty member had graduate student assistance with large classes, presence of written work for large classes, number of thesis/internship students advised, and participation in distance learning and other teaching venues requiring extra time and effort.
- *Course Goals.* Course goals and their preciseness, relevance, and measurability. The alignment of the course goals with the mission, core competencies and top 10 learning outcomes defined by the University.
- *Pedagogical Practices.* The variety and impact of pedagogical practices employed by faculty to develop cognitive skills through learning by doing. Relevance of various instructional strategies to the defined course goals, competencies and learning outcomes. Extensive and consistent use of pedagogical tools available within Blackboard.
- *Teaching Resources.* The overall quality of the materials selected for use by the faculty

member in each course covered by the evaluation. Issues include whether the materials are current and represent the best work in the field, whether the materials represent a superficial or a thorough coverage, how well the course has been developed, and whether the intellectual tasks set by the instructor are appropriate.

- *Assessment by Faculty.* The overall quality of feedback, evaluation and testing in each course covered by the evaluation. Issues include whether the testing and evaluation procedures are consistent with the intellectual tasks set by the instructor and whether adequate feedback is provided to students in order to develop the desired levels of intellectual performance. If appropriate, the reasonableness of grade distributions will be addressed. Specific suggestions for improvement in any of the above areas will be included.
- *Professional Development Plan.* The evaluation of portfolio process could result in faculty development plan for those faculty whose instruction, course materials, or assessment methods need improvement. Based on the evaluation outcomes, a core-line faculty may be offered several professional development opportunities:
 - Comprehensive Certificate Program on Teaching and Learning Effectiveness
 - Series of workshops on specific components of Teaching and Learning Effectiveness
 - Consultations on specific aspects of Teaching and Learning Effectiveness

Proposals for faculty development funds should be submitted to the VRAA by the Dean.

Classroom visitation

A carefully designed and consistent classroom visitation program and schedule should be established within each academic unit. Classroom visitation must ensure consistent and sufficient controls to avoid prejudice or caprice.

As part of Teaching Effectiveness Evaluation System (TEES) process, core-line faculty in Initial Appointment track are typically observed and evaluated four times during academic year:

- one time by a peer evaluator internal to the school
- one time by a peer evaluator from the other school
- one time by a school administrator
- one time by the University administrator

The peer evaluators are experienced teachers chosen partly based on their own TEES performance. They serve as full-time evaluators as part of their institutional service. Preferably, both peer evaluators and administrators must complete a training workshop.

The system requires that all new teachers participate in TEES during the first three years of service with ADA University. The three-year results of TEES are compiled in portfolios to be submitted for the initial review process.

Core-line faculty in Reappointment track are observed and evaluated twice a year: once each semester, by a peer evaluator and school or University administrator.

Core-faculty are typically observed and evaluated once a year by their peer and/or school or University administrator.

Student Opinion Survey

The schools are responsible for obtaining data to assist in the evaluation of teaching effectiveness within the school by means of a university-wide student opinion survey. Supplemental questions (or separate surveys) may be used by individual faculty. When courses are team-taught by more than one faculty member, students should be asked to complete separate surveys for each faculty member. Responses in the student's own words are to be solicited on surveys.

Students are to be made aware of the purposes and value of the survey. The standardized student opinion surveys will be administered online by the University. Students will receive multiple notices from the University and should be encouraged by the course instructors to respond.

The statistical results, produced to ensure student anonymity, are made available to the faculty and to the Dean as soon as the results are produced or at the end of the normal grading period for the course, whichever comes later. Results for student opinion surveys where 10 or fewer students are enrolled in a class will be made available to faculty and administrators with the removal of demographic information.

Individuals who have a role in the process of evaluating teaching effectiveness will have access to the statistical results as contained in the individual faculty member's file. Survey results obtained by means other than these standardized procedures shall not be accepted as primary evidence of teaching ability.

Student opinion surveys will be administered within the last two weeks of classes for the fall and spring semesters or sessions within them and during the last week of classes of the summer session for all faculty members, including adjunct faculty.

Other Methods of Evaluation

As noted above, schools desiring an additional method of evaluation should submit a proposal to the Dean for review and possible approval. Methods of evaluation that might be used are as follows:

- a. Student achievement tests should be used for evaluation of teaching if standardized and uniform questions and scoring are feasible, and there exists a wide testing sample of students with different instructors in different semesters or in different sections of the course. Testing shall be performed both early and late in the course to ensure a valid measure of learning achieved during the course. It should be developed and

utilized, where possible, on a regular basis by the faculty on the school level.

- b. Student interviews - Systematic exit interviews or surveys, or interviews at predetermined stages of a student's major program, may be conducted within each school. A standard format should be used. A means should be devised to ensure accurate recording of the interview, through the presence of a disinterested observer, through maintenance of a written account, or transcription of the interview, or through other appropriate means. Comments about individual faculty members should be transcribed and made available to them, although the identity of the students will remain confidential.

Certain other procedures are generally considered to provide a less reliable contribution to a fair and systematic evaluation of teaching performance and therefore should be employed only with due caution. They include: (1) evaluation by organized student groups; (2) alumni surveys; and (3) self-evaluations. Normally, use of data based on these procedures should be limited to a supplemental role and not constitute a primary means of evaluating teaching performance. Schools that wish to use these or other techniques not noted above as a primary data source for the evaluation of teaching must develop clear standards of application for their use. These procedures and standards of application must be approved by the Dean and Vice Rector of Academic Affairs.

It is the responsibility of schools to establish formal procedures for the evaluation of faculty, supervision of student research projects and internships.

University Policy on the Evaluation of Scholarly and Creative Activity

Our vision is to be a world class Azerbaijani university with an excellence of "Müəllim and Alim" in an innovative learning culture. At ADA University, we uphold the importance of these two qualifications.

It is, therefore, expected of a faculty member to continuously engage in scholarly activity. Scholarship here is defined as the scholarship of discovery, application, integration, and teaching. This policy defines each type of scholarship, as well as criteria for promotion at ADA University.

Scholarship of discovery is understood as original research that expands or challenges knowledge in scholar's discipline. As mentioned by Boyer (1990)¹, discovery is the creation of new knowledge and its purpose to contribute not only to knowledge but to climate of academic institutions as well.

Classical examples of scholarship of discovery are:

- publication of scholarly article in peer-reviewed journal of his or her discipline;
- working papers;

¹ Boyer EL. *Scholarship Reconsidered: Priorities of the Professoriate*. San Francisco: Jossey-Bass Publishers;1990.

- books or book chapters in reputable publishing houses;
- presentation of research findings at professional conferences.

Scholarship of integration is closely related to the interdisciplinary debates making connections across disciplines and creating more coherent and integrated knowledge. Scholarship of integration would report findings of research designed to solve a practical problem; a new research problem identified through the application of the knowledge and skill of one's academic discipline to a practical problem; findings that describe new knowledge obtained through the application of the knowledge etc.

Classical examples of scholarship of integration are:

- publication of scholarly article in peer-reviewed journal of his or her discipline;
- professional development workshops;
- literature reviews;
- non-academic publications that address discipline-related concerns.

Scholarship of application tries to build bridges with other disciplines, decision and policy makers and community to apply theory to solve every-day problem. Application scholarship links research with practice and involves engagement to translate new knowledge in practical interventions and solving problems experienced by society.

Examples of scholarship of application includes but not limited to:

- consulting activities in field of industry related to intellectual work of the faculty member;
- support or development of community activities in the field or industry that link with academic discipline
- publication of policy papers/studies/memos related to problem solution
- formal development and oversight of partnership on behalf of the University that connect students with the field/industry (capstone; internship);
- Media contribution (newspaper, magazine, etc)
- development of Centers for Study or Service

The scholarship of teaching extends beyond simply transmitting information to a process that is also transforming and extending the learning of students and scholars. The scholarship of teaching involves stimulating active learning, critical thinking, and the commitment to life-long learning. Examples of this type of scholarship include:

- development of new or substantially revised courses, curricula
- innovative teaching materials/strategies
- educational research projects resulting in findings disseminated at professional conferences or peer-reviewed publications
- production of videos for instructions
- publication of textbooks or teaching materials

General Guidelines for Evaluation

Within the types of scholarship defined above, the evaluation of scholarly activity should be based on these criteria. In evaluation, emphasis should be placed on quality, not just quantity.

The following, where appropriate, are included in the definition of scholarly activity at ADA University: publications, presentations at professional meetings, grants and contracts, computer software and educational media, instructional research, interdisciplinary research, creative and artistic productions, translational research including patents awarded, and applied projects in technical and professional fields.

1. *Publications* - In evaluation, the Dean should take into consideration and comment upon the reputation and editorship of journals in which the faculty member has published, the extent of external peer review of articles, level of authorship for the faculty member, e.g. sole, first, or second author, and the level of publications, e.g. international, regional or national. As a rule, the faculty is expected to publish in a peer-reviewed impact-factored journal of his or her discipline. Published books are evaluated on the level and reputation of the publishing company, e.g. international, regional, national, or self-published, and the nature of the reviews received. Evaluation of the quality of the publication is essential. For major personnel decisions (e.g., core and promotion) external evaluation of publications is required.
2. *Presentations at professional meetings* - the Dean will be expected to evaluate such presentations on a similar basis to publications in learned journals - that is, taking into consideration the extent of external peer review before acceptance of the paper and the prestige associated with having a paper accepted for presentation at that meeting.
3. *Grants and contracts* - In evaluation of faculty members' funded research activity, the Dean should take into consideration the aggressiveness with which the faculty members have sought out research opportunities (considering the availability of opportunities in their fields), the effectiveness with which faculty members have met the requirements established by the funding agency, the effectiveness with which the faculty members have worked with colleagues and contributed to funding for graduate assistants, and the leadership that faculty members have provided on particular grants (as principal investigator, co-principal investigator, collaborator, consultant or other major participant).
4. *Computer software and educational media* - Creative work resulting in the creation of significant computer software or digital educational materials for use external to the University will be evaluated by the Dean based on external evaluations and reviews.
5. *Instructional research* - The Dean should give credit to effective instructional research by faculty members, with emphasis on well-designed and controlled research in teaching, particularly in their own or closely related disciplines, and the recognition that the instructional research has received through publication or adoption at other institutions.
6. *Interdisciplinary research* - Credit should be given for interdisciplinary and cross-disciplinary research, including collaboration with others outside the immediate field of expertise of the faculty member, whether internal or external to the University.
7. *Translational research and patents awarded* are important components of faculty

research in certain business and technical fields. The Dean should give credit for patents awarded and translational research that results in important new industrial or business applications.

8. Research activities may include *applied projects* that directly support the needs of industry, government and/or the community, and result in a comprehensive published technical report. Examples include publications in trade journals, economic impact studies and forecasts, white papers, reports to government agencies, etc. Further examples of other appropriate research and scholarly activities are development of new products, processes, or techniques and software development.
9. *Other* – Editorship of prestigious journals may be considered scholarly activity in certain disciplines. Book reviews, instructional manuals, and articles in national popular magazines related to the faculty member’s expertise may be considered but are not substantial scholarly publications.

Promotion Criteria

Promotion guidelines on scholarship for ADA University should be based on reasonable criteria. The following criteria are applied at the University level and are minimum requirements for consideration. Schools may have additional criteria beyond the following one. Assistant professor expecting to apply for associate professor rank should expect to present the following records of scholarly activity:

1. Candidate should provide records of scholarly activity from one or more category of scholarship (discovery, integration, application, and teaching).
2. At least two of the records must be an article in peer-reviewed journal with impact factor 0.5 or above (Social Science Citation Index). One of the articles must be solo article or article where candidate is a principal investigator.
3. Records of presentations at professional meetings.
4. Record of outreach or other activities in which there was significant use of candidate’s expertise (consulting, reviewer for refereed journals, journal editor, peer review of grants, speaking engagements, services to governmental agencies, professional and industrial associations, educational institutions, etc.).

It is the responsibility of the Dean to evaluate the quality of the scholarly activity of the faculty member (a mere listing of publications or grants does not constitute evaluation). For these purposes, each school should also establish, with the approval of the Dean, Vice Rector of Academic Affairs and Vice Rector of Scholarship and Graduate studies, a clear statement of the criteria for evaluating scholarly activity and research in that school. The criteria should take into consideration both the mission of the University and the nature of the scholarly activity within the discipline or related disciplines and in appropriate interdisciplinary venues. The school criteria should be attached to the evaluation by the Dean that is submitted to the Vice Rector of Academic Affairs and Vice Rector of Scholarship and Graduate Studies.

University Policy on the Evaluation of Service

The category of professional service is more difficult to define than teaching or research but deserves the same kind of rigorous evaluation and positive credit given to teaching and scholarly activities. The Dean has the responsibility to seek out methods of evaluating quality of professional service, not merely to list the activities. The task is sometimes complicated by the fact that much professional service takes place outside the school. Ideally, each faculty member should exercise their professional expertise in both University service and community engagement. Where individual faculty members may be expected by the Dean to play different roles, those specific roles should be defined and understood. In all cases, service should be judged based on quality and effectiveness, not just quantity.

Mentoring of students is one of the most important areas of faculty service, and each academic unit should develop methods of evaluating, encouraging, and rewarding excellence in student mentoring. School and University service also includes mentoring and counseling of students and junior faculty, special service assignments, sponsorship of student activities, cooperation with the Office of Development in outreach to alumni and securing external funding for the University, service on school and University committees and task forces, cooperation with the Office of Admissions in recruitment of students to the University, and other service activities.

Community engagement is defined as the application of a faculty member's professional skills to engage with the external community in a manner that both assists the community and is consistent with fulfillment of the University's mission. Community engagement in religious, political, or social organizations (although meritorious in itself) is not relevant to the faculty member's professional area. Examples of community engagement activities to be evaluated include participation in the University outreach programs, teaching noncredit courses, workshops, projects, and colloquia in the faculty member's expertise, speaking engagements, both reimbursed and unreimbursed consulting activities, and other ways the faculty member uses his or her professional knowledge for service.

Service to the discipline is also a community engagement. It is exemplified by service to scholarly or professional societies, journal editorships, peer review activities for scholarly journals, scholarly books and texts, and external funding agencies, and other ways of contributing to the advancement of the discipline or appropriate interdisciplinary fields other than in areas relevant to teaching and research.

Service to scholarly or professional societies may include holding of office, serving on boards, chairing symposia, and special sessions at conferences, editing proceedings, reading non-research papers, being instrumental in bringing a professional group to campus and serving on the local arrangements committee, developing a teleconference, and any other ways in which the faculty member is active within the professional society. It is the responsibility of the Dean to evaluate the quality of the work done for the professional society by the faculty member and the stature of the professional society itself and its relevance to the mission of the University.

Reporting and Evaluation of Service in Merit and Promotion Cases

ADA will consider the service record just as it considers the teaching and research records in merit and promotion cases. Evaluation of service goes beyond the simple statement of “served on committee X”, instead, a detailed summary of the work performed should be provided, including time spent.

The role of the Dean is to evaluate the faculty member’s service record. Enumeration does not constitute evaluation. Deans may want to consider developing expected or typical service “paths” for faculty in their academic units, to serve as models for their faculty. Deans should evaluate the academic importance of service roles the faculty members have filled, the effectiveness of the faculty member’s work in those roles, and the appropriateness of the service record given the faculty member’s career stage; comparisons with the service records of the others may be helpful.

Appointment and Evaluation of Deans and Academic Deans

Dean

The Dean of a school is the chief administrator for that school who has the major responsibility for the leadership of the school. Duties of each Dean are specified in detail in the position description. Deans are expected to have excellent credentials in teaching, scholarship and service when hired.

Appointment

The Vice Rector of Academic Affairs is responsible for all aspects of the search process and ensures that it is carried out as specified by the University policy. Candidates selected for interviews should have the credentials for core-line and core faculty at the initial appointment at ADA University. The curriculum vitae and other relevant documents for each candidate must be made available to the school and University community prior to the interview.

Deans are appointed for a term of five (5) years. A regularly scheduled review involving faculty input will be conducted after the third year. Deans serve at the pleasure of the Vice Rector of Academic Affairs.

Evaluation

Deans are evaluated annually during the first 3 years of their service and biannually, thereafter, during the spring semester for improvement, potential and merit consideration by the Vice Rector of Academic Affairs. The evaluation process is as follows:

- The Dean prepares and submits a report of school achievements and personal professional growth to the Vice Rector of Academic Affairs.
- Criteria for the performance appraisal shall be both generic and specific. Specific criteria refer to the school, and generic criteria are common to all Deans.

- The Vice Rector of Academic Affairs will inform the Dean of the results of the appraisal and of the Vice Rector of Academic Affairs' response to the evaluation materials in writing, including constructive criticism.
- The evaluation results and the Dean's reply (if any) will be retained in confidence by the Vice Rector of Academic Affairs and will be made available to the Rector.

Review

Deans are reviewed at the end of their third-year service. The third-year review process is conducted by the Vice Rector of Academic Affairs who notifies the core and core- line faculty that the Dean is being considered for review.

Input from all full-time faculty in the relevant school will be solicited by the Vice Rector of Academic Affairs through use of a survey form that also provides for a written comment. Confidentiality and anonymity will be maintained.

The Vice Rector of Academic Affairs will consider results of the Dean's annual evaluations, progress in attaining goals, and faculty input. The Vice Rector of Academic Affairs will share his/her recommendations with the Rector and receive his input before making a decision.

The Dean and faculty in the school will receive a summary report and a decision of the Vice Rector of Academic Affairs to reappoint or to not reappoint.

Associate and Assistant Academic Deans

These positions are staff appointments by the Dean of the school, in consultation and with approval of VRAA.

- a. Associate Deans are usually selected from core faculty in the school.
- b. The dean shall provide associate and/or assistant Deans with a job description that will form the basis for annual evaluations by the Dean.
- c. For all appointments, the Dean shall be responsible for initiating the search, forming the search committee, providing a written job description, inviting interested internal faculty to apply, and following established University policies and procedures.
- d. All associate and assistant Deans are evaluated annually during the first 3 years of their service and biannually, thereafter, in the spring semester by the Dean for continuance and potential. Annual evaluations of teaching, scholarship, and service should include input from faculty unless the associate or assistant Dean is a full-time administrator. Collaborative goals are set for the subsequent year after the evaluation is completed.
- e. The criteria for evaluation must be specific to the job description.
- f. The associate or assistant Dean will submit a report of yearly achievements and progress toward previous year's goals to the Dean.
- g. The Dean will use the report and other relevant data to provide an evaluation. The evaluation will be provided to the associate or assistant Dean through a performance

appraisal letter.

- h. A reappointment process shall be conducted by the Dean every two years and shall include the results of annual/biannual evaluations and a survey to provide for faculty input. The associate or assistant Dean, the faculty and the Vice Rector of Academic Affairs will be notified of the decision to reappoint or to not reappoint.

The University's Name, Identification and Symbols

Name

The name of the university is ADA University.

The name of the University shall not be used in the name of any other corporation, association, organization, or other entity or used in any other way so as to identify the university with the aims, policies, programs, products, or opinions of any other entity or its members, without the express authority of the Rector. The name of the University shall not be used to align the university with any political, economic, social, or cultural cause or for any private commercial or promotional advertising purposes whatsoever without express authority from the Rector.

Rallying Round ADA Flag

The ADA Flag consists of three stripes. These stripes extend vertically. Each stripe is one-third of the total area of the flag. From inside out, they alternate in colors of Blue, White and Red. In the center of the flag and inside the white stripe, the letters ADA are centrally placed on top of four lines. The letters are in red, while the four lines are in blue.

Blue means loyalty and communication. We are an intimate community upholding certain principles and values. Our loyalty to them has been rock solid. Our story is about citizenship, honor, integrity, truth, intellectual curiosity, diversity, change, respect, tolerance, perseverance, merits, collaboration and giving back. We live to create our own story in life. We communicate well this story and transmit our values among us and through years.

White means purity of honor. Clean, spotless, and transparent. We pledge to honor and live by honor. White also stands for the purity of mind, clean of prejudices, and in search of knowledge, enlightenment, and education.

Red symbolizes life, energy, vibrancy, rejuvenation, reinvention, and innovation. ADA is a thriving location. In this volcano of ideas and initiatives, we encourage minds to explode. We challenge static thoughts. We conquer the heights through continuous learning and restless innovation of selves.

The four lines of blue represent Four Pillars of ADA: Global Citizenship, Innovative Learning, Social Responsibility and Thriving Location. Standing tall on top of these four pillars, ADA thrives and reinvents itself in perpetuity.

ADA Logo

Symbol of The Truth, Knowledge, Innovation, Loyalty, and Communication

ADA logo embodies a reflection of memory in innovation. Inspiration has come from a belief in firmness of foundations and heights of horizons.

The name of ADA is hoisted on four steps/lines and embraced by a shield of horizon. The symbols and colors bear foundations of our beliefs: The Truth, Knowledge, Innovation, Loyalty, and Communication. Our memory reaches back to our foundations, roots, and history. Our home is Azerbaijan. Our outreach is the global world and thirst for its discovery.

- The steps represent pillars of knowledge
The ever-extending four steps are a symbol of knowledge, and a path to enlightenment. With knowledge, we walk up to new heights, while building firm foundations under our feet. The light of knowledge dispels the darkness of ignorance. The steps meet at the corners of horizon, which signifies the infinity of knowledge.
- The shield represents protection of the truth
The shield of horizon protects the truth and defends our belief in liberty of mind. Behind the protection of the shield, academic freedom will flourish, and the truth will be learned.
- The color red represents innovation energized by our beliefs in process and change, we will constantly seek innovation and evolve with it.
- The color blue represents loyalty and communication

At ADA, we are a community of learners. We pledge our loyalty to ADA, its values and growth. Together, we will find the truth, master the knowledge, and evolve with innovation.

ADA Anthem

ADA-nın varlığı

Biz elmi, təhsili uca tutmuşuq,
Yorulmaq sözünü tam unutmuşuq.
Gör neçə ölkəyə körpü qurmuşuq?!
Tükənməz gəncliyin əzmkarlığı,
Yaşa ey ADA-nın nurlu varlığı.

NƏQARƏT:

Qoy eşitsin bəşər, qoy bilsin cahan,
Məkan o məkandı, zaman o zaman.
Dünyaya günəştək doğ, Azərbaycan!!!
Yayıl ayın, günün şəfəqləriylə,
ADA-nın işıqlı səhəri ilə.

Həyata eşqimiz axar çay kimi,
Əməyə sevgimiz bir bulaq kimi,
Həmrəyik, güclüyük uca dağ kimi.
Seçmişik hünəri, qəhrəmanlığı,
Yaşa ey ADA-nın nurlu varlığı.

ADA UNITED

Enlightenment has taken the leading role
In our lives and minds, thus, we stand tall
Building bridges we connect to the world.
Perseverance is our story to be told
With passion to learn at ADA!

CHORUS:

Let the universe hear when we say
Azerbaijan's voice is heard far away
The time has come for us today
To pursue our dreams in an honest way
Through passion for learning at ADA!

At the crossroads of East and West,
United we stand, strong we emerge
Breaking barriers on the way to the best,
Out pours love of life, we surge
Toward passion for learning at ADA!

Lyrics of ADA United are written by Elnur Imanbayli, BA 2016 student. The music was composed by Ms. Firangiz Alizadeh, renowned Azerbaijani composer, chairperson of the Composers' Union of Azerbaijan, who has also been awarded the title of "People's Artist of the Republic of Azerbaijan".

Equal Opportunity and Non-Discrimination

ADA University is committed to the principles of equal opportunity and non-discrimination. University programs, activities and facilities are available to all without regard to race, color, gender, religion, national origin, political persuasion, sexual orientation, marital status, disability, height, weight, veteran status, age or familial status. The University is an Equal Opportunity Employer.

Conflict of Interests in Education Responsibilities

An amorous or sexual relationship between a student and a faculty member, a teaching assistant or another University employee who has educational responsibility for that student may impair or undermine the ongoing trust needed for effective teaching, learning and professional development. Because of the faculty member, teaching assistant or other employee's authority or power over the student, inherently conflicting interests and perceptions of unfair advantage arise when a faculty member, teaching assistant or other employee assumes or maintains educational responsibility for a student with whom the faculty member, teaching assistant or other employee has engaged in amorous or sexual relations.

It is, therefore, the policy of ADA University that each faculty member, teaching assistant and other University employee who has educational responsibilities for students shall not assume or maintain educational responsibility for a student with whom the faculty member, teaching assistant or other employee has engaged in amorous or sexual relations, even if such relations were consensual. Whether such amorous or sexual relationships predate the assumption of educational responsibility for the student, or arise out of the educational relationship, the faculty member, teaching assistant or other employee shall immediately disclose the amorous or sexual relationship to the relevant academic unit administrator, who shall promptly arrange other oversight for the student.

Conflict of Interests in Employment

Standards for hiring, promotion, reappointment, evaluation, working conditions, responsibilities, salary, and termination for all employees at ADA University are based on ability, qualifications for the position, and performance. Relationship (meaning connection between persons, hereinafter referred to as "relatives," by blood, marriage, adoption, or other personal relationship in which objectivity might be impaired) to another individual employed by the University shall not constitute a bar to hiring, promotion or reappointment; provided, however, that no employee shall be under the direct supervision or control of a "relative." Employment of "relatives" in the same unit or department or under the same supervisor is authorized only with the prior written approval of the Office of the VRAA or the Department of Organization and Personnel, as appropriate. In addition, "relatives" should not participate in roles which have the potential for influencing employment decisions, e.g., peer review.

Decisions about individual cases should be made based on these principles. In cases where the application of a principle is disputed, the administrator/supervisor at the next level may be asked to assist in resolution. The Office of the Rector has final approval regarding application of the general principles to particular cases.

Policy on the Use of Drugs, Alcohol and Smoking-related Products

Drug and Alcohol-Free Workplace

ADA University requires that faculty be informed that the unlawful or unauthorized manufacture, distribution, possession, or use of a controlled substance and alcohol is prohibited in the workplace. Any employee who commits any prohibited act under this policy shall be subject to the full range of disciplinary actions, including immediate discharge, and/or may be required to participate satisfactorily in an appropriate rehabilitation program. As a condition of employment, each employee must abide by the terms of this prohibition and notify his or her supervisor of any criminal drug statute conviction based upon conduct occurring either on or off the workplace no later than five days after such conviction.

Use of Tobacco and Smoking-related Products

Faculty, staff, and students are discouraged from smoking tobacco on campus. Smoking is allowed only in designated areas. Smoking outside the designated areas is sanctioned. Violators will pay a penalty in the amount of 250 AZN per each occurrence.

Guidelines and Policy on Dealing with Disruptive Students

Appropriate conduct by students is an absolute requirement in the school and in classroom and the University must operate with a policy of zero tolerance for any disruptive behavior. The term 'disruptive behavior' means any behavior that substantially interferes with the conduct of a class.

Disruptive behavior may include but is not limited to:

- Persistent late arrivals or leaving early in a manner that disrupts the regular flow of the class.
- Talking while the instructor is talking.
- Speaking in class without first obtaining recognition and permission to speak.
- Use of electronic equipment such as cell phones, computers, MP3 players, etc. in a manner that disrupts the class.
- A student who becomes belligerent or verbally abusive when confronted as a result of his/her inappropriate behavior.

These guidelines are designed to provide faculty members with their options when confronted with disruptive students as well as inform them of the mechanisms they may use to correct the problem.

The most powerful deterrent to classroom disruption is for the faculty member to provide class expectations concerning appropriate conduct in the classroom. Each faculty member should publish in the course syllabus the course attendance policy, behavior policies, and other expectations for appropriate conduct in the classroom. A faculty member may consider disruptive behavior when assigning grades for the class if participation is part of the final grade.

Students do not have the right to engage in behavior that is disruptive in the classroom. The instructor of record has the authority to maintain appropriate classroom behavior in all courses offered by ADA University. Faculty have the right to immediately confront any student causing disruptive behavior, and request cessation of the behavior. A follow-up conversation with the student(s) is recommended to reinforce the faculty member's expectations for appropriate conduct in the classroom. In situations in which students are cooperative with the faculty member's request to cease disruptive behavior, the faculty member need only report the incident to the Dean.

Should any student choose not to respond to a request to cease disruptive behavior, the faculty member should ask the student to leave the classroom to prevent further disruption to the class. A disruptive student should be reported to the Office of Student Services and Alumni Affairs for disciplinary action. Students engaged in classroom disruption will normally be charged with:

- a. Failure to comply with the directions of university officials, their authorized agents, and campus security officers acting in the performance of their duties; and/or
- b. Obstruction or disruption of university activities.

Should a student refuse to leave a classroom when asked to do so or should a faculty member become concerned about his/her personal safety or the safety of the class, the ADA University Security Office should be called immediately to remove the student. Even if the student leaves the classroom before ADA University security arrive, the student is to be reported to the ADA University Security Office and the Office of Student Services and Alumni Affairs for appropriate disciplinary action.

If a faculty member is concerned about the behavior of a student or a group of students, the Dean will consult with the faculty member about ways to improve the situation and will intervene to correct the problem.

APPENDICES

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APPENDIX 1.

HONOR CODE

Mission

The ADA University is a community of students, staff, faculty and administrators united by the common goal of promoting excellence in education, research and service. ADA University strives to provide state-of-the-art facilities and excellent environment for its community members to engage in an inspiring and dynamic learning process. The University places a high value and emphasis on the academic success and achievements of its community members.

However, this must be achieved only in an environment guided by academic honesty, integrity, and a commitment to personal and mutual accountability.

The University's philosophy is centered on the idea that academic integrity and honesty should be promoted not by the use of sanctions and threats, but rather, by instilling an academic culture that embraces these values in their own right. During the pre-curriculum phase, incoming students will devote a considerable length of time discussing generally accepted standards of academic integrity so as to avoid any possible misunderstandings or unintended violations of the codes of proper academic conduct.

The Honor Code contains a list of academic rules and procedures essential to guiding the conduct of students, staff, faculty and administrators alike. The sanctions contained in this guide are intended only as a last resort, allowing ADA University to defend itself and its reputation against violations of these generally accepted standards of proper academic conduct.

Principles of Academic Integrity and Honesty

Do Not Lie! Purposefully providing false information and gaining an advantage or avoiding consequences by lying, falsification, deception, or fraud is not acceptable behavior at ADA University.

Do Not Cheat! Violating the rules of the exams, tests, and other assignments as well as accepting unauthorized help is not acceptable behavior at ADA University.

Do Not Plagiarize! Using someone else's intellectual work without giving proper credit to the author and submitting the same paper for two or more classes is not acceptable behavior at ADA University.

Do Not Discriminate! Discrimination based on race, gender, ethnicity, religious affiliation, sexual orientation, or disabilities is not acceptable behavior at ADA University.

Do Not Help Others Violate These Principles

Reporting Violations of the ADA Honor Code

Students, staff and faculty who have become aware of possible violations of the ADA University Honor Code are expected to report these cases to the Dean of the appropriate school with the utmost urgency. This should be done orally or in writing, providing as many details as possible.

Such reports to the Dean are normally adequate for reporting purposes. If taking reporting actions, any student, staff or faculty member should take appropriate account of the circumstances at the time. Any unnecessary disruption of classes or examinations underway should be avoided.

The Dean will maintain the utmost confidentiality concerning such reports and will take precautions to ensure the anonymity of his/her source. The Dean shall submit the case to the Honor Committee for hearing, save in cases when the student admits the violation of the Honor Code.

All written assignments at ADA University will be checked, if necessary, by an anti-plagiarism program. Should the report on the submitted assignment indicate a possible violation of the Honor Code, the relevant faculty member is required to provide the Dean with a copy of that report.

The allegation of a faculty member's violation shall be reported to the Dean who will subsequently report it to the Vice Rector of Academic Affairs. The Vice Rector of Academic Affairs shall form the Honor Committee. The Vice Rector shall take into account potential conflicts of interests when appointing Committee members.

The Honor Committee

The Honor Committee is charged with hearing cases of alleged violations of the ADA University Honor Code.

Student members of the Honor Committee shall be selected by Dean from members of current Undergraduate and/or Graduate Student Governments.

Faculty members of the Honor Committee shall be appointed by the Vice Rector of Academic Affairs.

When hearing cases of alleged violations of the Code by students, the Committee shall be composed as follows: three (3) faculty representing minimum two different Schools and three (3) student members. The student members of the Committee shall be appointed by the Dean from the full list of members of Graduate and Undergraduate Student Governments to serve as a jury duty. The Dean shall take into account potential conflict of interests when appointing student Committee members. Dean reserves the right to select Graduate Government members for hearings of alleged violations by undergraduate students and vice versa select Undergraduate Government members for hearings of alleged violations by graduate students. Hearings of alleged violations by students are chaired by the Dean, whose task it is to ensure that proper procedures are adhered to. At no point shall the Dean express his/her views of the merits of the case. The Dean has a casting vote right in cases when the Committee is tied.

When hearing cases of alleged violations of the Code by faculty members the Committee shall be composed as follows: The Dean of the appropriate school (1), three (3) faculty members and two (2) senior administrators. Hearings of alleged violations by students are chaired by the Vice Rector of Academic Affairs, whose task it is to ensure that proper procedures are adhered to. At no point, shall the Vice Rector of Academic Affairs express his/her views of the merits of the case. The Vice Rector has a casting vote right in cases when the Committee is tied.

Each member of the Honor Committee is required to pledge to keep the matter under investigation confidential. Members are required to make conflicts of interest known to the Dean and/or Vice Rector prior to the first hearing. In case of a conflict of interests, the member in question shall be replaced by another member for the duration of the case.

The Dean and/or Vice Rector shall appoint a Secretary of the Honor Committee hearing, who shall maintain minutes of the hearing and advise faculty members on previous cases of violations of the code. The minutes of the hearing shall be signed by the Secretary, the Dean/Vice Rector and committee members.

Serving on the Honor Committee is a voluntary activity. The committee member may voluntarily resign by giving advance written notice to the committee.

Contacting members of the Honor Committee for the purpose of influencing their decision is prohibited and considered in itself a violation of the Honor Code.

Investigation Procedures

Investigation must be conducted in a timely manner. Persons under investigation have the right to attend the hearings of the committee and defend themselves. If relevant, the Faculty member, responsible for the grading of the paper or exam can be invited to attend the hearings. Date, time, and location of the hearing are announced to the members of the committee as well as the interested persons five (5) days in advance. If a person under investigation fails to appear without a valid cause, the hearing may proceed nevertheless.

Hearings must be conducted in an atmosphere of free debate, analysis, and decision-making. They are closed to the public. Members of the committee are free to ask any questions related to the case. Witnesses might be called to the hearing sessions to ensure a more detailed investigation of the case.

The Committee shall strive to decide with unanimity. Should this not prove possible, decisions will be taken by a simple majority. A quorum will be a simple majority of the committee members. Dissenting members have the right to have their views entered into the minutes.

At all times, the members of the Committee shall guarantee the complete confidentiality of the proceedings. The documents relating to the investigation shall remain sealed at all times in the Dean's office. It is illegal to tamper with these papers or distribute them without the written consent of the Dean.

Both students and faculty have the right to appeal the case to the Rector. Appeals must be made in writing within one (1) week of the decision of the Honor Committee. If the Rector considers

the appeal to be grounded, a second hearing is organized with an Ad Hoc Honor Committee consisting of members not familiar with the case. Decisions passed after the second hearing are final.

The relevant faculty member and the dean shall invite the alleged offender to discuss the details of the allegation. The faculty and the dean shall invite the student to admit the allegation. In case the student admits the allegations of the Honor Code violation, he/she shall sign the “Honor Code Violation Form” attesting to the fact of violation. The faculty member and the dean subsequently will decide on the applicable sanction, as outlined in Article 5.g below. If a student rejects the allegations, the faculty member and the dean must forthwith refer the case for investigation by the Honor Committee.

First-time offenders shall fail the course and receive a written warning. Second-time offenders shall be suspended from University for one semester. Third-time offenders shall be permanently expelled from the University. Student found in violation of ADA Honor Code will not be eligible for scholarships, readmission, participation in exchange programs, and Teaching Assistantship contracting.

ADA University will implement a “Forgiveness Principle” for its students. Forgiveness Period is applied for the first semester at ADA University. First-time offenders during Forgiveness Period shall fail the component grade and receive a written warning. A first offence committed during the Forgiveness Period will not have any further implications. Second offence committed during the Forgiveness period will be treated the same way as the first offence in a regular study period and will be sanctioned based on rules indicated in above Clause (g).

The decision of the Committee concerning the sanctions to be applied against the student shall be passed on to the Dean, who shall implement Committee’s decision. Should the student have withdrawn from the class or the University prior to the completion of the investigation, the sanctions will be imposed, nevertheless.

The Decision of the Committee concerning the Honor Code violation by the faculty member shall be passed on to the Rector who, in case of violation, shall decide on the sanctions to be applied. In case of the first time offenders, the Rector shall issue a written warning. The second time offenders may expect their employment contract to be prematurely terminated, subject to the requirements of the Labor Code of The Republic of Azerbaijan and other applicable legislation.

Amendments to the ADA University Honor Code

The ADA University Honor Code can be amended through a vote of the University Senate. Amendments to the Honor Code must be approved by a 2/3 majority of the Senate members.

Pledge

All students, staff and faculty of ADA University community will be asked to sign a copy of the Honor Code.

All students, staff and faculty must be prepared to take the following pledge:

“As a member of the ADA University community, I will not engage in any behavior that will violate the Honor Code, nor will I tolerate others doing so. I will do everything in my power to uphold an atmosphere of honesty and integrity at ADA University and will encourage others to behave likewise.”

The Honor Code Agreement

Having read the ADA University Honor Code, I understand and accept my responsibility to uphold the Honor Code at all times.

Name: _____

Signature: _____

Date: _____

APPENDIX 2.

CHARTER OF ADA UNIVERSITY

1. General Provisions

1.1. ADA University (hereinafter referred to as University) was established under the decree dated January 13th, 2014 by the President of the Republic of Azerbaijan.

1.2. The University is the legal heir of the Diplomatic Academy of the Ministry of Foreign Affairs of the Republic Azerbaijan and Information Technologies University. The University functions under the Ministry of Foreign Affairs of the Republic of Azerbaijan.

1.3. The University is the state higher education institution implementing personnel training at all levels of higher education, offering higher and additional education programs, carrying out fundamental and applied scientific research.

1.4. The University is a legal entity; it has its own independent balance, property under its ownership and disposal, treasury and bank accounts, flag, seal with the image of the coat of arms of the Republic of Azerbaijan and the name of the University engraved on it, stamps, individual logo and letterheads.

1.5. In its activities, the University is guided by the Constitution of the Republic of Azerbaijan, international treaties to which the Republic of Azerbaijan is a Party, the laws of the Republic of Azerbaijan, decrees and resolutions of the President of the Republic of Azerbaijan, decrees and resolutions of the Cabinet of ministers of the Republic of Azerbaijan, and this Charter.

1.6. As provided by the Law on Education of the Republic of Azerbaijan and this Charter, the University is free to choose and recruit personnel and to perform activities in education, scientific, material, technical and other areas.

1.7. The University has the right to conclude agreements, to establish education unions and associations and to become a member of such organizations.

1.8. The University is located in the city of Baku.

2. Structure and Governance of the University

2.1. The University establishes its structure independently and forms various internal organizational units which include: institutions, branches, faculties, chairs, departments, libraries, research and innovation centers, laboratories, student dormitories, sports centers, guest houses, canteens and other organizational units. In accordance with its profile, the University can establish production plants, a pilot preschool and general education institutions.

2.2. Authorities of the organizational units of the Universities that are not legal entities are established by statutes approved by the Rector of the University (hereinafter referred to as the Rector).

2.3. The Structure of the University is approved by the Rector as advised by the University Senate. Heads of the organizational units and branches of the University are assigned by the Rector.

2.4. Within the limits of state education standards arising from international agreements to which the Republic of Azerbaijan is a Party, the University is free in the development of academic programs, their assessment and the conduction of research.

2.5. The supreme governing body of the University is the Senate (hereinafter referred to as the Senate). The Senate oversees general and academic-educational activities of the University and specifies the directions of these activities. Major areas under the control of the Senate include: the specification of the educational, academic, research and international activities of the University, the approval of strategic and annual action plans, development of the basics of library and IT services, the approval of names and purposeful scholarships, the establishment of the rules for student-career management and for organization of alumni relations, and the awarding academic degrees and names and conferring the name of honorary doctor of the University. Moreover, the Senate hears annual reports of the Rector and deans, and proposes changes and additions to the University Charter. Members of the Senate are elected for two years.

2.6. The supreme advisory body of the University is the Board of Trustees of the University (hereinafter referred to as the Board of Trustees). The Board of Trustees advises on the strategic activity of the University and its direction.

The Board of Trustees is composed of at least 9 persons.

The Board includes permanent and elected members. The Minister of External Affairs, The Minister of Education of the Republic of Azerbaijan, and the Rector of the University are permanent members to the Board of Trustees. Other members of the Board of Trustees are elected for the term of two years at its annual meeting. Areas of competence and activity of the Board of Trustees as well as the rules for the organization of its activity are established by the Statute on the Board of Trustees of the University adopted at the meeting of the Board and approved by the Rector.

2.7. The Board of Trustees:

2.7.1 gives suggestions as to the strategic development direction of the University; supports the raising of additional funds for the University and the improvement of its material and technical base;

2.7.2 gives suggestions for the investment of resources accrued in the permanent fund of the University and for gaining additional benefits;

2.7.3 hears the Rector's reports on the annual budget of the University and its implementation, activities of the University, disposal of its property and annual audit results of the University;

2.7.4 takes the initiative for the introduction of best trends in the area of education, strengthens the international relations of the University and assists in the formation and development of its brand.

2.8. The activities of the University are led by the Rector. The Rector is assigned to the position and dismissed by the President of the Republic of Azerbaijan. In the absence of the Rector, the activity of the University is led by the provost authorized by the Rector.

2.9. Rector:

2.9.1 leads academic, educational, training, research, production, financial, economic and other activities of the University and bears full responsibility for its activities;

2.9.2 represents the University in relations with state bodies and organizations and other local and international organizations;

2.9.3 approves deals, grants powers of attorney, and opens accounts at banks and other credit establishments on behalf of the University;

2.9.4 gives orders, decrees and other written directions of which the implementation is mandatory;

2.9.5 approves decisions made by the Senate and complies with the recommendations of the Board of Trustees;

2.9.6 approves labor and other contracts with employees, and organizes their remuneration and professional development;

2.9.7 approves the administrative and functional management structure and staff schedule of the University, assigns the provosts and approves the deans to the positions as advised by the Senate, establishes competences of employees and approves job descriptions.

2.9.8 approves statutes governing the activities of the organizational units of the University and internal disciplinary regulations;

2.9.9 organizes inventory at the University, oversees the use of material resources, signs reports to be submitted to financial and tax bodies, and within the limits of his/her competence gives directions on the property and resources of the University;

2.9.10 controls the permanent fund and all areas of activity of the University;

2.9.11 establishes the international relations of the University and oversees its membership to organizations and unions, as well as its activities or representation overseas;

2.9.12 settles other issues related to the activities of the University.

2.10. Governance of the University is regulated by this Charter. The Ministry of External Affairs of the Republic of Azerbaijan can give suggestions to the University in connection with relevant personnel training, strengthening of the international reputation, enhancing the activity of the University, as well as attracting foreign students to the University and other issues. Relationships of the University with the Ministry of External Affairs of the Republic of Azerbaijan are established by agreement.

2.11. The University is entitled to have proprietary rights and private non-property rights, to establish permanent funds, research and innovation centers and to manage such funds and centers on the basis of free market principle.

2.12. The Establishment and functioning of the units of political parties and religious institutions at the University is not allowed.

3. Areas of Activity

3.1. The University has the right to conclude agreements with legal entities and natural persons and render remunerated services under these agreements.

3.2. The University performs activities and services (including remunerated) in following areas:

3.2.1 the establishment and teaching of academic programs for various professions and specialist training;

3.2.2 the carrying out of fundamental and applied scientific research in the areas of science and training of academic-pedagogical personnel;

3.2.3 the teaching foreign languages, executive education and additional education in other areas;

3.2.4 the carrying out fundamental and applied scientific research in the areas of pedagogics, individual development and education management. With this aim in view, it may establish preschool and general education programs satisfying modern requirements and conduct teaching and training at pilot preschool and general education institutions.

3.2.5 the establishment of research and innovation center, training of highly qualified specialists at this center, improvement of science and education, acquisition of intellectual property rights with the help of this center;

3.2.6 conducting consulting and marketing services in engineering, information technologies, business and education management, public and international relations and other areas in line with the University profile;

3.2.7 the implementation of purposeful programs and projects financed by state bodies, legal entities and natural persons and international organizations;

3.2.8 performing cultural and enlightenment services;

3.2.9 rendering medical and preventive services for employees of the University, its teaching staff and students;

3.2.10 rendering a sports and physical training service;

3.2.11 the conduction of scientific conferences, workshops, symposiums and forums;

3.2.12 the organization, management and proposal of printing, publishing, audio, video and multimedia works;

3.2.13 strengthening the international reputation and activity of the University by means of foundations and research centers functioning overseas, attracting foreign students to the University, and arranging overseas practical training of University students, student and teacher exchange with international educational institutions, and the organization of joint publications and events;

3.2.14 the organization and management of a student dormitory, hotel for the guests of the University and housing services for administrative and teaching staff;

3.2.15 the organization and management of service at the canteen;

3.2.16 the organization of economic work;

3.2.17 the performance of other legal services.

4. Admission to the University

4.1. Students are enrolled in the University by the State Students Admission Commission of the Republic of Azerbaijan on the basis of results achieved by undergraduate applicants at knowledge assessment tests

4.2. Citizens of the Republic of Azerbaijan are admitted to the University in the manner prescribed by the State Students Admission Committee of the Republic of Azerbaijan and by taking features of the area into account.

4.3. Foreigners and stateless persons are admitted to the University on the basis of international agreements to which the Republic of Azerbaijan is a Party, as well as the agreement signed between the University and the foreigner or stateless person.

4.4. The University submits its suggestions on admission plans to the Cabinet of Ministers of the Republic of Azerbaijan. The Cabinet of Ministers of the Republic of Azerbaijan submits its suggestions on admission plans to the Committee of Education under the President of the Republic of Azerbaijan. The University admission plan is established by the Committee of Education under the President of the Republic of Azerbaijan.

4.5. The University establishes the admission plan for additional education independently.

4.6. Education at the University is fee-based.

5. Academic Activity and Organization of Education

5.1. Science, training and education at the University serves the following purposes;

5.1.1 satisfying individual's intellectual, cultural and spiritual needs by means of science and education;

5.1.2 satisfying state and public need by highly educated, qualified human resources meeting modern requirements;

5.1.3. protecting, promoting and increasing moral, cultural and scientific values;

5.1.4 increasing students' practical and theoretical knowledge in various specialties, strengthening their research and analytical skills, providing them with the opportunity to learn a foreign language, shaping their career preparation, communication and other skills;

5.1.5 strengthening students' and employee's sense of patriotism, citizenship and social responsibility;

5.1.6 providing foreign citizens with the possibility to receive high level education, to become familiar with the intellectual, cultural, moral heritage and values of Azerbaijan, assisting with their professional development;

5.1.7 training academic and pedagogical personnel in line with the University profile, continuous improvement of their academic capacity and professionalism.

5.2. With the view of implementation of the tasks foreseen by Clause 5.1 of this Charter, the University organizes education as follows:

5.2.1 establishes and teaches Bachelor's, Master's, and Doctorate programs for various specialties

5.2.2 establishes and teaches additional education programs for professional development and continued education purposes;

5.2.3 establishes and teaches preschool and general education programs at pilot preschool and general education institutions functioning under the University.

5.3. Within the limits of the education standards arising from international agreements to which the Republic of Azerbaijan is a Party, the University is free to make and implement the following decisions in connection with all education levels and programs:

5.3.1 determining term of education at all levels of education;

5.3.2 organization, occasional improvement and monitoring of academic programs, processes, textbooks and training aids;

5.3.3 determining education program and annual schedule of exams and tests;

5.3.4 determining the form, methods and means of education;

5.3.5 assessing the knowledge and business qualities of students and audience on the basis of the results of education;

Decisions foreseen by Clause 5.3 of this Charter on levels of education, specialties and programs are implemented on the basis of the plan developed by the Senate and approved by the Rector. 5.4. Education at the University is conducted in English and Azerbaijani. Other foreign languages can be taught at the University. The language of an academic program or for teaching a discipline is determined by the Senate of the University as advised by the corresponding faculty. Students completing Bachelor's or Master's higher education programs and passing final state attestation shall receive the document in state approved format on completion of the University – a diploma. Appendix to this diploma indicates the disciplines studied by the student, credits earned and grades.

5.4. Persons completing doctorate education and awarded with a corresponding academic degree shall receive the document in state approved single form, certifying the obtained academic degree as provided by Statute on the Rules for Conferring Academic Degrees and Names approved by the Decree no.857, dated February 21, 2003 of the President of the Republic of Azerbaijan.

6. Academic Activity

6.1. At the University, the training of specialists is realized as guided by the principle of unity of science and education.

6.2. The Thematic plan of the scientific research work and related reports are approved by the scientific councils of academic departments and faculties.

6.3 Scientific activity is an integral part of the work of the teaching staff.

6.4. Scientific research is carried out at the University funded by the state budget, various funds, and extra- budgetary resources of the University as well as the resources received from orders, grants and donations.

6.5. At the University, academic and scientific-pedagogical personnel is trained through postgraduate program, assigning those willing to receive academic degrees to scientific and research institutions and by providing leaves of absences for completing research work.

6.6. At the University, academic degrees are awarded by means of thesis defending. Associate professor and doctor academic degrees are conferred to University personnel pursuant to the Statute on the Rules for Conferring Academic Degrees and Names approved by decree no.857, dated

February 21, 2003 of the President of the Republic of Azerbaijan, according to the results achieved in the area of scientific and pedagogical activity.

6.7. The University is entitled to award an honorary professor (doctor) degree. Criteria and rules for conferring honorary professor (doctor) degrees are approved by the Rector. Decisions on the conferring of honorary professor (doctor) degrees are made by the Senate.

7. Financial and Economic activity

7.1. Sources of income of the University are as follows:

7.1.1 public funds;

7.1.2 income received from the fee-based education;

7.1.3 Profit gained by the University from the services performed in accordance with the Section 3 of this Charter;

7.1.4 annual subsidies allocated by the foundations established by the University;

7.1.5 grants by legal entities and natural persons including foreign legal entities and natural persons, as well as international organizations, inherited resources, donations, sponsorship and other aids;

7.1.6 Resources obtained from the sale or leasing of the physically and morally depreciated equipment, vehicles and other property not suitable for education purposes under the ownership of the University;

7.1.7 other legal resources.

7.2. Property of the University comprises the property granted to it by state or municipality, given under its ownership or disposal by legal entities and natural persons, the property obtained as a result of its activity as well as its intellectual property products and other legal assets. The University bears responsibility for the maintenance, protection and efficient use of the property under its ownership and disposal. Property management activity of the University is performed under the supervision of the Rector. As the result of rendered services, the University can procure movables or immovable property, new technology, vehicles and other legal property. Property obtained by the University at the expense of resources received from extra-budgetary sources or donations is pertained to the ownership of the University.

7.3. Income and resources obtained by the University are allocated to the development of science and education, establishment of a permanent fund, libraries, library facilities, student scholarships, professional development and material incentive of the scientific-pedagogical and administrative personnel. The University independently determines the areas for expenditure of the income and resources it has obtained, defines the specific weight of the allocations for material incentive of University employees and can establish foundation for the social protection of its employees.

7.4. With the view of realizing its objectives and tasks, the University can establish foundations in the Republic of Azerbaijan and overseas. The objective of the foundations is to ensure the financial independence of the University from the state budget and its future financial stability. Property of the foundations is formed on the account of donations, grants and other legal sources. Income and resources obtained by the University can be directly transferred to these foundations. Profit and resources obtained by foundations can be used only for the purposes of the University.

7.5. The University can establish research and innovation centers within its material and technical base. These centers are aimed at research and development functions towards carrying out of fundamental and

applied scientific researches in various areas of science and education, improving science and education in the country and obtaining intellectual property rights. Profit and resources obtained by research and innovation centers can be used only for the purposes of the University.

7.6. With the view of gaining additional profit, the University can be engaged in entrepreneurship activity foreseen by this Charter and the Law on Education of the Republic of Azerbaijan.

7.7. The University does not aim at gaining direct income.

8. International Relations of the University in the Area of Education

8.1. As provided by the Law on Education of the Republic of Azerbaijan and in accordance with its areas of activity, the University can establish direct relations with scientific and educational institutions, organizations, international organizations and foundations of foreign countries, conclude bilateral and multilateral cooperation agreements, join governmental and nongovernmental organizations (unions, associations etc.) and realize other forms of cooperation.

8.2. The University has the right to implement international and joint educational programs. Specialist training within these academic programs is governed according to agreements and this Charter.

8.3. The University can establish branches and representative offices, research centers and foundations with legal entity status within and outside the borders of the Republic of Azerbaijan in accordance with the Civil Code of the Republic of Azerbaijan, Law on Education of the Republic of Azerbaijan and by complying with the terms specified by international agreements to which the Republic of Azerbaijan is a Party. The University is free to establish research centers and foundations overseas. The University can allocate financial resources from its budget for financing such research centers and foundations. Overseas branches and representative offices of the University are launched after coordination with the Cabinet of Ministers of the Republic of Azerbaijan.

8.4. Overseas branches and representative offices of the University function in accordance with the international agreements to which the Republic of Azerbaijan is a Party and unless otherwise provided, pursuant to the legislation of the given country and consistent with the Statute on Branches and Representative Offices approved by the University.

9. Reorganization and Liquidation of the University

9.1 The University is reorganized and liquidated by the President of the Republic of Azerbaijan.

9.2 In case of liquidation, property of the University is disposed of as provided by the Civil Code of the Republic of Azerbaijan

APPENDIX 3.

BY-LAWS OF UNIVERSITY SENATE

Article 1. General Provisions

1.1. The present by-laws regulate the mandate of the University Senate (hereinafter referred to as Senate) of ADA University (hereinafter referred to as ADA), establish its functions, organizational structure, rights and responsibilities.

1.2. The Senate shall be a governing body of ADA University performing oversight and policy-making functions, as stipulated in Article 2.1 of the Charter of ADA University. The Senate shall also serve as an ultimate body overseeing academic and faculty affairs, including scholarly and research activities, as stipulated in Article 2.11 of the Charter of ADA University. It shall be a primary venue for discussion of university-wide issues and shall enable communication among various constituencies at ADA University. The Senate provides a forum for considering matters directly related to the well-being of the ADA community.

1.3. These By-Laws and membership of the Senate are approved by the Rector of ADA University. The Rector of ADA University shall serve as a Chairperson of the Senate meeting. In the event of the Rector's absence or at the discretion of the Rector, the Senate meetings shall be chaired by one of the Vice Rectors.

1.4. The meetings of Senate shall be held at least three times during an academic year, i.e. at the beginning of fall and spring semesters respectively and before graduation. The Senate meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Senate is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting.

1.5. The Chairperson of the Senate may call extraordinary and/or special meetings. Such meetings may also be requested by at least 50 (fifty) percent of the Senate members.

1.6. Except for extraordinary meetings, members shall be notified in writing, including an agenda and relevant documents one week before any meeting.

1.7. Senate members may invite to the meetings other persons, including but not limited to ADA staff, provided these invited guests have a proven competence to contribute something relevant to the agenda and/or subject matter under consideration in that particular meeting. Invited persons may take part in Senate discussions without the right to vote.

1.8. Any Senate member may be appointed by the Senate to serve as a Secretary. Such member shall be appointed as a Secretary by a simple majority vote of members present at the Senate meeting. The Secretary shall prepare the agenda and organize Senate meetings, hold and maintain the minutes of the meeting. Both the Secretary and the Chairperson of the Senate shall sign the Minutes.

1.9. Overseeing the implementation of and compliance with the Senate resolutions shall be delegated to an appropriate Vice Rector and/or Dean responsible for the subject matter resolved. Such Vice Rector and/or Dean is obliged to report the results of the task implemented to the

Chairperson and Secretary of the Senate in writing. The latter shall file said report and enter its update into the minutes of the consequent Senate meeting.

Article 2. Functions and Mandate of the Senate

The Senate shall perform the following functions:

2.1. Academic Affairs. Review, approve and oversee degree and non-degree, fulltime and part-time, and continuing education programs; their launch and/or expansion, curricula, standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty; graduation requirements; quality control and assurance mechanisms and plans; activities of centers for research and teaching excellence; and other significant matters, pertaining to the academic mission of the University.

2.2. Admission, Marketing and Financial Aid. Review, approve and oversee admission strategy and marketing plan, annual enrollment plan and enrollment management, financial aid policies, procedures and packages, including those related to all scholarships, fellowships, student loans and other awards.

2.3. International Strategy. Review, approve and oversee international strategy of ADA University, including partnership and exchange programs, international fellowships, outreach initiatives, programs and activities. Ratify MOUs and significant contracts on joint projects with the international and domestic institutions before signing by the Rector.

2.4. Library and Information Services. Review, approve and oversee library and information services budget, its development, management and expansion plans.

2.5. Information Technologies and Services. Review, approve and oversee information technologies and services, their budget, continuous innovation, use and expansion.

2.6. Research Strategy. Recommend priority areas of research at ADA University; approve and oversee development, expansion and management of academic and policy research; appropriate their annual budget; oversee and monitor proper use of all research budget.

2.7. Financial Planning and Resource Mobilization. Approve appropriation of annual budget of the university. Review timely reports on financial standing and economic activity of the university, its relevant organizations. Review and approve reports about analysis, monitoring and implementation of the annual budget and relevant audited statements.

2.8. Student Affairs, Career Management and Alumni Relations. Review, approve and oversee all activities related to student life and diversity at ADA University, including, but not limited to student governance, clubs and initiatives, career management and alumni relations. Hear reports of student government representatives on recommendations relating to continuous improvement of student life, student body and diversity at ADA University.

2.9. Strategic and Operational Plan. Approve a medium-term Strategic Plan as well as an annual Operational Plan of ADA University.

2.10. Organizational Structure. Establish, rename and reorganize structural units of ADA University subject to approval by the Rector. Define annual operational targets of structural units of ADA University for the next year.

2.11. Policies and Procedures. Review and approve internal policies and procedures related to administration, human resources and faculty.

2.12. Honorary Degrees. Review, approve and confer honorary degrees.

2.13. Academic Appointments. Recommend academic appointments and promotions to the Rector.

2.14. Named Scholarships. Establish named scholarships or grants as well as criteria for their award to students and PhD candidates.

2.15. Report of Deans. Hear reports of Deans on activity of the schools of the university, including teaching, scholarship and service, and recommend improvements or modifications thereof. Review and approve the end-of-year report of the Deans about the status of their school.

2.16. Report of Rector. Hear the end-of-year report of the Rector about the activity of the ADA University

2.17. Amendments. Review and approve amendments to ADA Charter, functions and responsibilities of structural units of ADA University, internal rules and regulations for code of conduct for students, faculty and staff.

2.18. External Service. Review and approve recommendations on education policy; review and oversee the participation and any contribution of ADA University to Government commissions, working groups and committees while they develop a national education strategy, as well as policies and regulations.

2.19. All issues relating to academic affairs shall not be considered at the Senate without prior discussion by and agreement thereof the two Standing Committees of the Senate – Deans Council and Committee on Faculty Affairs. Any member of the Senate can initiate all other issues, except those of academic affairs where abovementioned committees have the first right of consideration before such matter is discussed in the University Senate.

Article 3. Organizational Structure

3.1. Term of service of the Senate shall be 2 (two) years. Early reorganization of the Senate shall be carried out by the request of at least 2/3 (two-thirds) of its members.

3.2. Senate shall be comprised of permanent, appointed and elected members. Permanent members of the Senate shall include Rector (chair), Vice-Rectors, Deans. The Rector, at his/her own discretion, may appoint 2 (two) members of the Senate. Elected members shall comprise faculty members elected from each school/program. Each school/program will elect 2 (two) faculty members to sit in the Senate. President and Vice President of the Student Government are non-voting members, except those matters concerning student affairs and student life.

3.3. In the event a Senate member resigns or his/her membership is otherwise terminated, the vacancy shall be filled by his/her replacement (if he/she is the permanent member), appointed (if he/she is the appointed member), or elected member (if he /she is a faculty member). In case of the latter, school shall elect the replacement.

3.4. Members of the Senate shall be elected/appointed before the end of May with their two-year term starting formally on September 1 and ending on August 31 two years hence. Nominations shall be submitted before May 1, elections/appointments shall be completed before May 25, the final membership shall be announced before May 30.

3.5. Elected members shall have served a minimum of three consecutive years at ADA University before election/appointment.

3.6. The meeting of the Senate shall be valid only if not less than 2/3 (two-thirds) of the Senate members are present at the meeting (quorum).

3.7. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Senate shall be adopted by open voting and require the vote of a simple majority of Senate members present at the Senate Meeting. If the votes are evenly split, the Chairperson shall have a casting vote.

3.8. The Rector of ADA University has a veto right over decisions and resolutions of the Senate. Decisions and resolutions of the Senate come into force only after approval by the Rector, thereafter, are obligatory for all categories of employees and students.

3.9. If the Rector finds that the decision made by the Senate needs further improvement and/or conflicts with the ADA University Charter and/or the legislation of the Republic of Azerbaijan, he/she may suspend it and send it for a further consideration at a subsequent meeting of the Senate.

3.10. The University Senate shall have two standing committees - Deans Council and Committee on Faculty Affairs.

3.10.1 Deans Council is an executive committee of the University Senate whose duties and responsibilities include everything pertaining to the scope of the University Senate.

3.10.2. Committee on Faculty Affairs' duties and responsibilities include recommendations related to faculty recruitment, appointment, retention, development and promotion; issues of faculty grievance; research strategy; standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty, and other significant matters pertaining to the academic mission of the University. Committee submits its recommendations related to these duties and responsibilities to the Deans Council for further consideration and actions.

3.11. The Senate may also establish ad hoc committees in such areas as student affairs, human resources, finance and development with a specified mandate to address specific issues of concern to the Senate.

Article 4. The Rights and Duties

4.1. The chairperson of the Senate has the right to:

- call the meetings of the Senate;
- involve members of the Senate and other employees of ADA University in preparation of issues to be discussed at the meeting;
- submit for consideration of the members of the Senate the issues which have not been stipulated in the agenda of the Senate;
- submit proposals to the Senate concerning the improvement of the Senate and the university as a whole;
- approve the composition of the Senate;
- review proposed amendments and changes to these by-laws.

4.2. The chairperson of the Senate is obliged to:

- carry out a routine planning of the work of the Senate;
- ensure an enabling environment for the members of the Senate to work effectively in accordance with these By-Laws, ADA University Charter and the legislation of the Republic of Azerbaijan;
- submit annual report on ADA University activities to the Senate.

4.3. The Secretary of the Senate has the right to:

- task members of the Senate to prepare documentations and explanations of issues to be submitted for the next meeting;
- maintain records of and report regularly about compliance with the decisions of the Senate.

4.4. The Secretary of the Senate is obliged to:

- call for an agenda of items for discussion at subsequent Senate meeting;
- announce the date and location of the meeting of the Senate as well as meeting agenda not less than one week before the holding of the meeting;
- record and report to the Chairman the attendance of the members of the Senate;
- keep a record of meeting minutes signed and documented in accordance with these By-Laws;
- collect information about the status of implementing tasks assigned by the Senate to members of the Senate as well as other staff and faculty.

4.5. The Members of the Senate have the right to:

- inquire and inform other members about compliance with Senate dictates;
- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Senate

itself;

- participate in developing strategic and operational plans of ADA University.

4.6. The Members of the Senate are obliged to:

- fully adhere to their fiduciary duty as a member of the ADA University
- Senate, take an active part in making decisions and assist in the implementation of various issues discussed at the Senate meeting when appropriate;
- fulfill in a timely fashion the tasks requested by the Chairperson of the Senate;
- participate at the meetings and other activities of the Senate;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

5.1. The current by-laws may be amended and changed by a request in writing from the Chairperson and/or more than 50 (fifty) percent of members of the Senate. The Chairperson of the Senate shall present the proposed amendment at the next regular meeting of the Senate.

5.2. The Rector has a right to review proposed amendments and changes before the discussion at the Senate.

5.3. The voting process will be conducted as per quorum and voting procedures of the Senate stipulated in these by-laws.

5.4. After the decision of the Senate, the amendment and changes shall be ratified by the Rector of ADA University.

5.5. The Secretary is responsible for keeping the original version and new version of these by-laws, including any decisions made by the Senate.

(1) Early termination of the membership may be because of decision of the Honor Committee.

APPENDIX 4.

BY-LAWS OF SENATE COMMITTEES

By-Laws of Deans' Council

Article 1. General Provisions

1.1. The present by-laws regulate the mandate of the Deans' Council of ADA University Senate, and establish its functions, organizational structure, rights and responsibilities.

1.2. The Senate approves the By-Laws and membership of the Council.

1.3. Meetings of the Council shall be held at least once in a month during an academic year. The Council shall be in recess during summer. The Council meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Council is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting. Members shall be notified in writing, including an agenda and relevant documents one week before any meeting.

Article 2. Functions and Mandate of the Council

2.1. The Deans Council is the Executive Committee of the University Senate, hence, shall be responsible for planning, management and implementation of all areas stipulated in Article 2.0 of the University Senate By-Laws.

Article 3. Organizational Structure

3.1. The Deans Council shall be comprised of the Vice Rector of Academic Affairs, Deans, Program Directors and Director of Enrollment Management.

3.2. The Chair of the Deans Council is elected for a term of one semester from among the deans of schools.

3.3. Term of service of the Deans Council shall be permanent, as long as the member keeps his/her administrative position.

3.4. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Deans Council shall be adopted by open voting and require the vote of a simple majority. Afterwards, decisions and proposals are submitted to the Chairperson of the University Senate for review and approval.

Article 4. The Rights and Duties

4.1. The chairperson of the Deans Council has the right to:

- call the meetings of the Deans Council;
- define the agenda;
- involve other employees of ADA University in preparation of issues to be discussed at the meeting.

4.2. The chairperson of the Deans Council is obliged to:

- carry out a routine planning of the work of the Council;
- ensure an enabling environment for the members of the Council to work effectively.

4.3. The Members of the Deans Council have the right to:

- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Deans Council itself.

4.4. The Members of the Deans Council are obliged to:

- fully adhere to their fiduciary duty as a member of the Council, take an active part in making decisions and assist in the implementation of various issues discussed at the Council meeting when appropriate;
- fulfill in a timely fashion the tasks requested by the Chairperson of the Council;
- participate at the meetings and other activities of the Council;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

5.1. The current by-laws may be amended and changed by a request in writing form the Chairperson and/or more than 50 (fifty) percent of members of the University Senate. The Chairperson of the University Senate shall present the proposed amendment at the next regular meeting of the Senate.

5.2. The Rector and members of the Deans Council have a right to review proposed amendments and changes before the discussion at the University Senate.

5.3. The voting process will be conducted as per quorum and voting procedures of the University Senate as stipulated in its by-laws.

By-Laws of The Committee of Faculty Affairs

Article 1. General Provisions

1.1. The present by-laws regulate the mandate of the Committee of Faculty Affairs (hereinafter referred to as Committee) of ADA University Senate, and establish its functions, organizational structure, rights and responsibilities.

1.2. The Senate approves the By-Laws and membership of the Committee.

1.3. Meetings of Committee shall be held at least once in a month during an academic year. The Committee shall be in recess during summer. The Committee meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Committee is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting. Members shall be notified in writing, including an agenda and relevant documents one week before any meeting.

Article 2. Functions and Mandate of the Committee

2.1. The Committee of Faculty Affairs is a standing committee of the University Senate, hence, shall be responsible for review and recommendation of all matters related to academic affairs as stipulated in Article 2.0 of the University Senate By-Laws.

2.1.1. **Academic Affairs.** Review and recommend degree and non-degree, full-time and part-time, and continuing education programs; their launch and/or expansion, curricula, standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty; graduation requirements; quality control and assurance mechanisms and plans; activities of centers for research and teaching excellence; and other significant matters, pertaining to the academic mission of the University.

2.1.2. **Research Strategy.** Recommend priority areas of research at ADA University, as well as development and expansion of academic and policy research.

2.1.3. **Academic Appointments.** Review and recommend faculty for appointment; review and recommend policy and processes on academic hiring, retention, promotions, and appointments.

2.2. The Committee shall submit the relevant recommendations to the Deans Council for further consideration by the Deans Council, thereafter, by the University Senate.

Article 3. Organizational Structure

3.1. The Committee shall be comprised of faculty members representing each school and program, who have been elected to and serve on the University Senate.

3.2. The Chair of the Committee is elected for a term of one semester from among its members.

3.3. Term of service of the Committee shall be two years.

3.4. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Committee shall be adopted by open voting and require the vote of a simple majority. Afterwards, decisions and proposals are submitted to the Chairperson of the Deans Council for review and approval.

Article 4. The Rights and Duties

4.1. The chairperson of the Committee has the right to:

- call the meetings of the Committee;
- define the agenda;
- involve other employees of ADA University in preparation of issues to be discussed at the meeting.

4.2. The chairperson of the Committee is obliged to:

- carry out a routine planning of the work of the Committee;
- ensure an enabling environment for the members of the Committee to work effectively.

4.3. The Members of the Committee have the right to:

- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Committee itself.

4.4. The Members of the Committee are obliged to:

- fully adhere to their fiduciary duty as a member of the Committee, take an active part in making decisions and assist in the implementation of various issues discussed at the Committee meeting when appropriate;
- fulfill in a timely fashion the tasks requested by the Chairperson of the Committee;
- participate at the meetings and other activities of the Committee;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

5.1. The current by-laws may be amended and changed by a request in writing from the Chairperson and/or more than 50 (fifty) percent of members of the University Senate. The Chairperson of the University Senate shall present the proposed amendment at the next regular meeting of the Senate.

5.2. The Rector and members of the Committee have a right to review proposed amendments and changes before the discussion at the University Senate.

5.3. The voting process will be conducted as per quorum and voting procedures of the University Senate as stipulated in its by-laws.

APPENDIX 5.

PROFESSOR OF PRACTICE

Introduction

Training of professionals in modern university education requires of not only transferring academic knowledge, but also introducing them to sustainability, entrepreneurialism, communication, teamwork, and leadership. Meeting this new and growing demand is usually maintained by welcoming “professors of practice”, who are outstanding successful individuals, possessing extensive expertise from and/or demonstrating managerial experience in the worlds of practice, policy, law, industry, business, governance, etc. The exemplary list of professionals, eligible for the position of professor of practice, may include, *inter alia*, the former high level public officials, the former CEOs or C-level executives of major companies, top policy makers, managing partners, accomplished and well-recognized experts in their respective fields, and so on.

Title Description

Professor of practice is a full-time non-tenure-track faculty position for professionals, who are fit for academic appointments and focused solely, or mostly, on teaching with little or no expectation of engagement in research. Professor of practice is generally required to participate in departmental and institutional structures of faculty governance, though they are not entitled to serve as department chairs (*e.g.*, dean or program director) except for executive and clinical programs. Professor of practice is equally protected under the conditions of academic freedom, and enjoys right to voting, to have reasonably equal salaries, to get leaves, to have job security and to have research support. Furthermore, professor of practice is entitled to spend some reasonable amount of time in practice outside of university hours.

Term of Appointment

The length of the term of appointment shall normally be for a fixed term of one year. Subsequent appointment is subject to satisfactory service and is limited to a maximum period of ten years. Professors of practice cannot exceed 20 percent of entire faculty in each academic unit at ADA University.

Hiring Criteria

Developing criteria for hiring professor of practice shall be left to each academic unit (*e.g.*, schools and programs). However, a university degree, outstanding practical (international) experience (minimum of 10 years), knowledge of a foreign language, high moral standards shall be regarded as general requirements for hiring professor of practice. Advanced academic degrees (master and PhD degrees), pedagogical experience and research capacities shall be considered as advantages.

Position Responsibilities

Teaching 5 courses per academic year

- Providing regular office hours
- Participating in school's governance
- Providing service to the university and community
- Other relevant responsibilities delegated by an academic unit.

Academic Performance

The academic performance of professor of practice is regularly evaluated according to criteria appropriate to their positions.

Salaries and Benefits

The salaries and benefits offered under this position shall be in approximate range of those who are in tenured and probationary faculty positions in different academic units of ADA University.

APPENDIX 6

CORE COMPETENCIES AND LEARNING OUTCOMES

Outcome Images of Our Students

The ideal graduates of ADA will be educated through curriculum built around a triad of rigorous major study, functional enablers, and general education, provided with experiential learning opportunities through projects and trained to become high-impact graduates. The outcome images of these students are, therefore:

1. Highly Intellectual Solution Providers
2. Close Collaborators
3. Effective Communicators
4. Ethical Citizens

Firstly, producing high impact graduates entails admitting the most qualified students that have potential to excel in academically rigorous curricula, developing these students into the country's core manpower with critical thinking, analytical and problem solving skills, and ultimately delivering these students to the job market in all sectors of economy – industry, government, research or academic institutions – to effectively apply their knowledge and skills.

Secondly, ADA aspires to produce 'high impact' graduates, rather than merely makers. High impact graduates are professionals, who are capable of applying their knowledge to solve problems and design processes requiring more sophisticated training and skills compared to makers whose main functions are carrying out specific tasks. For makers to become high impact professionals, it takes skills and knowledge build-up. The academic programs at ADA should adopt a project-based learning approach to prepare our students to become high impact graduates upon graduation.

Core Competencies and Learning Outcomes

ADA University has developed a set of Core Competencies which derive from and are consistent with our mission, outcome images and strategy. Competence is defined as a specific skill and body of knowledge, and the student's ability to demonstrate that learning in assessment while at university and in workplace upon graduation.

Each core competence, then, describes the desired Learning Outcome that students should be able to accomplish when they graduate, regardless of their program. Some institutions use learning objective and learning outcome interchangeably. We prefer to use learning outcome because of its direct focus on the result of the student learning.

Outcome Image: Highly Intellectual Solution Providers

Competence 1. Content Knowledge with Critical Thinking

Learning outcome: The ability to develop a knowledge of content literature in a subject area; apply knowledge in own subject area to other areas of knowledge; identify own information needs; recognize reputable information; access, manage and create information from networks and

databases; examine, analyze, synthesize, and evaluate contemporary issues both in national and global contexts.

Competence 2. Quantitative Reasoning

Learning outcome: The ability to use data to assess ideas and issues; and apply mathematical concepts to the interpretation and analysis of quantitative information; solve a wide range of problems based on such application.

Competence 3. Complex Problem Solving

Learning outcome: The ability to recognize there is a problem and tell when something is wrong or is likely to go wrong; to combine pieces of information to form general rules or conclusions and/or to apply general rules to specific problems to produce answers that make sense; to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Competence 4. Creativity

Learning outcome: The ability to come up with unusual or clever ideas about a given situation, and/or to develop original ways to solve a problem.

Outcome Image: Close Collaborators

Competence 5. Diversity and Teamwork

Learning outcome: The ability to work effectively in diverse, multidisciplinary, and multicultural environments; respect and understand different opinions and perspectives; appreciate diverse cultures and viewpoints; carry out tasks collaboratively, demonstrate emotional intelligence, try to reconcile differences and share leadership.

Outcome Image: Effective Communicators

Competence 6. Enhanced Communication

Learning outcome: The ability to communicate by means of spoken and written language for informational, persuasive, and expressive purposes, while also writing effectively, logically, and clearly and employing visual aids, body language, intonation, and other non-verbal elements to support the conveyance of meaning and connection with the audience.

Competence 7. Strong Command of English

Learning outcome: The ability to use the English language confidently and competently in linguistic, cultural, social, and academic contexts; and to comprehend written sentences, paragraphs, and complex content.

Competence 8. Active Listening and Participation

Learning outcome: The ability to give full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, not interrupting at inappropriate times and participating in class discussions by offering arguments with weight.

Outcome Image: Ethical Citizens***Competence 9. Ethics and Self Reflection***

Learning outcome: The ability to identify ethical issues and address these issues in a socially responsible manner; act with integrity; examine own values and understand oneself in the context of society.

Competence 10. Civic Engagement

Learning outcome: The ability to actively look for ways to help people; demonstrate knowledge of and respect for society; and act responsibly in regards to the public interest and social justice.

Faculty are expected to map these competencies and outcomes to their course objectives and assessment criteria.

APPENDIX 7.

FACULTY RECOGNITION AWARD

Policy and Procedures

“Best Müəllim” Faculty Recognition Award is for the purpose of rewarding exceptional performance in teaching, recognizing specific accomplishments of the faculty member. It is designed to complement the annual faculty performance evaluation and provide a financial reward to a select few who have outperformed and exceeded expectations during the academic year.

“Outstanding Müəllim and Alim” Award will annually honor 1 faculty member of ADA University who demonstrates distinguished achievements in teaching and scholarship.

The annual faculty performance evaluation will serve as the primary method for assessing and rewarding faculty members. Deans/Program Directors are responsible for evaluating faculty members’ performance and for nominating teachers for a recognition award. Faculty with a “Teaching Effectiveness” block rating of 125 and higher for the evaluated period are eligible to be nominated for “Best Müəllim” award. Several faculty members can be nominated, 3 candidates from each School (1 candidate from the School of Education) will be selected for “Best Müəllim” award. In exceptional cases, awards to more than 3 candidates may be considered.

Only 1 nomination for “Outstanding Müəllim and Alim” Award will be accepted from each School. Candidates should present records of scholarly activity for the evaluated period - minimum one publication or acceptance about publication in a peer-reviewed journal with impact factor 0.5 or above (including multiple author papers). For SITE faculty only, presenting and publishing in proceedings of a reputable conference with acceptance rate of 10% or lower may be considered as minimum requirement as well.

“Outstanding Müəllim and Alim” nominees will be considered by the Committee for “Best Müəllim” award as well.

Deans/Program Directors should provide written justification regarding nominated faculty members’ performance during the evaluated period and explain how that performance translates into an award decision.

All nominations will be reviewed by the Faculty Affairs Committee, Vice Rector of Academic Affairs and Rector, and a final decision on approved recognition awards will be presented in written form to each School.

The value of “Best Müəllim” award is 1200 AZN, “Outstanding Müəllim and Alim” award – 2400 AZN.

Awards will be presented every September at the ADA University Honor Code ceremony.

APPENDIX 8.

RESEARCH REWARD PROGRAM

The Research Reward Program aims at honoring the efforts of ADA University researchers and encouraging them to contribute actively toward achieving internationally recognized research excellence and elevating ADA University's academic rank.

The reward program is valid for the period of one academic year². The scheme for rewarding faculty publications is described below

Eligibility

1. Only ADA full-time faculty may apply for monetary remuneration.
2. Monetary remuneration is applicable only to research outputs not sponsored by Faculty Research and Development Fund
3. The authors should clearly indicate ADA University as their affiliation
4. The following research outputs will be rewarded within the policy:
 - Research article in a journal indexed in SSCI or SCI/SCIE
 - Book published in A or B categories publishing houses (see Annex 1)
5. Amounts of the rewards for publication and co-authoring are indicated below:

Books

- Book in Category A – 2500 AZN
- Book in Category B – 1500 AZN

Journal Articles

Reward for each journal publication will be calculated based on the following formula:

Reward = minimum of $[(IF/IF_m)^{1.5} \times 1,000AZN]$ and $[5,000AZN]$ where

IF: impact factor of the journal

IF_m: median impact factor of the discipline

Rationale of the formula:

- Each reward is proportional to the impact factor of the journal.
- Impact factors are adjusted based on the median impact factor of the discipline.
- Publishing in high impact factor journals should get higher reward.
- There is a cap on the maximum possible award.

² The Reward program will be applied for all publications starting from Fall 2020

NOTE: Since the exponent (1.5) hurts the reward for publications that have adjusted impact factor lower than 1, exponent is removed for such cases.²

Adjustments to journal publication reward based on co-authorship:

- If two authors from ADA publish jointly, calculated reward is increased by 50% and shared equally among ADA University authors (i.e. if there are 2 authors from ADA University, each author receives amount equivalent to 75% of the calculated reward and if there are 3 authors from ADA University, each author receives amount equivalent to 50% of the calculated reward and so on.)
- If there are more than 2 authors in the published paper, calculated reward will be discounted: for the publication with 3 authors by 10%, 4 authors by 20% and so on with 10% increments for each additional author.

APPENDIX 9.

FACULTY RESEARCH AND DEVELOPMENT FUND

The purpose of the Faculty Research and Development Fund is to incentivize new faculty and provide standing faculty with a dedicated uniform source of funding to pursue research activities and professional development.

Each newly joining or having no publication record (meeting the minimum requirements) faculty member in the rank of Assistant or Associate Professor is entitled to a base level research fund:

- Each faculty member in the rank of Assistant Professor is entitled to 1,500 AZN
- Each faculty member in the rank of Associate Professor is entitled to 2,500 AZN

Each faculty member in the rank of Assistant or Associate Professor, who fulfills the minimum requirements during annual evaluation and whose teaching load does not increase due to research inactivity, is entitled to merit-based funding in the amount of up to 4,000 AZN for Assistant Professors and up to 5,000 AZN for Associate Professors. Payment of the funding will be made in two instalments. The amount of each instalment will be determined based on the submitted research proposal.

Funding can be used for research activities including:

- Costs associated with publication (e.g. editing, proofreading costs, open access fee)
- Costs associated with research activities (e.g. conducting surveys, experiments, purchase of specialized software and databases, materials, supplies, data collection and analysis costs)
- Conference presentation (travel, registration fees)
- Conference travel awards are intended to defray the cost of travel to present research papers at professional conferences in their field. The use of funds requires the presentation of papers at the conferences

All items purchased with funding are property of ADA University. All payments will be made by the University. No reimbursement will be made if the faculty member has paid for any expenses. No retroactive requests are granted.

Faculty are requested to also pursue external sources of funding.

Submission requirements

Faculty applying for research grant are required to submit a proposal to the Dean, including:

- a clear indication of the significance of the research
- a clear statement of objectives timeline and expected outcome
- an itemized budget with supporting justification of expenses
- any additional documentation to support the request

- information on other support for project, if available

Faculty who wish to apply for conference travel support are required to provide the following:

- a description of the conference
- a copy of the proposal submitted to the conference
- a proof of participation (acceptance letter)
- an estimated budget

Submissions will be accepted on a rolling basis. Faculty are requested to submit the components of their application electronically as one PDF file to the Deans. Deans should send their award nominations to Faculty Affairs. Final selection will be made by the University-wide Committee.

Review process

Proposals will be reviewed, and recommendations will be brought by a faculty panel and the Dean for the final approval of the Vice Rector of Academic Affairs.

Reporting

Faculty members are expected to submit a short report on the activities and outcomes facilitated by the received funds within 30 days of the end of the grant period. All future grants are contingent on the submission of the reports. Any funds remaining at the end of the grant period are returned to Faculty Research and Development Fund.

Research Seminar Funds

Each School receives funds per year for organizing research seminars, which includes invitation of the faculty members from other universities to give a research presentation and a lecture/workshop for ADA students and external audience. A short report on the activities and outcomes should be submitted within 30 days of the activity date.

Research Reward Program

The Research Reward Program aims at honoring the efforts of ADA University researchers and encouraging them to contribute actively toward achieving internationally recognized research excellence and elevating ADA University's academic rank (for details please see Research Reward Policy)

Erasmus Staff Mobility for teaching

Faculty mobility allows ADA University full-time teaching staff to teach at a partner higher education institution abroad.

Objectives

- Encourage faculty members to broaden and enrich the range and content of courses offered

- Promote exchange of expertise and experience on pedagogical methods
- Support the professional development of faculty members with a view to innovate and improve the quality of teaching
- Create links between higher education institutions, consolidate and enlarge relationships among departments and prepare future cooperation projects

Application procedure

Calls for applications will be sent out to all faculty members. Interested faculty members should apply using ADA online application form.

Selection

Evaluation of applications will be conducted by the Evaluation Committee, which shall be comprised of no less than three members. The Evaluation Committee evaluates and scores each application. Each application is evaluated against the selection criteria.

The overall purpose of the evaluation process is to analyze the application, relative to the objectives of Faculty Mobility Program, and to assign the appropriate score to each evaluation criterion. The applicants with the highest overall scores receive grants. In case more than 1 applicant receives the same score:

Priority is given to faculty who has no prior or less participation in Faculty Mobility Program.

Priority is given to the applicant who has more years of teaching experience at ADA University.

Funding

Erasmus+ program offers a daily subsistence allowance and a fixed amount for travel support (independent of the price of plane tickets). The travel amount is calculated by using the Distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

The calculated distance corresponds to the round-trip.

Professional Development

Faculty applying for participation in professional workshops/seminars are requested to explain how this opportunity would further their professional and scholarly work. Funding can be used for activities including:

- Professional workshops/seminars
- Professional licenses or certification fees, membership in professional organizations

A short report on the activities and outcomes should be submitted within 30 days of the activity date.

APPENDIX 10.

COURSE LOAD

Course Load for Faculty members holding Assistant and Associate Professor position

- Regular teaching load of a faculty member holding the rank of *Assistant Professor* position is *6 courses* per academic year.
- Regular teaching load of a faculty member holding the rank of *Associate Professor* position is *5 courses* per academic year.
- The teaching load of an Assistant Professor, who shows no record of publication that meets *minimum requirements (explained below)* for the last *three academic years*, increases to *7* courses in the next academic year.
 - If this faculty member, publishes a paper that meets minimum requirements during the next 2 academic years, his/her teaching load decreases to 6 courses per year.
 - If this faculty member does not show any record of publication for the next 2 academic years, his/her teaching load increases to 8 courses in the next academic year, which can be reduced one at a time for each publication that meets minimum requirements.
- The teaching load of an Associate Professor, who shows no record of publication that meets *minimum requirements (explained below)* for the last *four academic years*, increases to 6 courses in the next academic year.
 - If this faculty member, publishes a paper that meets minimum requirements during the next 4 academic years, his/her teaching load decreases to 5 courses per year.
 - If this faculty member does not show any record of publication for the next 4 academic years, his/her teaching load increases to 7 courses in the next academic year, which can be reduced one at a time for each publication that meets minimum requirements.

Definition of minimum requirements

A publication by a faculty member should be in a peer reviewed journal with certain impact factor: the minimum impact factor requirement varies across disciplines. Based on the JCR statistics³, minimum requirements across the disciplines are set in the following way:

- The formula used is as follows: pick the discipline A which has the lowest median impact factor of IFA and set the minimum requirement of 0.25 for that program.
- For any other discipline B with median impact factor of IFB, we adjust the minimum requirement as follows:

³ In order not to adjust the minimum requirements every year, this statistic can be calculated based on 5-year impact factor and used for the next 5 years.

- Minimum requirement for discipline B = $(IFB/IFA)*0.25$

For SITE faculty only, presenting and publishing in proceedings of a reputable conference with acceptance rate of 10% or lower will be counted as minimum requirement as well.

APPENDIX 11.

JOINT LECTURE MODEL

Definition

Joint lecture is a model that can be used in situations where several sections of one course is being offered. The class meetings in this model are arranged as below for a typical 6-credit course, that usually meets twice a week during a regular Fall and Spring term.

1. First class meeting is joint online lecture: here all CRNs of the course meet online
2. Second class meeting is seminar: here each CRN meets separately either online or face-to-face.

Note: Courses that require teaching of heavy practical skills can use JLM with additional (third) class meeting (seminar). Additional meeting times can be scheduled for other courses, too.

Joint lecture model (JLM) can be used with below conditions:

- Course must be offered in Year 1 or Year 2 according to the relevant Program of Study (PoS).
- Course must be offered at undergraduate level.
- Schools must include JLM course requests into Course Offerings for each term. JLM requests are collected by the Office of Admissions and Student Records and approved by the Office of Academic Affairs.

Teaching load of faculty who is assigned a course using JLM will be calculated with below conditions:

- Teaching load is considered to be 8 hours per week for one section (CRN), divided equally between teaching time and student load. One section/CRN with no class meeting time is considered as 0.5 load. One class meeting time without student load is considered as 0.25 load.
- $\text{Load sections} = \text{CRN} \times 0.5 + \text{class meeting times} \times 0.25$
- Additional meeting times will be included into teaching load calculation.

APPENDIX 12.**EXAM RULES AND REGULATIONS**

These regulations apply to all in-class undergraduate and graduate exams.

1. Students must be on time for all examinations. Students who arrive late may be admitted to the examination room with no additional time given;
2. Students are not permitted to wear coats, scarves, hats or outdoor clothes during exams. The professor/proctor will request that students remove any clothing of this type for the duration of the examination. Moreover, this kind of clothing may not be put on the desk;
3. All mobile/smart devices must be off or switched to silent with no vibration and put face/screen down on professor/proctor's desk. Failure to observe this requirement will be treated as a violation of Honor Code;
4. Students must bring their own pens, pencils, and any other required equipment to each examination;
5. Students are not allowed to bring papers to the examination. Exam sheets will be provided by the University;
6. For examinations requiring the use of a calculator, unless otherwise specified by the examiner, only non-programmable, non-text storing calculators are permitted;
7. Talking or communicating in any other way with other students is forbidden during the exam period. Failure to observe this requirement will be treated as a violation of Honor Code;
8. The professor/proctor has the authority to assign to or change seats of the students;
9. It is strictly forbidden for students to be in possession of any notes, documents or unauthorized material; Failure to observe this requirement will be treated as a violation of Honor Code;
10. In open-book exams, the students are not allowed to bring any materials other than those permitted by the professor of the course. The professor will send the list of permitted materials prior to the exam;
11. Students are not allowed to bring food into the exam as it could disrupt others;
12. If a student suspects that there is a printing error in exam paper, he/she should consult the professor/proctor;
13. If students have any question, any point to make, they should raise their hand and wait for the professor/proctor to approach them. They are not allowed to talk to anyone else;
14. Students are not allowed to leave the examination room during the first 30 minutes of the

- exam; Students are to stop writing immediately when told to do so at the end of the exam;
15. Students are not permitted to leave the examination room unless they finish their exams. In exceptional circumstances they may be allowed to leave the room under the conditions set by the professor/proctor;
 16. Students bear responsibility for the consequences of illegible writing; What cannot be read, will be assumed to be incorrect;
 17. Take-home exams must be submitted through software-assisted plagiarism detectors electronically (regardless of the hardcopy policy of the professor). If the students fail to do so for a legitimate reason, the professors must make sure to check the papers through such programs;
 18. The students are expected to be familiar with the Honor Code of the ADA University and all other documents relevant to the conduct of the exams;
 19. In case of suspected violation of Honor Code, a student will be given a first oral warning, their seat may be changed; With the second warning, the test papers shall be taken, and test results annulled. The name will be reported to the administration and be referred to the ADA Honor Code Committee; Penalties for misconduct will be a zero on this exam, a fail grade in the course, and/or other disciplinary action that may be applied by the ADA Honor Code Committee;
 20. The course professor may include exam rules and regulations in addition to the rules listed above. In case any of the additional rules and regulations defined by the professor are in contradiction with the ADA University Exam Rules and Regulations, the latter will prevail.

Online Exams Regulations

This document is not intended to replace the current Exam Rules and Regulations. The intention is to provide the regulations for making online exams to run as close to the rules as possible.

This document applies to all exams as defined below, no matter what their grade weight is. Failure to observe these regulations will be generally treated as a violation of the Honor Code.

Definition

Online exams can be classified into different groups by one or more criteria listed below:

- On-campus or Outside-campus
- Synchronous or Asynchronous
- Proctored or Non-Proctored
- Computer-based or Paper-based
- Written or Oral

Synchronous online exam: online exam that requires the students to be connected and sit the test within the defined relatively ‘short’ time period. The ‘short’ time period is defined to be about 2 hours maximum.

This document is regulating Outside-campus Synchronous Proctored online, Computer-based, Paper-based and Oral exams.

Regulations

Online exams are creating challenges for ensuring the adherence to Exam Rules in Regulations as they are more prone to cheating. Thus, there is a great shift of responsibility to the side of students both from technical and behavioral perspective. The following additional regulations are applied:

1. Students are responsible to ensure that the required technological capability e.g. computer, camera, Internet connection, etc. is in place.
 - The general premise is that if in on-site exams the physical ability to be in the exam is required for passing, in online exams certain technological capability is required. Academic Policies and Procedures regulate the cases of excused ‘absence’.
 - Students are strongly recommended to have a backup option of more reliable Internet connection e.g. mobile hotspot.
2. Students are expected to be familiar with the technology and procedures ahead of the time, so any technical problems are communicated to the professor of the course on a timely manner, to be resolved with IT Helpdesk.
3. Students are responsible to ensure all required software is properly installed on the computer they use to sit an online exam.
 - The approved tools for online proctoring are Respondus® LockDown Browser together with Monitor that work with Blackboard® learning management system the university uses. While LockDown Browser prevents the student from using additional applications and functionality on their computers, Respondus Monitor uses their camera and microphone to record the environment and flag any potentially suspicious behavior.
 - Microsoft® Teams and Zoom videoconferencing software can be used, too.
4. Students bear responsibility for ensuring that nobody else is using their credential to enter the software systems used for online exams. Failure to observe this requirement will be treated as a violation of the Honor Code.
5. Students are responsible to ensure the environment e.g., lighting, camera angle, etc. is meeting the requirements of online proctoring. They should be ready to show 360-degree view of the environment any time before, during and right after the exam. Their microphone should be open all the time.
6. Students are expected to be ready for additional proctoring requirements, for example:

submitting the screenshots of their computer desktop, arranging a second camera for additional monitoring and live feedback, etc.

7. Computer-based online exams will run as Blackboard tests with the following options on:
 - Display After: The questions will be released/visible right after the start of the exam.
 - Randomize Questions: The questions will be selected randomly for each student.
 - One at a Time: The questions are not visible at once, shown one question at a time.
 - Not showing right or incorrect answers at the end of the test.
 - Additional options may include: Password-protection, Prohibit Backtracking that prevents changing the answer to a question that has already been submitted, etc.

8. Paper-based online exams will start and finish in Blackboard as per the following scenario:
 - In case of handwritten paper-based online exam, students will prepare empty white papers for their notes and will make sure to put their name on each page.
 - They will open the Blackboard test to see the questions on the screen, and then will write down answers on paper, finally will enter the answers to the system.
 - Once finished working, the student will have to show the pages to the camera for confirmation and verification.
 - Students will have to scan the papers as multiple-page PDF file, using a recommended mobile application as per the course professor's instruction, and upload it through a separate Blackboard assignment that is due short time i.e., 15 minutes after the end of the exam.
 - Alternatively, they may be required to submit a Microsoft® Word document with their answers.

9. Faculty reserve the right to use other mechanisms in addition to the previous models, including but not limited to oral online verification exam. Oral online verification exam will be conducted with following conditions:
 - This stage will serve as a verification step for previous (written) exam result(s).
 - It will be done via live face-to-face on-screen communication with the course professor(s) and it will be recorded.
 - It will be based on the questions of the same level of difficulty and covering the same content as in the written exam the grade for which is being verified.
 - This stage may be applied to any student regardless of their academic performance.

It must be noted that “the course professor may include exam rules and regulations in addition to the rules listed above”, as per the Exam Rules and Regulations.

APPENDIX 13.

STUDENT CODE OF CONDUCT

ADA University as an educational institution has a set of standards, attributes, and purposes essential to its existence and well-functioning. We ensure access and opportunity for every ADA University student to obtain their educational objectives within a safe, healthy, inclusive, intellectually rich educational environment throughout their time at the University. The Student Code of Conduct capitalizes on ADA University's commitment to promote intellectual development, sense of ethical citizenship, and personal responsibility of its students.

Students of ADA University are expected to act in accordance with the following outcome images in consideration of best skills and knowledge vested in them:

- Highly Intellectual Solution Providers
- Close Collaborators
- Effective Communicators
- Ethical Citizens

ADA University expects all its students to show respect to one another, ADA faculty, administration, and staff. The current Student Code of Conduct is a University's policy of non-academic violations and applies to all students, student organizations, clubs and other student bodies of the University. It sets forth acts constituting both acceptable and unacceptable behavior and conduct for ADA University students. ADA University is a world-class educational entity and one of the country's prominent institutions which regularly hosts many events, official delegations, distinguished guests and country-wide conferences, therefore, students at ADA University are expected to adhere to the norms of ethical behavior and respect each other in order to maintain the image of the University.

The Current Code of Conduct implies disciplinary actions for all alleged on-campus misconduct. However, the University may consider disciplinary actions for off-campus offenses that are directly affecting the ADA community, its students, officials of the University, breaches of the national law, and if student's misconduct negatively affects pursuit of ADA's mission and its image. The University will take any breach of the Code of Conduct seriously and exercise disciplinary measures when required.

1. Expected behavior

Students admitted to ADA University accept the responsibility to familiarize themselves with and adhere to high standards of honor and ethical citizenship. Any proven failure to meet these obligations will justify appropriate disciplinary procedures. ADA University expects its students to:

- 1.1. Behave in a responsible manner and communicate in a way that does not offend or discriminate others;
- 1.2. Help fostering mutual respect and understanding between all members of ADA University community;
- 1.3. Follow all formal instructions, policies and procedures issued by the University authority including Library, Administrative, IT and other policies accessible to all students

through the Office of Student Services;

1.4. Adhere to University's Safety policies by observing fire alarms and related evacuation procedures;

1.5. Adhere to ADA University's Acceptable IT Use Policy while using technological property of the University (computers, printers, smart boards, etc.);

1.6. ADA University is an educational entity and hosts many official guests, events and delegations on a regular basis. Therefore, we value ADA students adhering to the norms of behavior and dress code to protect personal and University's reputation. Students are expected to give preference to smart casual, business and semi-business attire;

1.7. Respect RSVP/sign-up policies at official events and activities. In the case of an inability to attend, please, inform the responsible staff member in advance;

1.8. Switch off all mobile phones and other electronic devices during classes and/or put on silent mode when attending major campus events;

1.9. Arrive on time for scheduled classes and academic programs. For more details, please, read course syllabi to familiarize yourself with attendance policy of a particular faculty member;

1.10. Unless there is a prior written permission of an instructor and other students, no video or audio recording of a class may take place. This does not apply to security cameras throughout the campus;

1.11. Only bottled drinks may be taken into classrooms. No food is permitted in the classrooms;

1.12. Assist the University efforts to keep all premises clean and neat;

1.13. Carry responsibility for their personal belongings and should keep valuable items with them at all times. ADA University does not carry responsibility for items left unattended. Any found property must be brought to Lost and Found Desk located in Building B;

1.14. Use and show their ADA University ID card when entering/leaving University premises and whenever requested by the Security team;

1.15. Request a permission and inform the Security team at least one day before they plan to bring in visitor(s) to the Campus. All visitors and guests must register in accordance with the Guest Policy and General Administrative rules of the University in advance and obtain a visitor pass at the Welcome Center before they may enter the Campus (Student Guest Request Form is available under Policies section on the official website of ADA University);

1.16. Ensure fair access to computers, classrooms, common spaces and dining areas to all members of ADA University community. Personal belongings should not be used to reserve seats for longer periods. Any unattended items will be immediately removed by the Security team and discarded;

1.17. Comply with all requests from professors/faculty and Administration of the University in a timely and respectful manner;

1.18. Communicate and immediately disclose to University Administration if charged with illegal offenses outside of ADA University.

2. Unacceptable behavior

Below inappropriate behavior constitutes a serious misconduct that is likely to lead to disciplinary measures:

- 2.1. Engagement in any behavior that prevents or disrupts teaching, learning, and administration of ADA University activities;
- 2.2. Involvement in any conduct at or outside of the University which may discredit the University or violate laws of the Republic of Azerbaijan;
- 2.3. Littering (throwing cigarette butts, food wrappers, paper, cans, bottles, etc.) around the campus and within its premises is strictly prohibited. No food is allowed inside the classrooms and event halls;
- 2.4. Violence against any other person, including any kind of insult, bullying, threatening or physical assault;
- 2.5. Misconduct that threatens others' safety and well-being;
- 2.6. Exercising lewd or abusive language and behavior towards any other student, administrative staff, professors of the University within and outside of campus including social media and emails;
- 2.7. Sexual harassment, assault as well as engagement in any acts of public display of affection at the University;
- 2.8. Smoking on campus is allowed only at the designated areas and strictly prohibited inside the buildings and other premises of ADA University;
- 2.9. Bringing, consuming, distributing or selling alcoholic beverages, illegal drugs, guns and other controlled substances or gunpowder and cold weapons;
- 2.10. Appearing in classes, events and on campus under the affect of alcohol, illegal drugs and other controlled substances;
- 2.11. Entering Health Center and using medicines without prior approval of a medical staff;
- 2.12. Theft, inspection, faking and/or duplicating ideas that are property of others (including email accounts) or of the University;
- 2.13. Invasion and abuse of fellow students', faculty, staff and University administration email accounts and personal social media accounts;
- 2.14. Damaging and attempting to destroy property of University, including learning devices, furniture, equipment, other devices and services;
- 2.15. Invasion and abuse of University's or its partner organizations' confidential materials, networks, software, cloud software, student/course information systems, mailing lists and accounts;
- 2.16. Unauthorized use of another person's account to access the University information systems for any intention and reason or providing access to their own account to unauthorized persons;
- 2.17. Intentionally using University property/premises for personal goals and interests,

thus, limiting equal access of other students and University administration to common spaces;

2.18. Gambling within ADA University premises is strictly prohibited;

2.19. Unauthorized use of University's name, logo, copy right materials, and/or other attributes associated with the image of the University. Any intention to use University's official attributes should get prior authorization through the Branding & Communications Office;

2.20. Misuse of mailing lists for personal purposes, promotion and mass e-mailing;

2.21. Providing and using false information or falsified identification documents;

2.22. Interfering with class time, teaching, University events and other official activities, thus, preventing to run activities in a professional and timely manner;

2.23. Lending University ID card to another person to enter campus and its premises;

2.24. Entering and attempting to enter University using an ID card of another student or staff/faculty member;

2.25. Attempting and brining any unauthorized guests to ADA University including trespassing into campus with a friend/guest in the car without prior registration;

2.26. Bringing pets and animals to ADA University unless holding a special permission to an activity that involves animals;

2.27. Breaches of ADA University's official policies and regulations;

2.28. Violation of any disciplinary sanction imposed as a result of infractions of the Student Code of Conduct rules.

Investigation Procedures and Sanctions

Reporting Violations

1. Any student, staff and faculty who have become aware of possible violations of the ADA University Student Code of Conduct by any student, recognized student club, student body or organization is expected to report the case to the Manager, Office of Student Services with the utmost urgency. This should be done in writing, providing as many details as possible;

2. Such reports to the Student Services are normally adequate for reporting purposes. If taking reporting actions, any student, staff or faculty member should take appropriate account of the circumstances at the time;

3. Manager, Office of Student Services is expected to maintain the utmost confidentiality concerning such reports and shall guarantee the anonymity of his/her source at all times. Manager shall submit the case to the Office of Executive Vice Rector for hearing and decision-making unless otherwise decided.

Fair Processing & Case Resolutions

1. Student violations of the Code of Conduct (paragraph 2, points 2.2, 2.4, 2.5, 2.6, 2.9, 2.10, 2.12, 2.13, 2.15, 2.17, 2.26, 2.27) that may result in suspension and dismissal from the University, are to be investigated by the University Conduct Committee at Disciplinary Hearings with final approval of sanctions by the Rector;
2. Student violations of the Code of Conduct that require disciplinary probation, reprimand and restitution (paragraph 2, points: 2.1, 2.3, 2.7, 2.8, 2.11, 2.14, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.25) are subject to investigation and processing by the Office of Student Services and submission of proposed sanctions to the Executive Vice-Rector for final approval;
3. ADA University reserves the right to re-consider appropriate sanction and investigation procedures assigned according to the severity of the misconduct and its overall effect on the University community;
4. ADA University may withhold student diploma or terminate official recognition of a student club/organization until the case is being investigated and final decision is made;
5. Students shall not have right to withdraw or request a transfer from the University until under hearing and investigation of a conduct breach;
6. Students may appeal the imposition of a Committee decision for misconduct to the Rector only based on substantially valid arguments and evidences. Appeals must be made in writing within one (1) week of the decision of the Conduct Committee. If the Executive Vice Rector considers the appeal to be grounded it is presented to the Rector's consideration. Decisions confirmed by the Rector are considered final.

Conduct Committee

1. The Conduct Committee is in charge of hearing cases of alleged violations of the ADA University Code of Conduct;
2. The Committee shall be chaired by the Executive Vice – Rector and consist of Vice-Rector for Academic Affairs, Dean of the School (respective to the student's study program); Associate Vice Rector for Student Services; one student representative appointed from each currently serving Undergraduate and Graduate Student Governments;
3. Chair of the Conduct Committee ensures smooth and fare processing of hearing and investigation procedures with no right of voting;
4. Each member of the Conduct Committee is required to pledge to keep the matter under investigation confidential;
5. In case accused student fails to appear at the hearing, the committee may make a decision based on the available information. Should there exist any force major cause for the accused student preventing to attend the hearing, a new date may be set for the meeting at the decision of the Conduct Committee members.
6. Executive Vice Rector shall appoint a Secretary of the Conduct Committee hearing, who shall maintain minutes of the hearing. The minutes of the hearing shall be signed by the Secretary, the Executive Vice Rector and all committee members;
7. Decisions by the Conduct Committee on the case of violation shall be communicated

to the violator nor later than 3 business days after the hearing day by the Executive Vice Rector or any other official member of the Conduct Committee assigned by the Executive Vice Rector;

8. Contacting members of the Conduct Committee for the purpose of influencing their decision is prohibited and considered in itself a violation of the University Honor Code and the Student Code of Conduct.

Sanctions

1. Reprimand: is a formal written sanction that the student's behavior is unacceptable, and its continuation will result in more serious consequences;
2. Disciplinary probation: a student status assigned for a certain period of time until any repetitive breaches of the Code. The duration of disciplinary probation may vary between one semester, one academic year up until the termination of an official student status at the University. Students on disciplinary probation may not run for or hold student club/organization chair and co-chairmanships, Student Government positions, or mentor roles;
3. Suspension: temporary exclusion from the classes, activities, events and premises of the University within a certain period of time indicated in the suspension letter. The sanction is to be permanently recorded on the student's academic transcript;
4. Expulsion: a permanent termination of student status considering expulsion from all University classes, events, activities, and premises. The sanction is to be permanently recorded on student's academic transcript;
5. Restitution: a reimbursement of a damage costs resulted in breaches of the Code of Conduct such as vandalism, damaging equipment, furniture, University assets, services, smoking, violating driving/parking rules and littering in University premises.

APPENDIX 14.**EVALUATION OF ACADEMIC PERFORMANCE**

Judgment regarding standards of evaluation for a student's academic performance is a faculty responsibility. Students should consult the policy on Student Academic Grievances for any matters of concern. No single grading component of courses taught at ADA University shall exceed the 40% of the overall course grade.

Class Attendance

Individual instructors may have different attendance requirements; it is the student's responsibility to check each course syllabus to determine policy and to speak to instructors regarding absences. Absences may adversely affect a student's grade. Students are required to make-up all work missed because of absence by the end of the term. If the student cannot complete the work by the end of the term, he/she may receive an Incomplete grade only at the instructor's discretion.

Students who miss more than twenty-five percent (25%) of classes will be assigned FX as a grade.

EAPP Class Attendance

EAPP class attendance policy excuses from two to four student absences per 7.5-week session, and four to eight absences per a 15-week session. See the table below:

Number of classes per level		Number of excused absences
7.5-week session	32-36	2
	50-54	4
15-week session	45-60	4
	90	8

Ten percent (10%) of the total course grade will depend upon physical attendance in class. For each additional absence, a student will lose 2.5 percent of his/her overall grade. In other words, four (4) absences extra to the excused absences will exhaust all 10 percent allocated for attendance.

Tardiness: EAPP students are responsible for arriving in class on time. Albeit the instructor may allow said student into the class, late arrival by 5 minutes or more is considered as a complete absence.

Final Exam Policy

- Students are expected to take final exams at the times scheduled by the Office of

Student Records and Registration.

- Students with two exams scheduled for the same time, and students with three or more final exams on a given day should submit a request to reschedule an exam to the Dean's office of their academic unit.
- This request must be submitted via email no later than 3 days after the announcement of exam dates.
- Provided an exam can be rescheduled, the exam from the class with the lowest enrolment will be rescheduled.
- All rescheduled exams must occur during the final exam period.
- Unexcused absences at final exams may result in a failure for the course or similar substantial penalty.
- Students must follow any additional policies or procedures for final exams set by individual academic units.

Students are entitled to receive their final grades 96 hours after the completion of the exam period.

Repetition of Courses

Repeating courses can have academic and financial implications for the student.

- Graduate students must repeat courses with a grade of "C-" and below.
- Undergraduate students must repeat major core courses with a grade below "C-".
- EAPP students must repeat a level with an overall grade below "C".
- Withdrawal from a course counts as an attempt, but it is excluded in the Repeat process.

Students must contact their Academic Advisor as well as the Office of Student Accounts for additional information and assistance before deciding to repeat a course.

EAPP students have two (2) attempts to pass the same level. EAPP students are not eligible for a withdrawal.

Students are responsible for determining any academic or financial implications for repeating courses. In the context of this policy, passing a course includes meeting any stipulations needed to satisfy a University or major requirement.

Grades for each attempt of the same course are recorded on transcript, but only the highest grade and the credit associated with that grade will count toward the major GPA requirements. W is excluded in the Repeat process. Courses that are not identical in course subject and course number will appear on the transcript and each grade will be calculated in the student's GPA.

Grading System

Grades Calculated in Grade Point Average

GRADE	GRADE POINTS	GRADE SCALE PERCENTAGE	GRADE NAME
A	4.00	94-100	Excellent
A-	3.67	90-93	
B+	3.33	87-89	Good
B	3.00	83-86	
B-	2.67	80-82	
C+	2.33	77-79	Satisfactory
C	2.00	73-76	
C-	1.67	70-72	
D+	1.33	67-69	Poor
D	1.00	60-66	
F	0.00	00-59	Fail - Academic
FX	0.00	00	Fail - Administrative

Academic Fail (F): Academic Fail indicates the student's continuous enrolment in the course did not satisfy the Instructor's summative requirements for passing the course.

Administrative Fail (FX): The instructor assigns Administrative Fail in lieu of a grade of F (Academic Fail) when a student never attended or ceased attending the class or violated Honor Code.

Final numeric grades for courses are mathematically rounded before assignment of the relevant letter grade. For example, a total numeric of 93,45 will be rounded to 93 and will be assigned a letter grade of "A-"; a total numeric of 93,50 will be rounded to 94 and will be assigned a letter grade of "A"; a total numeric of 93,51 will be rounded to 94 and will be assigned a letter grade of "A".

Grades excluded from the GPA calculation as the result of course substitution or course waiver will be printed on the transcript with an asterisk.

Additional Posting Symbols for Grades in Courses

N – No grade or invalid grade submitted. It is assigned by the academic unit or appropriate administrative officer when an expected final grade has not been received before the grade posting deadline. The academic unit and the Office of Student Records and are expected to secure an appropriate final grade within one semester.

Grades Not Calculated in Grade Point Average

I – Incomplete

O – Audit (no credit)

P – Pass

W – Withdrawal from course (assigned when a student, under regulations governing changes in registration, withdraws, or is administratively withdrawn from a course after the final date for adding a course)

ZO – Administrative Withdrawal from audit

ZX – Administrative Fail in Pass/Fail Course

FZ – Academic Fail in Pass/Fail Course

Pass/Fail Grades

A grade of Pass indicates performance at a certain level:

- ***Undergraduate students:*** no less than letter grade “C-” on a conventional grading scale.
- ***Graduate students:*** no less than letter grade C on a conventional grading scale. Pass/Fail grades are not calculated in the GPA.

Students may select a set number of courses with Pass/Fail grade.

- ***Undergraduate students:*** no more than two Pass/Fail courses during their studies.
- ***Graduate students:*** no more than one Pass/Fail course during their studies. In any given semester, students may select only one pass/fail course.

The functional enablers (PDEV coded courses), Thesis, and Capstone project are not included in the rules above.

Incomplete Grades

At their discretion and before the end of the semester, professors may give an Incomplete status for a grade when a student, who could otherwise pass a course, is prevented from completing it during the semester due to extenuating circumstances.

The instructor must provide in writing to the student the conditions for satisfying the Incomplete and submit the Incomplete Grade form to the Office of Admissions and Student Records. Those conditions must include what work needs to be completed, when the work must be completed, and what the course grade will be if the student fails to complete that work. All incomplete coursework must be completed before the end of the following semester absent an agreement to the contrary.

Instructors will submit the grade of “I” and the conditions for completion to the Office of Admissions and Student Records when submitting all other final grades for the course.

The Office of Admissions and Student Records will assign the default grade of F automatically if students do not meet the conditions or if they are separated from the University.

Students on academic probation may not receive an Incomplete. Multiple outstanding Incomplete grades may affect the student’s ability to maintain Good Academic Standing.

Students may not retroactively withdraw from any course where an Incomplete grade has been recorded.

An Incomplete may not stand as a permanent grade and must be resolved no later than the end of the next semester. In addition, students will not be allowed to graduate while an Incomplete grade remains unresolved. Graduation may be delayed to the next graduation date in this case.

Grades for Thesis

Thesis credits are graded as Pass or Fail. Grades associated with Thesis course (P or FZ) affect student’s cumulative credits but are not used in computing the GPA.

At their discretion and before the end of the semester, professors may give an Incomplete status for a grade when a student, who could otherwise pass a course, is prevented from completing it during the semester due to extenuating circumstances.

An Incomplete may not stand as a permanent grade and must be resolved no later than the end of the next semester. Students requesting extension for one more semester will have financial implications and must get the approval of academic unit. In addition, students will not be allowed to graduate while an Incomplete grade remains unresolved. Graduation may be delayed to the next graduation date in this case.

In case a student fails Thesis, he/she will not be able to graduate.

Latin Honors

To be eligible for Latin Honors at graduation, undergraduate and graduate students must achieve the requisite cumulative GPA as indicated below.

Cum Laude 3.50-3.74

Magna Cum Laude 3.75-3.89

Summa Cum Laude 3.90 or higher

Latin Honors are calculated and recorded on the transcript by the Office of Admissions and Student Records upon graduation. Honors for State Diplomas require minimum 3.80 Cumulative GPA.

Student Academic Grievances

In cases of complaint or disagreement over academic matters not resolved by consultation among the parties, the University provides the student the right to initiate a grievance procedure, as described in the Student Academic Grievance Policy, attached herewith.