

# FACULTY HANDBOOK

Academic Year 2026 – 2027

## Preface

Welcome to the American International University (AIU) Faculty Handbook. This handbook is a comprehensive guide to the policies, procedures, standards, and resources that govern faculty life at AIU. Whether you are newly joining our community or have been part of AIU since its founding, this handbook is your primary institutional reference throughout your appointment.

AIU was established in 2019 with a mission to provide a transformative American-style university education in Kuwait. In a short time, the University has grown to serve more than 3,200 students across five schools and more than 30 degree programs. This growth reflects the trust that students, families, and the State of Kuwait have placed in AIU, and that trust is honored, above all, by the quality and dedication of its faculty.

This handbook is designed to help faculty members understand what is expected of them, what they can expect from the institution, and how to navigate the systems, governance structures, and support services that exist to help them succeed. It covers faculty appointment, responsibilities, workload, evaluation, promotion, professional development, research, academic freedom, ethics, and the administrative environment in which faculty work.

Where this handbook cross-references the AIU Employee Handbook, specific institutional policies, or other governance documents, faculty are expected to consult those documents directly. This handbook provides an integrated, faculty-centered view of the institutional framework; it is not a replacement for the full policy documents it summarizes or references.

AIU is pursuing institutional accreditation from the WASC Senior College and University Commission (WSCUC). Many of the standards, expectations, and processes described in this handbook are directly connected to WSCUC's Criteria for Review (CFRs). Faculty members are AIU's most important contributors to accreditation readiness, and this handbook is, in part, a resource for understanding how Faculty members are responsible for reviewing this handbook upon appointment and for staying current with updates. AIU may revise this handbook at any time; notifications will be distributed by the Office of the Vice President for Academic Affairs (VPAA) via official email. The most current version is always the authoritative version.

Office of the Vice President for Academic Affairs

American International University, Kuwait

Fall 2026

## How to Use This Handbook

This handbook is organized into chapters, each covering a distinct domain of faculty life at AIU. The table below describes the scope of each chapter and directs readers to the most relevant section for common questions.

Cross-references to the AIU Employee Handbook, institutional policies, and other governance documents are indicated by the document code in parentheses (e.g., FAC-003) or by explicit reference. Where a policy document and this handbook appear to conflict, the policy document governs. Faculty members are encouraged to raise any apparent conflicts with the VPAA Office.

This handbook is for the exclusive use of AIU faculty and academic staff. It does not create contractual obligations. AIU reserves the right to amend this handbook at any time; updated versions supersede all prior versions.

# TABLE OF CONTENTS

|                                                               |    |                                                                      |    |
|---------------------------------------------------------------|----|----------------------------------------------------------------------|----|
| <b>Preface</b>                                                | 2  | <b>2.4 Recruitment and Selection Process</b>                         | 19 |
| <b>How to Use This Handbook</b>                               | 2  | 2.4.1 Workforce Planning and Position Requisition                    | 19 |
| <b>CHAPTER 1: The University</b>                              | 3  | 2.4.2 Advertisement and Candidate Sourcing                           | 19 |
| 1.1 Mission, Vision, and Core Values                          | 3  | 2.4.3 Hiring Committee                                               | 19 |
| 1.1.1 Mission                                                 | 3  | 2.4.4 Candidate Assessment and Interview                             | 20 |
| 1.1.2 Vision                                                  | 3  | 2.4.5 Review, Approval, and Offer                                    | 20 |
| 1.1.3 Core Values                                             | 3  | 2.4.6 Exceptional Appointments                                       | 20 |
| 1.2 The AIU RISE Strategy 2026–2030                           | 4  | 2.4.7 Salary and Rank at Appointment                                 | 21 |
| 1.3 About American International University                   | 4  | <b>2.5 Pre-Employment Screening and Clearance</b>                    | 21 |
| 1.4 University Governance                                     | 5  | <b>2.6 Contract Types and Structures</b>                             | 21 |
| 1.4.1 The Board of Trustees                                   | 5  | 2.6.1 Indefinite Contract - Regular Faculty and Academic Non-Faculty | 21 |
| 1.4.2 The President                                           | 5  | 2.6.2 Definite Contract - Visiting Faculty                           | 22 |
| 1.4.3 The Vice President for Academic Affairs (VPAA)          | 5  | 2.6.3 Per-Course Contract - Adjunct and Part-Time Faculty            | 22 |
| 1.4.4 Vice President for Administration (VPA)                 | 5  | <b>2.7 Probationary Period</b>                                       | 22 |
| 1.4.5 Vice President for Enrollment & Student Affairs (VPESA) | 5  | 2.7.1 Purpose and Process                                            | 22 |
| 1.4.6 Vice President for University Engagement                | 6  | 2.7.2 Termination During Probation                                   | 22 |
| 1.4.7 Assistant Vice President for Research                   | 6  | 2.7.3 Resignation During Probation                                   | 23 |
| 1.4.8 School Deans                                            | 6  | <b>2.8 Contract Renewal, Non-Renewal, and Resignation</b>            | 23 |
| 1.4.9 Department Chairs                                       | 6  | 2.8.1 Annual Performance Cycle                                       | 23 |
| 1.5 Shared Governance                                         | 6  | 2.8.2 Non-Renewal                                                    | 23 |
| 1.6 Schools, Departments, and Programs                        | 7  | 2.8.3 Resignation                                                    | 23 |
| 1.7 Accreditation and Regulatory Framework                    | 9  | 2.8.4 Termination for Cause                                          | 24 |
| 1.7.1 WSCUC Accreditation                                     | 9  | <b>2.9 Onboarding, Visa Support, and Relocation</b>                  | 24 |
| 1.7.2 Private Universities Council (PUC)                      | 9  | 2.9.1 Onboarding Process                                             | 24 |
| 1.7.3 Program-Level Accreditations                            | 10 | 2.9.2 Visa and Work Permit Support                                   | 24 |
| 1.8 Kuwait Vision 2035 and AIU's Role                         | 10 | 2.9.3 New Faculty Orientation                                        | 24 |
| 1.9 Academic Calendar                                         | 10 | <b>2.10 Special Appointment Provisions</b>                           | 25 |
| 1.10 Key Administrative Contacts                              | 11 | 2.10.1 Administrative Appointments for Faculty                       | 25 |
| 1.11 Diversity, Equity, and Inclusion                         | 11 | 2.10.2 Joint Appointments                                            | 25 |
| 1.12 University International Collaborations                  | 12 | 2.10.3 Emeritus / Emerita Appointment                                | 25 |
| 1.13 Organizational Chart                                     | 13 | <b>2.11 Dual Career Support</b>                                      | 26 |
| 1.14 Contact Directory                                        | 14 | <b>2.12. International Faculty Relocation</b>                        | 26 |
| <b>CHAPTER 2: Faculty Appointment</b>                         | 15 | <b>2.13 Structured New Faculty Mentoring Program</b>                 | 27 |
| 2.1 Governance and Authority                                  | 15 | <b>CHAPTER 3: Faculty Responsibilities</b>                           | 29 |
| 2.2 Faculty Classifications and Appointment Classes           | 15 | 3.1 The Three-Domain Model of Faculty Work                           | 29 |
| 2.2.1 Ranked Faculty — Regular Appointments                   | 15 | 3.2 Teaching Responsibilities                                        | 29 |
| 2.2.2 Academic Non-Faculty - Teaching-Focused Appointments    | 16 | 3.2.1 Course Preparation and Delivery                                | 30 |
| 2.2.3 Other Appointment Classes                               | 17 | 3.2.2 The Course Syllabus                                            | 30 |
| 2.3 Faculty Qualification Standards                           | 18 | 3.2.3 Attendance and Class Management                                | 31 |
| 2.3.1 Terminal Degree Requirement                             | 18 | 3.2.4 Assessment and Grading                                         | 31 |
| 2.3.2 Scholarly Currency                                      | 18 | 3.2.5 Student Learning Outcomes Assessment                           | 31 |
| 2.3.3 Professional Practice Faculty                           | 18 | 3.2.6 Standard Teaching Loads                                        | 32 |
| 2.3.4 Qualification Exceptions                                | 18 | 3.2.7 Workload Profiles                                              | 32 |
|                                                               |    | 3.2.8 Overload and Underload                                         | 33 |
|                                                               |    | 3.2.9 Office Hours and Student Availability                          | 33 |
|                                                               |    | 3.2.10 Course Coordination                                           | 33 |
|                                                               |    | 3.2.11 Academic Advising                                             | 34 |

## TABLE OF CONTENTS / CONTINUED

|                                                                |    |                                                                 |    |
|----------------------------------------------------------------|----|-----------------------------------------------------------------|----|
| <b>3.3 Research and Scholarly Activity</b>                     | 34 | <b>4.5 Leave Entitlements</b>                                   | 46 |
| 3.3.1 Scholarly Activity Expectations by Faculty Category      | 34 | 4.5.1 Annual Leave (Vacation Leave)                             | 46 |
| 3.3.2 Categories of Qualifying Scholarly Activity              | 35 | 4.5.2 Sick Leave                                                | 46 |
| 3.3.3 Annual Faculty Research Activity Report                  | 35 | 4.5.3 Personal Days                                             | 47 |
| 3.3.4 AIU Research Fund                                        | 36 | 4.5.4 Maternity Leave                                           | 47 |
| 3.3.5 Conference Travel and Support                            | 36 | 4.5.5 Bereavement Leave                                         | 47 |
| <b>3.4 Service Responsibilities</b>                            | 36 | 4.5.6 Unpaid Special Leave                                      | 47 |
| 3.4.1 University Service                                       | 36 | 4.5.7 Professional Development Leave (Sponsored Research Leave) | 48 |
| 3.4.2 School and Department Service                            | 37 | <b>4.6 Public Holidays</b>                                      | 48 |
| 3.4.3 Professional and Community Service                       | 37 | <b>4.7 Ramadan Working Hours</b>                                | 49 |
| 3.4.4 Service Load and Balance                                 | 37 | <b>4.8 End-of-Service Benefit</b>                               | 49 |
| <b>3.5 Professional Conduct Standards</b>                      | 37 | <b>4.9 Benefits Administration: BambooHR</b>                    | 49 |
| 3.5.1 Relationships with Students                              | 38 | <b>4.10 Exit Permits and International Travel</b>               | 50 |
| 3.5.2 Collegial Conduct                                        | 38 |                                                                 |    |
| 3.5.3 Academic Integrity in Scholarly Work                     | 38 | <b>CHAPTER 5: Faculty Development</b>                           | 51 |
| 3.5.4 Use of Institutional Resources                           | 39 | <b>5.1 The Centre for Teaching and Learning (CTL)</b>           | 51 |
| <b>3.6 Administrative and Reporting Responsibilities</b>       | 39 | 5.1.1 CTL Mandate                                               | 51 |
| 3.6.1 Annual Faculty Activity Report (AFAR)                    | 39 | 5.1.2 CTL Director                                              | 51 |
| 3.6.2 Course E-File                                            | 39 | <b>5.2 Categories of Faculty Professional Development</b>       | 52 |
| 3.6.3 Class Absence Notification                               | 39 | 5.2.1 Instructional Development                                 | 52 |
| 3.6.4 Grade Submission and Deadlines                           | 40 | 5.2.2 Professional and Scholarly Development                    | 52 |
| 3.6.5 Outside Employment                                       | 40 | 5.2.3 Organizational and Institutional Development              | 53 |
| <b>3.7 Responsibilities of Faculty in Administrative Roles</b> | 40 | <b>5.3 New Faculty Induction Program</b>                        | 53 |
| 3.7.1 School Dean                                              | 40 | 5.3.1 Program Content                                           | 53 |
| 3.7.2 Department Chair                                         | 40 | 5.3.2 Mid-Year Induction                                        | 54 |
| 3.7.3 Program Coordinator                                      | 41 | <b>5.4 New Faculty Mentoring</b>                                | 54 |
| <b>3.8 Academic Freedom and Responsibility</b>                 | 41 | 5.4.1 Mentor Selection                                          | 54 |
| <b>CHAPTER 4: Compensation and Benefits</b>                    | 42 | 5.4.2 Mentor Responsibilities                                   | 54 |
| <b>4.1 Base Salary</b>                                         | 42 | 5.4.3 Mentee Responsibilities                                   | 54 |
| 4.1.1 Pay Scale by Rank                                        | 42 | <b>5.5 Peer Observation of Teaching (POT)</b>                   | 55 |
| 4.1.2 Exceptional Salary Authorization                         | 42 | 5.5.1 The POT Cycle                                             | 55 |
| 4.1.3 Salary Review                                            | 43 | 5.5.2 Trained Observer Pool                                     | 55 |
| 4.1.4 Payroll Administration                                   | 43 | 5.5.3 Confidentiality                                           | 55 |
| <b>4.2 Summer Payroll and Annual Leave Salary</b>              | 43 | <b>5.6 Faculty Learning Communities (FLCs)</b>                  | 56 |
| <b>4.3 Financial Allowances</b>                                | 43 | 5.6.1 Formation and Facilitation                                | 56 |
| 4.3.1 Housing Allowance                                        | 43 | 5.6.2 FLC Participation and the Annual Development Plan         | 56 |
| 4.3.2 Annual Flight Allowance                                  | 44 | <b>5.7 Annual Faculty Development Plan (AFDP)</b>               | 56 |
| 4.3.3 Baggage and Shipping Allowance                           | 45 | 5.7.1 AFDP Content                                              | 56 |
| 4.3.4 Administrative Role Allowances                           | 45 | 5.7.2 Connection to Performance Review and Promotion            | 57 |
| <b>4.4 Health Insurance</b>                                    | 45 | <b>5.8 Conference Travel Support</b>                            | 57 |
| 4.4.1 Kuwait Compulsory Health Insurance                       | 45 | 5.8.1 Eligibility                                               | 57 |
| 4.4.2 Private Health Insurance                                 | 45 | 5.8.2 Financial Coverage                                        | 57 |
|                                                                |    | 5.8.3 Conference Classification                                 | 58 |
|                                                                |    | 5.8.4 Application and Post-Travel Process                       | 58 |
|                                                                |    | <b>5.9 Sponsored Research Leave (SRL)</b>                       | 58 |
|                                                                |    | 5.9.1 SRL Categories                                            | 59 |
|                                                                |    | 5.9.2 SRL Application Timeline                                  | 59 |
|                                                                |    | 5.9.3 SRL Review Committee                                      | 59 |

## TABLE OF CONTENTS / CONTINUED

|                                                                                 |    |                                                                                                 |    |
|---------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------|----|
| <b>5.10 RISE Teaching and Learning Grant Program</b>                            | 60 | <b>7.5 Promotion Committee Structure</b>                                                        | 79 |
| <b>5.11 Faculty Development Fund (FDF)</b>                                      | 60 | 7.5.1 Department Promotion Committee (DPC)                                                      | 79 |
| 5.11.1 Eligible Uses                                                            | 60 | 7.5.2 School Promotion Committee (SPC)                                                          | 80 |
| 5.11.2 Allocation Principles                                                    | 61 | 7.5.3 University Promotion Committee (UPC)                                                      | 80 |
| <b>5.12 CTL Knowledge Repository and Annual Impact Report</b>                   | 61 | 7.5.4 Conflict of Interest                                                                      | 80 |
| 5.12.1 CTL Knowledge Repository                                                 | 61 | <b>7.6 External Peer Review</b>                                                                 | 81 |
| 5.12.2 Annual Teaching and Learning Impact Report                               | 61 | 7.6.1 External Reviewer Qualifications                                                          | 81 |
| <b>CHAPTER 6: Performance Evaluation</b>                                        | 63 | 7.6.2 External Reviewer List Submission                                                         | 81 |
| <b>6.1 Governing Principles</b>                                                 | 63 | <b>7.7 The Promotion Dossier</b>                                                                | 82 |
| <b>6.2 Scope: Who Is Reviewed and When</b>                                      | 64 | 7.7.1 Required Dossier Contents                                                                 | 82 |
| <b>6.3 Evaluation Domains and Evidence</b>                                      | 64 | <b>7.8 Annual Promotion Cycle Timeline</b>                                                      | 83 |
| 6.3.1 Domain 1: Teaching and Learning                                           | 64 | <b>7.9 Promotion Decision and Rebuttal</b>                                                      | 84 |
| 6.3.2 Domain 2: Research and Scholarly Activity                                 | 66 | 7.9.1 Successful Promotion                                                                      | 84 |
| 6.3.3 Domain 3: Service                                                         | 66 | 7.9.2 Unsuccessful Application                                                                  | 84 |
| 6.3.4 Domain 4: Continuous Professional Development                             | 66 | 7.9.3 Rebuttal                                                                                  | 84 |
| <b>6.4 Domain Weights by Workload Profile</b>                                   | 67 | <b>7.10 Appeal Process</b>                                                                      | 84 |
| <b>6.5 Rating Scale and Consequences</b>                                        | 68 | <b>7.11 Salary and Contract Effects of Promotion</b>                                            | 85 |
| <b>6.6 Roles and Responsibilities</b>                                           | 69 | <b>7.12 Promotion for Faculty in Administrative Roles</b>                                       | 85 |
| 6.6.1 Faculty Member                                                            | 69 | <b>7.13 Scholarly and Creative Output Classification for Architecture, Interior Design, and</b> | 85 |
| 6.6.2 Department Chair                                                          | 69 |                                                                                                 |    |
| 6.6.3 Performance Review Committee (PRC)                                        | 69 | <b>CHAPTER 8: Research and Scholarship</b>                                                      | 90 |
| 6.6.4 School Dean                                                               | 70 | <b>8.1 AIU's Research Mission and the RISE Strategy</b>                                         | 90 |
| 6.6.5 Vice President for Academic Affairs (VPAA)                                | 70 | <b>8.2 The Office of Research and Grants</b>                                                    | 90 |
| <b>6.7 Additional Criteria for Administrative Faculty</b>                       | 70 | <b>8.3 AIU Internal Research Fund</b>                                                           | 91 |
| <b>6.8 Annual Evaluation Timeline</b>                                           | 71 | 8.3.1 Annual Grant Cycle                                                                        | 91 |
| <b>6.9 Student Evaluation of Teaching (SET): Administration and Protections</b> | 72 | 8.3.2 Research and Grants Committee                                                             | 91 |
| <b>6.10 Performance Improvement Plan (PIP)</b>                                  | 73 | <b>8.4 External Grant and Sponsored Research</b>                                                | 92 |
| 6.10.1 PIP Development                                                          | 73 | 8.4.1 Pre-Award Support                                                                         | 92 |
| 6.10.2 PIP Monitoring and Outcomes                                              | 73 | 8.4.2 Key Requirements for External Grant Applications                                          | 92 |
| <b>6.11 Appeal Process</b>                                                      | 74 | 8.4.3 Post-Award Management                                                                     | 93 |
| <b>6.12 Merit Increases</b>                                                     | 74 | <b>8.5 Research Ethics and Human Subjects Protection</b>                                        | 93 |
| <b>CHAPTER 7: Academic Promotion</b>                                            | 75 | 8.5.1 Research Ethics Committee (REC)                                                           | 93 |
| <b>7.1 Governing Principles</b>                                                 | 75 | 8.5.2 Three-Tier Review Framework                                                               | 93 |
| <b>7.2 Eligibility Requirements</b>                                             | 76 | 8.5.3 REC Application Requirements                                                              | 94 |
| 7.2.1 Rank and Service Requirements                                             | 76 | 8.5.4 Research Integrity                                                                        | 94 |
| 7.2.2 Annual Performance Rating                                                 | 76 | <b>8.6 Intellectual Property</b>                                                                | 95 |
| 7.2.3 Mandatory Promotion                                                       | 76 | 8.6.1 The Scholarly Works Exception                                                             | 95 |
| <b>7.3 Promotion Criteria: The Three Domains</b>                                | 77 | 8.6.2 AIU-Owned Intellectual Property                                                           | 95 |
| 7.3.1 Domain 1: Research and Scholarship                                        | 77 | 8.6.3 Revenue Sharing                                                                           | 95 |
| 7.3.2 Domain 2: Teaching and Learning                                           | 78 | 8.6.4 IP Disclosure Obligation                                                                  | 96 |
| 7.3.3 Domain 3: University and Community Service                                | 78 | 8.6.5 AI-Generated Research Outputs                                                             | 96 |
| <b>7.4 Quantitative Research Requirements</b>                                   | 79 | <b>8.7 Open Access and Research Dissemination</b>                                               | 96 |
| 7.4.1 Carry-Forward Provisions                                                  | 79 | 8.7.1 Open Access Routes                                                                        | 97 |
|                                                                                 |    | 8.7.2 APC Funding Support                                                                       | 97 |
|                                                                                 |    | 8.7.3 Publication Quality and Predatory Journals                                                | 97 |
|                                                                                 |    | <b>8.8 Research Profiles and Reporting Tools</b>                                                | 98 |
|                                                                                 |    | <b>8.9 RISE Strategy Research KPIs</b>                                                          | 98 |

## TABLE OF CONTENTS / CONTINUED

|                                                            |     |                                                                |     |
|------------------------------------------------------------|-----|----------------------------------------------------------------|-----|
| <b>CHAPTER 9: Academic Freedom and Professional Ethics</b> | 99  | <b>10.7 Faculty Participation in Governance</b>                | 114 |
| <b>9.1 Academic Freedom</b>                                | 99  | 10.7.1 What Governance Participation Includes                  | 114 |
| 9.1.1 AIU's Commitment                                     | 99  | 10.7.2 Governance Service in Evaluation and Promotion          | 115 |
| 9.1.2 Protected Activities                                 | 99  | 10.7.3 Governance Participation is Protected                   | 115 |
| 9.1.3 Limits of Academic Freedom                           | 100 | <b>10.8 The President's Leadership Council (PLC)</b>           | 115 |
| 9.1.4 Non-Retaliation and Employment Security              | 100 | <b>CHAPTER 11: Campus Life and Administration</b>              | 116 |
| 9.1.5 Academic Freedom Complaint Process                   | 101 | <b>11.1 Information Technology and Systems</b>                 | 116 |
| <b>9.2 Professional Ethics Standards</b>                   | 101 | 11.1.1 Acceptable Use                                          | 116 |
| 9.2.1 Scholarly Competence                                 | 102 | 11.1.2 Canvas LMS Requirements                                 | 117 |
| 9.2.2 Responsibilities to Students                         | 102 | 11.1.3 Data Classification and Protection                      | 117 |
| 9.2.3 Responsibilities to Colleagues                       | 102 | <b>11.2 Library and Information Resources</b>                  | 117 |
| 9.2.4 Responsibilities to the Institution                  | 102 | 11.2.1 Faculty Library Services                                | 118 |
| 9.2.5 Responsibilities as Citizens                         | 103 | 11.2.2 Faculty Responsibilities Regarding Library Resources    | 118 |
| <b>9.3 Professional Misconduct: Investigation Process</b>  | 103 | <b>11.3 Health, Safety, and Environment</b>                    | 119 |
| 9.3.1 Ethics Review Committee (ERC)                        | 103 | 11.3.1 Faculty HSE Responsibilities                            | 119 |
| 9.3.2 Investigation Process                                | 103 | 11.3.2 Laboratory Safety                                       | 119 |
| 9.3.3 Sanctions                                            | 104 | 11.3.3 Emergency Procedures                                    | 119 |
| 9.3.4 Protection Against Retaliation                       | 104 | <b>11.4 Campus Facilities and Administrative Services</b>      | 120 |
| <b>9.4 Conflict of Interest</b>                            | 105 | 11.4.1 Faculty Offices and Work Spaces                         | 120 |
| 9.4.1 Annual COI Disclosure                                | 105 | 11.4.2 Classroom and Teaching Spaces                           | 120 |
| 9.4.2 Categories of Conflict of Interest                   | 105 | 11.4.3 Parking                                                 | 120 |
| <b>9.5 Professional Consultancy</b>                        | 106 | 11.4.4 Printing, Copying, and Supplies                         | 122 |
| 9.5.1 Consultancy Categories                               | 106 | 11.4.5 Business Cards                                          | 122 |
| 9.5.2 The 20% Time Ceiling                                 | 106 | <b>11.5 Privacy and Personal Data Protection</b>               | 122 |
| 9.5.3 Annual Consultancy Disclosure                        | 107 | <b>11.6 Equal Opportunity and Non-Discrimination</b>           | 122 |
| 9.5.4 Using AIU Resources and Name                         | 107 | <b>CHAPTER 12: The Faculty-Student Affairs Interface</b>       | 123 |
| <b>9.6 Faculty Grievance and Due Process</b>               | 107 | <b>12.1 The Faculty Role in Student Success</b>                | 123 |
| 9.6.1 Scope of Grievances                                  | 107 | <b>12.2 Student Conduct and Academic Integrity</b>             | 123 |
| 9.6.2 Grievance Process Overview                           | 107 | 12.2.1 The Student Code of Conduct                             | 123 |
| <b>CHAPTER 10: Faculty Governance</b>                      | 108 | 12.2.2 Academic Integrity Violations                           | 123 |
| <b>10.1 AIU's Shared Governance Framework</b>              | 108 | 12.2.3 Disruptive Classroom Behavior                           | 124 |
| <b>10.2 The Faculty Council</b>                            | 109 | <b>12.3 Disability Services and Academic Accommodations</b>    | 124 |
| 10.2.1 Composition                                         | 109 | 12.3.1 The Accommodation Process                               | 124 |
| 10.2.2 Authority                                           | 109 | 12.3.2 Universal Design for Learning                           | 125 |
| 10.2.4 Standing Committees                                 | 110 | <b>12.4 Student Mental Health and Wellness</b>                 | 125 |
| 10.2.5 Meetings and Operating Procedures                   | 110 | 12.4.1 What Faculty Can Do                                     | 125 |
| 10.2.6 Faculty Council Leadership: The Chair's Role        | 111 | 12.4.2 Behavioral Threat Assessment                            | 125 |
| <b>10.3 The Deans Council</b>                              | 111 | 12.4.3 Faculty Self-Care                                       | 125 |
| 10.3.1 Composition                                         | 111 | <b>12.5 Academic Advising</b>                                  | 126 |
| 10.3.2 Jurisdiction                                        | 111 | <b>12.6 Student Grade Appeals and Academic Grievances</b>      | 126 |
| <b>10.4 School Councils</b>                                | 112 | <b>12.7 Career Services and Graduate Employability</b>         | 127 |
| 10.4.1 Composition                                         | 112 | <b>12.8 Co-Curricular Activities and Student Organizations</b> | 127 |
| 10.4.2 Mandate                                             | 112 | <b>12.9 Early Alert System</b>                                 | 127 |
| <b>10.5 Department Councils</b>                            | 113 | <b>12.10 Crisis Communication Protocol</b>                     | 129 |
| 10.5.1 Composition                                         | 113 | <b>APPENDIX 1 – ACADEMIC CALENDAR</b>                          | 130 |
| 10.5.2 Mandate                                             | 113 |                                                                |     |
| <b>10.6 How Academic Governance Flows at AIU</b>           | 114 |                                                                |     |

## 1.1 Mission, Vision, and Core Values

### 1.1.1 Mission

American International University's mission is to improve and enrich lives by engaging, empowering, and enhancing students through a transformative American education experience. AIU focuses on building a foundation of intellectual, creative, and growing research excellence, cultivating an environment that encourages innovation and leadership, and ensuring every student has the opportunity to excel and contribute meaningfully to Kuwait and make a global impact.

### 1.1.2 Vision

AIU's vision is to be Kuwait's leading higher education institution and a recognized voice in GCC academia, redefining academic achievement and advancing research excellence with a unique American experience that empowers, enriches, and engages students to become visionary leaders and innovators.

Institutional Tagline: Elevating Futures, One Graduate at a Time

### 1.1.3 Core Values

AIU's six core values are institutional commitments that guide how faculty teach, how the University governs itself, and how staff serve students. They are not aspirational phrases but operational expectations:

| Core Value          | Meaning for Faculty                                                                                                       |
|---------------------|---------------------------------------------------------------------------------------------------------------------------|
| Integrity           | Honest scholarly practice, transparent reporting of results, and forthrightness in all professional interactions.         |
| Academic Excellence | Holding high standards for teaching quality, currency of disciplinary knowledge, and rigor of student assessment.         |
| Accountability      | Measuring student learning outcomes, reporting assessment results honestly, and acting on evidence of needed improvement. |
| Inclusion           | Creating learning environments where every student, regardless of background or prior preparation, can succeed.           |
| Innovation          | Pursuing new approaches to pedagogy, research, and community engagement that advance the institution's impact.            |
| Community           | Serving Kuwait's students, workforce, and national development vision through education, research, and engagement.        |



## 1.2 The AIU RISE Strategy 2026–2030

The AIU RISE Strategy 2026–2030 is the University’s institutional roadmap for the current strategic period. It is organized around four pillars, each addressing a critical dimension of AIU’s development. Faculty are active participants in, and the primary drivers of, the RISE Strategy’s success.

| Pillar | Name                                  | Faculty Relevance                                                                                                                                                                                                                       |
|--------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| R      | Research & Innovation                 | Build a structured research culture. Faculty are expected to engage in scholarly activity, pursue indexed publications, and participate in AIU’s emerging grant infrastructure. The goal is 100+ indexed publications annually by 2030. |
| I      | Impact & Accreditation                | Pursue WSCUC institutional accreditation. Faculty contribute through assessment of student learning outcomes, program review participation, and adherence to academic quality standards.                                                |
| S      | Student Success & Experience          | Grow enrollment and achieve 80%+ student satisfaction. Faculty contribute through high-quality teaching, accessible advising, early intervention for at-risk students, and active engagement with student retention.                    |
| E      | Employability, Engagement & Community | Achieve 85%+ graduate employment within 6 months of graduation. Faculty contribute through curriculum alignment with Kuwait’s labor market, embedding internships, building industry partnerships, and community engagement.            |

Faculty members are expected to be familiar with the RISE Strategy and to understand how their individual responsibilities, in teaching, research, and service, contribute to its objectives. The full RISE Strategy document is available on the AIU intranet and from the Office of the VPAA.

## 1.3 About American International University

American International University is a private institution of higher education established in 2019 and located in Al Jahra, Kuwait. AIU was founded to provide an authentic American-model university education in Kuwait at a time when Kuwait’s Vision 2035 demands graduates who can lead, innovate, and contribute to a diversified, knowledge-based economy.

AIU currently serves more than 4,200 students and employs approximately 130 faculty members across five Schools. The University operates on a semester-based academic calendar aligned with US academic norms, and instruction is conducted solely in English. AIU’s campus is located in Al Jahra, and all academic programs are delivered on-campus.

AIU maintains program partnerships with leading American universities, including the University of Miami and Arizona State University, to support quality assurance, curriculum development, and international alignment.



## 1.4 University Governance

AIU operates within a governance framework designed to ensure academic quality, institutional accountability, and compliance with Kuwaiti law and WSCUC accreditation standards. The principal governance bodies and roles are described below.

### 1.4.1 The Board of Trustees

The Board of Trustees is AIU's highest governing authority. The Board is responsible for approving AIU's mission, vision, and strategic direction; overseeing institutional financial health; appointing the President; and ensuring compliance with applicable law and accreditation requirements. The Board does not manage day-to-day academic or administrative operations; those responsibilities belong to the President and the senior leadership team.

The Board operates through standing committees: the Academic Affairs Committee, the Finance and Audit Committee, the Governance and Nominations Committee, and the Accreditation and Compliance Committee. The Board's governance framework is documented in the AIU Board of Trustees Manual.

### 1.4.2 The President

The President is AIU's chief executive officer, responsible to the Board of Trustees for all institutional operations. The President provides leadership for academic programs, research, administration, government relations, information technologies, branding and communications, legal affairs, emerging technologies, internal audit, global excellence & benchmarking, institutional effectiveness and external relations. The President is the primary link between the Board of Trustees and the University's academic and administrative leadership.

### 1.4.3 The Vice President for Academic Affairs (VPAA)

The Vice President for Academic Affairs is the chief academic officer of AIU. The VPAA is responsible for the quality of all academic programs; faculty recruitment, evaluation, and development; curriculum oversight; and the WSCUC accreditation process. The VPAA is the primary administrative point of contact for all academic matters.

Faculty members report through their Department Chair and School Dean to the VPAA on all academic matters.

### 1.4.4 Vice President for Administration (VPA)

The Vice President for Administration oversees AIU's administrative and operational functions, including human resources, facilities management, procurement, finance, and compliance with operational policies. Faculty members interact with this office primarily for employment, benefits, and campus operations matters.

### 1.4.5 Vice President for Enrollment & Student Affairs (VPESA)

The Vice President for Enrollment & Student Affairs is responsible for overseeing student enrollment and registration services, as well as student support and engagement functions, including academic advising, student counseling, wellness programs, career services, disability services, student conduct, co-curricular activities, and student organizations. Faculty members collaborate with the VPESA's office on matters related to enrollment and registration, student welfare, academic advising, academic integrity, and student support.

### 1.4.6 Vice President for University Engagement

The Vice President for University Engagement is responsible for developing and managing AIU's relationships with industry, government, community organizations, and international university partners. Faculty members may collaborate with this office on community engagement initiatives, industry advisory boards, internship programs, and research partnerships.

### 1.4.7 Assistant Vice President for Research

The Assistant Vice President for Research supports the development of AIU's research culture and infrastructure. Responsibilities include administering AIU's internal research and teaching excellence funds, coordinating grant development support, managing research compliance (including ethics review), and promoting faculty participation in indexed publications and conference activity. Faculty with research interests or grant ambitions are encouraged to work closely with this office.

### 1.4.8 School Deans

Each of AIU's five Schools is led by a Dean who is responsible for academic quality, faculty management, program delivery, School-level budgeting, and strategic development within the School. Deans report to the VPAA. Faculty members report directly to their Department Chair (School of Engineering and Computing and School of Business), who in turn reports to the Dean.

### 1.4.9 Department Chairs

Department Chairs provide immediate academic and administrative leadership to faculty within each department or program area. Chair responsibilities include scheduling, workload assignment, performance oversight, mentoring of junior faculty, course file maintenance, and representation of the department within School governance. The role of the Department Chair is defined in the FAC-005 Faculty Responsibilities Policy and the Department Council Terms of Reference.

## 1.5 Shared Governance

AIU is committed to shared governance as a foundational principle of higher education quality. Shared governance means that faculty, through the Faculty Council and other governance bodies, exercise meaningful authority over academic matters and have a formal advisory voice in institutional decisions with significant academic implications.

The primary shared governance structures at AIU are:

| Body            | Role and Authority                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Faculty Council | AIU's primary shared governance body for academic matters. Holds authority over curriculum, academic standards, academic integrity policy, promotion criteria, and assessment frameworks. Provides formal advisory recommendations on strategic planning, budget proposals affecting academics, and major organizational changes. Established under FAC-001 and the Faculty Council Terms of Reference. |
| Deans' Council  | An advisory body comprising all School Deans, chaired by the VPAA. Provides cross-school coordination on academic quality, resource allocation, and institutional policy implementation.                                                                                                                                                                                                                |

| Body                           | Role and Authority                                                                                                                                                                                              |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| School Councils                | School-level governance bodies responsible for curriculum development, program review, and academic quality within each School. Composition and authority are defined in the School Council Terms of Reference. |
| Department Councils            | Department-level bodies responsible for course-level matters, program delivery, assessment, and faculty coordination within departments. Defined in the Department Council Terms of Reference.                  |
| Student Disciplinary Committee | A cross-functional body responsible for adjudicating cases of student academic misconduct and significant violations of the Student Code of Conduct. Faculty members participate as Committee members.          |

Faculty members are strongly encouraged to participate actively in shared governance. Service on the Faculty Council, School Councils, and institutional committees is a recognized component of the service dimension of faculty responsibility and is considered in performance evaluation and promotion review.

## 1.6 Schools, Departments, and Programs

AIU is organized into five Schools, each encompassing one or more degree programs. The table below lists the current Schools and their associated programs as of Academic Year 2026–2027.

| Field                   | Major                               | Academic Degree                                                                 |
|-------------------------|-------------------------------------|---------------------------------------------------------------------------------|
| Business Administration | Accounting                          | Bachelor of Science in Business Administration – Accounting                     |
|                         | Management                          | Bachelor of Science in Business Administration – Management                     |
|                         | Finance                             | Bachelor of Science in Business Administration – Finance                        |
|                         | Global Supply Chain Management      | Bachelor of Science in Business Administration – Global Supply Chain Management |
|                         | Entrepreneurship                    | Bachelor of Science in Business Administration – Entrepreneurship               |
|                         | Management Information Systems      | Bachelor of Science in Business Administration – Management Information Systems |
|                         | Marketing                           | Bachelor of Science in Business Administration – Marketing                      |
|                         | Business Technology                 | Bachelor of Science in Business Administration – Business Technology            |
|                         | Data Science and Business Analytics | Master of Science in Data Science and Business Analytics                        |

| Field                       | Major                                        | Academic Degree                                                     |
|-----------------------------|----------------------------------------------|---------------------------------------------------------------------|
| Engineering                 | Mechanical Engineering                       | Bachelor of Science in Mechanical Engineering                       |
|                             | Civil Engineering                            | Bachelor of Science in Civil Engineering                            |
|                             | Electrical and Computer Engineering          | Bachelor of Science in Electrical and Computer Engineering          |
|                             | Chemical Engineering                         | Bachelor of Science in Chemical Engineering                         |
|                             | Industrial Engineering                       | Bachelor of Science in Industrial Engineering                       |
|                             | Biomedical Engineering                       | Bachelor of Science in Biomedical Engineering                       |
|                             | Petroleum Engineering                        | Bachelor of Science in Petroleum Engineering                        |
|                             | Electrical/Electronic Engineering Technology | Bachelor of Science in Electrical/Electronic Engineering Technology |
|                             | Computer Science                             | Bachelor of Science in Computer Science                             |
|                             | Computer Science                             | Master of Science in Computer Science                               |
|                             | Engineering Management                       | Master of Science in Engineering Management                         |
|                             | Robotics                                     | Master of Science in Robotics                                       |
| Architecture, Arts & Design | Architecture                                 | Bachelor of Architecture                                            |
|                             | Interior Design                              | Bachelor of Fine Arts in Interior Design                            |
|                             | Graphic Design                               | Bachelor of Fine Arts in Graphic Design                             |
| Sciences & Arts             | Urban Studies and Planning                   | Bachelor of Arts in Urban Studies and Planning                      |
|                             | International Studies and Relations          | Bachelor of Arts in International Studies and Relations             |
|                             | English Language and Literature              | Bachelor of Arts in English Language and Literature                 |
|                             | Biotechnology                                | Bachelor of Science in Biotechnology                                |
|                             | Film Studies                                 | Bachelor of Arts in Film Studies                                    |
| Education                   | English Education                            | Bachelor of Arts in Education – English                             |
|                             | Science Education                            | Bachelor of Arts in Education – Science                             |
|                             | Mathematics Education                        | Bachelor of Arts in Education – Mathematics                         |
|                             | Educational Leadership                       | Master of Education in Educational Leadership                       |

In addition to degree programs, AIU operates a Foundation Program providing English and Mathematics preparation for students who require additional support prior to entering university-level coursework.

Graduate Programs: AIU has proposed several graduate programs (including Master of Education in Education Leadership; Master of Science in Robotics; Master of Science in Engineering Management; Master of Science in Computer Science; Master of Science in Data Science and Business Analytics). These programs are pending final authorization by the Private Universities Council (PUC).

## 1.7 Accreditation and Regulatory Framework

### 1.7.1 WSCUC Accreditation

AIU is actively pursuing institutional accreditation from the WASC Senior College and University Commission (WSCUC), one of the most rigorous and internationally respected institutional accrediting bodies in American higher education. WSCUC accreditation confirms to students, employers, graduate schools, and the global academic community that AIU's degrees meet internationally recognized standards of quality.

WSCUC evaluates institutions against four Criteria for Review (CFRs):

- CFR 1: Defining Institutional Purposes and Ensuring Educational Objectives - mission clarity, educational objectives aligned with mission, and appropriate degree levels.
- CFR 2: Achieving Educational Objectives through Core Functions - quality of teaching and learning, student support, educational resources, and faculty qualifications.
- CFR 3: Developing and Applying Resources and Organizational Structures to Ensure Quality - governance, financial resources, physical facilities, technology, and human resources.
- CFR 4: Creating an Organization Committed to Quality Assurance, Institutional Learning, and Improvement - assessment, institutional research, strategic planning, and continuous improvement.

Faculty members contribute to WSCUC accreditation primarily through: (a) designing and delivering high-quality courses with clearly articulated student learning outcomes; (b) participating in program-level and institutional-level assessment of student learning; (c) contributing to program review; (d) participating in Faculty Council and shared governance; and (e) engaging in continuous professional development.

The VPAA Office coordinates AIU's WSCUC accreditation process and communicates with faculty regarding accreditation requirements and timelines.

### 1.7.2 Private Universities Council (PUC)

AIU operates under the regulatory authority of Kuwait's Private Universities Council (PUC), the government body responsible for licensing and overseeing private higher education institutions in Kuwait. All AIU degree programs are approved by the PUC. Faculty qualifications, program structures, and institutional operations must comply with PUC requirements. Where PUC requirements and WSCUC standards differ, AIU works to satisfy both; in cases of genuine conflict, applicable Kuwaiti law governs.

### 1.7.3 Program-Level Accreditations

AIU is pursuing program-level accreditations for specific programs as part of the RISE Strategy. Faculty in affected programs will be notified by their Dean when accreditation processes are initiated and will be expected to participate in self-study activities, documentation, and site-visit preparation relevant to their programs.

## 1.8 Kuwait Vision 2035 and AIU's Role

Kuwait's Vision 2035 (New Kuwait 2035) is the national development agenda guiding Kuwait's transition to a diversified, knowledge-based economy. Vision 2035 places human capital development, research, innovation, and workforce readiness at the center of national strategy.

AIU's mission, programs, and RISE Strategy are explicitly designed to support Vision 2035. Faculty members contribute to this national mission through:

- Preparing graduates who possess the professional skills, critical thinking capabilities, and ethical foundations required for leadership in Kuwait's evolving economy.
- Conducting research relevant to Kuwait's development priorities, including engineering, technology, business, education, and the sciences.
- Engaging with Kuwaiti industry, government, and community organizations through partnerships, advisory boards, and applied research.
- Supporting Kuwaiti student success through culturally informed pedagogy, accessible advising, and inclusive teaching practices.

AIU's commitment to Vision 2035 is not a political statement; it is an institutional obligation and a source of meaning for the work faculty members do every day.

## 1.9 Academic Calendar

AIU operates on a semester-based academic calendar consisting of two primary semesters (Fall and Spring) and an optional Summer session. The academic calendar is published annually on the AIU website.

| Period                        | Approximate Dates                                                      |
|-------------------------------|------------------------------------------------------------------------|
| Fall Semester                 | Late August / early September through mid-December                     |
| Spring Semester               | January through late April / early May                                 |
| Summer Session                | Late May through late July (optional; subject to enrollment)           |
| Final Examination Period      | Scheduled by the Registrar at the end of each primary semester         |
| Academic Calendar Publication | Published no later than 60 days before the start of each Fall semester |

Faculty members are responsible for planning their courses within the framework of the published academic calendar. Any deviation from the academic calendar, including early termination of a course, rescheduling of final examinations, or changes to examination dates, requires advance approval from the Dean and the Registrar.

The full academic calendar, including all official holidays and university-observed closures, is available at [aiu.edu.kw/academic-calendar](http://aiu.edu.kw/academic-calendar).

## 1.10 Key Administrative Contacts

Faculty members needing assistance with academic, administrative, or operational matters should contact the following offices:

| Office                    | Contact and Purpose                                                                                                                     |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Office of the VPAA        | Academic policies, promotion, curriculum, WSCUC accreditation, faculty contracts (academic), course-related matters.                    |
| Human Resources           | Employment contracts, benefits, leave, payroll, BambooHR, visa and residency support (administrative). See also: AIU Employee Handbook. |
| Assistant VP for Research | Research funding, grant support, internal research fund applications, research ethics, conference travel support.                       |
| Office of the VPESA       | Student conduct, student welfare, disability services, academic advising coordination, student grievances.                              |
| Registrar                 | Course scheduling, grade submission, academic calendar, examination scheduling, student academic records.                               |
| Library                   | Library resources, research databases, interlibrary loan, library instruction support. See also: ACA-005.                               |
| IT / Technology Services  | Email, Banner (SIS), learning management system, classroom technology, equipment. See also: ADM-004.                                    |
| Facilities Management     | Classroom and office maintenance, parking, campus access, health and safety. See also: ADM-001.                                         |

## 1.11 Diversity, Equity, and Inclusion

AIU is committed to building and sustaining a diverse, equitable, and inclusive academic community. AIU does not discriminate on the basis of nationality, gender, religion, age, disability, marital status, or any other protected characteristic in the recruitment, appointment, or treatment of faculty members.

The equal opportunity and non-discrimination commitments that govern faculty employment are set out in ADM-003 (Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy). Faculty members are expected to read and comply with ADM-003.

In their teaching and scholarly work, faculty members are expected to:

- Create inclusive learning environments in which all students can participate and succeed.



- Design curricula that reflect diverse perspectives and do not inadvertently privilege or marginalize any student population.
- Treat all students equitably in assessment, grading, and academic advising.
- Model respectful engagement with diverse perspectives in classroom discussions and scholarly discourse.

Questions or concerns about discrimination, harassment, or inequitable treatment should be directed to the Vice President for Administration or the Human Resources Department in the first instance. The Faculty Grievance process (FAC-002) is available to faculty members who believe they have been treated inequitably.

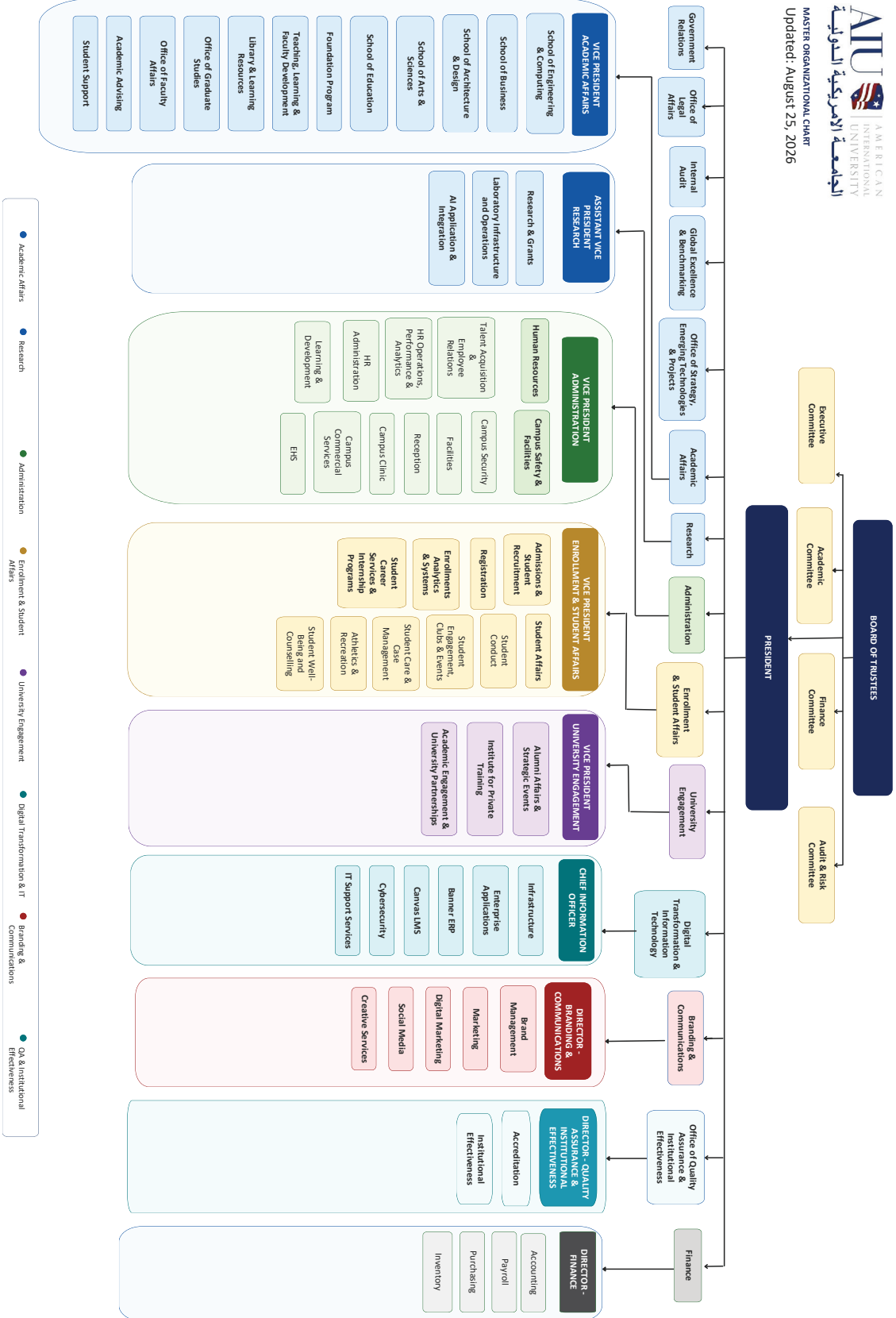
## 1.12 University International Collaborations

AIU maintains strategic collaborations with leading American universities and international institutions to support teaching quality, curriculum development, research collaboration, and student mobility. Current institutional collaborators include:

- Florida State University
- The University of Utah

Additional partnerships with industry, government agencies, and civil society organizations are managed by the Office of the Vice President for University Engagement. Faculty members interested in developing partnerships relevant to their research or teaching are encouraged to contact the Office for further information and support.

# 1.13 Organizational Chart



## 1.14 Contact Directory

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Office of the VPAA                              | <p>Primary contact: Ms. Cynthia Noronha<br/>         Email address: <a href="mailto:c.noronha@aiu.edu.kw">c.noronha@aiu.edu.kw</a><br/>         Telephone extension: 3215<br/>         Office location: Floor 2, Near Office A-W-215</p>                                                                                                                                                                                             |
| Assistant VP – Research                         | <p>Laboratory Division:<br/>         Primary contact: Lab Coordinators<br/>         Email address: <a href="mailto:LabCoordinators@aiu.edu.kw">LabCoordinators@aiu.edu.kw</a><br/>         Telephone extension: 3234</p> <p>Research:<br/>         Primary contact: Dr. Meshal A Alobaid<br/>         Email address: <a href="mailto:grantsoffice@aiu.edu.kw">grantsoffice@aiu.edu.kw</a><br/>         Telephone extension: 3381</p> |
| Office of the VP – Enrollment & Student Affairs | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Human Resources                                 | <p>Primary contact: Mr. Yusuf Rahimi<br/>         General HR Inquiries: <a href="mailto:hr@aiu.edu.kw">hr@aiu.edu.kw</a><br/>         HR Administration matters: <a href="mailto:hradmin@aiu.edu.kw">hradmin@aiu.edu.kw</a><br/>         Telephone extension: 3115<br/>         Office location: Building A - West Wing, First Floor</p>                                                                                             |
| Registrar                                       | <p>Primary contact: Mr. Yasser Alsahen<br/>         Email address: <a href="mailto:y.alsahen@aiu.edu.kw">y.alsahen@aiu.edu.kw</a><br/>         Telephone extension: 3009<br/>         Office location: Building B - Ground Floor</p>                                                                                                                                                                                                 |
| Library                                         | <p>Primary contact: Ms. Nobathembu Letsoenyo<br/>         Email address: <a href="mailto:Library@aiu.edu.kw">Library@aiu.edu.kw</a><br/>         Telephone extension: 3233<br/>         Office location: Building B, Floor 2 &amp; 3</p>                                                                                                                                                                                             |
| Information Technology Services                 | <p>Primary contact: IT HelpDesk<br/>         Email address: <a href="mailto:ithelp@aiu.edu.kw">ithelp@aiu.edu.kw</a><br/>         Telephone extension: 3144</p>                                                                                                                                                                                                                                                                      |
| Facilities Management                           | <p>Primary contact number: +965 60776121<br/>         Email address: <a href="mailto:Facilities@aiu.edu.kw">Facilities@aiu.edu.kw</a><br/>         Telephone extension: 3777</p>                                                                                                                                                                                                                                                     |
| AIU Clinic                                      | +965 60454364                                                                                                                                                                                                                                                                                                                                                                                                                        |
| AIU Student Conduct                             | +965 60453225                                                                                                                                                                                                                                                                                                                                                                                                                        |
| AIU Security Department                         | +965 65805190                                                                                                                                                                                                                                                                                                                                                                                                                        |

## CHAPTER 2: Faculty Appointment

This chapter describes AIU's faculty classification system, the standards required for appointment at each rank, the recruitment and selection process, contract structures, the probationary period, and the procedures governing contract renewal, resignation, and separation. The governing policy is FAC-003 (Faculty Employment Policy). Faculty members should read this chapter alongside FAC-003 and the AIU Employee Handbook.

### 2.1 Governance and Authority

Faculty appointments at AIU operate under a shared but clearly delineated authority structure. Understanding who decides what is important for both faculty candidates and serving faculty members.

| Role                                       | Authority in the Appointment Process                                                                                                                                                                                                        |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| President                                  | Final approval authority for all faculty appointments, terminations for cause, exceptional salary authorizations, and departures from standard procedures.                                                                                  |
| Vice President for Academic Affairs (VPAA) | Primary institutional authority for faculty employment policy. Approves all positions to be filled, endorses offers, reviews all hiring committee recommendations before submission to the President, and approves all appointment letters. |
| School Dean                                | Operational responsibility for establishing Hiring Committees, initiating position requisitions, reviewing candidate qualifications at the school level, and endorsing committee recommendations to the VPAA.                               |
| Department Chair                           | Identifies instructional needs, assists the Dean in forming the Hiring Committee, provides subject-matter expertise in candidate evaluation, and contributes to the departmental recommendation.                                            |
| Human Resources (HR)                       | Manages recruitment administration, issues of employment offers, conducts pre-employment screening and clearance, oversees on-boarding and off-boarding, and maintains personnel files.                                                     |

All persons involved in the appointment process are required to observe the principles of fairness, impartiality, equal opportunity, and institutional integrity. The AIU Conflict of Interest Policy (FAC-010) applies to all members of Hiring Committees and to every stage of the selection process. Any Committee member with a personal, financial, or professional relationship with a candidate must disclose this to the VPAA and recuse themselves from evaluation of that candidate.

### 2.2 Faculty Classifications and Appointment Classes

Every AIU faculty appointment is assigned to both a rank (or title) and an appointment class. The combination of rank and class determines the faculty member's standing, responsibilities, evaluation framework, and eligibility for institutional activities.

#### 2.2.1 Ranked Faculty — Regular Appointments

Regular ranked faculty are the core academic staff of AIU. They hold professional titles, are expected to contribute to teaching, scholarship, and service, and are appointed under indefinite-duration contracts subject to the terms of FAC-003. The three ranks, in ascending order, are:

| Rank                       | Minimum Academic Qualifications                                                                                                                                                                                                                                                       | Core Expectations                                                                                                                                                                                                      |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assistant Professor        | Doctoral degree (PhD or recognized terminal degree) from a regionally or internationally accredited institution in the field or a closely related field. In architecture, design, and fine arts, the relevant terminal degree (e.g., M.Arch, MFA) is accepted in lieu of a doctorate. | Demonstrated potential and ability in teaching, scholarly activity, and service. Initial appointment at this rank is the standard entry point for faculty with a recently earned doctorate.                            |
| Associate Professor        | Terminal degree as for Assistant Professor, plus a minimum of five years at the rank of Assistant Professor at an accredited institution. Demonstrated record of scholarly productivity, teaching quality, and service.                                                               | Growing recognition in the field. Active research program with indexed publications or equivalent outputs. Evidence of sustained teaching quality and meaningful service contributions.                                |
| Professor (Full Professor) | Terminal degree as above, plus a minimum of five years at the rank of Associate Professor at an accredited institution. Evidence of significant national or international scholarly impact and recognition.                                                                           | Outstanding expertise and international recognition. Demonstrated impact on the discipline through publications, grants, professional leadership, or equivalent achievements. Strong record of service and mentorship. |

Appointment at a rank above Assistant Professor requires documented evidence satisfying the relevant criteria. External appointments claiming a rank earned at another institution are subject to review by the University Promotion Committee before the VPAA endorses the claim.

### 2.2.2 Academic Non-Faculty - Teaching-Focused Appointments

Academic non-faculty positions provide AIU with a flexible, teaching-focused tier of academic appointments. Persons in these roles are dedicated primarily to teaching and contribute to service; they are not required to maintain a research publication record, though scholarly engagement is recognized and encouraged in evaluation. The four titles, in ascending order, are:

| Title             | Minimum Qualification                                                                                               | Typical Profile                                                                                                                 |
|-------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Instructor        | Bachelor's degree in the field; demonstrated teaching ability; relevant professional experience.                    | Early-career teaching professional or practitioner; often teaching introductory or foundation-level courses.                    |
| Senior Instructor | Bachelor's degree plus significant professional experience, or a master's degree in the field.                      | Experienced teaching practitioner; may coordinate courses or mentor Instructors.                                                |
| Lecturer          | Master's degree in the teaching field or a closely related field from an accredited institution.                    | Teaching-focused academic with graduate credentials; commonly used in writing, languages, mathematics, and foundation programs. |
| Senior Lecturer   | Master's degree plus a sustained record of effective teaching, professional development, and academic contribution. | Experienced teaching academic with potential leadership responsibilities in curriculum and instruction.                         |

Academic non-faculty members are evaluated annually and are eligible for advancement within the non-faculty tier based on teaching quality, professional development, and service contributions. They are not eligible for promotion into ranked faculty positions; a separate competitive appointment process is required for that transition.

### 2.2.3 Other Appointment Classes

In addition to regular ranked faculty and academic non-faculty, AIU uses the following appointment classes to meet specific instructional, institutional, and academic partnership needs:

| Appointment Class              | Description                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visiting Faculty               | A fixed-term appointment of up to two years (exceptionally three years with Presidential approval), used to address short-term instructional needs arising from leaves, retirements, new programs, or temporary enrollment increases. Visiting faculty are expected to contribute to teaching and may contribute to service. They are evaluated annually. |
| Adjunct / Part-Time Faculty    | A temporary appointment for a specific teaching assignment, used to address short-term needs. Adjunct faculty must hold external primary employment. They are evaluated per section assignment and are not eligible for benefits applicable to full-time appointments. Minimum qualification is a master's degree in the teaching field.                  |
| Joint Appointment              | An appointment where a faculty member holds formal responsibilities across two or more academic units within AIU. The primary unit (responsible for at least 60% of the appointment and for performance review, promotion, and contract renewal) must be clearly designated in writing at the time of appointment.                                        |
| Affiliate Appointment          | A title permitting a faculty member appointed in one School or department to participate formally in another without joint compensation or evaluation obligations. Used for interdisciplinary teaching and research collaboration.                                                                                                                        |
| Courtesy Appointment           | An appointment extending specific institutional privileges to an individual whose primary appointment is outside AIU. Does not carry compensation or teaching obligations.                                                                                                                                                                                |
| Endowed Appointment            | An appointment funded through a designated donor endowment, recognizing exceptional academic accomplishment. Created only upon confirmation of endowment funding by the Finance Department.                                                                                                                                                               |
| Emeritus / Emerita Appointment | An honorary title conferred upon retirement in recognition of distinguished service to AIU. See Section 2.9 for eligibility criteria.                                                                                                                                                                                                                     |
| Acting Appointment             | A temporary administrative appointment enabling a faculty member to serve in an acting administrative role (e.g., Acting Dean or Acting Chair) during a vacancy or approved leave.                                                                                                                                                                        |

## 2.3 Faculty Qualification Standards

AIU is required by WSCUC CFR 3.1 and PUC regulations to ensure that all faculty members possess qualifications appropriate to the courses they teach and the programs they support. Compliance with qualification standards is not optional; it is a condition of AIU's ability to seek and maintain accreditation.

The AIU Faculty Qualifications and Scholarly Activity Policy (ACA-003) sets out the minimum qualification standards in full. The following is a summary for faculty reference:

### 2.3.1 Terminal Degree Requirement

The primary qualification standard for ranked faculty at all three levels is the terminal degree — the highest academic degree recognized as appropriate for teaching, scholarship, or professional practice within a specific discipline. For most disciplines, this is a doctoral degree (PhD, EdD, JD, MD, or equivalent). In certain fields, architecture, fine arts, and specified design disciplines, the terminal degree is a master's degree (M.Arch, MFA). The VPAA determines what constitutes the terminal degree for each discipline in which AIU offers instruction.

All credentials must be authenticated before a faculty member begins teaching. Authentication means verification of degree completion with the issuing institution or through an approved third-party credential evaluation service. Self-reported credentials without institutional verification do not satisfy this requirement.

### 2.3.2 Scholarly Currency

A terminal degree obtained at the time of initial appointment is a necessary but not sufficient condition for ongoing faculty quality. AIU expects all ranked faculty to maintain scholarly engagement throughout their appointment — through research, publication, creative work, professional practice, conference participation, or equivalent activities as appropriate to their discipline. Scholarly currency is the mechanism through which faculty maintain the disciplinary expertise their teaching requires and contribute to AIU's research mission.

Scholarly activity expectations by rank are defined in ACA-003 and are incorporated into the annual performance evaluation framework (Chapter 6). Faculty who are not meeting scholarly activity expectations will be notified in writing by their Dean and will be required to develop a Scholarly Development Plan in consultation with the VPAA.

### 2.3.3 Professional Practice Faculty

In architecture, design, clinical education, and other applied professional fields, AIU recognizes that the most effective teachers may be distinguished practitioners who hold a master's degree rather than a doctorate. Faculty in these fields may be appointed on the basis of a combination of master's degree and documented professional distinction, including licensure, registered professional status, industry leadership, creative achievement, or equivalent, as determined by the VPAA through the Faculty Qualification Equivalency Review process defined in ACA-003.

### 2.3.4 Qualification Exceptions

In exceptional circumstances, the VPAA may approve a faculty qualification exception where a candidate does not hold the standard minimum credential but possesses documented equivalent qualification through other means. Exceptions are subject to the following constraints:

- Exceptions for ranked faculty positions may not exceed 10% of all faculty in any one School.

- Each exception must be documented in writing with a detailed justification signed by the Dean and the VPAA.
- All exceptions are reported to the Faculty Council and disclosed in AIU's WSCUC accreditation submissions.
- Exceptions do not automatically renew; they are reviewed at each performance evaluation cycle.

## 2.4 Recruitment and Selection Process

AIU conducts all faculty recruitment in accordance with the principles of merit, transparency, equal opportunity, and institutional need. The following describes the standard recruitment process from position approval through appointment.

### 2.4.1 Workforce Planning and Position Requisition

Each academic year, during the annual budget review cycle, the VPAA projects faculty requirements across all academic units, accounting for anticipated retirements, non-renewals, program growth, and approved new programs. School Deans submit a formal Talent Requisition to HR for each approved position. The requisition must include:

- Academic/job title and rank level
- Detailed job description and qualification requirements
- Anticipated start date and contract type
- Draft position advertisement in AIU-approved format
- Confirmation that the position is within the approved budget

HR confirms budget availability with the Finance Department before opening any position for advertisement. No position is advertised without VPAA endorsement and budget confirmation.

### 2.4.2 Advertisement and Candidate Sourcing

All approved vacancies are published on the AIU website in the section 'Jobs at AIU', and on relevant international academic recruitment platforms. All advertisements must specify: position title and rank; required and preferred qualifications; teaching responsibilities; research and service expectations; application deadline; and instructions for submitting materials.

In addition to open advertisements, Deans and Department Chairs may identify potential candidates through professional networks and scholarly communities. All candidates identified through any channel must complete the standard application process and be evaluated by the Hiring Committee on the same criteria.

### 2.4.3 Hiring Committee

A Hiring Committee is established for each faculty search. The Committee must comprise a minimum of three members, all of whom are faculty members or the Dean. The composition must ensure relevant subject-matter expertise for evaluation of candidates' disciplinary qualifications. Hiring Committee members must:

- Be appointed in writing by the Dean, with VPAA notification
- Disclose any personal, financial, or professional relationship with any candidate to the VPAA and recuse themselves from evaluation of that candidate
- Evaluate all candidates against the published criteria using AIU's standardized assessment framework



- Maintain confidentiality of all candidate materials and deliberations

The Department Chair serves as a resource to the Hiring Committee but may or may not be a formal Committee member, at the Dean's discretion. The Dean may chair the Hiring Committee or appoint a senior faculty member to do so.

#### 2.4.4 Candidate Assessment and Interview

Shortlisted candidates undergo a structured assessment process that includes, at minimum:

- Review of application materials against published qualification standards
- A teaching demonstration or research presentation relevant to the position
- An academic interview conducted by the Hiring Committee
- Reference verification (minimum two professional references, verified by HR before any offer is made)

The Hiring Committee evaluates each shortlisted candidate using AIU's standardized scoring rubric and produces a written recommendation to the Dean. The recommendation must rank candidates in order of preference and provide a written justification for each ranking.

#### 2.4.5 Review, Approval, and Offer

The Dean reviews the Committee's recommendation and submits an endorsed recommendation to the VPAA. The VPAA reviews for compliance with qualification standards, rank appropriateness, budget alignment, and institutional fit, and submits a recommendation to the President. The President holds final approval authority for all faculty appointments. Upon Presidential approval, HR issues the formal employment offer. The standard timeline for each stage is:

| Stage                                                          | Target Completion                                        |
|----------------------------------------------------------------|----------------------------------------------------------|
| Dean submits recommendation to VPAA                            | Within 5 working days of Hiring Committee recommendation |
| VPAA review and submission to President                        | Within 3 working days of Dean's submission               |
| Presidential review and decision                               | Within 5 working days of VPAA submission                 |
| HR issues Approval to Hire (ATH) and circulates for signatures | Within 1 working day of Presidential approval            |
| HR issues employment offer to candidate                        | Within 2 working days of ATH completion                  |

Candidates are given 10 calendar days to accept the employment offer. Employment offers are considered final upon submission of the signed acceptance by the candidate.

#### 2.4.6 Exceptional Appointments

The President is authorized to approve appointments without the standard Hiring Committee process in the following exceptional circumstances:

- A candidate of exceptional academic distinction, as evidenced by a high Scopus H-index, nationally or internationally recognized scholarly achievement, or rare specialization, who would not otherwise be available through standard recruitment.

- A candidate with documented senior professional distinction in a field where professional expertise is the primary qualification standard (e.g., senior architect, clinical specialist).

Exceptional appointments require written justification from the VPAA to the President, documenting the basis for bypassing standard procedures and confirming that the candidate meets AIU's minimum qualification standards. All exceptional appointments are disclosed to the Faculty Council.

#### 2.4.7 Salary and Rank at Appointment

Compensation at appointment is governed by AIU's approved salary scale by rank. In exceptional cases where a candidate of distinguished standing would not otherwise accept appointment at the standard scale, the President may authorize a salary premium of up to 20% above the approved scale for the relevant rank. This authority is exercised at the President's sole discretion and is subject to written justification from the VPAA, budget confirmation, and reporting to the Board of Trustees.

Candidates who have held a rank at a previous institution and are appointed at that rank at AIU must have their previous rank verified by the University Promotion Committee before it is recognized for salary or progression purposes.

## 2.5 Pre-Employment Screening and Clearance

All employment offers are conditional upon successful completion of AIU's pre-employment screening process. HR manages this process and notifies candidates in writing at the offer stage that appointment is subject to the following requirements:

- Authenticated copies of all educational and professional qualifications
- Education attestation and equivalency documentation as required by Kuwaiti authorities
- Evidence of eligibility to work in Kuwait (residency visa, civil ID, or sponsorship documentation)
- A pre-employment medical examination certificate
- A Good Conduct Certificate (where applicable under Kuwaiti law)
- Successful background check and professional reference verification
- Security clearance from relevant Kuwaiti authorities

Where security clearance is declined, HR notifies the VPAA immediately and seeks Presidential direction. Employment does not begin until clearance is obtained. HR retains all pre-employment documentation in the faculty member's permanent personnel file.

## 2.6 Contract Types and Structures

AIU uses the following contract structures for faculty appointments, consistent with the Kuwait Labor Law in the Private Sector and PUC regulations:

### 2.6.1 Indefinite Contract - Regular Faculty and Academic Non-Faculty

Regular ranked faculty and academic non-faculty are employed under indefinite-duration contracts. This means there is no fixed end date; the appointment continues unless terminated in accordance with FAC-003, the employment contract, and applicable Kuwait law. Indefinite-duration contracts do not create tenure. All such appointments are subject to:

- A probationary period of 100 working days from commencement of employment (as permitted by Kuwait Labor Law).
- Annual performance evaluation throughout the appointment.
- Promotion obligations: ranked faculty must apply for promotion to Associate Professor within 10 years of holding the Assistant Professor rank; promotion to Professor must be applied for within 12 years of holding the Associate Professor rank. (See Chapter 7 for full promotion requirements.)
- Failure to meet promotion obligations within the specified periods, after the process described in FAC-003 and Chapter 7, may result in contract termination.

### 2.6.2 Definite Contract - Visiting Faculty

Visiting faculty are appointed on a definite-term contract of up to two years, with the first 100 working days constituting a probationary period. Renewal into the second year is subject to departmental need and satisfactory annual evaluation. In exceptional circumstances, with Presidential approval, a visiting appointment may be extended for one additional year, for a maximum of three years in total. Visiting appointments are not convertible to indefinite contracts without a separate competitive appointment process.

### 2.6.3 Per-Course Contract - Adjunct and Part-Time Faculty

Adjunct and part-time faculty are employed on a per-course or per-semester basis. Their engagement ends at the conclusion of the agreed teaching assignment unless a new agreement is reached for a subsequent assignment. They are not entitled to the benefits applicable to full-time appointments (housing, health insurance, flight allowance, etc.). They must hold primary employment outside of AIU.

## 2.7 Probationary Period

All new faculty appointments, full-time and visiting, are subject to a probationary period of 100 working days from the date employment begins, as permitted under the Kuwait Labor Law in the Private Sector.

### 2.7.1 Purpose and Process

The probationary period allows the University to assess whether the faculty member's performance, professional conduct, and institutional fit meet the standards required for continued appointment. The Department Chair and Dean are responsible for observing and evaluating the faculty member's performance during the probationary period and for providing feedback and guidance to support a successful transition.

By the end of the 80th working day of the probationary period, the Dean must submit a written recommendation to the VPAA confirming whether the faculty member should be: (a) confirmed as having successfully completed probation; (b) placed under a structured improvement plan with a defined review period; or (c) recommended for termination at the end of the probationary period. The VPAA communicates the decision to the faculty member and HR in writing.

### 2.7.2 Termination During Probation

Either party may terminate employment during the probationary period in accordance with Kuwait Labor Law. For AIU to terminate a probationary employee, a recommendation is required from the Department Chair and Dean, endorsed by the VPAA, and approved by the President. Faculty terminated during the probationary period are entitled to return travel to their

home country in accordance with the employment contract; this benefit does not apply to faculty who voluntarily resign during probation.

### 2.7.3 Resignation During Probation

Faculty members who wish to resign during the probationary period must submit written notice to HR with a copy to the Dean. Resignation during probation is governed by applicable Kuwait law. Faculty who resigns during probation are not entitled to return travel, or flight allowance.

## 2.8 Contract Renewal, Non-Renewal, and Resignation

### 2.8.1 Annual Performance Cycle

While regular faculty and academic non-faculty hold indefinite contracts (i.e., contracts without a fixed end date), the continuation of employment is subject to satisfactory annual performance evaluation. Faculty members whose annual evaluation results in an overall rating below the threshold defined in FAC-007 (Faculty Performance Review Policy) will receive written notification from the Dean of the performance concerns and, where appropriate, a Performance Improvement Plan.

### 2.8.2 Non-Renewal

AIU may decline to renew or may initiate separation of an indefinite-contract faculty member where:

- Performance has not met standards despite documented notice and opportunity to improve.
- The faculty member has failed to meet promotion obligations within the timelines defined in Section 2.6.1.
- A position has been eliminated due to program discontinuation, financial emergency declared by the Board of Trustees, or significant enrollment decline.
- The faculty member's conduct warrants separation under FAC-003 or the Faculty Disciplinary framework (FAC-002).

AIU will provide a minimum of one regular semester's written notice of non-renewal except in cases of termination for cause, where notice is governed by the terms of FAC-003 and applicable Kuwait law.

### 2.8.3 Resignation

A faculty member wishing to resign must submit a formal written resignation to HR, with a copy to the Dean and the VPAA, no less than one regular semester (Fall or Spring) prior to the intended effective date. The resignation letter must specify the intended effective date, which should ordinarily coincide with the end of a regular semester. A telephone call or text message is not an acceptable form of resignation notice.

Upon receipt of a resignation, HR initiates the separation process, which includes: coordination of teaching handover with the Dean; revocation of system access on the separation date; calculation of end-of-service entitlements in accordance with the employment contract and Kuwait Labor Law; and settlement of any outstanding financial obligations. HR issues a final settlement statement and processes payment in accordance with AIU financial procedures.

### 2.8.4 Termination for Cause

AIU may terminate a faculty member's contract for cause, including but not limited to: serious professional misconduct; academic dishonesty; repeated failure to meet performance standards after documented notice; conduct that brings AIU into disrepute; or violation of applicable Kuwaiti law. Termination for cause requires a recommendation from the Dean, endorsement from the VPAA, and approval from the President. The affected faculty member has the right to be heard before a termination decision is finalized, in accordance with the Faculty Grievance and Due Process Policy (FAC-002).

## 2.9 Onboarding, Visa Support, and Relocation

### 2.9.1 Onboarding Process

HR manages all pre-arrival and first-day processes for new faculty members, including:

- Visa and work permit coordination (see Section 2.9.2)
- Accommodation arrangements where applicable (see Chapter 4)
- Payroll registration and bank account setup
- Issue of faculty ID badge and access credentials
- Registration in University systems (Banner SIS, LMS, email, BambooHR)
- Scheduling of new faculty orientation

The Dean of the relevant School is responsible for ensuring the new faculty member is formally introduced to the School's mission, academic standards, teaching expectations, and School-specific policies before the commencement of teaching duties. The Dean confirms in writing to HR that the faculty member has received and acknowledged the AIU Employee Handbook, FAC-003, and FAC-005 (Faculty Responsibilities Policy).

### 2.9.2 Visa and Work Permit Support

AIU provides support to new international faculty members in obtaining the residency visa and work permit required to reside and work legally in Kuwait. HR manages this process from offer acceptance through visa issuance, including:

- Advising the candidate on the documents to be attested in their home country before arrival
- Coordinating with AIU's HR Administration Department and relevant Kuwaiti government authorities
- Arranging entry visa where required
- Managing the work permit application process after arrival

### 2.9.3 New Faculty Orientation

All new faculty members are required to attend AIU's New Faculty Orientation program, typically conducted at the start of each Fall semester and, where needed, at the start of the Spring semester. Orientation is organized jointly by the VPAA Office and HR and covers:

- AIU's mission, vision, values, and RISE Strategy
- Institutional governance, shared governance, and the Faculty Council

- Academic policies and standards (FAC-003 through FAC-011)
- Teaching expectations, workload, and course management in Banner and the LMS
- Research support, the internal research fund, and the AVP for Research's office
- HR policies, benefits, leave, and BambooHR
- Campus tour and introduction to School leadership
- WSCUC accreditation — faculty's role and expectations

Attendance at New Faculty Orientation is mandatory. Faculty who join mid-year will participate in an abbreviated orientation coordinated by the Dean and will attend the full program at the next available opportunity. Orientation feedback is collected and used to improve the program annually.

## 2.10 Special Appointment Provisions

### 2.10.1 Administrative Appointments for Faculty

Faculty members who are appointed to administrative roles (Dean, Department Chair, Program Coordinator, or equivalent) retain their faculty rank throughout the administrative appointment. The faculty appointment is not extinguished by the administrative appointment. Upon completion or termination of the administrative appointment, the faculty member may return to their faculty role.

Administrative appointments carry additional responsibilities and compensation as defined in the relevant appointment letter, the Employee Handbook, and applicable AIU policies. Faculty in administrative roles are expected to continue to meet the scholarly activity expectations appropriate to their rank, adjusted for their administrative workload per FAC-006 (Faculty Workload Policy).

### 2.10.2 Joint Appointments

A faculty member holding a joint appointment across two AIU Schools or departments has clearly designated responsibilities in each unit as specified in the appointment letter. The primary unit (at least 60% of the appointment) is responsible for annual performance evaluation, promotion decisions, and contract renewal. The secondary unit contributes to evaluation through the Dean or Chair of that unit. Joint appointees participate in the governance of both units.

### 2.10.3 Emeritus / Emerita Appointment

The title of Professor Emeritus or Professor Emerita may be conferred upon a ranked faculty member at retirement in recognition of distinguished and sustained service to AIU. Conferral of emeritus status is not automatic; it requires a recommendation from the School Dean, endorsement by the Faculty Council, and approval by the President. Eligibility criteria are:

- Minimum 10 years of full-time service at AIU at the rank of Associate Professor or Professor
- A record of distinguished contributions to teaching, scholarship, and/or service
- Separation from active service by retirement (not by resignation or termination)

Emeritus faculty retain access to library resources, a university email address, and may participate in academic activities,

colloquia, and Faculty Council discussions (without voting rights) as approved by the VPAA. They are not entitled to compensation or benefits.

## 2.11 Dual Career Support

AIU acknowledges that faculty candidates sometimes have spouses or partners who are also seeking academic or professional employment. While AIU cannot guarantee employment for a candidate's partner, the institution will make reasonable efforts to explore whether opportunities exist for both individuals where this is feasible within institutional needs, budget, and qualification requirements.

Dual career inquiries should be directed to the Dean of the relevant School or to HR during the offer negotiation stage. Any secondary appointment must satisfy AIU's standard qualification requirements and be approved through the standard appointment process. Dual career considerations do not override merit standards or institutional needs.

## 2.12. International Faculty Relocation

The American International University (AIU) Human Resources Administration team, together with a designated AIU Representative, supports international faculty members throughout every stage of their relocation to and settlement in the State of Kuwait, from pre-departure preparation through residency, banking, healthcare, and daily life. Before traveling, faculty members must prepare a set of required documents, including a passport valid for a minimum of two years at the time of travel, original academic certificates and transcripts (which may require authentication and attestation by the relevant authorities in the country of issuance and the Kuwaiti embassy or consulate), a recent Police Clearance Certificate, and copies of any relevant professional licenses; all original documents should be carried in hand luggage rather than checked baggage, digital copies should be retained, and original travel tickets and boarding passes should be kept for reimbursement purposes, with flight details shared with the AIU Representative prior to departure. Kuwait itself is located on the Arabian Gulf, bordered by Iraq and Saudi Arabia, and is known for its safety, modern infrastructure, and high standard of living; Arabic is the official language (with English widely used in business and education), the currency is the Kuwaiti Dinar, the workweek runs Sunday through Thursday with Friday and Saturday as the weekend, and the climate features very hot summers and mild winters. Faculty should also be aware of local customs and etiquette, including modest dress in public, restrictions on eating, drinking, and smoking in public during Ramadan, prohibition of alcohol and pork products, and sensitivity around photographing government or military sites; the AIU campus is located in Saad Al Abdullah, Al Jahra Governorate, roughly 35–40 minutes from Kuwait International Airport and 25–35 minutes from Kuwait City.

Upon arrival, faculty are met by an AIU Representative who provides airport reception and transportation, assistance checking into temporary hotel accommodation (provided in accordance with the employment contract to allow time to arrange long-term housing), guidance on travel ticket reimbursement, help obtaining a local SIM card, and currency exchange assistance if needed; complimentary transportation between the hotel and campus is provided for the first two weeks, after which faculty are expected to arrange their own transportation. During the first week, faculty are introduced to the university community and briefed on administrative and employment matters, including the residency process, and may contact the HR Administration team (Abdullah Almuaili, HR Admin Manager; Wael Elsaed, Mohammed Khaleel Ullah, and Obaied Ahmed, HR Admin Team Members) at [hr@aiu.edu.kw](mailto:hr@aiu.edu.kw) during office hours of Sunday through Thursday, 7:00 AM to 4:30 PM, for any support needed. The residency process itself proceeds in stages managed by HR: a mandatory medical examination through the Ministry of Health; registration in the government health insurance system, which is required for and separate from AIU's private medical insurance benefit, followed by issuance of the Residency Permit; submission of the Civil ID application, which typically takes over a month to process and is required for subsequent steps such as banking;

and, once the physical Civil ID is received, HR's coordination with Kuwait International Bank (KIB) representatives, who visit campus to help faculty open salary bank accounts using their Civil ID, passport, and an AIU salary certificate. Salaries are paid monthly by direct transfer once IBAN details are provided to HR, and faculty can manage banking through mobile apps or licensed exchange companies for international transfers.

## 2.13 Structured New Faculty Mentoring Program

Mentoring is a required and integral element of the Induction Program, not an optional supplement to it. Each new recently graduated faculty member is assigned a faculty mentor by their Department Chair or Program Coordinator within the first two weeks of appointment, following the eligibility, matching, and workload-balancing criteria. Eligible mentors must hold the rank of Associate Professor or Professor, have completed at least one full academic year at AIU, demonstrate teaching excellence and active scholarly engagement, and have completed the Centre for Teaching and Learning (CTL)'s annual mentor training prior to, or within the first month of, taking on a new mentee. Matching prioritizes discipline relevance, availability within the department/program, balanced mentor workload, and, where practicable, diversity of perspective; the CTL issues the formal assignment notice and meeting-schedule template, and the Department Chair records the match in the FAS within the same two-week window.

The formal mentoring relationship runs for a full academic year. Mentor and mentee must hold an initial expectation-setting meeting within the first month of assignment, addressing meeting frequency and format, the mentee's initial development priorities, and mutual expectations regarding confidentiality and boundaries, ideally documented through the Mentor-Mentee Expectations Agreement. Thereafter, mentor and mentee are expected to meet at least twice monthly during the Fall semester and at least monthly for the remainder of the year, with each meeting logged in summary form in the FAS Mentoring



Log. The relationship is developmental rather than evaluative: mentoring conversations remain confidential between mentor and mentee, and the Mentoring Log is not accessible to the Department Chair, Dean, or VPAA except in aggregate, anonymized form, or where a health, safety, integrity, or conflict-of-interest concern requires disclosure. Either party may request rematching at any time, without needing to justify the request in detail, and the Department Chair must identify an alternative mentor within five working days.

The CTL safeguards the quality of the program through mandatory annual mentor training, a structured mid-point and end-of-year debriefing of both mentors and mentees, and ongoing monitoring of Mentoring Log completion, with aggregate findings reported to the VPAA and Faculty Council through the CTL's Annual Teaching and Learning Impact Report. Mentoring is recognized as a service contribution in the mentor's annual performance evaluation, and sustained, well-evaluated mentoring is further recognized as part of the service record considered in promotion review. Active engagement with the assigned mentor throughout the induction year is a documented component of the new faculty member's own Probationary Review and is a factor in the confirmation-of-appointment decision, non-engagement absent a rematching request or documented extenuating circumstance is reported by the CTL to the Department Chair/Program Coordinator. In all cases, only the fact that a functioning mentoring relationship was maintained may be used as evaluative input, a mentor's subjective assessment of the mentee's performance may never be treated as such.

## CHAPTER 3: Faculty Responsibilities

Faculty members at AIU carry professional responsibilities across three interconnected domains: teaching, research and scholarly activity, and service. This chapter describes those responsibilities in detail, the workload framework within which they are organized, and the specific obligations — reporting, conduct, governance, and assessment — that all faculty members are expected to meet. The governing policies are FAC-005 (Faculty Responsibilities Policy), FAC-006 (Faculty Workload Policy), and RES-001 (Research and Scholarly Activity Policy).

### 3.1 The Three-Domain Model of Faculty Work

AIU defines faculty work through three domains: Teaching and Learning, Research and Scholarly Activity, and Service. Each domain carries a defined portion of a full-time faculty member's professional obligations. The institutional reference allocation for regular ranked faculty is:

| Domain                           | Allocation | What It Includes                                                                                                                                                    |
|----------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teaching and Learning            | 50%        | Direct and indirect instruction, course preparation, student assessment, academic advising, office hours, course coordination, and associated administrative tasks. |
| Research and Scholarly Activity  | 30%        | Original research, publication, grant development, conference participation, creative practice, professional development, and scholarly dissemination.              |
| University and Community Service | 10%        | Committee work, institutional governance, Faculty Council participation, student organization support, and professional association engagement.                     |
| Professional Development         | 10%        | Participation in CTL programs, training, pedagogical development, and other activities that enhance faculty effectiveness.                                          |

Academic non-faculty on teaching-intensive profiles operate under a 70/10/10/10 framework, reflecting their primary teaching mission. The allocations are planning tools, not hour-tracking obligations. Faculty document contributions across all domains in the Annual Faculty Activity Report (AFAR).

### 3.2 Teaching Responsibilities

Teaching is the central responsibility of every AIU faculty member. The quality of student learning at AIU is the direct product of the preparation, engagement, and rigor that faculty bring to every classroom, laboratory, studio, and instructional environment.

### 3.2.1 Course Preparation and Delivery

Faculty members are responsible for approaching every teaching assignment with full preparation and intellectual engagement, regardless of course level, class size, or how many times the course has been taught previously. Specific obligations include:

- Mastering and remaining current in the content of every assigned course.
- Preparing a comprehensive course syllabus (see Section 3.2.2) and distributing it to students by the first day of class.
- Delivering all scheduled class sessions at the time and location specified in the timetable. Any absence requires advance notification to the Dean and arrangement of a make-up session.
- Providing students with timely, constructive, and specific feedback on their work throughout the semester.
- Submitting all grades and grade-related documentation to the Registrar by the deadlines published in the academic calendar.
- Maintaining records of student attendance, participation, and assessment performance throughout the semester and retaining these records for a minimum of three academic years.
- Returning to students graded work, with qualitative feedback, within two weeks of submission (or before the next major assessment in the course, whichever is sooner).

### 3.2.2 The Course Syllabus

The course syllabus is a formal academic document and a contract between the faculty member and the enrolled students. AIU requires a complete, compliant syllabus for every course section. The syllabus must include all of the following:

- Course title, course number, credit hours, and semester
- Faculty member's name, office location, office hours, and institutional email address
- Course description and prerequisites
- Student Learning Outcomes (SLOs / CLOs) aligned to the approved Program Learning Outcomes (PLOs)
- Required and recommended texts and materials
- Assessment methods, weighting, and grading criteria (including the grade scale used)
- A week-by-week course schedule with topics, assigned readings, and assessment due dates
- Attendance policy consistent with Section 3.2.3
- Academic integrity statement consistent with FAC-004, including AIU's AI use policy (ACA-006) and the tier applicable to this course
- Information on disability accommodations and how to request them through the VPESA Office
- Information on how to seek academic support (tutoring center, library, writing support)

The syllabus draft must be submitted to the Department Chair for review no later than one week before the start of the semester. The finalized syllabus must be distributed to students on the first day of class and uploaded to the course page in the University LMS by the end of the first week. Syllabi are official academic records retained for a minimum of five years.

### 3.2.3 Attendance and Class Management

Faculty members are responsible for maintaining an accurate record of student attendance. The AIU attendance policy requires students to attend at least 75% of scheduled class sessions to remain eligible to sit a final examination. Faculty must:

- Record attendance at every class session using the designated attendance tool in the Banner SIS or LMS.
- Notify students in writing when their attendance drops below 85% (a warning threshold) and below 75% (the threshold triggering examination ineligibility).
- Report repeated absences that may indicate a student welfare concern to the VPESA Office.
- Submit attendance reports to the Registrar at mid-semester and at the end of the semester on the published schedule.

Faculty may not waive the attendance requirement for individual students without prior written approval from the Dean. Waivers are exceptional and are documented in the course attendance record.

### 3.2.4 Assessment and Grading

Assessment at AIU is both a tool for measuring student learning and a mechanism for generating the evidence used in program-level and institutional-level assessment (IE-001). Faculty are responsible for:

- Designing assessments that validly and reliably measure the stated CLOs for the course.
- Mapping all major assessments to specific Course Learning Outcomes (CLOs) and, through those, to Program Learning Outcomes (PLOs).
- Ensuring that assessment design and grading criteria are communicated to students in advance, in the syllabus or in written assessment instructions.
- Grading student work fairly, consistently, and in accordance with the published criteria, without discrimination.
- Using rubrics or equivalent structured grading tools for major assessments.
- Documenting and retaining assessment evidence (graded samples, rubrics, grade records) as required for program assessment and WSCUC accreditation purposes.
- Submitting final grades to the Registrar by the published deadline. Late grade submissions require Dean's authorization.

A faculty member may not change a submitted grade without written justification approved by the Dean. Grade appeals by students are handled through the procedures in STU-002 (Student Grievance and Academic Appeals Policy). Faculty members must cooperate fully with the appeals process, including providing documentation of the original grading rationale.

### 3.2.5 Student Learning Outcomes Assessment

Every faculty member participates in AIU's three-tier SLO assessment framework (IE-001). This is not optional; it is a professional responsibility that directly supports AIU's WSCUC accreditation. The three tiers are:

| Tier                        | Level                                  | Faculty Responsibility                                                                                                                                                                            |
|-----------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tier 1: Course Level        | Course Learning Outcomes (CLOs)        | Map CLOs to PLOs in the syllabus. Collect and report assessment evidence for designated PLO-mapped courses. Complete the course assessment section of the course e-file each semester.            |
| Tier 2: Program Level       | Program Learning Outcomes (PLOs)       | Contribute PLO assessment data to the Assessment Coordinator. Participate in Annual Assessment Report preparation. Engage with 'close-the-loop' improvement discussions in the Department/School. |
| Tier 3: Institutional Level | Institutional Learning Outcomes (ILOs) | Participate in ILO assessment activities as assigned on a rotating schedule. Engage with institutional assessment review through Faculty Council and governance bodies.                           |

The Assessment Coordinator for each program, designated by the Dean, provides faculty with the assessment schedule, rubrics, and data submission requirements at the start of each academic year. Faculty who fail to submit assessment evidence by the required deadlines are reported to the Dean and VPAA.

### 3.2.6 Standard Teaching Loads

The standard teaching load by appointment type and rank is:

| Appointment / Rank                                  | Regular Semester Load                                                           | Summer Session                                  |
|-----------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------|
| Professor, Associate Professor, Assistant Professor | 12 credit hours per semester (24 per academic year)                             | Up to 6 credit hours (contractually required)   |
| Senior Instructor, Instructor, Lab Instructor       | 15 credit hours per semester (30 per academic year)                             | Up to 6 credit hours                            |
| Foundation Program Instructors                      | 20 teaching hours per week                                                      | One recovery course or equivalent assigned work |
| Adjunct / Part-Time Faculty                         | As specified in individual appointment letter (max 9 credit hours per semester) | As specified in appointment letter              |

Loads may be adjusted through the approved workload profile system (see Section 3.2.7), administrative release, research productivity recognition, or load buy-out (where an externally funded grant covers the cost of replacement teaching). All load adjustments require written approval from the Dean and the VPAA.

### 3.2.7 Workload Profiles

AIU's workload profile system allows faculty to formally align their teaching load with their scholarly trajectory and institutional needs, within limits. The three available profiles are:

| Profile            | Teaching Load                | Research Expectation                                | Eligibility                                                          |
|--------------------|------------------------------|-----------------------------------------------------|----------------------------------------------------------------------|
| Teaching-Intensive | 15 credit hours per semester | 1 qualifying output per 2 years                     | Available to ranked faculty; requires Dean/VPAA approval             |
| Standard (Default) | 12 credit hours per semester | 2 qualifying outputs per year                       | All regular ranked faculty (default profile)                         |
| Research-Active    | 9 credit hours per semester  | 4+ qualifying outputs per year (at least 2 indexed) | Requires demonstrated active research program and Dean/VPAA approval |

Profile selection is made at the beginning of each academic year during workload planning and is recorded in the faculty member's workload agreement. The VPAA must approve all departures from the standard profile. Profile elections cannot be used to reduce a faculty member's load below the institutional minimum required to meet program delivery needs.

### 3.2.8 Overload and Underload

Overload, teaching in excess of the standard load, requires prior written approval from the VPAA and is compensated at the overload rate specified in the employment contract. Faculty may be assigned up to six credit hours of overload per semester; exceeding six credit hours requires specific VPAA authorization. Overload is not routinely approved; it is an exception used to address genuine institutional need.

Where a full teaching load is unavailable due to low enrollment or program changes, the Dean may assign the faculty member to an equivalent institutional project, curriculum development task, research initiative, or administrative function to complete their load obligation. Underload arrangements are approved by the VPAA in writing.

### 3.2.9 Office Hours and Student Availability

All faculty members are required to hold a minimum of two office hours per week per regular semester, at times that are accessible to their enrolled students. Office hours must be:

- Posted on the course syllabus and on the faculty member's office door.
- Held in the faculty member's campus office or in an equivalent designated location.
- Consistently maintained throughout the semester; cancellations must be communicated to students in advance and made up within the same week.

Faculty teaching online or hybrid sections must make equivalent availability arrangements, communicated clearly in the course syllabus. The Department Chair monitors faculty office hour adherence and may raise concerns in the annual performance review.

### 3.2.10 Course Coordination

Faculty assigned as Course Coordinators for multi-section courses hold specific responsibilities in addition to their own section teaching duties:

- Convening a start-of-semester meeting with all instructors assigned to the course to align objectives, content, and assessment strategies.

- Ensuring all course instructors follow the approved syllabus and assessment plan, and receive all required materials in advance.
- Coordinating the preparation of unified mid-term and final examinations and monitoring consistent standards across all sections.
- Collecting and aggregating assessment data from all sections and completing the course e-file at the end of each semester.

Course Coordinator assignments are designated by the Dean in the workload distribution plan. Coordination carries a recognized indirect teaching load equivalency of up to three credit hours per semester, as approved by the VPAA.

### 3.2.11 Academic Advising

All ranked faculty members are assigned academic advising responsibilities. Advising is a teaching responsibility, not an administrative burden; effective advising directly supports student retention and success. Faculty advising responsibilities include:

- Meeting with assigned advisees at least twice per regular semester — at the start of the semester to review course selections and at mid-semester to discuss academic progress.
- Being familiar with AIU's degree requirements, course prerequisites, and graduation requirements for the programs in which they advise.
- Referring students to appropriate support services — counseling, tutoring, disability services, financial aid — when needed.
- Documenting advising sessions in the designated advising tracking system (Banner SIS or equivalent).
- Notifying the Dean's Office when a student has missed multiple advising meetings or appears to be in academic difficulty.

Academic advising loads are distributed by the Department Chair in coordination with the Dean. Faculty advising a disproportionately high number of students relative to their colleagues may request a workload adjustment through the Chair. An advising assignment exceeding 30 students per semester may receive a credit hour equivalency toward indirect teaching load.

## 3.3 Research and Scholarly Activity

Research and scholarly activity is the second domain of faculty responsibility at AIU. It connects the currency of faculty knowledge to the quality of their teaching, contributes to AIU's RISE Strategy research goals, and is a requirement of WSCUC accreditation (CFR 2.8). Faculty are expected to remain active scholars throughout their appointment.

### 3.3.1 Scholarly Activity Expectations by Faculty Category

Minimum scholarly activity expectations, integrated into annual performance evaluation and promotion criteria, are as follows:

| Faculty Category                                                     | Minimum Annual Expectation                                                              | Notes                                                                      |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Full-time ranked faculty - standard workload                         | At least 2 qualifying Category 1 or Category 2 scholarly activities per academic year   | A submitted publication under review counts for the year of submission.    |
| Full-time faculty - internal Research Grant recipient                | At least 2 qualifying outputs from the funded project per funded year                   | Failure triggers a progress review under RES-001 procedures.               |
| Full-time faculty - heavy institutional service load (VPAA-approved) | At least 1 qualifying activity per 2 academic years                                     | Modified expectations must be documented in the annual workload agreement. |
| Academic non-faculty (Instructors and Lecturers)                     | No minimum requirement; scholarly engagement is encouraged and recognized in evaluation | Research activity recorded positively in evaluation.                       |
| Adjunct / Part-time faculty                                          | No minimum requirement                                                                  | Contributions recognized in contract renewal decisions.                    |

### 3.3.2 Categories of Qualifying Scholarly Activity

Scholarly activities are classified into three categories for reporting and evaluation purposes:

- **Category 1 Research and Peer-Reviewed Scholarship:** Peer-reviewed journal articles, conference papers in indexed proceedings, book chapters in peer-reviewed volumes, sole-authored or co-authored books with an established publisher, funded research grants (as PI or co-PI), patents, and registered intellectual property.
- **Category 2 Creative and Professional Practice Scholarship:** Architecture and design works submitted to juried competitions or exhibitions, performed creative works (music, theatre, film, literary works), professional practice outputs recognized within the discipline as equivalent to peer-reviewed scholarship, professional reports commissioned by government or industry, and consulting reports with documented scholarly methodology.
- **Category 3 Dissemination and Engagement Activities:** Presentations at non-indexed professional conferences, invited lectures, public scholarship, media contributions on areas of scholarly expertise, peer review service for journals and conferences, editorial board membership, and professional association leadership. Category 3 activities are recognized but do not substitute for Category 1 or 2 outputs toward the minimum expectation.

### 3.3.3 Annual Faculty Research Activity Report

Every full-time faculty member submits an Annual Faculty Research Activity Report (AFRAR) to the Director of Research and Grants by September 30 each year. The report covers:

- Publications submitted, accepted, and published in the preceding academic year (with full citation details and DOI or URL where available)
- Conference presentations delivered in the preceding year
- Active internal or external grants: status, outputs, and any variances from the approved plan
- Research projects in progress without grant funding
- Planned research activities for the coming academic year
- Research collaborations with other institutions, industry, or government
- Graduate student research supervision activities (when applicable)



The AFRAR feeds directly into the Research Output Database maintained by the Manager – Office of Academic Research and Grants, the annual faculty performance review, and AIU’s WSCUC accreditation evidence. Persistent non-submission is reported to the Dean as a professional obligation failure.

### 3.3.4 AIU Research Fund

AIU’s internal research infrastructure includes two competitive grant programs administered by the Office of Research and Grants:

| Program                    | Award Range          | Duration               | Purpose                                                                                 |
|----------------------------|----------------------|------------------------|-----------------------------------------------------------------------------------------|
| Feasibility Study Grant    | Up to KD 3,000       | Up to 12 months        | Developing and testing a research concept before a full grant application is submitted. |
| Competitive Research Grant | KD 3,001 - KD 15,000 | Up to 2 academic years | Substantial multi-year research projects with defined indexed publication outputs.      |

The annual Call for Proposals is issued by November 15 each academic year. All full-time faculty members are eligible to apply as Principal Investigator (PI). Applications are reviewed competitively by the Research and Grants Committee. See Chapter 8 for full grant procedures and research infrastructure.

### 3.3.5 Conference Travel and Support

AIU supports faculty participation in academic conferences as a form of scholarly dissemination and professional development. Conference travel funding is available from the Faculty Development Fund (FAC-008) and, for conference presentations arising from AIU-funded research, from the relevant research grant. Faculty must obtain advance approval for conference travel from the Dean and submit a conference report within 30 days of return. Full details are in Chapter 5 (Faculty Development).

## 3.4 Service Responsibilities

Service is the third domain of faculty responsibility. At AIU, service means contributing to the governance, quality, and community of the institution in ways that go beyond one’s individual teaching and research role. Service is not a peripheral obligation; it is how faculty collectively govern the academic enterprise and fulfill the shared governance model required by WSCUC.

### 3.4.1 University Service

Faculty members are expected to contribute to university-level service through one or more of the following:

- Active participation in the Faculty Council, including committee membership and voting in Faculty Council elections and deliberations
- Membership on standing or ad hoc institutional committees (Curriculum Committee, Assessment Committee, Accreditation Working Groups, Promotion Committee, Search Committees, and others as assigned)

- Participation in program review, self-study preparation, and WSCUC accreditation activities
- Contribution to institutional assessment activities beyond course-level CLO reporting
- Participation in institutional events (Opening Convocation, Commencement, Academic Affairs forums)

### 3.4.2 School and Department Service

At the school and department level, faculty service responsibilities include:

- Attendance at School Council and Department Council meetings
- Participation in curriculum development and program review within the department
- Membership on departmental hiring, assessment, and student progress committees
- Contributing to the induction and mentoring of newly appointed colleagues (see Chapter 5)
- Supporting department-level accreditation and quality assurance activities

### 3.4.3 Professional and Community Service

Faculty are encouraged to engage in professional and community service that reflects their disciplinary expertise and enhances AIU's community relationships. This includes:

- Membership or leadership in professional associations relevant to the discipline
- Peer review for journals, conferences, and grant bodies
- Editorial board membership
- Service on government or industry advisory boards
- Engagement with schools, community organizations, or public bodies through expertise-based outreach

Professional service is documented in the Annual Faculty Activity Report and is recognized as a positive factor in performance evaluation and promotion review. It does not substitute for university service unless explicitly approved by the Dean.

### 3.4.4 Service Load and Balance

Service expectations are calibrated to rank, profile, and any administrative assignment. Faculty in senior administrative roles (Dean, Chair, Program Coordinator) receive workload release from their teaching loads to reflect their administrative service contributions. The Dean, in consultation with the VPAA, ensures that service assignments within the department are distributed equitably and that no individual faculty member carries a disproportionate service burden.

A faculty member who believes their service assignments are inequitable or are impeding their ability to meet research and teaching obligations should raise this concern with the Department Chair in the first instance, and with the Dean if the Chair is unable to resolve it. The Faculty Grievance process (FAC-002) is available if the matter is not resolved.

## 3.5 Professional Conduct Standards

All faculty members at AIU are expected to maintain the highest standards of professional conduct in their relationships with students, colleagues, and the wider institution. Professional conduct standards are governed by FAC-004 (Faculty Professional Ethics Policy) and the AIU Employee Handbook. This section summarizes the most essential expectations.

### 3.5.1 Relationships with Students

Faculty members hold a position of authority over students that requires care, respect, and professional judgment. The following standards apply:

- Treat all students with dignity and respect, without discrimination on any basis.
- Maintain professional boundaries in all interactions with students, whether in-person or digital.
- Refrain from developing personal, romantic, or financial relationships with currently enrolled students.
- Maintain confidentiality of student educational records and personal information, in accordance with applicable law and AIU policy.
- Report known or suspected cases of student academic dishonesty, harassment, or other welfare concerns to the appropriate institutional channels without delay.
- Not accept gifts of significant value from students or their families.

### 3.5.2 Collegial Conduct

Faculty members are expected to engage with colleagues, staff, and institutional leadership with professionalism and respect. This includes:

- Engaging constructively in shared governance and institutional discussions, even when in disagreement.
- Refraining from conduct that creates a hostile, intimidating, or discriminatory work environment.
- Handling disagreements with colleagues through appropriate professional or institutional channels rather than through public disparagement.
- Cooperating in good faith with institutional processes, performance reviews, accreditation activities, program reviews, and investigations, as required.

### 3.5.3 Academic Integrity in Scholarly Work

Faculty members are personally accountable for the integrity of their own scholarly outputs. This means:

- Conducting research in accordance with the standards defined in RES-002 (Research Ethics and Human Subjects Protection Policy) and RES-001.
- Not fabricating, falsifying, or plagiarizing data, findings, or analysis in any form.
- Ensuring proper attribution of all sources, ideas, and contributions in published work.
- Disclosing AI tool contributions to scholarly outputs in accordance with discipline norms and ACA-006.
- Disclosing conflicts of interest in research, reviewing, and grant applications in accordance with FAC-010 (Conflict of Interest Policy).
- Not listing individuals as co-authors without their knowledge and substantive intellectual contribution.

### 3.5.4 Use of Institutional Resources

AIU's physical and digital resources are provided for institutional purposes. Faculty members are responsible for using University resources — including computers, networks, laboratory equipment, library materials, and physical spaces — appropriately and in accordance with ADM-004 (Information Systems and Technology Governance Policy) and applicable University policies. Personal or commercial use of institutional resources requires written approval.

## 3.6 Administrative and Reporting Responsibilities

In addition to their teaching, research, and service roles, all faculty members carry ongoing administrative responsibilities that support institutional operations and quality assurance.

### 3.6.1 Annual Faculty Activity Report (AFAR)

Every full-time faculty member is required to submit a complete Annual Faculty Activity Report (AFAR) by October 15 of each year, covering the preceding academic year. The AFAR is submitted through the Faculty Activity System (FAS) and covers teaching, scholarly activity, service, and professional development. The AFAR is the primary documentation basis for:

- Annual performance evaluation (FAC-007)
- Promotion dossier preparation (FAC-009)
- Research Output Database maintenance (RES-001)
- Institutional Effectiveness reporting (IE-002)

Faculty who do not submit the AFAR by the deadline receive a written reminder from the Dean. Persistent non-submission is treated as a professional obligation failure and is reflected in the performance evaluation.

### 3.6.2 Course E-File

Each faculty member must complete a course e-file for every section taught each semester. The course e-file documents:

- The approved course syllabus
- Student enrollment and final grade distribution
- Assessment evidence (graded samples, rubrics, exam papers)
- CLO achievement data and assessment analysis
- Student evaluation of teaching results (summary)
- Faculty reflection and proposed course improvements

The course e-file is submitted to the Department Chair within two weeks of the grade submission deadline. E-files are retained by the Dean's Office for program review and WSCUC accreditation purposes.

### 3.6.3 Class Absence Notification

Where a faculty member must be absent from a scheduled class, they must notify the Dean in writing with as much advance notice as possible and no less than 24 hours, except in genuine emergencies. The Dean arranges a substitute instructor or approves a make-up session to be held within the same week wherever possible. All class absences are recorded in the

faculty member's attendance record maintained by the Dean's Office. Unexplained or repeated absences are addressed through the performance evaluation process and may have contractual consequences.

### 3.6.4 Grade Submission and Deadlines

Final grades must be submitted to the Registrar through Banner SIS by the deadline published in the academic calendar (typically within 72 hours of the final examination). Faculty must verify that all grade entries are accurate before submission. Any grade change after initial submission requires a Grade Change Form signed by the faculty member and approved by the Dean, submitted to the Registrar within two weeks of the original submission.

### 3.6.5 Outside Employment

Full-time faculty members may not engage in any additional employment, private tutoring, or compensated professional activity outside AIU without the prior written approval of the VPAA. Requests for outside employment approval must specify the nature of the activity, the time commitment, and the basis on which there is no conflict of interest with AIU responsibilities. The VPAA's decision is documented in writing. Consultancy activities are separately governed by FAC-011 (Faculty Professional Consultancy Policy) and may receive approval under different criteria.

## 3.7 Responsibilities of Faculty in Administrative Roles

Faculty members who hold administrative appointments, as Dean, Department Chair, or Program Coordinator, carry specific responsibilities in addition to their teaching, research, and service obligations.

### 3.7.1 School Dean

The Dean is the academic and administrative leader of the School, responsible to the VPAA for the quality of all academic programs, the performance of all School faculty and staff, School budgets, and School-level governance. Dean responsibilities include:

- Implementing AIU academic policies and RISE Strategy objectives within the School
- Overseeing faculty recruitment, onboarding, evaluation, workload assignment, and contract renewal within the School
- Chairing or co-chairing the School Council and contributing to the Faculty Council
- Approving course offerings, curriculum changes, and grade changes within the School
- Reporting annually to the VPAA on School-level academic quality, assessment results, and faculty performance
- Leading School-level accreditation and program review activities

### 3.7.2 Department Chair

The Department Chair provides immediate academic and administrative leadership to faculty within the department. Responsibilities include:

- Preparing and submitting workload assignments, semester schedules, and course assignments to the Dean
- Conducting annual performance observations and contributing to faculty evaluation

- Supporting the professional development and mentoring of junior faculty
- Ensuring course e-files are completed and maintained for all courses in the department
- Chairing the Department Council and representing the department in School governance
- Managing course file audits, syllabus reviews, and compliance checks within the department

### 3.7.3 Program Coordinator

The Program Coordinator supports the delivery of a specific academic program within a department. Responsibilities include:

- Coordinating semester course offerings in alignment with student degree plans
- Managing program-level curriculum review and assessment data collection
- Liaising with the Registrar on course scheduling and graduation audits
- Supporting students with program-specific advising and graduation planning
- Contributing to program accreditation and review activities

Administrative roles carry workload release from the standard teaching load, as defined in FAC-006 and confirmed in the administrative appointment letter. Release hours are established by the VPAA in consultation with the Dean.

## 3.8 Academic Freedom and Responsibility

AIU is committed to academic freedom as a foundational principle of higher education. Academic freedom is the freedom of faculty members to pursue scholarly inquiry, present their findings and conclusions honestly, and teach their subjects as they determine appropriate within their professional competence, without institutional interference.

The AIU Academic Freedom Policy (ACA-002) defines the scope and limits of academic freedom at AIU. The following summarizes the key principles relevant to faculty responsibilities:

- Faculty members are free to pursue research and publish findings without institutional pre-approval, subject to compliance with research ethics standards (RES-002) and the prohibition on fabrication, falsification, and plagiarism.
- Faculty members are free to teach their subjects through the methods and content they determine appropriate, within the framework of approved course learning outcomes and program requirements.
- Academic freedom does not exempt faculty from the obligation to meet professional standards, comply with institutional policies, or treat students and colleagues with respect.
- Academic freedom does not extend to expression that constitutes harassment, discrimination, or conduct governed by FAC-004 (Faculty Professional Ethics Policy).
- Concerns about violations of academic freedom should be directed to the Faculty Council or to the VPAA. The Faculty Grievance process (FAC-002) is available where informal resolution is unsuccessful.

This chapter summarizes the compensation and benefits framework applicable to AIU faculty members. It covers base salary, financial allowances, health insurance, housing support, leave entitlements, end-of-service benefits, and the administrative processes for managing payroll and benefits. The authoritative sources are the individual faculty employment contract, the AIU Employee Handbook 2026–2027, and applicable Kuwait Labor Law. Where this chapter and those documents differ, the employment contract and Kuwait Labor Law govern.

### 4.1 Base Salary

Faculty members at AIU are compensated according to a salary scale approved by the Board of Trustees and aligned with academic rank. The salary scale is structured to reflect differences in qualification, experience, and responsibility across ranks, and is benchmarked periodically against comparable institutions in Kuwait and the GCC region.

The specific salary scale by rank (KD per month) is established in AIU's approved Pay Scale document, which is maintained by the Finance and HR Departments. The Pay Scale is not published in this handbook because it is subject to periodic review and Board approval. Faculty members may request confirmation of their current salary band from HR.

#### 4.1.1 Pay Scale by Rank

The following table summarizes AIU's salary structure by faculty rank. Exact figures are confirmed in each faculty member's employment contract and may be updated following Board-approved annual reviews. Salaries are denominated in Kuwaiti Dinars (KD) and paid monthly.

| Academic Rank / Title               | Salary Range                     | Notes                                                                                 |
|-------------------------------------|----------------------------------|---------------------------------------------------------------------------------------|
| Professor (Full Professor)          | Confirmed in employment contract | Highest ranked faculty tier. Salary reflects rank, specialization, and years at rank. |
| Associate Professor                 | Confirmed in employment contract | Mid-career rank. Salary reflects promotion history and specialization.                |
| Assistant Professor                 | Confirmed in employment contract | Entry rank for PhD-qualified faculty. Standard entry-level scale applies.             |
| Senior Lecturer / Senior Instructor | Confirmed in employment contract | Teaching-focused non-faculty tier.                                                    |
| Lecturer / Instructor               | Confirmed in employment contract | Entry-level academic non-faculty tier.                                                |

#### 4.1.2 Exceptional Salary Authorization

Where a candidate of exceptional academic distinction would not otherwise accept appointment at the standard salary scale, the President is authorized to approve a salary premium of up to 20% above the approved scale for the relevant rank. This authority is exercised at the President's sole discretion and is documented in writing in the faculty member's personnel file. The Finance Department is notified of all approved premiums for budget planning purposes.

#### 4.1.3 Salary Review

Salary reviews are conducted annually as part of AIU's budget cycle. Increases are not automatic; they are based on the faculty member's annual performance evaluation outcome (FAC-007), institutional budget availability, and Board approval. Merit-based adjustments are initiated by the Dean following the annual performance review, endorsed by the VPAA, and approved by the President. Faculty members will be notified of any salary adjustment in writing before it takes effect.

#### 4.1.4 Payroll Administration

Salary is disbursed electronically to each faculty member's designated bank account on the 1st of every month. Faculty members must:

- Open a Kuwaiti bank account and upload their IBAN and account number to BambooHR within their first month of employment.
- Notify HR in writing of any change in banking details before the 20th of the month in which the change takes effect.

AIU does not issue salary payments in cash under any circumstances.

### 4.2 Summer Payroll and Annual Leave Salary

Faculty are contractually required to teach up to six credit hours during the assigned summer session. Summer payroll and annual leave salary are administered as follows:

- Faculty who did not submit a resignation notice receive their regular monthly salary during summer. Eligible leave salary is disbursed in July.
- Faculty who complete their summer teaching obligation and take the post-summer annual leave period will receive their leave salary as described above.

### 4.3 Financial Allowances

In addition to base salary, full-time faculty members are entitled to the following financial allowances, subject to the terms of the employment contract and applicable Kuwait Labor Law:

#### 4.3.1 Housing Allowance

AIU provides housing support to all eligible full-time faculty members through one of two mechanisms:



| Housing Option                    | Details                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University-Provided Accommodation | Upon arrival in Kuwait, AIU provides furnished faculty accommodation subject to University policy and availability. Where a faculty member stays in AIU-provided accommodation, the applicable housing cost will be deducted monthly from their salary. The apartment is move-in ready and includes basic amenities: bedding, towels, curtains, furniture, kitchen items, washer/dryer, stove, oven, and a small television. |
| Housing Allowance                 | Where faculty prefer to source their own accommodation, or where AIU housing is unavailable for continued residence, a housing allowance is provided. This amount is deposited into your bank account with the monthly salary payment.                                                                                                                                                                                       |

Faculty must notify HR in writing of their housing preference no later than 30 days after their initial arrival in Kuwait. The transition from AIU-provided accommodation to the monthly allowance is coordinated by HR. Faculty who elect the allowance and subsequently require AIU accommodation must submit a written request to HR; allocation is subject to availability.

### 4.3.2 Annual Flight Allowance

Full-time faculty members are entitled to an annual flight allowance to support return travel to their home country. The following terms apply:

| Term                         | Detail                                                                                                                                                                                                                                                             |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Allowance Amount             | Maximum of KD 450 per year per faculty member (covering the faculty member's own travel; dependent travel is not included in the standard allowance).                                                                                                              |
| Disbursement Date            | The eligible flight allowance is disbursed with the May salary each academic year.                                                                                                                                                                                 |
| Proportional Calculation     | Faculty who join on or before the first day of the official academic year receive the full allowance. Faculty who join after the academic year start receive a proportionate amount based on the number of days worked during the academic year.                   |
| Resignation During Probation | Faculty who resign during the probationary period are not entitled to flight allowance.                                                                                                                                                                            |
| Return Flight at Separation  | Entitlement to a return flight to the home country upon separation is governed by the employment contract and Kuwait Labor Law. Faculty terminated by AIU during probation are entitled to return travel. Faculty who voluntarily resign during probation are not. |

Faculty are encouraged to contact the Finance Department for a specific calculation of their flight allowance entitlement prior to making travel arrangements.

### 4.3.3 Baggage and Shipping Allowance

A one-time baggage and shipping allowance of KD 55 is provided to new faculty members upon initial appointment to assist with relocation costs. This allowance is paid through the payroll system and is not renewable annually. Faculty who require shipping support at the end of their appointment should consult HR regarding entitlements under the employment contract and Kuwait Labor Law.

### 4.3.4 Administrative Role Allowances

Faculty members serving in designated administrative roles receive a monthly administrative allowance in addition to their base salary, reflecting the additional responsibilities of those roles. Specific allowance amounts are confirmed in the relevant administrative appointment letter. The following provides illustrative guidance aligned with AIU policy:

| Administrative Role             | Monthly Allowance (Indicative)  | Teaching Load Reduction           |
|---------------------------------|---------------------------------|-----------------------------------|
| Dean                            | Confirmed in appointment letter | Up to 9 credit hours per semester |
| Associate Dean / Assistant Dean | Confirmed in appointment letter | 3 to 6 credit hours per semester  |
| Department Chair                | Confirmed in appointment letter | 3 to 6 credit hours per semester  |
| Program Coordinator             | Confirmed in appointment letter | Up to 3 credit hours per semester |
| Director of a Unit              | Confirmed in appointment letter | 3 to 6 credit hours per semester  |

## 4.4 Health Insurance

### 4.4.1 Kuwait Compulsory Health Insurance

All AIU employees, including full-time faculty, are covered by Kuwait's compulsory health insurance scheme as required by Kuwaiti law. This coverage is enrolled automatically upon commencement of employment and does not require any action by the faculty member.

### 4.4.2 Private Health Insurance

AIU provides eligible full-time faculty members with access to a private Group Health Insurance plan, which supplements the compulsory government coverage and provides enhanced access to private medical facilities in Kuwait. To enroll:

- Request a Private Health Insurance Application Form from the HR Department.
- Complete and submit the form to HR within 30 days of the start of employment.
- Coverage begins upon enrollment confirmation from the insurer.

Faculty members are responsible for using the private health insurance system appropriately and honestly. Filing frivolous, excessive, or fraudulent claims will result in removal from the group plan at the next annual renewal and may constitute grounds for disciplinary action. AIU reserves the right not to renew insurance for any employee found to have abused the plan or submitted false information.

| Coverage Item           | Details                                                                                                                                                                                                             |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Faculty Member          | Covered under both compulsory and private group plan (with enrollment).                                                                                                                                             |
| Dependents              | Dependent coverage (spouse and children) under private plan is available subject to the plan terms. Faculty should confirm dependent eligibility and any additional premium at enrollment. Confirm details with HR. |
| Pre-existing Conditions | Subject to the terms of the private insurer. Faculty should disclose any conditions as required and review the policy exclusions document provided by HR.                                                           |
| Annual Renewal          | The group plan renews annually. AIU notifies faculty of renewal terms and any changes to coverage. Enrollment status is reviewed at renewal.                                                                        |

## 4.5 Leave Entitlements

Faculty members are entitled to the following types of leave. All leave requests — except in emergencies — must be submitted through BambooHR and approved by the relevant supervisor before the leave begins. Leave taken without approval is subject to salary deductions and disciplinary consequences.

### 4.5.1 Annual Leave (Vacation Leave)

Full-time faculty members are entitled to 30 working days of paid annual leave per academic year. Annual leave is taken during the post-summer session period, as scheduled in coordination with the academic calendar and School needs. The School Dean notifies faculty of their summer teaching assignment and associated leave period by the end of March each year.

- Leave salary for the annual leave period is disbursed in July as part of the summer payroll cycle.
- Annual leave may not be taken during the teaching period, examination periods, or during PD Days without prior written approval from the Dean and HR.
- Annual leave not taken in the relevant academic year does not carry over unless approved by the VPAA and HR in exceptional circumstances.
- Faculty who resign or are separated from AIU during the year receive a proportionate leave entitlement in their final settlement, calculated on days of service in the academic year.

### 4.5.2 Sick Leave

Faculty members are entitled to sick leave in accordance with the Kuwait Labor Law in the Private Sector. The following provisions apply:

| Duration                       | Compensation      | Conditions                                                                                         |
|--------------------------------|-------------------|----------------------------------------------------------------------------------------------------|
| First 15 working days per year | Full pay          | A medical certificate from a certified private or Ministry of Health medical facility is required. |
| Next 10 working days per year  | Three-quarter pay | Continued medical documentation required.                                                          |

| Duration                      | Compensation          | Conditions                                                    |
|-------------------------------|-----------------------|---------------------------------------------------------------|
| Next 10 working days per year | Half pay              | Continued medical documentation required.                     |
| Next 10 working days per year | Quarter pay           | Extended illness; VPAA and HR notification required.          |
| Any further leave             | No pay (unpaid leave) | Subject to VPAA and HR approval; operational impact assessed. |

Faculty members must notify their Dean and the HR Department by phone between 6:00 AM and 6:45 AM on the first day of any unplanned sick absence. Faculty members must arrange substitute lesson plans to be accessible before leaving campus or at the earliest opportunity. Excessive sick leave — particularly on days adjacent to holidays or weekends — is monitored. Frivolous or fraudulent sick leave claims may result in salary deductions and disciplinary action. More than six days of absence per year may affect performance evaluation.

#### 4.5.3 Personal Days

Full-time faculty members are entitled to up to four personal days per fiscal year (September 1 – August 31). Up to two personal days may be taken in the first half of the fiscal year (September–February) and up to two in the second half (March–August). Personal days may not be accumulated, taken in conjunction with a holiday or university break, taken during the teaching period, or taken during PD Days. Faculty must inform HR at least three business days in advance and obtain supervisor approval.

#### 4.5.4 Maternity Leave

Female employees who have successfully completed probation are entitled to paid maternity leave. AIU will determine and communicate the applicable leave entitlement to eligible employees and may provide additional leave at its discretion in accordance with AIU policy. Requests for paid maternity leave must be submitted in writing at least three (3) months before the anticipated leave start date and must specify the requested leave period. If an employee does not return to work following the authorized period of maternity leave, any additional time beyond that period is treated as unpaid until the employee's return. If the employee fails to return or fails to provide proper notification and for a valid reason, within seven (7) days of the scheduled return date, she is deemed to have resigned.

#### 4.5.5 Bereavement Leave

In the event of the death of a family member, faculty members are entitled to paid bereavement leave as follows:

- Immediate family (first and second-degree relatives: parents, children, siblings, grandparents): three paid working days.

Bereavement leave requests are submitted to HR with as much advance notice as possible. Documentation may be requested at HR's discretion. Additional unpaid leave may be considered by the VPAA in exceptional circumstances.

#### 4.5.6 Unpaid Special Leave

Unpaid special leave may be granted to faculty members for personal or medical emergencies where paid leave entitlements have been exhausted. Requests must be submitted at least ten business days before the desired start date (except in genuine

emergencies) and must not coincide with public holidays. All requests require a completed form, supporting documentation, supervisory endorsement, and HR approval. Unpaid leave days are deducted from the following month's salary.

#### 4.5.7 Professional Development Leave (Sponsored Research Leave)

AIU provides Sponsored Research Leave (SRL) as a mechanism for eligible faculty to pursue concentrated scholarly activity at an accredited external institution or research center. SRL is not equivalent to traditional sabbatical leave; it is competitive, merit-based, and connected to external institutional support, grants, or fellowships. Full details are in Chapter 5 (Faculty Development). A summary of the four SRL types is provided below:

| SRL Type                         | Salary During Leave    | AIU Support                                                  | Key Eligibility                                                       |
|----------------------------------|------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------|
| Type 1 Externally Sponsored      | Full salary maintained | None beyond salary; external sponsor covers all costs        | External fellowship or institutional offer                            |
| Type 2 Institutionally Supported | Full salary maintained | Economy return air ticket + up to KD 2,500 research expenses | 5 years' service since appointment or last SRL; competitive selection |
| Type 3 Partial Support           | Full salary maintained | Up to 50% of eligible costs; faculty supplements remainder   | 3 years' service; approved research proposal                          |
| Type 4 Research Exchange         | Full salary maintained | Economy travel + daily allowance for up to 4 weeks           | 2 years' service; formal exchange agreement required                  |

## 4.6 Public Holidays

In accordance with Kuwait Labor Law, AIU observes the following public holidays for all employees:

| Holiday                                 | Notes                                                                              |
|-----------------------------------------|------------------------------------------------------------------------------------|
| New Year's Day (January 1)              | Gregorian New Year                                                                 |
| Islamic New Year (1st Muharram)         | Date varies by lunar calendar                                                      |
| National Day (February 25)              | Kuwait National Day                                                                |
| Liberation Day (February 26)            | Kuwait Liberation Day                                                              |
| Birth of the Prophet (Mawlid al-Nabi)   | Date varies by lunar calendar                                                      |
| Ascension of the Prophet (Isra' Mi'raj) | Date varies by lunar calendar                                                      |
| Eid al-Fitr (End of Ramadan)            | Duration (typically 3 days) confirmed by government announcement                   |
| Eid al-Adha (Feast of the Sacrifice)    | Duration (typically 3 days) confirmed by government announcement (plus Arafat Day) |

Exact dates for Islamic holidays are subject to moon sighting and will be confirmed each year by the relevant Kuwaiti government authority. AIU will notify faculty of confirmed holiday dates as soon as they are announced. Faculty should not make non-refundable travel arrangements dependent on Islamic holiday dates until official confirmation is received.

## 4.7 Ramadan Working Hours

During the holy month of Ramadan, AIU adjusts working hours in accordance with Kuwaiti law and practice. Reduced working hours are implemented for all employees during Ramadan. The VPAA and HR will notify faculty of the specific schedule adjustments before Ramadan begins each year. Faculty should note that:

- Teaching schedules may be adjusted to reflect reduced working hours; the Registrar will confirm any schedule modifications in advance.
- Academic obligations, examination schedules, and grading deadlines remain in effect during Ramadan, subject to any VPAA-approved adjustments communicated to faculty in advance.
- Faculty are expected to be sensitive to students who are fasting and to accommodate students with religious observance needs within the framework of institutional policy.

## 4.8 End-of-Service Benefit

Upon separation from AIU — whether by resignation, non-renewal, or retirement — full-time faculty members are entitled to an end-of-service benefit calculated in accordance with Kuwait Labor Law in the Private Sector. The calculation is based on years of continuous service and the faculty member's final basic salary.

The end-of-service benefit is calculated and paid by HR as part of the final settlement process. Faculty members who resign during the probationary period are not entitled to the end-of-service benefit. Faculty who are terminated for cause may have their end-of-service benefit affected in accordance with applicable Kuwait law. Specific entitlement calculations are provided by HR upon request; faculty are encouraged to seek this information in advance of any planned separation.

End-of-service benefits at AIU are governed by the Kuwait Labor Law in the Private Sector, not by the terms of individual employment contracts alone. Faculty members with questions about their specific entitlement should contact HR.

## 4.9 Benefits Administration: BambooHR

AIU uses BambooHR as its primary HR information system for managing employment records, leave requests, payroll information, and benefits enrollment. All faculty members must:

- Create and maintain an active BambooHR account from the first day of employment.
- Upload banking details (IBAN and account number) to BambooHR within the first month of employment.
- Submit all leave requests through BambooHR, except in genuine emergencies where verbal notification to HR is required immediately.
- Update personal data (address, emergency contacts, dependents, visa status) promptly in BambooHR whenever changes occur.
- Review and acknowledge any policy updates notified through BambooHR.

HR provides BambooHR access credentials and orientation during onboarding. Faculty experiencing technical difficulties with BambooHR should contact the HR Department.

## 4.10 Exit Permits and International Travel

All expatriate (non-Kuwaiti) faculty members are required to obtain an Exit Permit through the Sahel application before traveling outside Kuwait. The following requirements apply:

- Submit an Exit Permit request in Sahel no earlier than seven calendar days and no later than five calendar days before the planned departure date.
- Notify HR via BambooHR and by email to HR leadership and HR Administration of the travel dates.
- Allow 3–4 business days for HR to review and approve the request.
- Arrange to return to Kuwait no less than 48 hours before the scheduled return to work.

Failure to obtain a required Exit Permit before traveling may result in legal consequences under Kuwaiti law and may affect residency visa status. Faculty who are unsure whether they require a permit for a specific trip should confirm with HR before booking travel.

## CHAPTER 5: Faculty Development

Professional development is not a peripheral benefit at AIU — it is a strategic institutional investment and a condition of sustained teaching quality, scholarly productivity, and WSCUC accreditation readiness. This chapter describes AIU’s comprehensive faculty development framework: the Centre for Teaching and Learning (CTL), the New Faculty Induction Program, peer mentoring, peer observation, faculty learning communities, the Annual Faculty Development Plan, the Faculty Development Fund, conference travel support, the RISE Teaching and Learning Grant Program, and the Sponsored Research Leave program. The governing policy is FAC-008 (Faculty Professional Development Policy).

### 5.1 The Centre for Teaching and Learning (CTL)

The Centre for Teaching and Learning (CTL) is AIU’s institutional hub for teaching excellence, faculty development, and learning innovation. Established as a named institutional function under the RISE Strategy 2026–2030, the CTL operates under the authority of the Vice President for Academic Affairs and serves all five Schools and the Foundation Program. It is AIU’s primary vehicle for fulfilling WSCUC CFR 3.3 the requirement that institutions demonstrate a planned, implemented, and evaluated program of faculty development.

#### 5.1.1 CTL Mandate

The CTL carries five interconnected institutional mandates:

| Mandate                 | Description                                                                                                                                                            | WSCUC Evidence Produced                                                                     |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Faculty Excellence      | Structured development programs, New Faculty Induction, peer observation, Faculty Learning Communities, individual coaching, and SoTL support.                         | CFR 3.3: annual professional development participation records, program evaluation reports. |
| Learning Innovation     | Instructional design support, educational technology integration, hybrid and online course quality, AI-in-teaching policy, and course redesign consultations.          | CFR 2.5: course redesign documentation; technology adoption records; AI policy.             |
| SLO Assessment Training | SLO/PLO design training, rubric development, close-the-loop documentation, and support for the annual assessment cycle in partnership with the Assessment Coordinator. | CFR 2.4: training participation records; assessment literacy documentation.                 |
| RISE Grant Program      | Teaching Excellence & Innovation Grants, Undergraduate Research Integration Grants, Annual Award for Innovation in Teaching, and the Annual CTL Forum.                 | CFR 2.8: grant award records; dissemination documentation; Forum proceedings.               |
| WSCUC Evidence          | CTL Knowledge Repository, Annual Teaching and Learning Impact Report, faculty development participation records, and self-study contributions.                         | CFR 4.4: Impact Report; repository artefacts; self-study sections.                          |

#### 5.1.2 CTL Director

The CTL Director is appointed through a competitive search process and reports directly to the VPAA. The CTL Director is responsible for designing, delivering, and continuously evaluating all faculty development programs across the three



categories (instructional, professional/scholarly, and organizational). The Director presents an Annual Teaching and Learning Impact Report to the President and Faculty Council each May.

A CTL Advisory Committee, comprising two School Deans, two Faculty Council members, and the Assessment Coordinator, advises the Director on program priorities and evaluates the annual Impact Report. The Advisory Committee meets no fewer than twice per academic year.

## 5.2 Categories of Faculty Professional Development

AIU organizes faculty professional development across three integrated categories, all coordinated through the CTL:

### 5.2.1 Instructional Development

Instructional development enhances teaching effectiveness and improves student learning outcomes. It is informed by annual performance review data, student evaluation of teaching results, and institutional assessment findings. Offerings include:

- Workshops and seminars on evidence-based pedagogy, active learning, inclusive teaching, course design, and assessment methodology, offered in accessible formats at accessible times and evaluated for effectiveness after each cycle.
- Educational technology training, LMS (Canvas), digital assessment platforms, audience response systems, and AI-enabled teaching tools.
- Peer Observation of Teaching (POT), see Section 5.5.
- Faculty Learning Communities (FLCs), see Section 5.6.
- Individual faculty consultations on course design, assessment strategy, and student engagement, available on request from the CTL Director.
- Scholarship of Teaching and Learning (SoTL) support — systematic, evidence-based inquiry into one's own teaching practice and its effects on student learning, supported through the Faculty Development Fund.
- Instructional design support for new and redesigned courses, including online and hybrid course quality assurance.

### 5.2.2 Professional and Scholarly Development

Professional development advances the faculty member's disciplinary expertise and scholarly productivity. The CTL coordinates these activities in partnership with School Deans, the VPAA, and the Office of Research and Grants:

- Conference participation and scientific travel, see Section 5.8.
- Research skills workshops, grant writing, data analysis, systematic review methodology, ORCID and Scopus profile management.
- Discipline-specific certifications, short courses, and professional association training.
- External research collaboration visits and short-term academic exchange arrangements.
- Sponsored Research Leave (SRL), see Section 5.9.
- Mentoring of junior colleagues, substantive research mentorship is a recognized service contribution in annual performance evaluation.

### 5.2.3 Organizational and Institutional Development

Organizational development strengthens AIU as an institution and prepares faculty for leadership roles. The CTL leads or coordinates:

- New Faculty Induction Program, see Section 5.3.
- Accreditation literacy training, WSCUC standards, self-study preparation, and assessment cycle management.
- Academic leadership development, for Department Chairs, Deans, and emerging academic leaders.
- Institutional assessment and quality assurance participation, recognized as a development activity when it involves training in assessment methodology.
- University strategy and planning workshops.

## 5.3 New Faculty Induction Program

The New Faculty Induction Program is a mandatory, multi-day structured program delivered by the CTL each September for all faculty members in their first year of appointment at AIU. It is the CTL's single most important annual event and must be operational before the start of the first semester. Participation is mandatory for all first-year faculty; completion of all required components is a condition for confirmation of appointment at the end of the probationary period.

### 5.3.1 Program Content

The Induction Program covers four thematic areas:

| Theme                | Topics Covered                                                                                                                                                                                                                                                                                                       |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pedagogical          | Psychological processes of learning; effective instructional design; assessment strategy and rubric development; active learning and student engagement; syllabus design requirements (FAC-005); course e-file requirements.                                                                                         |
| Technological        | AIU LMS (Canvas) — course construction, assignment tools, grade management, rubric integration; online teaching tools; digital assessment and anti-plagiarism tools; Banner SIS; Faculty Activity System (FAS); responsible use of Generative AI in teaching (ACA-006).                                              |
| Institutional        | AIU's mission, RISE Strategy, and institutional values; faculty employment policies (FAC-003, FAC-005 through FAC-008); academic integrity (FAC-004); the SLO assessment cycle (IE-001); PUC regulations and WSCUC standards for faculty; Faculty Council and shared governance; examination and grading procedures. |
| Research & Scholarly | Research grant proposal writing including the AIU Feasibility Study Grant; SoTL and action research methodologies; research ethics and IRC procedures; research output recording in FAS, ORCID, and Scopus.                                                                                                          |

### 5.3.2 Mid-Year Induction

Faculty members who join at the start of the Spring semester participate in an abbreviated mid-year induction coordinated by the Dean and CTL and attend the full September program at the next available opportunity. Faculty who join after the semester has begun receive a personalized orientation from the Department Chair and are enrolled in the next available induction cycle.

Induction feedback is collected from participants at program completion and incorporated into the CTL's Annual Teaching and Learning Impact Report. The program is evaluated and updated annually.

## 5.4 New Faculty Mentoring

Each new faculty member is assigned a faculty mentor by the Department Chair within the first two weeks of appointment. Mentoring is a structured component of the New Faculty Induction Program and continues throughout the first year of appointment.

### 5.4.1 Mentor Selection

Mentors are experienced faculty members at the rank of Associate Professor or Professor who have demonstrated teaching excellence and scholarly engagement. The Department Chair selects the mentor in consultation with the Dean, ensuring compatibility of discipline, workload, and interpersonal fit. A faculty member may decline a mentor assignment only where a genuine conflict of interest exists; the Chair designates an alternative in such cases.

### 5.4.2 Mentor Responsibilities

The assigned mentor is expected to:

- Meet with the new faculty member at least twice per month during the first semester and at least monthly during the second semester.
- Assist the new faculty member in understanding institutional expectations, policies, course file requirements, and the assessment cycle.
- Provide constructive guidance on teaching practice, course design, and student management.
- Discuss the faculty member's research agenda and provide guidance on accessing AIU's internal research fund.
- Introduce the new faculty member to relevant departmental and institutional colleagues.
- Provide an honest, supportive end-of-year mentoring report to the Department Chair.

Mentoring is a professional service contribution recognized in the mentor's annual performance evaluation under FAC-007. The CTL provides mentor training annually, covering collaborative and reverse mentoring techniques, effective feedback strategies, and mentoring documentation. Mentor-mentee meetings are logged in the FAS.

### 5.4.3 Mentee Responsibilities

New faculty members are expected to engage actively with the mentoring relationship. This means attending all scheduled meetings, preparing questions and topics in advance, being open to feedback, and following through on agreed development actions. Passive engagement with the mentoring process is noted in the probationary review.

## 5.5 Peer Observation of Teaching (POT)

The Peer Observation of Teaching (POT) program is a voluntary, formative, and non-evaluative process administered by the CTL. Its purpose is to support continuous improvement of instructional practice through structured collegial feedback. POT is intentionally separate from the performance review process: POT records are developmental and are not used as a direct input in formal performance ratings unless the faculty member voluntarily includes a POT report in their Annual Faculty Activity Report.

### 5.5.1 The POT Cycle

The POT process consists of four structured stages:

| Stage                         | Description                                                                                                                                                                                                                                                                     |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Pre-Observation Conference | The observer and the observed faculty member meet to establish the objectives of the observation, agree on the focus and logistics, and clarify mutual expectations. This meeting is genuine two-way dialogue, not a briefing from observer to observed.                        |
| 2. Classroom Observation      | The observer attends the designated class session and collects descriptive data on the agreed objectives using the AIU Classroom Observation Form maintained by the CTL. Observations focus on the agreed objectives and avoid value judgments unconnected to those objectives. |
| 3. Observation Analysis       | The observer reflects on the collected data and determines how best to use it in support of the observed faculty member's specific development goals.                                                                                                                           |
| 4. Post-Observation Session   | The observer and observed faculty member meet privately. The observed faculty member self-assesses first. Discussion is collegial, focused on improvement strategies, and documented using the CTL post-observation record form.                                                |

### 5.5.2 Trained Observer Pool

A POT Advisory Council, comprising faculty who have received the AIU Annual Award for Innovation in Teaching — serves as the core pool of trained observers. Council members receive comprehensive observer training from the CTL Director and serve as program ambassadors across their Schools. Faculty who wish to be observed but do not have an available Council member in their discipline may request an observer from a related field; the CTL facilitates the match.

### 5.5.3 Confidentiality

All POT records are maintained by the CTL as confidential developmental records, accessible only to the observer, the observed faculty member, and the CTL Director. They are not shared with the Dean, the Department Chair, or HR without the explicit written consent of the observed faculty member. This confidentiality is essential for the program to function as a trusted professional development tool rather than a surveillance mechanism.

The CTL publishes the POT calendar each semester by the third week and faculty register through the FAS. The full four-stage cycle is completed within four weeks of registration. All documentation is uploaded to the FAS by both parties.

## 5.6 Faculty Learning Communities (FLCs)

Faculty Learning Communities (FLCs) are voluntary, collegial peer groups organized around a shared teaching interest, disciplinary challenge, or pedagogical theme. FLCs are facilitated by the CTL and constitute AIU's primary vehicle for sustained, informal collegial professional development. They provide a structured but relaxed space for faculty from any rank or School to explore ideas together over an extended period.

### 5.6.1 Formation and Facilitation

FLC themes are proposed by the CTL Director each August, based on program evaluation data and faculty interest surveys. FLCs require a minimum of four members to be confirmed and resourced. Confirmed FLCs are announced and begin meeting by September 15 each year. Faculty may also propose their own FLC theme; proposals are submitted to the CTL Director for review and resourcing.

Each FLC meets at least monthly during the academic year. The CTL provides facilitator support, meeting space (physical or virtual), and access to relevant resources. At the end of each semester, each FLC submits a brief summary report to the CTL Director documenting topics explored, resources used, and teaching insights generated. FLC summary reports are included in the Annual Teaching and Learning Impact Report.

### 5.6.2 FLC Participation and the Annual Development Plan

Participation in an FLC is a recognized professional development activity and should be included in the Annual Faculty Development Plan (see Section 5.7). It is not a requirement; it is an opportunity. Faculty who participate actively in FLCs tend to show measurable improvements in student evaluation scores and are better positioned for promotion review under the scholarship of teaching criterion.

## 5.7 Annual Faculty Development Plan (AFDP)

Every full-time faculty member prepares an Annual Faculty Development Plan (AFDP) at the beginning of each academic year, in consultation with the Department Chair. The AFDP is documented in the Faculty Activity System (FAS) and governs the faculty member's development activities and Faculty Development Fund applications for the year.

### 5.7.1 AFDP Content

The AFDP is a brief, purposeful planning document that specifies:

- The faculty member's primary development goals for the academic year, across all three development categories (instructional, professional/scholarly, organizational).
- Planned development activities, including CTL workshops, conference attendance, SRL applications, FLC participation, or external training.
- FDF funding applications planned, if any.
- Connection between development goals and the faculty member's research agenda, teaching responsibilities, and promotion trajectory.

The AFDP is reviewed by the Department Chair and filed in the FAS. It is referenced in the annual performance review (FAC-007) to assess whether the faculty member has engaged meaningfully with professional development commitments.

A faculty member who has not prepared an AFDP or who has consistently failed to follow through on AFDP commitments without explanation will have this noted in the performance evaluation.

### 5.7.2 Connection to Performance Review and Promotion

The AFDP is not evaluated for its ambition but for its alignment and follow-through. A faculty member who sets modest but achievable development goals and completes them demonstrates professional responsibility. The performance review assesses whether the AFDP was prepared, whether activities were completed, and whether the faculty member engaged constructively with development opportunities. Strong development records contribute positively to promotion dossiers.

## 5.8 Conference Travel Support

AIU supports faculty participation in academic conferences as a form of scholarly dissemination, professional networking, and discipline currency. Conference travel funding is drawn from the Faculty Development Fund (FDF). Faculty must present AIU-affiliated work at the conference to be eligible for full funding support.

### 5.8.1 Eligibility

To be eligible for conference travel funding, faculty must meet all of the following conditions:

- The faculty member is presenting a paper, poster, or workshop at the conference, with AIU listed as the affiliated institution in the submission.
- The conference is classified as Prestigious or Well-Recognized on the School's annual conference classification list (see Section 5.8.3).
- Travel does not occur during the first week of teaching, the final examination period, or the official grade submission period. These blackout periods are not subject to exception.
- Faculty teaching summer courses may not travel for conferences during the active summer teaching session.
- The faculty member's AFDP includes conference participation as a development activity for the year.

### 5.8.2 Financial Coverage

Approved conference travel is supported from the FDF at the following levels:

| Expense Item                | Coverage                                                                                                                                                          |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economy class airfare       | Round-trip economy class to the conference venue. Business class is not covered.                                                                                  |
| Conference registration fee | Up to KD 250 or equivalent in the conference currency.                                                                                                            |
| Daily allowance             | For a maximum of four conference days, at the Finance-approved rate for the conference location.                                                                  |
| Multiple presentations      | Only one set of expenses covered where the faculty member presents multiple papers at the same conference.                                                        |
| External sponsorship        | No AIU expenses covered where the faculty member receives full external sponsorship. Partial external support is supplemented by AIU up to the allowable ceiling. |

### 5.8.3 Conference Classification

Each School maintains an annual conference classification list, Prestigious, Well-Recognized, or Not Recommended, developed by the School's Research Committee. The list is shared with faculty before the start of each academic year and submitted to the VPAA Office. The CTL maintains a cross-School conference registry to support consistent classification across disciplines. Applications to attend Not Recommended conferences will not be funded.

### 5.8.4 Application and Post-Travel Process

| Step | Action                                                                                                                | Timeline                                                                                                                     |
|------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 1    | Faculty completes AIU Conference Travel Request Form with all documentation and obtains Department Chair endorsement. | At least 5 weeks before travel.                                                                                              |
| 2    | Dean approves and forwards to the VPAA Office.                                                                        | Within 5 working days of receipt.                                                                                            |
| 3    | VPAA issues written travel authorization.                                                                             | At least 2 weeks before travel.                                                                                              |
| 4    | Faculty attends the conference and retains all receipts.                                                              | During the conference.                                                                                                       |
| 5    | Faculty submits a Conference Report to the Department Chair.                                                          | Within 2 weeks of return.                                                                                                    |
| 6    | Faculty presents conference findings at a departmental seminar.                                                       | Within the same or following semester.                                                                                       |
| 7    | Finance processes the financial settlement of all claims.                                                             | Within 10 working days of complete documentation receipt. Claims submitted more than 30 days after return are not processed. |

## 5.9 Sponsored Research Leave (SRL)

Sponsored Research Leave (SRL) is AIU's structured mechanism for enabling eligible faculty to pursue concentrated approved scholarly activity at an accredited external institution or research center. SRL reflects AIU's current institutional context as an institution building its research culture: it is competitive, merit-based, and connected to external institutional support, grants, or fellowships. All SRLs are normally undertaken during academic breaks or the summer period unless otherwise approved by the VPAA and President.

### 5.9.1 SRL Categories

Four SRL categories are available, each with different eligibility requirements and levels of institutional support:

| Type                             | Salary                              | AIU Support                                                                                             | Eligibility                                                                                              |
|----------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Type 1 Externally Sponsored      | Full salary and benefits maintained | None beyond salary; external sponsor covers all host institution costs.                                 | External fellowship or institutional offer from an accredited institution. No cost to AIU beyond salary. |
| Type 2 Institutionally Supported | Full salary and benefits maintained | Economy return air ticket + approved research expenses up to KD 2,500.                                  | Minimum 5 years' service since appointment or last SRL. Competitive selection by SRL Review Committee.   |
| Type 3 Partial Support           | Full salary and benefits maintained | Up to 50% of eligible research and travel costs. Faculty supplements remainder from own or grant funds. | Minimum 3 years' service. Approved research proposal. External partial funding recommended.              |
| Type 4 Research Exchange         | Full salary and benefits maintained | Economy travel + daily allowance (Finance-approved rate) for up to 4 weeks. Host covers accommodation.  | Minimum 2 years' service. Formal exchange agreement between AIU and the host institution.                |

### 5.9.2 SRL Application Timeline

| Activity                                            | Deadline                                                      | Responsible Party    |
|-----------------------------------------------------|---------------------------------------------------------------|----------------------|
| Faculty submits SRL application to Department Chair | February 28 (Fall start) / September 30 (Spring/Summer start) | Faculty member       |
| Department Chair recommendation to Dean             | March 15 / October 15                                         | Department Chair     |
| SRL Review Committee evaluation and recommendation  | March 31 / October 31                                         | SRL Review Committee |
| Dean recommendation to VPAA                         | April 7 / November 7                                          | School Dean          |
| VPAA recommendation and President final approval    | April 20 / November 20                                        | VPAA / President     |
| Notice of approval issued to faculty member         | April 30 / November 30                                        | VPAA Office / HR     |
| Faculty submits SRL Completion Report               | No later than 30 days after return                            | Faculty member       |
| VPAA acknowledges report and updates FAS            | Within 15 working days of receipt                             | VPAA Office          |

### 5.9.3 SRL Review Committee

The VPAA appoints a standing SRL Review Committee comprising the VPAA (Chair), two School Deans (rotating), and two Faculty Council members at the rank of Professor. The Committee meets once per semester to evaluate applications against scholarly program criteria, eligibility requirements, and institutional priorities. All deliberations are confidential. Written decisions on appeals are issued within one month of submission.

Appeals from SRL decisions follow this sequence: to the Dean (where the Chair declined to recommend), then to the VPAA (where the Dean or Committee declined), then to the President (where the VPAA declined). The President's decision is final.



## 5.10 RISE Teaching and Learning Grant Program

The RISE Teaching and Learning Grant Program is a suite of competitive awards administered by the CTL Director, funded through the Faculty Development Fund and supplemented where possible by external grants. Its purpose is to recognize and resource faculty-led innovation in teaching and undergraduate education, build a community of practice around teaching excellence, and generate WSCUC evidence of a culture in which scholarly engagement with teaching is valued.

| Award                                    | Purpose and Eligibility                                                                                                                                                                                                                      | Expected Outcome                                                                                                  |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Teaching Excellence & Innovation Grant   | Supports faculty in designing, piloting, and evaluating a substantive innovation in teaching or assessment. Open to all full-time faculty by competitive application. Priority to proposals with cross-disciplinary or program-level impact. | A documented innovation project with evidence of student learning impact; disseminated at the Annual CTL Forum.   |
| Undergraduate Research Integration Grant | Supports faculty in designing and implementing a course-embedded undergraduate research experience that develops student research competencies and produces a scholarly or creative output.                                                  | A documented, replicable research integration model; at least one student output for the institutional portfolio. |
| Annual Award for Innovation in Teaching  | A recognition award presented annually at the CTL Forum to one faculty member per School whose teaching practice demonstrates exceptional innovation, evidence of impact on student learning, and influence on colleagues.                   | Institutional recognition; profile in CTL annual report; teaching excellence case study for WSCUC.                |

The annual call for applications is published by October 1 each year. The Grant Review Committee — comprising three faculty members and one Dean, appointed by the VPAA on the CTL Director's recommendation — completes its review and makes award recommendations by November 30. Successful applicants are notified by December 15. Grant recipients submit interim progress reports by March 15 and final completion reports by May 30. All project outcomes are presented at the Annual CTL Teaching and Learning Forum in May.

## 5.11 Faculty Development Fund (FDF)

The Faculty Development Fund (FDF) is the primary financial instrument supporting individual and programmatic faculty development at AIU. It is funded by the annual institutional budget allocation, supplemented by any external development grants or partnerships secured by the CTL Director.

### 5.11.1 Eligible Uses

- Conference and scientific travel (Section 5.8)
- Research seed grants up to KD 1,500 per award per year for initiating scholarly projects not yet ready for external grant submission
- Short courses, intensive training, or professional certifications directly relevant to teaching or research
- Books, databases, research software, or tools not available through the AIU Library that are directly required for current research

- Costs of hosting visiting scholars, external speakers, or international collaborators for CTL or research events
- New Faculty Induction Program, POT program, FLC, and institutionally organized development workshop costs
- RISE Teaching and Learning Grant Program awards and Annual CTL Forum costs

### 5.11.2 Allocation Principles

FDF resources are allocated equitably and transparently:

- Each School receives a base allocation proportional to its full-time faculty count. Remaining funds are held centrally for competitive applications.
- Applications from faculty who have not received FDF support in the current or prior year are given priority in competitive allocation decisions.
- All applications must be supported by the Department Chair and approved by the Dean and VPAA.
- All allocations must be consistent with the faculty member's AFDP.
- Unused School allocations at the end of each semester return to the central pool for redistribution.

An annual FDF Utilization Report is produced by December 31 each year, covering total funds by category and School, number of faculty supported, types of activities funded, and evaluation data. This report is reviewed by the Faculty Council and included in the Annual Institutional Effectiveness Report.

## 5.12 CTL Knowledge Repository and Annual Impact Report

### 5.12.1 CTL Knowledge Repository

The CTL maintains the CTL Knowledge Repository a curated, institutionally maintained digital collection of teaching resources, case studies, peer observation frameworks, WSCUC evidence artefacts, grant outputs, and professional development records. The Repository is accessible to all AIU faculty through the CTL intranet page. It serves both as a practical resource for faculty and as primary WSCUC accreditation evidence for CFR 3.3, CFR 2.4, CFR 2.5, CFR 2.8, and CFR 4.4. The CTL Director reviews and curates the full content at least once per academic year.

### 5.12.2 Annual Teaching and Learning Impact Report

The CTL Director produces an Annual Teaching and Learning Impact Report each May, covering the preceding academic year. The Report documents:

- CTL program participation rates by School and faculty category
- Faculty satisfaction with CTL services (survey results)
- Measurable changes in student learning outcomes attributable to CTL-supported interventions
- RISE Grant Program outcomes — projects completed, student outputs, teaching innovations documented
- FLC summary themes and participation
- POT participation rates and qualitative patterns
- FDF utilization by category and School

- SRL outcomes leaves undertaken, scholarly outputs produced
- Director's assessment of program effectiveness and priorities for the following year

The Report is presented to the President and Faculty Council at the Annual CTL Forum in May. The Faculty Council's Academic Affairs Committee reviews the Report and submits recommendations to the VPAA by June 15. The full Report is included in the Annual Institutional Effectiveness Report submitted to the Board of Trustees and retained in the CTL Knowledge Repository as primary WSCUC evidence.

## CHAPTER 6: Performance Evaluation

The Annual Faculty Performance Review is AIU's primary mechanism for assessing teaching quality, scholarly productivity, and professional service. It is not an administrative formality: it is the instrument through which AIU demonstrates to faculty and to WSCUC that the three domains of academic work are genuinely valued, systematically assessed, and continuously developed. This chapter describes the evaluation framework, the evidence used, the rating scale, the roles of all participants, the annual timeline, and the processes governing Performance Improvement Plans and appeals. The governing policy is FAC-007 (Faculty Performance Review Policy).

### 6.1 Governing Principles

The AIU Faculty Performance Review is designed around eight principles that govern every aspect of its design and administration:

| Principle                      | Meaning                                                                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evidence-Based                 | All evaluation conclusions must be supported by documented evidence in the Faculty Activity System (FAS). Subjective impressions unsupported by evidence may not form the basis of a rating.                  |
| Peer-Reviewed                  | The process involves faculty peers through the Performance Review Committee (PRC), consistent with the academic value of collegial assessment.                                                                |
| Proportionate                  | Domain weights reflect the faculty member's approved workload profile. Faculty cannot be penalized for performance in domains that were not a primary obligation during the evaluation period.                |
| Developmental                  | The primary purpose of the review is to support continuous professional growth. Evaluations must result in specific, forward-looking development plans, not only backward-looking ratings.                    |
| Consequential                  | Evaluation outcomes inform merit increases, contract renewal, probation extension, and promotion decisions under FAC-003.                                                                                     |
| Confidential                   | All materials, proceedings, and outcomes are confidential. Disclosure is restricted to those with a legitimate institutional role.                                                                            |
| Consistent                     | Criteria, weightings, and rating standards are applied consistently across all faculty members with the same workload profile within a School. School-level customization of criteria requires VPAA approval. |
| Protective of Academic Freedom | No aspect of this process may be used to penalize a faculty member for the exercise of academic freedom as protected under ACA-002.                                                                           |

## 6.2 Scope: Who Is Reviewed and When

All full-time faculty and academic non-faculty appointment holders at AIU are subject to annual performance review. The structure of the review varies by appointment stage and type:

| Faculty Category                                     | Review Type and Timing                                                                                                                                                                                                                                |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| New faculty - first semester                         | Probationary Review at the end of the first semester. Uses the same domain framework and rating scale as the Annual Review, with evaluation criteria adjusted proportionally to the period of service. Outcome informs recommendations under FAC-003. |
| New faculty - first year                             | Full Annual Review at the end of the first year. Outcome forms the basis for the probationary confirmation, extension, or termination recommendation.                                                                                                 |
| Regular and visiting faculty - subsequent years      | Full Annual Review each academic year. All four domains evaluated using approved profile weights.                                                                                                                                                     |
| Administrative faculty (Deans, Chairs, Coordinators) | Full Annual Review using the workload-profile weighting applicable to the administrative role, plus additional criteria specific to administrative responsibilities (see Section 6.5).                                                                |
| Faculty on leave                                     | Reviewed for activities undertaken during the active service period, with all criteria and thresholds adjusted proportionally. Adjustments are agreed before the leave commences.                                                                     |
| Adjunct and part-time faculty                        | Simplified semester-end evaluation administered by the Dean, covering teaching quality (SET results and, where applicable, POT), professional conduct, and adherence to institutional policies.                                                       |

## 6.3 Evaluation Domains and Evidence

Faculty performance is evaluated across four domains. The weight assigned to each domain varies by workload profile (see Section 6.4). All four domains must appear in every evaluation; the weights reflect the faculty member's actual approved workload allocation.

### 6.3.1 Domain 1: Teaching and Learning

Teaching effectiveness is evaluated through three types of evidence, weighted within the domain as follows:

| Evidence Type                                        | Weight within Domain | Description                                                                                                                                                                                                                                                           |
|------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teaching, Creativity & Assessment (standard courses) | 80% of domain        | Two indicators: (1) integration of active learning, technology, and student engagement (50% of the 80%); (2) quality and variety of assessment methods aligned to CLOs (30% of the 80%). For courses using common examinations: adjusted to 60% and 20% respectively. |

| Evidence Type                        | Weight within Domain                        | Description                                                                                                                                                                                                                    |
|--------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Student Evaluation of Teaching (SET) | 20% of domain                               | Cumulative SET score across all courses taught during the evaluation period. Administered online three weeks before the end of classes each semester. Minimum 15 respondents per course required for formal use in evaluation. |
| Peer Observation of Teaching (POT)   | Supplementary (informs holistic assessment) | Not scored independently, but POT feedback informs the overall teaching domain assessment where the faculty member has participated in a POT cycle during the evaluation period.                                               |

### SET Score Thresholds

The following SET score thresholds define the sub-rating for the teaching domain:

| SET Score       | Sub-Rating                                                                       |
|-----------------|----------------------------------------------------------------------------------|
| 85.0% or higher | Distinguished contribution to student learning                                   |
| 75.0% – 84.9%   | Meritorious contribution to student learning                                     |
| 67.0% – 74.9%   | Satisfactory contribution to student learning                                    |
| Below 67.0%     | Requires improvement — mandatory consultation with Department Chair is triggered |

A faculty member who receives a teaching sub-rating below the Satisfactory threshold in any evaluation period will be required by the Department Chair to submit an additional course portfolio in the following cycle and to complete a documented professional development activity focused on instructional improvement.

### Enhanced Course Portfolio

Each faculty member submits a Course Portfolio for the evaluation period. One course is designated as the Enhanced Course Portfolio each year. The Enhanced Course Portfolio must include:

- All syllabi for courses taught during the evaluation period
- A Teaching Philosophy Statement linked explicitly to the School's and department's educational objectives
- Evidence of active learning strategies, technology integration, and student engagement
- Assessment methods demonstrating alignment with course learning outcomes (CLOs)
- Samples of student work at varying performance levels (anonymized)
- Reflective commentary on what worked, what required adjustment, and the rationale for changes

### 6.3.2 Domain 2: Research and Scholarly Activity

Scholarly activity is evaluated against the minimum expectations established in ACA-003 and RES-001, calibrated to the faculty member's approved workload profile and rank. Evidence submitted must be documented in the FAS and verifiable. The primary evidence types are:

- Publications, peer-reviewed journal articles, conference papers in indexed proceedings, book chapters, and books, with SCOPUS or Web of Science index verification where applicable
- Conference presentations, documented presentations at classified conferences
- Active grants, AIU internal research grants or external grants as PI or co-PI, with documented progress reports
- Creative and professional practice outputs, recognized discipline-equivalent outputs for architecture, design, and fine arts faculty
- Research-in-progress, documented projects with evidence of active work (draft manuscripts, data collection records, ethics approvals)

The research domain is rated on a rubric calibrated to rank and workload profile. Faculty on a Research-Active profile are held to a higher output threshold than faculty on the Standard profile; faculty on a Teaching-Intensive profile have a reduced research output expectation. All thresholds are specified in the annual performance evaluation rubric published by the VPAA Office at the beginning of each evaluation cycle.

The Annual Faculty Research Activity Report (submitted to the Director of Research and Grants by September 30 each year under RES-001) forms part of the evidence for the research domain. Faculty must ensure FAS records are current before the AFAR submission deadline.

### 6.3.3 Domain 3: Service

Service is evaluated across three levels: university service, school/department service, and professional/community service. Evidence includes committee appointment records in the FAS, minutes or reports from governance bodies, and documentation of professional association activities. Service is rated on a rubric that distinguishes:

- Distinguished service: holding a significant leadership role (Chair, Council Chair, major committee chair) with documented impact; contributing substantially beyond assigned service obligations
- Meritorious service: active, consistent participation in multiple service roles with evidence of constructive contribution
- Satisfactory service: fulfilling assigned service obligations with evidence of participation
- Needs Attention: patterns of non-participation, non-attendance, or failure to fulfill assigned service obligations

### 6.3.4 Domain 4: Continuous Professional Development

The professional development domain is evaluated against the AFDP (Annual Faculty Development Plan) prepared at the start of the evaluation year. Evidence submitted must be documented in the FAS and include:

- Completion of planned development activities (CTL workshops, conference attendance, FLC participation, SRL, external training)
- Submission of the Annual Faculty Research Activity Report (to the Director of Research and Grants) and the Annual Faculty Activity Report (AFAR)
- Peer mentoring contributions (for senior faculty assigned as mentors)

- Engagement with POT and FLC programs

A faculty member who fails to submit the AFAR by the August 31 deadline receives an automatic Unsatisfactory sub-rating for the Continuous Professional Development domain. Where submission is delayed beyond September 15 without VPAA-approved extension, the overall evaluation is rated Needs Attention for the entire evaluation period, regardless of other domain performance.

## 6.4 Domain Weights by Workload Profile

The weight assigned to each evaluation domain reflects the faculty member's approved workload profile as agreed at the beginning of the academic year. The domain weights for each profile are:

| Domain                              | Teaching-Intensive Profile | Standard Profile (Default) | Research-Active Profile |
|-------------------------------------|----------------------------|----------------------------|-------------------------|
| Teaching and Learning               | 70%                        | 50%                        | 40%                     |
| Research and Scholarly Activity     | 10%                        | 30%                        | 40%                     |
| Service                             | 10%                        | 10%                        | 10%                     |
| Continuous Professional Development | 10%                        | 10%                        | 10%                     |
| TOTAL                               | 100%                       | 100%                       | 100%                    |

Profile weight adjustments are agreed between the faculty member and the Department Chair at the beginning of each academic year and documented in the FAS. Any mid-year change to an agreed profile requires documented agreement from the Department Chair and VPAA approval. Faculty holding administrative roles have weights adjusted to reflect the proportion of their workload allocated to administrative duties.



## 6.5 Rating Scale and Consequences

The overall annual performance evaluation score is expressed as a percentage (0–100), calculated by multiplying each domain score by its approved weight and summing the results. Domain scores are assigned on a 0–100 scale based on the rubric evidence for each domain. The rating categories are:

| Rating          | Score Range | Qualitative Label | Consequences and Actions                                                                                                                                                                                                                                                              |
|-----------------|-------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Distinguished   | 90–100      | Excellent         | Performance substantially exceeds expectations across all domains. Eligible for merit increase (subject to budget), accelerated promotion consideration, priority research funding, and institutional recognition.                                                                    |
| Meritorious     | 80–89       | Very Good         | Performance consistently exceeds expectations in most domains. Eligible for merit consideration and positive promotion recommendation. Priority access to development opportunities.                                                                                                  |
| Satisfactory    | 75–79       | Satisfactory      | Performance meets institutional expectations. No negative employment consequences. A forward-looking development plan is recommended and discussed with the Department Chair.                                                                                                         |
| Needs Attention | 60–74       | Needs Improvement | Performance is below expectations in one or more domains. A mandatory Performance Improvement Plan (PIP) is required. Contract renewal is conditional on satisfactory progress toward PIP targets. Two consecutive Needs Attention ratings trigger probationary review under FAC-003. |
| Unsatisfactory  | 0–59        | Unacceptable      | Performance fails to meet minimum institutional standards. Grounds for non-renewal, initiation of probationary review, or referral to FAC-004 in cases of gross failure. Appeal rights apply before any consequential action is taken.                                                |

Three or more consecutive Distinguished or Meritorious ratings constitute a strong positive performance record for promotion eligibility purposes. Faculty who achieve Distinguished in three consecutive years are given priority consideration for merit increase and promotion review, subject to rank eligibility criteria in FAC-003.

## 6.6 Roles and Responsibilities

### 6.6.1 Faculty Member

- Maintain an accurate and current FAS profile throughout the year, recording all teaching, research, service, and development activities promptly as they occur. Year-end data entry is not acceptable practice.
- At the beginning of each academic year, agree with the Department Chair on the workload profile, evaluation domain weights, and annual goals for teaching, research, and service. Goals must be specific, measurable, achievable, relevant, and time-bound.
- Submit the complete Annual Faculty Activity Report (AFAR) including the Enhanced Course Portfolio, all supporting evidence, and the mandatory Reflection and Action Plan — through the FAS by August 31 each year.
- Review the preliminary evaluation prepared by the Department Chair and submit a written response within ten working days where there is disagreement or factual error.
- Meet with the Department Chair to discuss evaluation results, performance feedback, and the action plan for the coming year.
- Engage constructively with the Performance Improvement Plan if applicable, and implement agreed development activities within specified timelines.
- Maintain the confidentiality of the evaluation process and the evaluations of other faculty members.

### 6.6.2 Department Chair

- Ensure all faculty in the department receive, understand, and have acknowledged the AFAR requirements, FAS update obligations, and evaluation timeline at the beginning of each academic year.
- Review and agree on each faculty member's workload profile, evaluation weights, and annual goals before the start of the academic year. Document the agreed plan in the FAS.
- Conduct an interim check-in with each faculty member midway through the evaluation year, providing constructive feedback on progress toward agreed goals.
- Review each faculty member's AFAR and all supporting evidence in the FAS. Prepare a preliminary evaluation with domain-level ratings and written justification referencing specific evidence. Share the preliminary evaluation with the faculty member through the FAS by September 30.
- Submit consolidated department evaluation materials to the Performance Review Committee (PRC) by October 15.
- After receiving the PRC report, write a formal response including a quantitative performance assessment, a comment on collegiality and professional conduct, and recommendations for goals and development in the next cycle. Submit to the Dean by November 8.
- Not influence the PRC's evaluation process before receiving the committee's report.
- Where a PIP is required, co-facilitate the PIP meeting with the Dean within three weeks of the final evaluation.

### 6.6.3 Performance Review Committee (PRC)

The Dean appoints the PRC for each School in consultation with Department Chairs. The PRC must comprise at least three members: a minimum of two faculty members from the relevant department or School, and one Full Professor from the

same or a different School serving as Chair. Department Chairs are not members of the PRC for their own department's evaluations.

PRC members must confirm the absence of any conflict of interest with faculty being evaluated before the process begins. Where a conflict exists, the Dean replaces the affected member. PRC responsibilities include:

- Review all materials in the FAS for each faculty member — AFAR, supporting evidence, SET data, POT reports, preliminary Chair evaluation, and any faculty response.
- Evaluate each domain independently, assigning a score and written rationale based on approved criteria and documented evidence only. The PRC does not rely on personal knowledge or informal assessment.
- Make decisions by consensus or majority vote. The PRC Chair submits the committee report through the FAS by October 31.

#### 6.6.4 School Dean

- Convene the PRC no later than October 15. Appoint PRC members and manage conflict-of-interest declarations.
- Review all submitted documents and issue the final evaluation for each faculty member by November 15. The Dean's final evaluation includes: confirmed overall rating; domain-level confirmation or modification of the PRC assessment; specific development recommendations; and, where applicable, a PIP or positive merit recommendation.
- Share the final evaluation with the faculty member through the FAS. The faculty member acknowledges receipt in writing within five working days, indicating agreement or intent to appeal.
- Where a PIP is required, convene a meeting with the Department Chair and the faculty member within three weeks of the final evaluation. Document the PIP in the FAS and ensure all parties sign.
- Submit the School Evaluation Summary to the VPAA by November 30.

#### 6.6.5 Vice President for Academic Affairs (VPAA)

- Oversee the FAS and performance evaluation system, ensuring both are operational and accessible.
- Review School Evaluation Summaries and initiate any cross-School consistency review where significant disparities in evaluation outcomes are identified.
- Compile the annual University Faculty Performance Report and submit to the President by December 15.
- Present aggregate faculty performance data to the Board of Trustees through the Annual Institutional Effectiveness Report.
- Issue implementation guidelines, templates, and evaluation rubrics to support consistent application across all Schools before the start of each evaluation cycle.
- Serve as the final institutional appeal authority (see Section 6.9).

### 6.7 Additional Criteria for Administrative Faculty

Faculty members holding administrative appointments are evaluated on additional criteria in proportion to the administrative weight in their approved profile:

| Role                | Additional Evaluation Criteria                                                                                                                                                                                                                                          |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dean                | Strategic leadership of the School; budget management effectiveness; faculty and staff development oversight; accreditation compliance; effectiveness of School academic and assessment activities, assessed by the VPAA.                                               |
| Department Chair    | Quality and timeliness of workload planning; effectiveness of faculty mentorship; outcome of department assessment activities; program health indicators (completion rates, student outcomes); faculty satisfaction with departmental governance, assessed by the Dean. |
| Program Coordinator | Completion of coordination responsibilities; assessment documentation quality; effectiveness in ensuring course consistency and quality — assessed by the Department Chair.                                                                                             |
| Course Coordinator  | Quality and timeliness of course coordination; cross-section consistency; completion of course e-files, assessed by the Department Chair.                                                                                                                               |

## 6.8 Annual Evaluation Timeline

The following timeline governs each annual evaluation cycle. The evaluation period covers the preceding academic year (September through August):

| Date                                        | Action                                                                                                                                                         | Responsible Party |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| September (start of year)                   | Faculty and Department Chair agree on workload profile, domain weights, and annual goals. Document in FAS.                                                     | Faculty / Chair   |
| Throughout the year                         | Faculty update FAS with all teaching, research, service, and development activities as they occur.                                                             | Faculty           |
| 3 weeks before semester end (each semester) | SET administered online to all students in all courses.                                                                                                        | VPAA Office       |
| Mid-year (February / March)                 | Department Chair conducts interim check-in with each faculty member.                                                                                           | Department Chair  |
| August 31                                   | Faculty submit complete AFAR (including Enhanced Course Portfolio and Reflection and Action Plan) through FAS.                                                 | Faculty           |
| September 30                                | Department Chair shares preliminary evaluation with faculty through FAS. Annual Faculty Research Activity Report submitted to Director of Research and Grants. | Chair / Faculty   |
| October 10                                  | Faculty respond to preliminary evaluation (written response to Chair, if applicable).                                                                          | Faculty           |
| October 15                                  | Dean convenes PRC. Chair submits consolidated department materials to PRC.                                                                                     | Dean / Chair      |

| Date        | Action                                                                                             | Responsible Party |
|-------------|----------------------------------------------------------------------------------------------------|-------------------|
| October 31  | PRC submits evaluation reports through FAS.                                                        | PRC Chair         |
| November 8  | Department Chair submits formal response to PRC report, with development recommendations, to Dean. | Department Chair  |
| November 15 | Dean issues final evaluation to faculty through FAS.                                               | Dean              |
| November 20 | Faculty acknowledge receipt and notify Dean of agreement or intent to appeal.                      | Faculty           |
| November 30 | Dean submits School Evaluation Summary to VPAA. PIP meetings held where required.                  | Dean              |
| December 15 | VPAA submits University Faculty Performance Report to the President.                               | VPAA              |

## 6.9 Student Evaluation of Teaching (SET): Administration and Protections

The Student Evaluation of Teaching (SET) is a mandatory institutional instrument administered in all courses each semester. The following provisions govern its administration, use, and the protections available to faculty:

- SET is conducted online three weeks before the end of classes each semester. The survey closes before the final examination period.
- All surveys are fully anonymous. No person, including the course instructor, may access individual student responses or know which students participated.
- The VPAA Office administers the SET system, notifies students of survey availability, sends reminders, and generates distribution reports.
- A minimum of fifteen student respondents per course is required for SET results to be used in formal evaluation. Results from courses below this threshold are shared with the faculty member for developmental purposes only and may not be used punitively.
- Where two or more faculty members teach a course jointly, a separate SET is administered for each faculty member who taught at least one-third of the course.
- SET results are distributed as follows: a summary report to the individual faculty member; a departmental summary to the Department Chair; and aggregated School data to the Dean and VPAA. Individual course-level results are not shared beyond the faculty member and Department Chair without the faculty member's written consent.
- Faculty members are expected to engage with SET feedback in preparing future iterations of the course and to comment explicitly on SET findings in the Reflection and Action Plan section of the AFAR.
- SET results may not be used punitively for newly developed courses, for courses where adverse circumstances during the semester materially affected student engagement, or for courses below the fifteen-respondent threshold.

## 6.10 Performance Improvement Plan (PIP)

A Needs Attention rating (60–74) triggers a mandatory Performance Improvement Plan. The PIP is not a punitive instrument; it is a structured support mechanism designed to give the faculty member a clear pathway to improved performance with institutional backing.

### 6.10.1 PIP Development

Within three weeks of the final evaluation, the Dean convenes a meeting with the Department Chair and the faculty member to develop the PIP. The PIP is documented in the FAS, signed by all three parties, and specifies:

- The domain or domains in which performance is below expectations.
- Specific, measurable improvement targets for the following academic year.
- The support and development resources AIU will provide (CTL workshops, mentoring, research support, reduced service load, etc.).
- The timeline for improvement and the interim milestones against which progress will be assessed at the mid-year check-in.
- The consequences of failing to achieve the targets — which may include non-renewal under FAC-003.

Where the faculty member disputes the PIP targets, they may raise a concern through the FAC-002 grievance process. The PIP remains in effect during any grievance unless a formal suspension is granted by the VPAA.

### 6.10.2 PIP Monitoring and Outcomes

The Department Chair monitors PIP progress at the mid-year check-in and provides written feedback. At the end of the PIP year, the Annual Review evaluates whether the faculty member has achieved the specified targets. Three possible outcomes:

- PIP targets achieved, faculty returns to normal evaluation standing; prior Needs Attention rating is noted in the record but does not carry forward.
- Partial improvement, a second PIP may be issued at the Dean's discretion, or the faculty member may receive a second consecutive Needs Attention rating, which triggers probationary review under FAC-003.
- No improvement, the faculty member receives an Unsatisfactory rating, which is grounds for non-renewal or probationary review in accordance with FAC-003.

## 6.11 Appeal Process

A faculty member who disagrees with any aspect of the Dean's final evaluation may file a formal appeal. The appeal process is a substantive institutional protection, not a formality.

| Step | Action                                                                                                                 | Timeline                                                        |
|------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 1    | Faculty submits written appeal to the Dean, stating the specific grounds for appeal and including supporting evidence. | Within 10 working days of receiving the final evaluation.       |
| 2    | Dean acknowledges receipt of the appeal.                                                                               | Within 3 working days.                                          |
| 3    | Dean responds with a final written decision. The Dean may appoint a separate review committee to support this process. | Within 10 working days of receiving the appeal.                 |
| 4    | If unsatisfied with the Dean's decision, faculty escalates the appeal in writing to the VPAA.                          | Within 5 working days of receiving the Dean's written response. |
| 5    | VPAA reviews the appeal. The VPAA's decision is final at the institutional level.                                      | Within 15 working days of receipt.                              |

Grounds for appeal are limited to: (a) a procedural irregularity that materially affected the evaluation outcome; (b) the evaluation was not supported by the evidence on the balance of probabilities; or (c) the weighting applied was inconsistent with the faculty member's approved workload profile. Appeals based solely on dissatisfaction with a rating without evidence of procedural irregularity or unsupported conclusions will not be upheld.

No consequential employment decision arising from the evaluation, non-renewal (termination), probation, merit denial, may be implemented during the period in which an appeal is pending and unresolved. Faculty members may also pursue procedural grievances under FAC-002 where they believe the appeal process itself has been conducted improperly.

## 6.12 Merit Increases

A merit increase is a salary increment awarded on the basis of demonstrated Distinguished or Meritorious performance. Merit increases are not automatic; they are subject to Board-approved budget allocation for merit pay and are administered by HR following the conclusion of the annual evaluation cycle.

The Dean submits merit increase recommendations for eligible faculty to the VPAA with the School Evaluation Summary. The VPAA reviews recommendations for consistency and budget compliance before submitting them to the President for approval. HR implements approved merit adjustments from the start of the following semester, documenting the change in the faculty member's personnel file.

Academic promotion at AIU is the formal recognition of a faculty member's sustained and distinguished contribution across teaching, research and scholarship, and service. It is a threshold decision, a judgment that the faculty member's record meets the standard of the next rank, not simply an acknowledgment of years served. This chapter describes the promotion criteria, eligibility requirements, quantitative research thresholds, the dossier requirements, the committee structure, the annual timeline, and the appeals process. The governing policy is FAC-009 (Faculty Promotion Policy).

### 7.1 Governing Principles

AIU's promotion process is governed by the following principles, which apply to every stage of the process and to every participant:

| Principle             | Application                                                                                                                                                                                                                                                                             |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Merit-Based           | Promotion is awarded solely on the basis of the quality, impact, and trajectory of the candidate's scholarly, teaching, and service record. Time in rank is necessary but not sufficient condition.                                                                                     |
| Discipline-Calibrated | Promotion criteria are calibrated to the norms of different disciplines. The criteria for design and architecture faculty differ from those for engineering or education faculty in ways that reflect discipline-specific conventions for scholarly output.                             |
| Evidence-Based        | All promotion decisions must be grounded in documented, verifiable evidence. Assertions not supported by evidence in the dossier carry no weight.                                                                                                                                       |
| Independent           | External peer review anchors promotion decisions to international disciplinary standards, not solely to internal institutional comparisons.                                                                                                                                             |
| Transparent           | Promotion criteria, quantitative thresholds, the dossier requirements, and the process timeline are published annually and communicated to all faculty.                                                                                                                                 |
| Confidential          | All committee deliberations, votes, external assessor identities and reports, and individual recommendations are strictly confidential throughout and after the process.                                                                                                                |
| Protective of Rights  | Candidates have the right to know the reasons for unsuccessful applications, to submit rebuttals on procedural grounds, and to appeal through a structured process. No decision may be influenced by a candidate's exercise of academic freedom or participation in faculty governance. |



## 7.2 Eligibility Requirements

### 7.2.1 Rank and Service Requirements

To be eligible to apply for promotion, a faculty member must meet minimum service requirements in the current rank and at AIU:

| Promotion                                 | Minimum Years in Rank | Minimum Years at AIU | Accelerated Track                                             |
|-------------------------------------------|-----------------------|----------------------|---------------------------------------------------------------|
| Assistant Professor → Associate Professor | 5 years               | 2 years              | 4 years, requires double the standard minimum research output |
| Associate Professor → Professor           | 5 years               | 3 years              | 4 years, requires double the standard minimum research output |

Service calculations include years at other recognized universities at the relevant rank, subject to documented verification. Periods of leave without pay do not count toward the minimum service period. Faculty may apply up to four months before completing the required period in rank, provided all other criteria are met; if approved, promotion takes effect at the conclusion of the minimum period.

### 7.2.2 Annual Performance Rating

A candidate must have achieved a Satisfactory or above rating in their three most recent annual performance evaluations. A candidate who received a Needs Attention or Unsatisfactory rating in any of the three years immediately preceding application is not eligible to apply in that cycle. Eligibility is restored when three consecutive Satisfactory or above ratings have been completed following the most recent substandard rating.

### 7.2.3 Mandatory Promotion

**Mandatory Promotion:** An Assistant Professor must apply for promotion to Associate Professor upon completing six years at the rank. An Associate Professor must apply for promotion to Professor within ten years of holding the Associate Professor rank. Failure to meet these obligations, unless a documented exception is granted, results in a terminal contract. Faculty members are responsible for planning their promotion timeline well in advance.

The mandatory promotion provisions are as follows:

- A first unsuccessful mandatory promotion application is followed by a second mandatory attempt no later than the next immediate promotion cycle.
- If the second attempt is also unsuccessful, the faculty member receives a terminal one-year contract, subject to applicable Kuwait Labor Law and University regulations. The seventh year of service for Assistant Professor and eleventh year of service for Associate Professor, without successful promotion, constitute the terminal year under all circumstances.
- A faculty member who was on approved maternity, paternity, adoption, or medical leave of three or more months during their Assistant Professor or Associate Professor period is entitled to a one-year extension of the mandatory promotion requirement, upon written application to the VPAA.

- Faculty who applied early and were unsuccessful retain the right to apply again at the standard mandatory promotion point without prejudice.

## 7.3 Promotion Criteria: The Three Domains

All candidates are evaluated across three domains: Research and Scholarly Activity (or Creative and Professional Output), Teaching and Learning, and University and Community Service. The weight assigned to each domain is governed by the candidate's approved workload profile under FAC-006, consistent with the evaluation weight framework in FAC-007. Promotion requires a minimum performance level of Very Good in Teaching and Learning and Good in University and Community Service, as established in the annual performance review record.

### 7.3.1 Domain 1: Research and Scholarship

The research domain carries the greatest weight in distinguishing promotion-ready candidates from those who are not, consistent with AIU's RISE Strategy research mission. Research contributions eligible for promotion consideration include:

| Output Type                                                     | Conditions and Counting Rules                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Journal articles in peer-reviewed journals                      | Published or formally accepted for publication. Must be directly related to the candidate's field or a closely related field. Joint authorship requires a written contribution statement confirmed by at least one co-author.                                                                                         |
| Books and scholarly monographs                                  | Evaluated by at least two independent specialists before publication. Published by a reputable academic press or international publishing house. Counts as equivalent to two journal articles maximum.                                                                                                                |
| Book chapters in peer-reviewed edited volumes                   | Published by reputable academic presses. Maximum of one book chapter counted per promotion application.                                                                                                                                                                                                               |
| University textbooks                                            | In the candidate's field, evaluated by at least two specialists before publication. Maximum of one textbook per promotion application.                                                                                                                                                                                |
| Conference papers in indexed proceedings                        | Must appear in SCOPUS-indexed or equivalent proceedings. Supplementary to the journal article minimum; may not substitute for more than one-third of the required journal articles.                                                                                                                                   |
| Creative and professional outputs (terminal-degree disciplines) | Architecture works in juried competitions or built commissions; design works in major exhibitions or professional practice; fine arts works in peer-reviewed exhibitions or permanent collections; films in accredited festival selections; equivalent outputs as determined by School criteria approved by the VPAA. |
| Grants as Principal Investigator                                | Competitively awarded internal AIU Competitive Research Grants or external grants as PI. Counts as a supplementary qualifier but does not substitute for publication requirements.                                                                                                                                    |

### Journal Quality Standards

For PhD-discipline faculty, the following journal quality standards apply:

- Class A Journal: A SCOPUS-indexed journal ranked in the top 20% by SJR metric in the candidate's field and listed in the

- Web of Science Core Collection with a qualifying impact factor. Class A publications carry the highest weight.
- Class B Journal: A SCOPUS-indexed journal that does not meet the Class A threshold but is recognized as a credible peer-reviewed outlet in the discipline.
- Non-indexed journals: journals not indexed in SCOPUS or Web of Science carry no weight in the quantitative minimum thresholds. They may be submitted as supporting material but do not count toward the minimum outputs required.

For terminal-degree disciplines (architecture, design, fine arts), equivalent quality classifications are determined by the School's publication and output classification list, approved by the VPAA and reviewed every three years.

### 7.3.2 Domain 2: Teaching and Learning

Teaching quality is evaluated through the candidate's annual performance evaluation record during the promotion period, specifically:

- A record of Very Good or higher in the Teaching and Learning domain in the most recent annual review, and generally Very Good or Satisfactory across the promotion period.
- The enhanced course portfolios submitted during the promotion period, demonstrating the quality and development of the candidate's teaching practice.
- Student evaluation of teaching (SET) results across the promotion period, demonstrating sustained effectiveness.
- Evidence of pedagogical innovation, curriculum contributions, course development, or educational leadership.
- Peer observation records where available.

A candidate who received a teaching sub-rating of Needs Attention or Unsatisfactory in any evaluation during the promotion period must provide evidence of documented instructional improvement before the dossier is submitted. The promotion committee will scrutinize the teaching record carefully where such a rating has occurred.

### 7.3.3 Domain 3: University and Community Service

Service contributions evaluated for promotion include:

- Service on departmental, School, and University committees, with evidence of active, constructive participation rather than nominal membership.
- Faculty Council membership or committee roles.
- Mentoring of junior faculty, student research projects, or graduate students (when applicable).
- Participation in institutional assessment, accreditation, and quality assurance activities.
- Professional association service, editorial boards, peer review, conference organization, and professional leadership roles.
- Consultancy, public engagement, and community outreach activities connected to the candidate's academic expertise.
- Service in administrative leadership roles (Department Chair, Program Coordinator, etc.), recognized in proportion to workload.

A minimum overall evaluation in University and Community Service of Good in the most recent annual performance review is required for promotion. Service contributions must be documented with evidence in the dossier.

## 7.4 Quantitative Research Requirements

The following minimum quantitative thresholds apply to all promotion applications. These are minimum floors, not targets. Meeting the minimum does not guarantee promotion — the quality, impact, and trajectory of the scholarly record are equally determinative. Committees distinguish between candidates who barely meet the minimum and those who meet it comfortably with evident scholarly momentum.

| Requirement                                                         | To Associate Professor         | To Professor                   |
|---------------------------------------------------------------------|--------------------------------|--------------------------------|
| Minimum total eligible outputs                                      | 6 outputs                      | 9 outputs                      |
| Minimum published (not just accepted)                               | 3 published                    | 5 published                    |
| Minimum as sole or main/senior author (journal articles)            | 3 (all as journal articles)    | 5 (all as journal articles)    |
| Minimum outputs from the current rank period                        | All 6 from the AssistP period  | All 9 from the AssocP period   |
| Minimum published while at AIU                                      | 2                              | 3                              |
| Minimum in SCOPUS Class A journals (PhD disciplines)                | 2 as sole or main author       | 3 as sole or main author       |
| Minimum in Class A equivalent outlets (terminal-degree disciplines) | 2 as sole, main, or equivalent | 3 as sole, main, or equivalent |

### 7.4.1 Carry-Forward Provisions

For promotion to Associate Professor: a maximum of one publication completed after obtaining the doctoral degree but before the Assistant Professor period at AIU may be carried forward, provided it was not used to satisfy the requirements of a prior promotion application at another institution.

For promotion to Professor: a maximum of two publications from outside the Associate Professor period may be considered, provided the faculty member held the rank of Associate Professor at the time they were submitted for publication.

Works currently under review at the time of application may be listed in the dossier as submitted but may not be counted toward the minimum publication thresholds. Works accepted after dossier submission but before the committee's decision may be brought to the committee's attention as supplementary information only.

## 7.5 Promotion Committee Structure

AIU's promotion process uses a three-level committee structure to ensure both disciplinary expertise and institutional consistency:

### 7.5.1 Department Promotion Committee (DPC)

The Department Chair appoints the DPC at the beginning of each academic year. The DPC must comprise at least three members, all at the rank of Professor or Associate Professor, with relevant disciplinary expertise. The DPC conducts the first substantive review of the promotion dossier, assessing whether the candidate meets the promotion criteria. The DPC

produces a written recommendation with a numerical vote and a statement of reasons. Where there is a dissenting view, a signed minority opinion is included.

The Department Chair must recuse from all DPC deliberations and votes and prepares a separate independent written recommendation to the School Promotion Committee.

### **7.5.2 School Promotion Committee (SPC)**

The Dean appoints the SPC at the beginning of each academic year. The SPC must comprise at least three faculty members at the rank of Professor, with representation from each department in the School. Associate Professors may serve on the SPC for promotion to Associate Professor cases only. The SPC is chaired by the Dean (if they hold the rank of Professor) or by a Professor designated by the Dean.

The SPC reviews the full dossier forwarded by the DPC, the Department Chair's separate recommendation, and all external and dependent assessor reports. The SPC produces a written recommendation with a numerical vote, a statement of reasons, and any minority opinion. The Dean prepares a separate written recommendation to the VPAA, distinct from the SPC's recommendation. Where the Dean's recommendation differs from the SPC's, the Dean states the reasons in writing and shares them with the SPC before the file is forwarded.

### **7.5.3 University Promotion Committee (UPC)**

The President appoints the UPC annually, comprising the VPAA (who chairs) and at least one Professor from each School. Members serve two-year staggered terms, renewable once. SPC members may not simultaneously serve on the UPC for cases from their own School.

The UPC reviews all dossiers forwarded from Schools, ensures consistency of standards across Schools, reviews external assessor evaluations, and may request additional information from any party before reaching a final recommendation. Decisions are taken by majority vote in secret ballot. The UPC forwards its recommendations, together with the full dossier and all supporting documents, to the VPAA.

The VPAA conducts a final equity and consistency check across all promotion cases and submits a formal academic recommendation to the President. The President holds final approval authority for all promotion decisions.

### **7.5.4 Conflict of Interest**

A committee member must declare a conflict of interest and recuse from any case where the candidate is their relative, close personal acquaintance, former doctoral student, current co-author, or collaborator within the preceding three years. Recusal is declared in writing to the committee chair. A candidate may request the disqualification of a committee member on conflict-of-interest grounds by submitting a written request with stated reasons to the Dean (for DPC and SPC cases) or to the VPAA (for UPC cases). The decision on disqualification requests is issued within five working days.

No person may participate in evaluating a candidate's dossier at more than one committee level in the same promotion cycle. Faculty members in their terminal contract year are not eligible to serve on any promotion committee.

## 7.6 External Peer Review

External peer review is an essential and non-negotiable component of AIU's promotion process. It ensures that promotion standards are anchored to international disciplinary norms. Each promotion dossier requires a minimum of four independent external reviewer reports.

### 7.6.1 External Reviewer Qualifications

Independent external reviewers must:

- Hold the rank of Professor (or equivalent recognized senior standing) in the candidate's field.
- Be from a recognized university or research institution outside Kuwait.
- Have no conflict of interest with the candidate, they must not have supervised the candidate's doctoral work, co-authored any work with the candidate, been a colleague at the same institution within the preceding five years, or have any personal relationship that could compromise independence.
- Be recognized authorities in the candidate's area of specialization.

### 7.6.2 External Reviewer List Submission

The candidate and the Dean collaboratively propose a list of at least ten potential external reviewers, organized into three sub-lists:

| Sub-List   | Description                                                                                                                                                                                   |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sub-List A | Scholars who have published in the same area as the candidate and can assess the scholarly significance of the candidate's work (but have had limited direct interaction with the candidate). |
| Sub-List B | Scholars who are leaders in the candidate's area of specialization but have had limited direct interaction with the candidate.                                                                |
| Sub-List C | Scholars whose work the candidate has cited or followed but with whom there has been minimal direct professional contact.                                                                     |

The VPAA selects the confirmed reviewer panel from the approved list, ensuring at least one reviewer from each sub-list. The VPAA may add additional reviewers after consulting the UPC. The candidate may separately submit an exclusion list of individuals who should not be approached due to a known conflict of interest, with a brief written explanation.

The VPAA issues formal review requests to confirmed reviewers, enclosing the reviewer evaluation questionnaire. Reviewers are given 45 days to respond. Where a reviewer does not respond within 45 days, the VPAA contacts the next name on the relevant sub-list. External reviewer letters are received and locked by the VPAA Office and are not shared with the candidate, the Dean, or any committee before the UPC deliberation stage.

In addition to independent external reviewers, each dossier may include up to two dependent assessor letters from senior academics who have interacted professionally with the candidate (as supervisor, collaborator, or co-author). Dependent assessor letters provide contextual assessment and are clearly labeled as such; they are supplementary to and distinct from the independent external reviewer reports.

## 7.7 The Promotion Dossier

The promotion dossier is the central evidence document of the promotion process. Its quality, completeness, and accuracy are the candidate's professional responsibility. Inaccurate statements in the dossier are grounds for disqualification of the application and may result in further disciplinary action under FAC-004.

### 7.7.1 Required Dossier Contents

The complete promotion dossier must contain the following components, in the order specified:

| #  | Component                             | Requirements                                                                                                                                                                                                                                                                                        |
|----|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Table of Contents                     | With page numbers corresponding to all sections of the dossier.                                                                                                                                                                                                                                     |
| 2  | Applicable Criteria                   | Copy of AIU, School, and departmental promotion criteria applicable to the candidate.                                                                                                                                                                                                               |
| 3  | Signed Letter of Application          | Candidate's signed letter formally requesting promotion, stating the current rank and the rank being sought.                                                                                                                                                                                        |
| 4  | Curriculum Vitae                      | Complete and accurate CV. Inaccurate statements are grounds for disqualification.                                                                                                                                                                                                                   |
| 5  | Personal Statement (max 5 pages)      | Statement of Research or Creative Activity: major achievements since last promotion and future trajectory. Teaching Statement: philosophy, pedagogical development, and evidence of student learning impact. Service Statement: meaningful contributions to institution, profession, and community. |
| 6  | Citation and Impact Metrics           | H-index, i-10 index, and citation counts from both SCOPUS and Google Scholar, with active profile links (ORCID, SCOPUS ID, Google Scholar).                                                                                                                                                         |
| 7  | Five Selected Outputs                 | Five best outputs representing the promotion period. For collaborative works, include a written contribution statement.                                                                                                                                                                             |
| 8  | Complete Publications List            | All publications, outputs, grants, and scholarly activities during the promotion period, with full bibliographic details.                                                                                                                                                                           |
| 9  | Teaching Portfolio                    | Student evaluation of teaching summaries, peer observation reports, sample syllabi, and reflective teaching statement.                                                                                                                                                                              |
| 10 | Service Record                        | Committee appointments, Faculty Council participation, professional association roles, mentoring records, and other documented contributions.                                                                                                                                                       |
| 11 | Supporting Documentation              | Certificates, awards, exhibition records, commissions, grant award letters, and other evidence.                                                                                                                                                                                                     |
| 12 | External Reviewer and Exclusion Lists | Proposed external reviewer list (three sub-lists) and, separately, the exclusion list with reasons.                                                                                                                                                                                                 |

No material may be added to the dossier after formal submission except: (a) external reviewer and dependent assessor reports received by the VPAA Office; (b) written recommendations of each reviewing body; and (c) any response to a formal request from a committee for clarification. Any other addition requires written VPAA approval. The candidate has the right to withdraw the application before external review is initiated.

## 7.8 Annual Promotion Cycle Timeline

The following timeline governs the AIU annual promotion cycle. All deadlines are mandatory. Late submissions are not accepted except in cases of documented medical emergency or acute personal circumstance approved in advance by the VPAA.

| Activity                                                                                  | Deadline                               | Responsible Party   |
|-------------------------------------------------------------------------------------------|----------------------------------------|---------------------|
| VPAA issues annual Call for Promotions with criteria and instructions                     | August 1                               | VPAA                |
| Faculty submit Intent to Apply                                                            | August 31                              | Faculty Candidate   |
| HR confirms eligibility of all applicants; list shared with VPAA and Deans                | September 15                           | HR / SPC            |
| Faculty submit proposed external reviewer list to Dean                                    | September 15                           | Faculty Candidate   |
| Dean reviews and endorses reviewer lists; VPAA conducts conflict-of-interest check        | September 30                           | Dean / VPAA         |
| VPAA sends formal requests to confirmed external reviewers                                | October 1                              | VPAA                |
| Faculty submit complete promotion dossier (excluding external letters) to Dean            | October 1                              | Faculty Candidate   |
| Dean reviews for completeness and shares documents with external reviewers                | October 15                             | Dean                |
| DPC convenes, completes review, forwards recommendation to SPC                            | November 15                            | DPC                 |
| External reviewer responses received and locked; 45-day window closes                     | ~November 15                           | VPAA                |
| SPC convenes, completes review, Dean prepares separate recommendation                     | Early December                         | SPC / Dean          |
| Finalized complete dossier submitted; HR checks completeness; dossiers transmitted to UPC | Early December                         | Faculty / HR        |
| UPC deliberations and vote on all dossiers                                                | January                                | UPC                 |
| Candidate rebuttal window (where UPC recommendation is adverse)                           | 10 working days after UPC notification | Faculty Candidate   |
| VPAA equity and consistency check; formal academic recommendation to President            | Late January                           | VPAA                |
| Finance confirms budget; President issues formal promotion decisions                      | February                               | Finance / President |
| HR issues formal promotion decision letters to all applicants                             | March                                  | HR                  |
| Promotion effective date — new rank, salary, and contract update                          | Start of following academic year       | Institution         |



## 7.9 Promotion Decision and Rebuttal

### 7.9.1 Successful Promotion

Successful candidates receive a formal letter from HR confirming the new rank, effective date, and salary adjustment. Promotion takes effect at the start of the academic year following the President's decision. The employment contract is updated to reflect the new rank and HR updates all institutional records, including the Faculty Activity System, within ten working days of the effective date. The salary reflecting the new rank takes effect immediately upon the promotion date.

### 7.9.2 Unsuccessful Application

Candidates whose applications are unsuccessful receive a formal letter from HR with written notification of the outcome. Unsuccessful candidates are invited to consult with their Dean for developmental feedback, specifically, to understand what additional scholarly, teaching, or service evidence would be expected in a subsequent application.

An unsuccessful application does not preclude a candidate from applying in the next promotion cycle, provided eligibility criteria are met. Repeated unsuccessful applications without evidence of a strengthened scholarly record will not succeed.

### 7.9.3 Rebuttal

Where the UPC recommendation is adverse to the candidate, the candidate is notified and given ten working days to submit a formal written rebuttal. The rebuttal may address procedural grounds only (a procedural irregularity that materially affected the review) or documented factual inaccuracies. The rebuttal is not a mechanism for contesting the committee's scholarly judgment. New scholarly material is not permitted in a rebuttal. The rebuttal is included in the dossier forwarded to the VPAA for the final consistency review.

## 7.10 Appeal Process

A candidate whose promotion application is unsuccessful has the right to appeal. The appeal process is a substantive right, not a formality. Appeals must be based on grounds of procedural irregularity or unsupported factual error, not on disagreement with the scholarly judgment of the committees.

| Step | Action                                                                                                                      | Timeline                                                        |
|------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 1    | Candidate submits written appeal to the VPAA, stating grounds and providing supporting evidence.                            | Within 15 working days of receiving the formal decision letter. |
| 2    | VPAA acknowledges receipt and appoints an Appeal Review Panel.                                                              | Within 5 working days of receiving the appeal.                  |
| 3    | Appeal Review Panel (three Professors with no prior involvement in the case) reviews the dossier and the grounds of appeal. | Within 30 working days of appointment.                          |
| 4    | Panel submits findings and recommendation to the VPAA.                                                                      | Included in the 30-day window.                                  |

| Step | Action                                                                                                           | Timeline                                                        |
|------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 5    | VPAA submits the Panel's findings to the President for final decision.                                           | Within 10 working days of receiving the Panel's recommendation. |
| 6    | President issues the final decision on the appeal. The President's decision is final at the institutional level. | Within 15 working days of VPAA submission.                      |

Grounds for appeal are limited to: (a) a procedural irregularity that materially affected the evaluation outcome; or (b) a factual inaccuracy in the dossier or in a committee report that demonstrably changed the outcome. Appeals based solely on disagreement with the scholarly judgment of committees will not be upheld. Faculty members may pursue procedural grievances under FAC-002 where they believe the appeal process itself has been conducted improperly.

## 7.11 Salary and Contract Effects of Promotion

Promotion takes effect at the start of the academic year following the President's formal decision. At that point:

- The faculty member's base salary is adjusted to reflect the new rank's approved pay scale. Where an exceptional salary premium under FAC-003 was in place, the premium is reviewed at the point of promotion and adjusted consistent with the new rank's scale, subject to Presidential approval.
- The employment contract is updated to reflect the new rank title and the updated effective date.
- HR updates all institutional records, including the FAS, within ten working days of the effective date.
- The promotion letter from HR serves as the official notification of the new rank and salary; it supersedes any prior internal communication.

## 7.12 Promotion for Faculty in Administrative Roles

Faculty members in administrative positions follow modified procedures to avoid conflicts of interest:

- If the candidate is serving as Department Chair, their dossier is submitted directly to the Dean, who refers it to the SPC. The Department Chair's normal DPC recommendation role is discharged by the SPC in this case.
- If the candidate is a School Dean, the dossier is submitted to the VPAA, who appoints an ad hoc committee to assume the SPC role. The VPAA assumes the Dean's role in the process.
- Faculty members serving in senior University management positions — President, VPAA, or Vice President level — may not apply for promotion while in office.
- Administrative load releases and service contributions during administrative appointments are recognized in the service domain. Workload profile adjustments during administrative service are documented and considered in assessing research output expectations.

## 7.13 Scholarly and Creative Output Classification for Architecture, Interior Design, and Graphic Design

FAC-009 (Faculty Promotion Policy), Article 3.2, requires that "the School of Architecture and Design shall maintain an

approved Creative Output Classification List... that establishes equivalency between each category [of creative and professional output] and the standard publication tiers used for PhD-discipline faculty,” developed by the School Promotions Committee (SPC), endorsed by the Dean, and approved by the VPAA. FAC-007 (Faculty Performance Review Policy), Article 3.2(b), separately requires that “publication ranking is determined at the School level... communicated to all faculty before the evaluation cycle begins.”

This outline is the instrument that satisfies both requirements for the Architecture, Interior Design, and Graphic Design programs. It does not create new promotion or evaluation criteria; it operationalizes the criteria already established in FAC-009 and FAC-007 by classifying discipline-specific scholarly and creative output into the equivalence tiers those policies already use (Class A Equivalent, Class B Equivalent), and by defining a further, non-promotion-countable tier of output that is nonetheless credited in annual performance review under FAC-007.

### General Principles

1. Discipline-sensitive: classification reflects how scholarly and creative contribution is actually recognized in Architecture, Interior Design, and Graphic Design practice, not the publication norms of PhD-discipline research.
2. Externally validated: an item of output is classified according to this policy only where it carries documented, independent recognition beyond the faculty member’s own or the University’s internal assessment. Institutional Support Documentation must be included in the dossier or annual submission.
3. Consistently applied: the same classification applies to the same category of output regardless of which faculty member submits it, consistent with WSCUC CFR 1.6.
4. Case-by-case capacity: output that does not correspond to a listed category is not automatically excluded; it may be submitted for vetting.
5. International orientation: classification is calibrated, where evidence permits, to international rather than purely local standing, consistent with FAC-009’s use of external reviewers from outside AIU.

### Discipline-Specific Application

The categories below apply across Architecture, Interior Design, and Graphic Design. Where a category is discipline-specific, this is noted. Illustrative discipline-specific examples include, without limitation:

6. Architecture and Interior Design: realized/built projects, design competition entries and awards, exhibition of design work (drawings, models, installations), critical publication of a project in a professional or academic outlet, heritage or conservation documentation projects.
7. Graphic Design: book and editorial design, branding and identity systems, motion graphics and digital/new-media design, exhibition and environmental graphic design, type design.

The SPC shall ensure that faculty in each of the three programs are represented in its deliberations when classifying output specific to that program, and may co-opt a non-voting subject-matter reviewer from the relevant program where no SPC member holds equivalent disciplinary expertise.

### Class A Equivalent Output

The following categories of output are classified as Class A Equivalent for the purposes of FAC-009:

8. A solo exhibition of the faculty member’s creative or design work at a major museum, gallery, or comparable public institution of established international or national standing;
9. A project, work, or design commissioned or formally acquired by a public institution, national authority, or comparable body, with Institutional Support Documentation;

1. An award or prize granted by an internationally or nationally recognized professional body or jury in the discipline;
2. A built, realized, or produced project of national or international significance that has received independent critical documentation in a peer-reviewed or professionally recognized publication;
3. A design monograph or comparable substantial published work meeting the Class A evidentiary standard set by the SPC, published by a university press, academic association, or recognized international publisher.

A maximum of one (1) item of Class A Equivalent Output may be counted toward promotion to Associate Professor, and a maximum of two (2) toward promotion to Professor. FAC-009's overall dossier and domain-weight requirements continue to apply; this Article governs classification only, not the sufficiency of a dossier as a whole.

#### Class B Equivalent Output

The following categories of output are classified as Class B Equivalent for the purposes of FAC-009, consistent with the caps FAC-009 itself sets for juried exhibitions and patents:

4. A juried group exhibition at a national or international venue, with evidence of the jury process (maximum two (2) for promotion to Associate Professor; three (3) for promotion to Professor, per FAC-009 Article 3.2(b));
5. A professional commission or built/realized work that has received critical documentation in a peer-reviewed or professionally recognized publication, or has won a discipline-recognized award not meeting the Class A threshold;
6. A design award from a nationally recognized professional body in the discipline;
7. A design book, practitioner handbook, or comparable monograph reviewed by at least two specialists in the field and published by a reputable professional or academic publisher (maximum one (1) per promotion application, consistent with FAC-009's textbook cap);
8. A refereed case study in the discipline published in a recognized academic journal (maximum one (1) per promotion application);
9. A patent or registered intellectual property directly related to the creative discipline (maximum two (2) for Associate Professor; three (3) for Professor, per FAC-009 Article 3.f);
10. A chapter contributed to an exhibition catalogue published by a reputable gallery or comparable institution, counted as one (1) book chapter equivalent (maximum one (1) per promotion application);
11. An exhibition catalogue published by a reputable gallery or comparable institution for which the faculty member served as principal editor or curator-author, counted as one (1) edited-book equivalent (maximum one (1) per promotion application, career maximum two (2)).

#### Recognized Output - Annual Evaluation Only

The following categories are Recognized Output. They are credited within the Research and Scholarly Activity domain of the Annual Faculty Performance Review under FAC-007, but do not, on their own, count toward the Class A or Class B thresholds in FAC-009:

12. An invited talk, lecture, or juried panel appearance at a reputable gallery or comparable institution;
13. Curating an exhibition at a commercial gallery, museum, or public institution, where the faculty member was not also the exhibiting artist/designer;
14. Commissioned commercial branding, packaging, or motion-graphics work for a recognized company, where no independent critical documentation exists;
15. An invited presentation at a major discipline-recognized conference, panel, or forum that does not result in a published, refereed paper;

1. Participation (as opposed to a solo or juried role) in a group exhibition, showcase, or portfolio event;
2. Non-refereed book chapters, journal articles, or magazine articles published with a reputable publisher or institution.

A pattern of sustained, high-quality Recognized Output may be cited by the SPC as supporting context for a promotion recommendation, but cannot substitute for the Class A/Class B as set in the specified thresholds.

#### Case-by-Case Vetting and Escalation

A faculty member may submit an item of output that does not correspond to a category as outlined above to the SPC for classification. This includes, in particular:

3. A non-Scopus journal article indexed by another recognized academic publisher, submitted for assessment as equivalent to a Class B Equivalent item;
4. A book or book chapter from an academic publisher not otherwise meeting the evidentiary standard in Article 6, submitted for assessment on its individual merits;
5. Any new form of creative, digital, or professional output not yet reflected in this policy.

The SPC shall assess the submission against the general principles in Article 3, request Institutional Support Documentation as needed, and issue a written classification decision within thirty (30) working days. The decision applies to the submitting faculty member's current evaluation or promotion cycle and, where the SPC finds the category is likely to recur, shall be proposed to the Dean and VPAA for formal addition to outlined lists at the next opportunity.

A faculty member may request Dean-level review of an adverse SPC classification decision within ten (10) working days of notification. The Dean's decision on classification (as distinct from the underlying promotion or evaluation outcome) is final.

#### Classification Summary Table

The following table summarizes the classification and quantitative the established limits. It is illustrative of the categories above and does not itself add categories.

| Equivalence Class  | Category (illustrative, not exhaustive)                                                                                                                                                                                                                                                                                              | Max. - Assoc. Professor | Max. - Professor   |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|
| Class A Equivalent | Solo exhibition at a major museum, gallery, or public institution; work commissioned/acquired by a public institution; award or prize from an internationally recognized jury or professional body; built/realized project of national or international significance with independent critical documentation                         | 1                       | 2                  |
| Class B Equivalent | Juried group exhibition, national or international venue; professional commission or built work with critical documentation in a peer-reviewed or professionally recognized publication; design award from a recognized national professional body; monograph, design book, or practitioner handbook (min. two specialist reviewers) | 2                       | 3                  |
| Class B Equivalent | Exhibition catalogue chapter published by a reputable gallery or institution (counts as one book chapter); refereed case study in the discipline; patent or registered IP directly related to the creative discipline                                                                                                                | 1                       | 2                  |
| Class B Equivalent | Exhibition catalogue published by a reputable gallery or institution, evaluated as equivalent to an edited book                                                                                                                                                                                                                      | 1 (career total 2)      | 1 (career total 2) |

| Equivalence Class                                 | Category (illustrative, not exhaustive)                                                                                                                                                                                                                                                    | Max. - Assoc. Professor | Max. - Professor |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|
| Recognized Output<br>— Annual Evaluation<br>Only* | Invited talk at a reputable gallery or comparable institution; curating an exhibition at a commercial gallery, museum, or public institution; commissioned commercial branding, packaging, or motion-graphics work; invited presentation at a major discipline conference, panel, or forum | n/a                     | n/a              |
| Case-by-Case Vetting*                             | Non-refereed book chapter, journal, or magazine article with a reputable publisher; non-Scopus journal article indexed by another recognized academic publisher                                                                                                                            | n/a                     | n/a              |

\* Recognized Output and Case-by-Case items are not subject to a promotion count because they are not, by themselves, promotion-countable; they may be credited without limit within the Research and Scholarly Activity domain of the Annual Faculty Performance Review under FAC-007.

#### Use in Annual Performance Review

For the purposes of FAC-007, Article 3.2, output classified in this outline is submitted as evidence within the Research and Scholarly Activity domain. Class A and Class B Equivalent Output receive the higher weighting FAC-007 assigns to indexed, high-impact, or main-author contributions; Recognized Output receives weighting proportionate to its documented significance, scope, and institutional recognition, at the evaluator's documented judgment.

Consistent with FAC-007, Article 3.2(c), the evaluation period for research and creative output is the two most recent calendar years, with high-quality Class A or Class B Equivalent Output eligible to be carried forward into a second successive evaluation period.

#### Institutional Affiliation Requirement

Any publication, exhibition credit, catalogue entry, or comparable public record of output submitted under this policy must identify the faculty member's affiliation as American International University - Kuwait for the period during which the faculty member was employed by AIU. Output produced while affiliated with a prior institution, or after separation from AIU, is not eligible for classification under this policy, except where FAC-009 expressly permits work carried out during an approved research leave or secondment.

#### Roles and Responsibilities

1. The faculty member is responsible for classifying their own submitted output against this policy in the first instance and providing Institutional Support Documentation.
2. The Department Chair reviews classification claims for completeness before forwarding a dossier or annual submission.
3. The SPC is responsible for maintaining this policy, resolving case-by-case submissions, and ensuring consistent application across the three programs.
4. The Dean endorses this policy and any amendment, and hears classification appeals.
5. The VPAA approves this policy and any amendment, and ensures consistency with FAC-007 and FAC-009 University-wide.

Research and scholarly activity is one of the three core domains of faculty responsibility at AIU and a central pillar of the RISE Strategy 2026–2030. This chapter consolidates AIU’s research infrastructure, the expectations and support available to faculty researchers, research ethics requirements, the external grant framework, intellectual property ownership, and AIU’s open access and dissemination policy. It is designed as a practical guide for faculty at every stage of their research careers — from applying for a first seed grant to managing an external-funded project and navigating IP ownership. The governing policies are RES-001 through RES-005.

### 8.1 AIU’s Research Mission and the RISE Strategy

AIU’s research mission is embedded in the RISE Strategy 2026–2030 under the R pillar: Research and Innovation. The Strategy commits AIU to building a structured research culture from near-zero to a target of more than 100 SCOPUS- or Web of Science-indexed publications annually by 2030, launching AIU’s first research center, establishing grant infrastructure, qualifying for Arab Region rankings by 2028, and pursuing external grant income exceeding KD 200,000 annually.

These targets are ambitious for an institution of AIU’s age, but they are achievable if each of AIU’s approximately 130 faculty members produces and publishes research consistently. The infrastructure described in this chapter, the Office of Research and Grants, the internal research fund, APC support, ethics review, and IP management, is designed to make that consistency possible.

Faculty are the research engine of AIU. The institution’s research targets cannot be achieved by administration alone. Every faculty member at the rank of Assistant Professor and above is expected to maintain an active scholarly agenda, to use the available institutional support, and to contribute to AIU’s growing research culture.

### 8.2 The Office of Research and Grants

The Office of Research and Grants (ORG) is the institutional unit that supports, administers, and develops AIU’s research and grant activity. It reports to the Assistant Vice President for Research (AVPR) and serves all five Schools and the Foundation Program. Faculty should treat the ORG as a partner in their research activity, not only an administrative checkpoint.

| ORG Function                          | What Faculty Can Expect                                                                                                                                                                               |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal Research Fund Administration | Manages the annual grant cycle: publishes the Call for Proposals, administers the review process, disburses funds, monitors progress, and collects outputs.                                           |
| External Grant Pre-Award Support      | Assists faculty in identifying funding opportunities, reviewing funder guidelines, providing budget templates, reviewing draft proposals, and coordinating submission of external grant applications. |
| Grant Post-Award Management           | Manages financial reporting, progress report preparation, compliance monitoring, and grant closeout for all externally funded projects under RES-003.                                                 |
| IP Disclosure and Management          | Receives IP Disclosure Forms, conducts ownership evaluations, manages patent filing and commercialization, and administers the revenue-sharing framework under RES-004.                               |
| Research Ethics Coordination          | Provides REC application support, communicates REC decisions to researchers, and coordinates research ethics training.                                                                                |
| Research Output Database              | Maintains the institutional record of all AIU research outputs, verifies indexed publications, and tracks progress against RISE Strategy KPIs.                                                        |

| ORG Function           | What Faculty Can Expect                                                                                                              |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| APC Fund Management    | Administers open access Article Processing Charge funding under RES-005, including journal quality assessment and fund disbursement. |
| Annual Research Report | Compiles and presents the Annual Research Report to the AVPR, Faculty Council, and President by November 30 each year.               |

## 8.3 AIU Internal Research Fund

The AIU Internal Research Fund provides competitive grants to full-time faculty for scholarly projects aligned with the institution's research mission. Two programs are available:

| Program                    | Award Range          | Duration               | Purpose and Eligibility                                                                                                                                         |
|----------------------------|----------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Feasibility Study Grant    | Up to KD 3,000       | Up to 12 months        | Supports faculty in developing and testing a research concept before a full Competitive Research Grant application is submitted. Open to all full-time faculty. |
| Competitive Research Grant | KD 3,001 – KD 15,000 | Up to 2 academic years | Supports substantial multi-year research projects with defined indexed publication outputs. Competitive peer review. Open to all full-time faculty.             |

### 8.3.1 Annual Grant Cycle

The annual Call for Proposals is published by November 15 each academic year. Applications must be submitted to the ORG by the deadline specified in the Call (at least 45 working days from the publication date). The Research and Grants Committee evaluates applications competitively and notifies successful applicants by December 15. Grant recipients submit interim progress reports by March 15 and final completion reports by May 30 of the grant year.

All grant recipients must: (a) acknowledge AIU affiliation in all publications arising from the funded project; (b) submit the Annual Faculty Research Activity Report documenting grant progress; (c) produce the outputs committed to in the approved application; and (d) submit a final completion report within 30 days of project conclusion. Failure to produce committed outputs triggers a progress review and may affect eligibility for future ORG funding.

### 8.3.2 Research and Grants Committee

The Research and Grants Committee (RGC) governs the internal Research Fund and provides research policy recommendations to the AVPR. Its composition:

- Chair: Assistant Vice President for Research (ex officio)
- Three senior faculty members (Associate Professor or above), one from each of three Schools on a rotating basis,



- appointed annually by the President
- Director of Research and Grants (ex officio, non-voting, serves as secretary)
- External peer reviewers for Competitive Research Grant applications (engaged case-by-case, not standing members)

Committee members with a conflict of interest in a specific application must recuse and are replaced by an alternate from the trained faculty panel. All grant selection decisions require a written record of the assessment rationale, retained in the Research Activity Register.

## 8.4 External Grant and Sponsored Research

AIU's RISE Strategy 2026–2030 targets KD 200,000+ in external grant income annually by 2030. External grants provide resources for research that would otherwise be unfunded, generate credibility with the wider scholarly community, and are one of the metrics used by regional university rankings. The ORG provides pre-award support to help faculty identify, develop, and submit competitive external grant applications.

### 8.4.1 Pre-Award Support

Faculty considering an external grant application should contact the ORG as early as possible in the process — ideally at the concept stage, before the proposal is drafted. The ORG's pre-award support includes:

- Identifying relevant funding opportunities from Kuwaiti government bodies, GCC foundations (including KFAS), international agencies, and private sector sponsors
- Reviewing funder guidelines and eligibility requirements
- Providing standard budget templates and costing guidance consistent with AIU's approved indirect cost recovery rate
- Reviewing draft proposals for compliance with funder requirements and institutional policies
- Coordinating any institutional sign-off required before submission (AVPR endorsement, President approval where required)

### 8.4.2 Key Requirements for External Grant Applications

All external grant applications submitted on AIU's behalf must:

- Be submitted through the ORG, not directly by the faculty member. The Principal Investigator (PI) must be a full-time AIU faculty member.
- Disclose all financial conflicts of interest in accordance with FAC-010. Research involving a Significant Financial Interest of the PI or a co-investigator must be disclosed before submission.
- Include an appropriate indirect cost recovery (overhead) allocation, following the standard rate approved by AIU Finance. Faculty may not unilaterally waive indirect cost recovery without ORG and Finance approval.
- Obtain IRB/REC approval (or confirmation of exemption) before research involving human participants or animals begins, regardless of when the grant is awarded.
- Disclose any IP ownership or publication restriction terms in the proposed agreement before AIU accepts the award. The ORG reviews and may negotiate IP and publication provisions before acceptance under RES-003.

### 8.4.3 Post-Award Management

Upon award, the ORG takes over financial and compliance management of the grant. The PI is responsible for the scientific and scholarly execution of the project, including producing the committed outputs and meeting reporting obligations.

Faculty PIs must:

- Keep the ORG informed of any deviation from the approved work plan, budget, or timeline.
- Obtain ORG and AVPR approval before any significant change to the project (personnel, scope, budget reallocation, no-cost extension).
- Submit all required funder reports through the ORG on time.
- Acknowledge AIU affiliation in all publications arising from the funded project.
- Submit a final grant completion report to the ORG within 30 days of the end of the grant period.

## 8.5 Research Ethics and Human Subjects Protection

AIU is committed to the highest standards of research ethics. All research involving human participants, identifiable human data, or animals conducted under AIU's auspices requires prior ethical review and approval. The governing policy is RES-002 (Research Ethics and Human Subjects Protection Policy), aligned with the Declaration of Helsinki (2013) and the CIOMS International Ethical Guidelines (2016).

The fundamental ethical obligation in research: every research design involving human participants must balance the potential contribution to knowledge against the risks, burdens, and intrusions imposed on participants. Informed consent, confidentiality, and protection of vulnerable populations are non-negotiable. These are not bureaucratic requirements, they are the ethical foundation of scholarship that takes human beings seriously.

### 8.5.1 Research Ethics Committee (REC)

AIU's Research Ethics Committee (REC), the institutional equivalent of an IRB, is the standing body responsible for reviewing, approving, conditionally approving, or rejecting research protocols involving human participants and animals. The REC exercises its functions independently of the research interests of any faculty member, School, or external funder. Its composition ensures interdisciplinary expertise and includes a non-scientist and an external community member, consistent with international standards.

### 8.5.2 Three-Tier Review Framework

Research protocols are categorized into one of three review tiers based on the nature and level of risk involved:

| Tier          | When It Applies                                                                                                                                                                                                | Process                                                                                                                                                  |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Exempt Review | Research involving minimal risk and no identifiable participants: anonymous surveys, publicly available data, observations of public behavior without intervention, educational research in standard settings. | Faculty submits REC Exempt Determination Request. REC Chair confirms exempt status in writing within 10 working days. No full committee review required. |

| Tier              | When It Applies                                                                                                                                                                                                                                    | Process                                                                                                                                |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Expedited Review  | Research involving no more than minimal risk to participants, using standard data collection methods not covered under Exempt review: surveys, interviews, secondary data with limited identifiers, non-invasive observational studies.            | Full application to REC. REC Chair or designee reviews within 15 working days. Approval without full committee meeting.                |
| Full Board Review | Research involving more than minimal risk, vulnerable populations (minors, prisoners, cognitively impaired, students in a dependent relationship with the researcher), sensitive topics, or research with significant legal or ethical complexity. | Full committee review at a scheduled REC meeting. Decision within 30 working days. Applicant may be invited to respond to REC queries. |

### 8.5.3 REC Application Requirements

A REC application must include:

- A complete research protocol describing the purpose, design, methods, recruitment process, and expected outputs
- An informed consent form or justification for waiver of consent
- Recruitment materials (advertisements, information sheets, scripts)
- Data management plan specifying how data will be collected, stored, protected, and retained
- A conflict of interest disclosure by the PI and all co-investigators
- For research involving vulnerable populations: additional protections and the basis for including vulnerable individuals

Research may not begin until written REC approval or a confirmed exempt determination is in hand. Data collected before REC approval cannot be used in the research. The REC must be notified of any protocol deviations, adverse events, or unanticipated problems within 10 working days of their occurrence.

### 8.5.4 Research Integrity

All research conducted at AIU must meet the highest standards of intellectual honesty. The following conduct is prohibited under RES-002 and FAC-004 and is subject to the misconduct investigation process in FAC-004:

- Fabrication: inventing data, results, or observations that were not actually collected
- Falsification: manipulating research data, materials, equipment, or processes to change or omit results
- Plagiarism: representing others' ideas, methods, data, or language as one's own without proper attribution
- Unethical authorship: ghost authorship (where individuals who contributed substantively are excluded) and gift authorship (where individuals who did not contribute substantively are included)
- Selective reporting: publishing only the results that support a desired conclusion while suppressing contradictory findings
- Research involving human participants without prior REC approval

Faculty who discover or suspect research misconduct by a colleague should report this to the AVPR through the Whistleblower portal established under the institutional governance framework. Reports made in good faith are protected from retaliation.

## 8.6 Intellectual Property

AIU's Intellectual Property Policy (RES-004) provides a clear framework for determining who owns intellectual property created at or under the auspices of AIU. The framework balances AIU's legitimate interest in IP created using its resources with the academic tradition of faculty ownership of their scholarly works.

### 8.6.1 The Scholarly Works Exception

AIU does not claim ownership of scholarly works produced by faculty as the natural expression of their individual scholarly expertise. The scholarly works exception applies to:

- Peer-reviewed journal articles, conference papers, and book chapters authored by faculty in the course of their scholarly work
- Scholarly monographs, textbooks, and books authored by faculty
- Creative and artistic works (artworks, designs, musical compositions, films, architectural works) produced as a natural extension of faculty scholarship
- Course syllabi, lecture notes, and educational materials developed by faculty for their own courses

Faculty retain full ownership of their scholarly works. AIU receives only a non-exclusive, royalty-free license to use these works for accreditation evidence and educational assessment purposes.

### 8.6.2 AIU-Owned Intellectual Property

AIU claims ownership of intellectual property created using significant AIU resources, where 'significant resources' means AIU funding, specialized equipment or laboratory space, research assistants paid by AIU, or other institutional resources beyond standard computing, library access, and internet connectivity. The primary categories of AIU-owned IP are:

- Patentable inventions, discoveries, and innovations developed using AIU resources, facilities, or funding
- Software, databases, and algorithms developed using AIU resources or in the scope of employment
- Works specifically commissioned by AIU in writing before creation, for defined institutional purposes
- Research outputs governed by sponsored research agreement terms that assign IP to the sponsor or to AIU

### 8.6.3 Revenue Sharing

Where AIU commercializes IP it owns, the Net Royalty Income (gross royalties less direct commercialization costs) is distributed as follows:

| Share                     | Recipient                                                                                                                                            |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| 40% of Net Royalty Income | Inventor(s) or creator(s) — distributed in proportion to documented contribution                                                                     |
| 30% of Net Royalty Income | The inventor's School — to support research infrastructure and student research opportunities                                                        |
| 30% of Net Royalty Income | AIU institutional research infrastructure — to support the Office of Research and Grants, the internal Research Fund, and future IP management costs |

### 8.6.4 IP Disclosure Obligation

Every faculty member who creates IP potentially owned by AIU under Section 8.6.2 must disclose that IP to the Director of Research and Grants using the IP Disclosure Form, promptly after its conception or creation. The disclosure obligation is particularly important before any public presentation or publication of potentially patentable IP, because public disclosure before filing a patent application may destroy novelty in most jurisdictions. Faculty planning to publish or present work that may constitute a patentable invention should consult the ORG before submission.

The ORG acknowledges IP disclosures within five working days, conducts an initial assessment within 30 days, and issues a final written ownership determination within 90 days. Where AIU decides not to pursue commercialization, the faculty member may request that AIU release its rights; AIU retains only a royalty-free non-exclusive license for institutional research and educational purposes.

### 8.6.5 AI-Generated Research Outputs

Artificial intelligence tools may be used as assistants in the process of developing inventions or creative works, but may not be listed as inventors or authors. Where AI tools have contributed materially to an invention, for example, where a generative AI system produced a design element or identified a novel molecular configuration, this contribution must be disclosed in the IP Disclosure Form. The human researchers who directed the AI tool, evaluated its outputs, and made the inventive selection remain the inventors. This is consistent with the current position of the USPTO, EPO, and all major patent offices, which do not recognize AI systems as inventors.

## 8.7 Open Access and Research Dissemination

AIU encourages open access as the default publication route for AIU research outputs. Open access publication, making peer-reviewed scholarship freely available online without paywalls, serves AIU's mission to contribute to Kuwait's knowledge economy and is increasingly a funder requirement. AIU provides financial support to reduce barriers to open access and does not restrict faculty choice of publication venue.

### 8.7.1 Open Access Routes

| Route          | Description                                                                                                                                                  | AIU Support                                                        |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Gold OA        | Publication in a fully open access journal. Article is immediately freely available. APC typically required.                                                 | APC funding available under Section 8.7.2.                         |
| Hybrid Gold OA | Open access publication in a subscription journal where the article is made freely available upon payment of an APC.                                         | APC funding available at lower priority than Gold OA.              |
| Green OA       | Self-archiving of the accepted manuscript (not the final typeset version) in a repository — institutional, disciplinary, or author's own institutional page. | Library Director advises on rights and repositories. No APC costs. |
| Diamond OA     | Publication in a fully open access journal that charges no APC — typically run by universities or academic societies.                                        | Strongly supported. No APC funding needed.                         |

### 8.7.2 APC Funding Support

AIU maintains an Article Processing Charge (APC) fund administered by the Director of Research and Grants. The maximum APC funding per article is KD 300. Priority order for APC allocation:

- Priority 1: Publications where open access is mandated by an external funder as a condition of the grant award.
- Priority 2: Publications arising from AIU Internal Research Fund grants (RES-001).
- Priority 3: Gold or Diamond OA in SCOPUS- or Web of Science-indexed journals.
- Priority 4: Hybrid OA in high-quality subscription journals where Green OA is not available.

To apply for APC funding, faculty submit the APC Application Form to the Director of Research and Grants before submitting the final manuscript to the journal. The ORG verifies journal quality (SCOPUS/WoS indexing and non-predatory status) before approving funding.

### 8.7.3 Publication Quality and Predatory Journals

AIU's APC funding, research output reporting, and promotion criteria all require publications in qualifying indexed journals — SCOPUS-indexed, Web of Science-indexed, or equivalent high-quality outlets in terminal-degree disciplines. Faculty must exercise professional judgment about publication venue quality.

Publications in predatory journals, journals that charge fees without providing genuine peer review, use deceptive titles, issue fake impact factors, or engage in other practices that exploit the academic publishing system, do not qualify as research outputs for any institutional purpose at AIU. Faculty should consult the ORG before submitting to a journal they are uncertain about. The ORG maintains a watch list of journals with predatory characteristics and publishes it through the AVPR's office.

## 8.8 Research Profiles and Reporting Tools

All full-time ranked faculty are expected to maintain active research profiles on the major scholarly indexing platforms. These profiles are used to verify publication outputs, track citation impact, and demonstrate AIU's collective research contribution to external audiences including WSCUC and ranking bodies.

| Platform                      | Purpose                                                                                                           | Faculty Obligation                                                                                                                          |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| ORCID                         | Unique researcher identifier linking all publications to the individual across platforms.                         | All faculty should register and maintain an ORCID ID. Link ID to FAS profile.                                                               |
| SCOPUS Author Profile         | Primary institutional database for verifying indexed publications and h-index for promotion purposes.             | Verify and update SCOPUS profile annually. Link SCOPUS ID to FAS profile.                                                                   |
| Google Scholar Profile        | Supplementary citation tracking and h-index calculation, particularly for publications not yet indexed in SCOPUS. | Maintain a public Google Scholar profile. Link to FAS profile.                                                                              |
| Faculty Activity System (FAS) | AIU's institutional platform for recording research outputs, grant activity, and annual research reports.         | Update FAS promptly upon each publication, grant award, or other research event. Annual Faculty Research Activity Report submitted via FAS. |

## 8.9 RISE Strategy Research KPIs

AIU's research performance is tracked against the following Key Performance Indicators, derived from the RISE Strategy 2026–2030. Faculty contributions are the primary driver of progress against these targets:

| KPI                                        | Measurement                                                                              | RISE Target (2030)                        |
|--------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------|
| Annual indexed publications                | SCOPUS- or WoS-indexed publications with at least one AIU author affiliation per year    | 100+ per year by AY 2029–30               |
| Faculty scholarly activity compliance rate | % of full-time faculty submitting AFRAR and demonstrating at least one qualifying output | 75% by Year 3; 85% by Year 5              |
| Internal Research Fund utilization         | % of available fund allocated and under active implementation                            | 100% of fund awarded annually from Year 2 |
| External grant income                      | Total value of external grants awarded to AIU faculty in the academic year               | KD 200,000+ per year by AY 2029–30        |
| Open access publication rate               | % of AIU-affiliated publications available through an OA route                           | ≥50% by AY 2028–29; ≥70% by AY 2030       |

Annual progress against these KPIs is reported in the Annual Research Report compiled by the Director of Research and Grants (due November 30 each year), presented to the Faculty Council, and included in the Annual Institutional Effectiveness Report submitted to the Board of Trustees.

## CHAPTER 9: Academic Freedom and Professional Ethics

Academic freedom and professional ethics are not in tension at AIU, they are complementary foundations of the academic enterprise. Academic freedom gives faculty the right to pursue knowledge, teach their subjects, and participate in governance without institutional interference. Professional ethics define the responsibilities that make those rights trustworthy. This chapter describes AIU's academic freedom framework, the ethical standards all faculty are expected to meet, the conflict of interest and consultancy provisions, and the processes for handling misconduct and academic freedom violations. The governing policies are ACA-002, FAC-004, FAC-010, and FAC-011.

### 9.1 Academic Freedom

#### 9.1.1 AIU's Commitment

Academic freedom is the freedom of faculty members to pursue scholarly inquiry, to present their findings and conclusions honestly, and to teach their subjects as they determine appropriate within their professional competence, without institutional interference, retaliation, or disadvantage for the content of their protected activities. AIU's commitment to academic freedom is not merely a policy statement. It is a condition of AIU's credibility as an academic institution and a requirement of WSCUC accreditation under CFR 1.3.

AIU's Academic Freedom Policy (ACA-002) is aligned with the foundational principles of the AAUP 1940 Statement of Principles on Academic Freedom and Tenure, which defines the internationally recognized baseline for academic freedom at universities. No modification of AIU's academic freedom protections may reduce them below this baseline without Board approval.

#### 9.1.2 Protected Activities

The following activities are expressly protected under ACA-002. No faculty member may be subjected to retaliation, discipline, adverse employment action, or any other disadvantageous treatment for engaging in these activities:

| Protected Activity                            | Examples and Clarification                                                                                                                                                                                                             |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teaching and curriculum delivery              | Selecting instructional methods appropriate to the subject; assigning readings consistent with scholarly standards; addressing controversial topics with intellectual rigor; giving grades that honestly reflect student performance.  |
| Research, scholarship, and creative activity  | Choosing research questions and methodology; reporting findings honestly regardless of outcome; publishing in peer-reviewed venues; presenting at academic conferences.                                                                |
| Public expression as a private citizen        | Publishing opinion articles; speaking at public forums; participating in professional association activities; commenting on public affairs on personal platforms provided it is clear the individual is not speaking on behalf of AIU. |
| Faculty and academic governance participation | Serving on the Faculty Council and institutional committees; participating in accreditation activities; providing honest assessments in program review, self-study, or peer review processes.                                          |



| Protected Activity                                 | Examples and Clarification                                                                                                                                                                          |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expression of professional academic judgment       | Advising students honestly; providing honest performance evaluations of colleagues; offering critical assessments of curriculum or institutional practices through appropriate governance channels. |
| Raising concerns about academic freedom violations | Reporting a suspected academic freedom violation; supporting a colleague who has filed an academic freedom complaint; providing evidence in an academic freedom investigation.                      |

The fact that a protected activity is controversial, uncomfortable for some members of the university community, or contrary to the views of institutional leadership does not remove the protection. The burden of demonstrating that conduct falls outside the policy's protections lies with the party asserting that the conduct is unprotected — not with the person claiming protection.

### 9.1.3 Limits of Academic Freedom

Academic freedom does not exempt faculty from professional responsibilities. It does not mean:

- Freedom from the consequences of professional misconduct, research fraud, plagiarism, or harassment
- Freedom to misrepresent scholarly qualifications or institutional affiliations
- Freedom to violate the rights or dignity of students, colleagues, or research participants
- Freedom to use the classroom as a platform for sustained advocacy on matters unrelated to the subject of instruction
- Freedom to act in ways that breach applicable Kuwaiti law

When faculty exercise their academic freedom in public settings, speaking or writing as private citizens, they should make clear that they are not speaking on behalf of AIU. This does not restrict the content of their expression; it is a matter of institutional clarity.

### 9.1.4 Non-Retaliation and Employment Security

Non-renewal of a faculty appointment may not be based on the content of the faculty member's protected academic activities. Non-renewal decisions must be based on documented performance criteria, program need, or financial exigency, not on the exercise of academic freedom. The due process protections of FAC-002 (Faculty Grievance and Due Process Policy) apply to all non-renewal decisions and provide the mechanism through which a faculty member may challenge a non-renewal they believe was motivated by the content of their protected activities.

Retaliation against a faculty member for exercising protected rights is an independent violation of ACA-002, regardless of whether the underlying exercise of academic freedom was itself appropriate. The following employment actions are prohibited when taken as retaliation:

- Disciplinary action or termination
- Non-renewal of appointment
- Reduction in salary, benefits, or rank

- Adverse change in teaching assignment, research support, or office space
- Exclusion from governance activities, committees, or academic programs
- Negative evaluation not based on academic performance criteria
- Public statements that demean or discredit the person for their protected activity

### 9.1.5 Academic Freedom Complaint Process

A faculty member who believes their academic freedom has been violated may file a formal academic freedom complaint with the VPAA. The complaint process, governed by ACA-002, operates through an Academic Freedom Review Panel drawn from the Faculty Council's Faculty Affairs Committee — three faculty members with no personal connection to either party in the matter.

| Step | Action                                                                                                   | Timeline                                                                                                       |
|------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 1    | Informal resolution attempt (encouraged but not required)                                                | Within 20 working days of the alleged violation                                                                |
| 2    | Formal written complaint submitted to the VPAA                                                           | Within 40 working days of alleged violation (or 15 working days after failed informal attempt)                 |
| 3    | VPAA acknowledges receipt; respondent notified and invited to respond                                    | Within 3–5 working days                                                                                        |
| 4    | Faculty Council appoints three-member Academic Freedom Review Panel                                      | Within 10 working days of respondent response                                                                  |
| 5    | Review Panel investigates — document review, interviews, additional evidence                             | Within 20 working days of panel convening                                                                      |
| 6    | Panel issues written findings and recommendations                                                        | Within 10 working days of closing investigation                                                                |
| 7    | President issues written determination on each finding                                                   | Within 20 working days of receiving findings                                                                   |
| 8    | Where President rejects a panel finding of violation: complainant may appeal to Board Academic Committee | Within 15 working days of Presidential determination. Board issues final determination within 30 working days. |

Confirmed violations may result in remedies including reversal of the adverse action, reinstatement, institutional acknowledgment of the violation, mandatory training for the respondent, and other remedies as recommended by the Review Panel. Remedies are implemented within 20 working days of the Presidential determination confirming the finding.

## 9.2 Professional Ethics Standards

AIU's Faculty Professional Ethics Policy (FAC-004) defines the ethical standards expected of all faculty across five domains. These standards apply to all professional activities in teaching, scholarship, research, supervision, service, and external activities undertaken in connection with the faculty member's role at AIU.

### 9.2.1 Scholarly Competence

- Practice intellectual honesty at all times. Subsidiary interests and activities must not compromise freedom of inquiry or the integrity of scholarly output.
- Acknowledge all sources of data, ideas, and argument in accordance with applicable citation standards. This obligation applies to publications, presentations, grant applications, course materials, and submissions to AIU committees.
- Refrain from fabricating, forging, or misrepresenting data, results, credentials, or scholarly output.
- Adhere to the Vancouver Convention in authorship determinations for scholarly publications. Do not engage in ghost authorship (excluding genuine contributors) or gift authorship (including non-contributors).
- Conduct all research involving human subjects, animals, or sensitive data in accordance with RES-002 and with prior REC approval.

### 9.2.2 Responsibilities to Students

- Encourage the free and independent pursuit of learning, and hold students to the best scholarly and ethical standards of the discipline.
- Protect students' academic freedom — their right to take reasoned exception to the views presented in a course and to form their own judgments about matters of opinion.
- Evaluate student academic performance fairly and solely on academic criteria. Never allow personal factors to influence grading.
- Maintain the confidentiality of student educational records and personal information.
- Maintain professional boundaries. Romantic or personal relationships between faculty and currently enrolled students are prohibited.
- Represent accurately to students the nature of the courses taught and the expectations that will apply.

### 9.2.3 Responsibilities to Colleagues

- Engage in collegial discourse with respect and intellectual honesty, even in disagreement.
- Do not misrepresent the work or views of colleagues.
- Cooperate in good faith with institutional processes — performance reviews, accreditation activities, program reviews, and investigations.
- Refrain from conduct that creates a hostile, intimidating, or discriminatory work environment.

### 9.2.4 Responsibilities to the Institution

- Fulfill the terms of the employment contract and the institutional policies that govern faculty appointment.
- Seek prior written VPAA approval before undertaking any compensated outside employment or consultancy.
- Use AIU's name, logo, and brand only in ways authorized by the institution.
- Accurately represent AIU in all external communications. Faculty may identify their AIU position in external contexts but must not imply that AIU endorses or is a party to their personal activities.
- Disclose conflicts of interest promptly and in accordance with FAC-010.

### 9.2.5 Responsibilities as Citizens

Faculty are entitled to engage in public debate, civic participation, and advocacy as private citizens. When engaging publicly, faculty should make clear they are not speaking on behalf of AIU. Faculty should exercise care that their public expressions do not misrepresent their scholarly expertise, compromise research integrity, or violate their professional obligations to students and colleagues.

## 9.3 Professional Misconduct: Investigation Process

The Faculty Professional Ethics Policy (FAC-004) establishes the process for investigating reports of alleged professional misconduct. The process is designed to be fair to both the complainant and the respondent, and protects against both unsubstantiated accusations and retaliation for good-faith reporting.

### 9.3.1 Ethics Review Committee (ERC)

The President, on the recommendation of the VPAA, appoints a standing Ethics Review Committee (ERC) comprising:

- Three faculty members at the rank of Associate Professor or Professor, with at least one member from each of three Schools (three-year staggered terms)
- One senior academic administrator designated by the VPAA
- One independent member with expertise in ethics, law, or professional conduct — drawn from outside the University

The ERC Chair is elected by its members for a two-year term. The ERC operates independently of the research, promotion, and employment interests of any faculty member, School, or administrator. Its findings are recommendations to the President; the President holds final decision authority.

### 9.3.2 Investigation Process

| Stage                   | Process                                                                                                                                                                                                               | Timeline                                             |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Report Submission       | Any person with a good-faith belief that misconduct has occurred may report to the VPAA or through the Whistleblower portal (GOV-003). Reports may be made in writing or verbally (followed by written confirmation). | At any time.                                         |
| Initial Inquiry         | ERC Chair reviews the report to determine whether it contains sufficient factual basis to warrant formal investigation. The respondent is not notified at this stage.                                                 | Within 10 working days of receipt.                   |
| Decision to Investigate | If the Initial Inquiry finds sufficient basis, the ERC opens a formal investigation and notifies the respondent in writing with a statement of the allegations.                                                       | Within 5 working days of initial inquiry conclusion. |

| Stage                 | Process                                                                                                                                                                                                                              | Timeline                                            |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Formal Investigation  | ERC reviews all documentary evidence, interviews relevant parties, and prepares a written investigation report with findings and recommendations. The respondent has the right to respond to evidence before findings are finalized. | Within 60 working days of opening.                  |
| Presidential Decision | The President reviews the ERC's findings and recommendations and issues a final decision with stated reasons. Where misconduct is found, the President determines the appropriate sanction.                                          | Within 20 working days of receiving the ERC report. |
| Appeal                | Faculty members may appeal to the VPAA (on procedural grounds) and then to the Board Academic Committee. The appeal process under FAC-002 applies where the misconduct finding has employment consequences.                          | Within 15 working days of Presidential decision.    |

### 9.3.3 Sanctions

Sanctions for professional misconduct are proportionate to the severity, pattern, and harm of the conduct. In increasing order of severity:

- Written warning placed in the faculty member's personnel file
- Mandatory professional development or ethics training
- Suspension of specific privileges (research funding, external review participation)
- Formal reprimand with conditions attached to continued appointment
- Salary reduction
- Suspension without pay
- Termination for cause (in the most serious cases of misconduct, consistent with FAC-003 and applicable Kuwait law)

No sanction with employment consequences may be imposed without the faculty member having been provided written notice, the opportunity to respond, and access to the appeal process under FAC-002.

### 9.3.4 Protection Against Retaliation

AIU prohibits retaliation against any person who reports alleged misconduct in good faith, participates in an inquiry or investigation, or provides testimony in connection with a report. Retaliation is itself an act of serious misconduct subject to the same sanctions. Faculty who believe they have been subjected to retaliation should report this to the VPAA immediately.

The duty to report applies to all faculty: where a faculty member becomes aware of conduct they reasonably believe constitutes misconduct, they are expected to report it. The duty is fulfilled by bringing the concern to the appropriate authority — faculty members are not expected to investigate or assess the validity of the allegation themselves.

## 9.4 Conflict of Interest

AIU's Faculty Conflict of Interest Policy (FAC-010) establishes a structured, tiered disclosure system through which all faculty report relevant interests, activities, and relationships annually and on an event-triggered basis. A conflict of interest is any circumstance in which a faculty member's personal, financial, professional, or other interests may be reasonably perceived as potentially diverging from their professional obligations to AIU, to students, to research integrity, or to the institution's interests.

The governing principle: 'Where there is doubt, disclose.' The COI Review Committee assesses disclosures and determines whether management is required. Disclosing a conflict is not an admission of wrongdoing; it is the fulfillment of a professional obligation.

### 9.4.1 Annual COI Disclosure

Every faculty member submits an Annual Conflict of Interest Disclosure Form (ACOID) through the Faculty Activity System (FAS) by September 30 each year. New faculty complete the ACOID within 30 days of their appointment start date. The disclosure covers:

- All outside employment and compensated activities
- Significant financial interests in entities that do business with AIU, recruit AIU graduates, or are affected by the faculty member's research or teaching
- Research funding from entities in which the faculty member holds a financial interest
- Family and personal relationships that may affect employment decisions at AIU
- Gifts, hospitality, or benefits received from external parties

The COI Review Committee reviews all ACOID submissions by October 31. Disclosures identifying potential conflicts are assessed and, where appropriate, a Conflict Management Plan is developed. Submissions with no disclosable interests are acknowledged and filed. Faculty who do not submit the ACOID by the deadline receive a formal notice from HR; persistent non-disclosure is treated as a violation.

### 9.4.2 Categories of Conflict of Interest

| Conflict Category                 | Examples                                                                                                 | Required Response                                                                         |
|-----------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Outside Employment and Consulting | Compensated work for an external entity in the faculty member's field; private tutoring; advisory roles. | Annual ACOID + prior written VPAA approval for each engagement under FAC-011.             |
| Financial Interest                | Ownership or equity stake in an entity affected by the faculty member's research or teaching decisions.  | Annual ACOID; threshold disclosure for interests above KD 1,000 or 5% ownership.          |
| Research and Funding              | PI on a project funded by an entity in which the faculty member holds a financial interest.              | Disclosure at grant submission; ongoing disclosure if interest arises during the project. |

| Conflict Category                 | Examples                                                                                   | Required Response                                                                             |
|-----------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Family and Personal Relationships | Teaching, supervising, advising, or grading an immediate family member; hiring a relative. | Annual ACOID; recusal from evaluation and hiring decisions involving affected individuals.    |
| Gifts and Hospitality             | Receiving gifts from students, industry partners, or applicants above the KD 25 threshold. | Immediate disclosure to Dean and VPAA. Gifts above threshold must be declined or surrendered. |

## 9.5 Professional Consultancy

AIU actively supports faculty professional consultancy as a legitimate dimension of academic life. Consultancy enhances disciplinary currency, builds industry relationships that benefit students, and contributes to Kuwait's knowledge economy. At the same time, consultancy can create conflicts of commitment and conflicts of interest that require proactive management. The governing policy is FAC-011.

### 9.5.1 Consultancy Categories

| Category                           | Description                                                                                                                                                                                                                            | Approval Required                                                                                    |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Category 1 No prior approval       | Incidental scholarly activities: conference presentations, invited academic talks, editorial service, peer review, one-off expert comments to media. Scholarly communications that earn honoraria are not consultancy.                 | No prior approval. Record in Annual Consultancy Disclosure.                                          |
| Category 2 Prior approval required | Any substantive consultancy in the faculty member's field for an external organization: advisory contracts, project consultancy, expert witness, funded professional training, paid speaking engagements beyond Category 1.            | Prior written approval: Chair → Dean → VPAA. Self-dealing consultancy requires the highest scrutiny. |
| Category 3 Prohibited              | Consultancy for direct competitors of AIU in Kuwait's private higher education market; consultancy that creates an unresolvable conflict of interest; consulting for entities that would exploit AIU students or misuse AIU resources. | Not permitted under any circumstances.                                                               |

### 9.5.2 The 20% Time Ceiling

Full-time faculty may devote no more than 20% of their contracted working time — equivalent to approximately one working day per week averaged over the semester — to all consultancy and external professional activities combined. This ceiling applies during regular semesters. Faculty may not use their contracted AIU time for consultancy activities.

Where teaching quality, research productivity, or service contributions are materially impaired by consultancy activity, the VPAA may require the faculty member to reduce or suspend consultancy regardless of whether the 20% ceiling has been formally reached.

### 9.5.3 Annual Consultancy Disclosure

All faculty, including those who had no consultancy during the year, submit an Annual Consultancy Disclosure to their Dean by September 30 each year. The disclosure covers: all Category 1 activities; all Category 2 activities (cross-referenced to prior approvals on file); total time spent per semester; any IP arrangements; compensation received; and any use of AIU resources. Individual disclosures are confidential employment records, retained in the faculty member's personnel file.

### 9.5.4 Using AIU Resources and Name

Faculty may use standard AIU facilities (office, computing, library) for incidental consultancy preparation. Use of specialized AIU equipment, laboratory space, student assistants paid by AIU, or other institutional resources beyond the standard allocation requires prior written VPAA approval and appropriate resource-use compensation to AIU as determined by Finance. Faculty must not represent AIU as a party to, endorser of, or participant in any consultancy activity, and may not use the AIU name, logo, or brand in any consultancy output without explicit written VPAA approval.

## 9.6 Faculty Grievance and Due Process

Faculty members who believe they have been treated unfairly or in violation of institutional policy in matters relating to their employment, including academic freedom violations, discrimination, inequitable workload assignment, improper performance evaluation, or disciplinary action, have the right to seek redress through the Faculty Grievance and Due Process established in FAC-002. This section provides an overview; the full process is defined in FAC-002.

### 9.6.1 Scope of Grievances

The Faculty Grievance process covers:

- Academic freedom violations (tracked separately under the Academic Freedom Track of FAC-002 and under ACA-002)
- Alleged violations of institutional policy in employment decisions (non-renewal, termination, disciplinary action)
- Inequitable treatment in workload assignment, compensation, or access to institutional resources
- Improper performance evaluation procedure
- Harassment, discrimination, or hostile work environment

### 9.6.2 Grievance Process Overview

The grievance process has three stages:

- Stage 1: Informal Resolution: The faculty member raises the concern directly with the relevant supervisor (Dean or Chair) within 20 working days of the event or decision. Most grievances are resolved at this stage.
- Stage 2: Formal Grievance: If informal resolution fails, the faculty member submits a formal written grievance to the VPAA within 30 working days of the event (or within 15 working days of failed informal resolution). The VPAA refers the matter to the Faculty Grievance Committee.
- Stage 3: Faculty Grievance Committee Hearing: A faculty-majority committee hears the matter, reviews evidence, and issues a written recommendation to the VPAA and President. The President issues a final decision. Faculty members may appeal to the Board Academic Committee where the President's decision rejects the committee's recommendation on a confirmed violation.

No consequential employment decision may be implemented while a grievance or appeal relating to that decision is pending.



Shared governance is the institutional model through which AIU ensures that faculty hold genuine authority over academic matters and have a meaningful advisory role in institutional decisions with significant academic implications. It is not a courtesy arrangement — it is a WSCUC accreditation requirement. WSCUC CFR 3.10 requires that faculty exercise effective collective authority over academic matters, and that such authority be real rather than advisory or performative. This chapter describes the governance framework within which AIU faculty participate: the Faculty Council, the Deans Council, the School Councils, the Department Councils, and the President's Leadership Council. The governing policy for faculty governance is FAC-001 (Faculty Council Charter).

### 10.1 AIU's Shared Governance Framework

AIU's governance framework is organized across four layers: the Board of Trustees (institutional oversight), the President's Leadership Council (executive integration), the Deans Council (executive academic administration), and the Faculty Council (shared academic governance). Each layer has a defined jurisdiction; they do not duplicate each other.

| Body                                 | Type                              | Primary Jurisdiction                                                                                                                                                    |
|--------------------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Board of Trustees                    | Governance                        | Institutional oversight: mission, strategy, financial health, Presidential accountability, accreditation compliance, degree conferral.                                  |
| President's Leadership Council (PLC) | Executive advisory                | Cross-divisional coordination, strategic implementation, Presidential advisory integration. Does not hold governance authority.                                         |
| Deans Council                        | Executive academic-administrative | Academic planning, institutional coordination, executive implementation of educational policy. Chaired by the President.                                                |
| Faculty Council                      | Shared academic governance        | Authority over academic standards, curriculum, and academic policy. Advisory authority on institutional matters with academic implications.                             |
| School Councils                      | School academic governance        | Curriculum coordination, assessment oversight, faculty affairs recommendations, and resource planning at the school level. Report to Deans Council and Faculty Council. |
| Department Councils                  | Department academic governance    | Curriculum ownership, CLO/PLO assessment, faculty scheduling, course coordination, and student welfare at the department level. Report to School Councils.              |

## 10.2 The Faculty Council

The Faculty Council is AIU's primary shared governance body for academic matters. It is established by FAC-001 and the Presidential Terms of Reference (Presidential Decision No. 3, AY 2026/27). All full-time faculty are members of the Faculty Council community and are eligible to vote in Council elections and to stand for elected positions.

### 10.2.1 Composition

The Faculty Council consists of voting elected members and ex officio non-voting members:

| Seat                                                        | Eligibility / Basis                                                                                  | Voting Status       |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|
| Faculty Representative School of Business (×1)              | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by school faculty             | Voting              |
| Faculty Representatives School of Engineering (×2)          | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by school faculty             | Voting              |
| Faculty Representative School of Architecture & Design (×1) | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by school faculty             | Voting              |
| Faculty Representative School of Arts & Sciences (×1)       | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by school faculty             | Voting              |
| Faculty Representative School of Education (×1)             | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by school faculty             | Voting              |
| Faculty Representative Foundation Program (×1)              | Full-time faculty, Lecturer rank or above, min. 1 year at AIU; elected by Foundation Program faculty | Voting              |
| At-Large Faculty Representative (×1)                        | All full-time faculty institution-wide; elected institution-wide                                     | Voting              |
| Council Chair, Vice-Chair, and Secretary                    | Elected from and by the voting membership at the first meeting of each academic year                 | Voting              |
| Vice President for Academic Affairs (VPAA)                  | Ex officio — primary administrative liaison                                                          | Non-voting          |
| Student Council Representative                              | Nominated annually by the AIU Student Council                                                        | Non-voting observer |

Faculty members in administrative appointments at the level of Dean or above, or those subject to an active disciplinary proceeding, are ineligible to serve as voting members. Terms of elected members are two years. Officers serve one-year terms, renewable once.

### 10.2.2 Authority

The Faculty Council holds authority over the following academic matters:

- Curriculum requirements, degree program composition, and credit hour structure
- Academic standards for admission to programs, progression, and graduation
- Academic integrity policy and standards

- Faculty promotion criteria (academic dimensions)
- Assessment frameworks and grading standards
- New academic program approval (academic quality dimension)
- Program suspension or discontinuation (academic rationale)
- Strategic planning as it affects academic programs and faculty resources
- Budget proposals that materially affect academic operations, staffing, or facilities
- Major changes to organizational structure with academic implications
- Policies primarily within administrative authority that have a significant academic dimension
- Any matter referred to the Council by the President or Board for consultation

#### 10.2.4 Standing Committees

The Faculty Council operates through four standing committees, each meeting at least four times per academic year:

| Committee                                   | Primary Responsibilities                                                                                                                                                                                                                                                      |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Curriculum and Academic Standards Committee | Reviews new programs, program modifications, program discontinuations; reviews changes to academic standards; reviews general education requirements; reviews course proposals.                                                                                               |
| Academic Integrity and Assessment Committee | Maintains academic integrity policy; oversees student learning outcomes assessment framework; reviews annual program assessment reports; recommends improvements to assessment practice; coordinates with OIE.                                                                |
| Faculty Affairs Committee                   | Reviews faculty employment, professional development, and working conditions with academic implications; advises on faculty qualification standards and workload policy; provides Review Panels for academic freedom complaints; advises on academic freedom and due process. |
| Academic Resources and Technology Committee | Advises on library resources, technology infrastructure, and other resources supporting academic delivery; reviews academic program resource requirements; liaises with IT and Library leadership.                                                                            |

#### 10.2.5 Meetings and Operating Procedures

The Faculty Council meets at least once per month during the academic year. Meetings are open to all full-time faculty to attend as observers (with speaking rights at the Chair's invitation); voting is restricted to elected members. A quorum requires a majority of voting members. Resolutions are adopted by simple majority vote; abstentions do not count as votes. Decisions are recorded as numbered resolutions in the official minutes and are distributed to all full-time faculty within five working days.

The Council Chair may communicate directly and in writing with the President on any matter the Council believes constitutes a threat to academic governance independence, academic freedom, or accreditation compliance — without prior Presidential screening of that communication. This direct access to the Board is a structural safeguard for governance independence.

### 10.2.6 Faculty Council Leadership: The Chair's Role

The Chair leads the Faculty Council and is the primary faculty governance voice at AIU. The Chair's responsibilities include:

- Presiding over all Council meetings and setting the agenda in consultation with members
- Acting as the primary liaison between the Council and the President, the VPAA, and the Board Academic Committee
- Signing all formal Council communications and resolutions
- Presenting the Annual Faculty Council Report to the Board Academic Committee
- Communicating directly with the Board Chair on matters involving threats to academic governance independence

The Chair is entitled to a one-course teaching reduction per semester in recognition of Council leadership responsibilities, consistent with FAC-006. This workload recognition is essential; a governance body whose Chair cannot devote meaningful time to the role cannot function effectively.

## 10.3 The Deans Council

The Deans Council is AIU's executive academic-administrative body, chaired by the President. It serves as the institutional forum through which School Deans and senior Vice Presidents coordinate educational strategy and implement Presidential policy. The Deans Council holds executive-level academic decision-making authority that complements, without duplicating or overriding, the Faculty Council's governance authority.

### 10.3.1 Composition

The Deans Council comprises:

- President (Chair)
- All five School Deans (standing members with voting rights)
- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President for Administration
- Vice President for University Engagement
- Assistant Vice President for Research
- Registrar (ex officio, non-voting)
- Faculty Council Chair (ex officio liaison, non-voting — to ensure academic governance alignment)

### 10.3.2 Jurisdiction

The Deans Council has executive authority over academic planning and coordination matters that are administrative in nature or that have been delegated by the Board to the President. It does not hold authority over matters within the Faculty Council's jurisdiction. Key Deans Council functions include:

- Coordinating academic scheduling, resource allocation, and cross-school program delivery
- Recommending to the Board the conferral of academic degrees and honorary certificates
- Approving school bylaws and internal academic procedures
- Coordinating faculty promotion recommendations from Schools to the Board
- Reviewing and recommending budget allocations affecting academic units
- Establishing and revising student admissions regulations and transfer policies
- Approving external academic partnerships and institutional MoUs

Where Deans Council decisions have implications for matters within the Faculty Council's jurisdiction, the Faculty Council must be consulted before the decision takes effect.

## 10.4 School Councils

Each of AIU's five Schools is governed in its academic affairs by a School Council chaired by the Dean. The School Council is the primary deliberative and coordinating body at the school level, bridging Faculty Council authority and Deans Council direction. It reports upward through the VPAA and Deans Council while maintaining accountability to Department Councils below.

### 10.4.1 Composition

Each School Council comprises:

- Dean (Chair, with casting vote in a tie)
- All Department Chairs within the School (voting)
- Representatives of full-time faculty of the School, appointed by the VPAA (voting)
- School Assessment Coordinator / Accreditation Liaison (non-voting advisory)
- Faculty Council Representative for the School (non-voting liaison)
- One student representative nominated by the Student Council annually (non-voting observer)

### 10.4.2 Mandate

School Councils exercise authority over:

- Curriculum and study plans: proposing and reviewing curricula in consultation with Department Councils before forwarding to the Faculty Council; maintaining current curriculum maps; ensuring CLO-PLO alignment
- Examination coordination: organizing, supervising, and reviewing examination results; maintaining assessment consistency across sections
- Faculty affairs: making recommendations on recruitment priorities, promotion, workload assignments, and professional development needs
- Budget: preparing the annual draft budget for the School

- Assessment and accreditation: compiling the Annual School Assessment Report; maintaining program accreditation files
- Degree conferral: recommending graduates for degree conferral to the Deans Council upon Registrar verification

Curriculum changes within the Faculty Council's jurisdiction take effect only upon Faculty Council approval. School Councils prepare and present such proposals to the Faculty Council through the VPAA.

## 10.5 Department Councils

The Department Council is the primary deliberative governance body at the department level. Academic departments are the foundational units of curriculum ownership, learning outcomes assessment, and faculty collegial life at AIU. Departments develop courses, own Program Learning Outcomes, conduct assessment cycles, maintain program files, and make initial faculty recommendations — all within frameworks established by the School and the institution.

### 10.5.1 Composition

Each Department Council comprises:

- Department Chair (Chair)
- All full-time faculty members assigned to the department (voting)
- School Assessment Coordinator (ex officio advisory where not also a department member)
- Student representatives at the Chair's invitation (non-voting observer)

### 10.5.2 Mandate

Department Councils are responsible for:

- Curriculum: submitting course proposals and study plan recommendations to the School Council; maintaining alignment of Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs)
- Assessment cycle: defining PLOs and CLOs; measuring student achievement; analyzing assessment results; implementing improvements (the 'close-the-loop' step is mandatory); maintaining the program file
- Faculty scheduling: distributing courses among instructors equitably; coordinating teaching assignments
- Research: promoting research activity within the department; supporting grant applications; tracking publication output
- Student welfare: coordinating academic advising; providing guidance and pastoral care; managing student progress concerns
- Faculty affairs: providing opinions and recommendations on faculty appointments, promotions, and workload to the School Council

No faculty member may participate in deliberations concerning the promotion or appointment of a faculty member of higher academic rank than themselves.

## 10.6 How Academic Governance Flows at AIU

Understanding how decisions move through AIU's governance structure helps faculty engage effectively with the process. The following describes the typical governance flow for an academic matter:

| Step | Example: Proposal for a New Required Course                                                                                                                                  |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Faculty member or Department Council identifies the need and develops a course proposal with CLO-PLO mapping, resource requirements, and rationale.                          |
| 2    | Department Council reviews and approves the proposal; Chair forwards it to the School Council.                                                                               |
| 3    | School Council reviews for curriculum coherence, PLO alignment, and resource feasibility; Dean forwards the endorsed proposal to the VPAA for Faculty Council consideration. |
| 4    | Faculty Council Curriculum and Academic Standards Committee reviews the proposal. Full Council votes.                                                                        |
| 5    | Faculty Council Chair communicates the decision to the VPAA. The VPAA notifies the Dean and Registrar. The course is added to the program and scheduled.                     |
| 6    | Where a budget implication exists (e.g., new faculty hire needed), the Deans Council and Finance are consulted through the VPAA before implementation.                       |

Faculty members are most effective in governance when they engage consistently at the Department Council level — because that is where course proposals, PLO revisions, and assessment close-the-loop actions begin. The Faculty Council cannot govern well if Department Councils are not active.

## 10.7 Faculty Participation in Governance

Participation in AIU's shared governance structures is a professional responsibility for all full-time faculty, not a voluntary extracurricular activity. WSCUC expects evidence that faculty are genuinely engaged in academic governance through attendance at council meetings, participation in committee work, and contributing to assessment, accreditation, and program review activities.

### 10.7.1 What Governance Participation Includes

- Participating in Faculty Council and attending School and Department Council meetings
- Volunteering as a candidate for Faculty Council seats
- Serving on Faculty Council standing or ad hoc committees when appointed
- Contributing to departmental and school-level curriculum and assessment activities
- Participating in program review and accreditation self-study activities

- Serving on promotion committees (DPC, SPC) as assigned by the Dean
- Responding to Faculty Council requests for input on matters within the Council's jurisdiction

### 10.7.2 Governance Service in Evaluation and Promotion

Service in governance roles is a recognized dimension of the Service domain in the Annual Faculty Performance Review (Chapter 6). Faculty Council membership, committee service, and leadership of departmental or school governance activities are all documented in the Annual Faculty Activity Report and contribute to the Service sub-rating. For promotion purposes, meaningful governance participation, particularly Faculty Council leadership or sustained committee contribution, is recognized as evidence of institutional service in the promotion dossier (Chapter 7).

Faculty Council members' workload release is confirmed at the level of one course per semester for the Chair. Other committee members may request a workload adjustment where governance obligations materially exceed what is expected in the standard service allocation, with Dean and VPAA approval under FAC-006.

### 10.7.3 Governance Participation is Protected

Participation in Faculty Council governance, as a voter, candidate, member, or witness in governance proceedings, is a protected exercise of academic freedom under ACA-002. No faculty member may be disadvantaged in employment, evaluation, or assignment because of their Faculty Council activities, their votes, or their positions taken in governance deliberations.

## 10.8 The President's Leadership Council (PLC)

The President's Leadership Council (PLC) is the President's senior advisory body for cross-divisional coordination and strategic implementation. It is not a governance body — it does not hold authority over academic matters and does not replace or duplicate the Faculty Council or Deans Council. Its purpose is to give the President integrated, multi-divisional perspectives before major institutional decisions.

PLC membership includes the President (Chair), all Vice Presidents, the Assistant Vice President for Research, the Accreditation Liaison Officer, Legal Counsel, and the Chief Information Officer. The Faculty Council Chair does not sit on the PLC. The PLC's deliberations are confidential; participants observe a cabinet principle, presenting a unified institutional position externally once a decision has been made, regardless of whether they personally agreed during deliberation.



This chapter provides faculty with a practical guide to the campus systems, services, and administrative processes they interact with regularly. It covers the information technology framework, the Library, campus health and safety, parking and facilities, and other administrative processes relevant to daily faculty life. The full policies referenced here are available on the AIU intranet and from the relevant administrative offices.

### 11.1 Information Technology and Systems

AIU's information technology infrastructure is governed by ADM-004 (Information Systems and Technology Governance Policy). The Chief Information Officer (CIO) reports to the President and is the primary institutional officer responsible for all IT systems, information security, data governance, and technology strategy. Faculty interact primarily with four institutional systems:

| System                        | Purpose                                                                                                                                | Faculty Obligation                                                                                                                 |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Canvas (LMS)                  | AIU's Learning Management System. Primary platform for course delivery, assignment management, grading, and student communication.     | Build and maintain a complete course site before the semester begins. Upload syllabi, post grades, and communicate through Canvas. |
| Banner (SIS)                  | Student Information System. System of record for enrollment, registration, grades, academic standing, attendance, and degree progress. | Submit grades, attendance, and academic standing reports through Banner on schedule.                                               |
| BambooHR (HRIS)               | HR Information System. Manages personnel records, leave requests, payroll information, and benefit enrollment.                         | Submit all leave requests, update personal data, and maintain banking information in BambooHR.                                     |
| Faculty Activity System (FAS) | Institutional platform for recording faculty credentials, scholarly outputs, development activities, and annual activity reports.      | Update FAS promptly with all publications, grants, development activities, and service records throughout the year.                |

#### 11.1.1 Acceptable Use

AIU's computers, networks, and systems are provided for institutional purposes. Faculty must observe the following:

- Use institutional systems only for authorized academic, research, and administrative purposes
- Keep all login credentials confidential; never share passwords or access credentials
- Not install unauthorized software on AIU devices; contact the IT helpdesk for software needs
- Store institutional data only in approved locations — the AIU SharePoint Document Center. Personal OneDrive, Dropbox, personal laptops, and mobile media are not approved institutional data repositories
- Report any technology failure affecting teaching, assessment, or data security to the IT helpdesk immediately
- Complete mandatory annual information security awareness training before the fifth week of each academic year

Personal browsing, email, chatting, and downloading on AIU computers are prohibited. AIU email accounts may not be used to send advertisements or promotional materials. Opinions expressed using AIU systems must be clearly identified as personal and not representative of AIU.

### 11.1.2 Canvas LMS Requirements

All courses at AIU must have an active Canvas course site. Faculty responsibilities in Canvas include:

- Populating the course site before the first day of class: uploading the approved syllabus, organizing course content by week or module, and publishing the site to students
- Using Canvas for all formal course communications and grade posting
- Using Canvas grade book as the primary grade record throughout the semester
- Submitting Student Evaluation of Teaching (SET) results are generated through the Canvas/Banner integration, faculty must not interfere with the SET administration process
- Maintaining course archives in Canvas for at least three years after the semester concludes

The CTL provides Canvas training for all new faculty during orientation and offers ongoing support through the IT helpdesk and CTL workshops. Faculty who encounter technical issues with Canvas should contact the IT helpdesk (not wait until the issue affects student access to course materials).

### 11.1.3 Data Classification and Protection

Faculty handle institutional data as part of their teaching and research roles. AIU classifies institutional data in three tiers:

| Classification          | Examples                                                                                        | Faculty Obligation                                                                                |
|-------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Public                  | Published course syllabi, research publications, public institutional information.              | No special handling required.                                                                     |
| Internal / Confidential | Student grades, student records, personnel information, unpublished research data.              | Store in approved systems only. Do not share without authorization. Handle with appropriate care. |
| Restricted / Sensitive  | Health records, financial records, security-sensitive research, personnel disciplinary records. | Access only as authorized. Store with encryption. Report any suspected breach immediately.        |

Student educational records are Confidential data protected by Kuwait's data protection framework (ADM-002). Faculty may not share individual student grade information, attendance records, or personal data with third parties without the student's written consent and institutional authorization.

## 11.2 Library and Information Resources

AIU's Library is an academic partner in the institution's educational mission, not a peripheral service. The Library supports faculty through collection development, research databases, information literacy instruction, interlibrary loan, and research consultation. The governing policy is ACA-005. The Library Director reports to the VPAA.

### 11.2.1 Faculty Library Services

| Service                    | What It Provides                                                                                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Electronic Database Access | Access to AIU's licensed research databases, e-journals, and e-books through the AIU Single Sign-On (SSO) system. Available remotely 24/7. The Library Director maintains database subscriptions sufficient to support all active AIU programs.                                                       |
| Interlibrary Loan (ILL)    | Where AIU's collection does not hold a required item, the Library obtains materials from partner libraries. ILL requests are processed within the published service standard. Faculty are encouraged to submit ILL requests as early as possible.                                                     |
| Course Reserve Materials   | Faculty may place required readings on physical or electronic reserve for student access. Electronic reserve materials are reviewed by Library staff for copyright compliance before being made available.                                                                                            |
| Research Consultation      | The Library Director and Library staff provide individual research consultations for faculty working on grant applications, publication projects, or research that requires specialized database knowledge.                                                                                           |
| Citation Management Tools  | AIU provides or facilitates access to citation management software (Mendeley, Zotero, or equivalent) to support faculty scholarly productivity and research output tracking.                                                                                                                          |
| Library Instruction        | The Library delivers information literacy instruction sessions in identified courses each semester. Faculty are encouraged to coordinate with the Library Director to embed research skills instruction in their courses, particularly upper-division courses with a significant research assignment. |
| New Resource Requests      | Faculty may request new books, database subscriptions, or other information resources by contacting the Library Director. Requests are considered in the annual collection development review.                                                                                                        |

### 11.2.2 Faculty Responsibilities Regarding Library Resources

Faculty are expected to:

- Inform students clearly about how to access required readings, either through AIU's databases, library holdings, or reserve materials — not assume students know.
- Design research assignments that genuinely require engagement with scholarly sources and that support the development of information literacy skills.
- Cooperate with the Library Director's annual collection review requests, which help ensure the Library's holdings are aligned with current course needs.
- Comply with copyright law in all uses of library materials, including photocopying, scanning, and electronic reserve practices. The Library provides guidance; responsibility for compliance rests with the faculty member.
- Acknowledge AIU Library resources in research publications where library access supported the research.

## 11.3 Health, Safety, and Environment

AIU is committed to the health, safety, and environmental wellbeing of all members of the university community. The governing policy is ADM-001 (Institutional Health, Safety, and Environment Policy). All faculty, staff, students, contractors, and visitors on AIU premises are subject to this policy.

### 11.3.1 Faculty HSE Responsibilities

Faculty carry specific health and safety responsibilities as part of their professional role:

- Comply with all applicable AIU health and safety policies, procedures, and safe work requirements in teaching, research, and all on-campus activities.
- Not proceed with any activity that they believe creates an unreasonable risk of injury or harm. Stop the activity and report the concern to the Health, Safety, and Environment Officer (HSEO) and the Dean.
- Complete all mandatory HSE training required for their role, including emergency procedures training, laboratory safety training (for faculty teaching laboratory courses), and annual safety awareness updates.
- Ensure that students in their classes are informed of applicable safety rules, emergency procedures, and any hazard-specific requirements for the course environment.
- Report all accidents, injuries, near-misses, and safety hazards to the HSEO within 24 hours using the incident reporting process.

### 11.3.2 Laboratory Safety

Faculty teaching laboratory-based courses have additional safety obligations:

- Complete the full laboratory safety induction program before teaching in a laboratory environment for the first time. Subsequent annual refreshers are mandatory.
- Ensure students receive a lab safety briefing at the start of any laboratory component, including emergency exit locations, personal protective equipment (PPE) requirements, chemical handling procedures, and spill or incident reporting.
- Maintain a chemical inventory, Safety Data Sheets (SDS), and emergency procedures for all hazardous substances used in their courses.
- Conduct a documented risk assessment for any new laboratory procedure or experiment before its first use.
- Not allow unauthorized modifications to laboratory procedures or use of substances not covered in the current risk assessment.

Laboratory safety incidents are investigated by the HSEO. Faculty who experience a laboratory incident, however minor, must file an incident report on the same day. Failure to report incidents is a serious breach of professional responsibility.

### 11.3.3 Emergency Procedures

All faculty members must be familiar with AIU's emergency procedures:

- Fire and evacuation: Know the location of the nearest emergency exits and assembly points for every room you teach or work in. In the event of a fire alarm, evacuate immediately via the nearest safe exit and proceed to the designated assembly point. Do not use elevators.

- Medical emergency: Call Campus Security immediately. Do not move an injured person unless they are in immediate danger. Faculty with first aid certification may provide assistance until emergency services arrive.
- Lockdown or security threat: Follow instructions broadcast through the AIU emergency communication system. Secure your classroom or office; do not leave until the all-clear is given.
- Emergency contacts: Campus Security, Health Services, and the HSEO contact details are posted in all classrooms and common areas and on the AIU intranet.

## 11.4 Campus Facilities and Administrative Services

### 11.4.1 Faculty Offices and Work Spaces

Full-time faculty are assigned a campus office for conducting office hours, meeting with students, preparing courses, and carrying out research. Faculty members are responsible for:

- Maintaining their office space in a clean, professional, and safe condition
- Not modifying office fixtures, installations, or furniture without Facilities Management approval
- Reporting maintenance issues (lighting, heating/cooling, plumbing) promptly to Facilities Management through the work order system
- Surrendering office keys and all institutional property upon separation from AIU

### 11.4.2 Classroom and Teaching Spaces

Classrooms and teaching spaces are scheduled by the Registrar. Faculty may not change their assigned classroom without Registrar approval. If a classroom is unavailable for a scheduled class, faculty should notify the Dean's Office and the Registrar immediately. If classroom equipment (projector, computer, whiteboard, sound system) is malfunctioning, faculty should report to the IT helpdesk. Temporary equipment failures that prevent effective teaching should be reported to the Dean so alternative arrangements can be made.

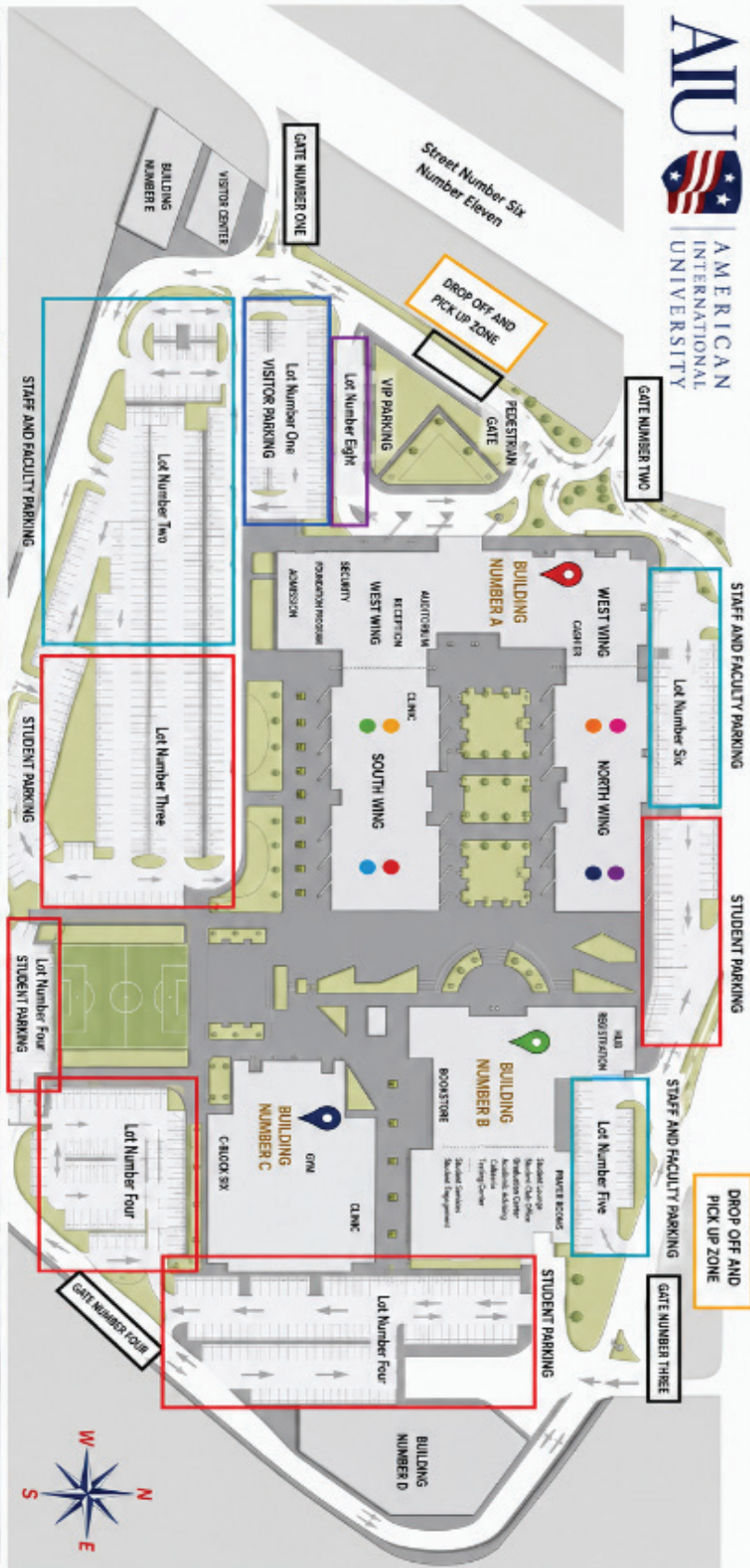
### 11.4.3 Parking

Faculty parking on AIU's campus is available in designated faculty parking areas. Faculty must display a valid parking permit (obtained from Facilities Management or the VP Administration Office). Vehicles parked in unauthorized areas or without a valid permit may be ticketed or towed. Faculty visiting campus during evenings or weekends should use designated visitor and faculty areas.

For the Parking map please refer to the chart below



# AMERICAN INTERNATIONAL UNIVERSITY – KUWAIT CAMPUS PARKING MAP


[www.aiu.edu.kw](http://www.aiu.edu.kw)


22262500


[info@aiu.edu.kw](mailto:info@aiu.edu.kw)


American International University – Kuwait

#### 11.4.4 Printing, Copying, and Supplies

Faculty members have access to printing and copying facilities on campus for institutional purposes. The Employee Handbook specifies the procedures for ordering course materials, requesting university stationery, and using the copy machine. Personal use of copying facilities is not permitted. Faculty who require large-volume printing for course purposes should plan in advance and submit requests to the relevant administrative unit with adequate lead time.

#### 11.4.5 Business Cards

Faculty may request official AIU business cards from the HR Department or relevant administrative office. Business cards must display the faculty member's name, title, department, and institutional contact information in the standard AIU format. Faculty may not design, produce, or distribute business cards that deviate from the institutional format or that imply affiliations not authorized by AIU.

### 11.5 Privacy and Personal Data Protection

Faculty members regularly handle personal data about students, research participants, and colleagues. AIU's Privacy and Personal Data Protection Policy (ADM-002) governs the collection, storage, use, and disclosure of personal data. Key obligations for faculty include:

- Collecting only the personal data that is necessary for the legitimate purpose for which it is being collected
- Storing student academic records and personal data only in AIU-approved systems (Canvas, Banner, SharePoint) and not on personal devices or external storage
- Not sharing student personal data with third parties without student consent and institutional authorization
- Complying with research data protection requirements under RES-002 for any research involving human participants
- Reporting any suspected personal data breach immediately to the CIO and the VPAA

Kuwait's Personal Data Protection Law and AIU's ADM-002 policy place legal obligations on individuals who handle personal data. Faculty who are uncertain about whether a proposed data practice is compliant should consult the CIO or the VPAA Office before proceeding.

### 11.6 Equal Opportunity and Non-Discrimination

AIU is committed to equal opportunity and does not discriminate on any basis in the recruitment, appointment, or treatment of faculty members. The governing policy is ADM-003 (Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy). Faculty are expected to model these values in all professional activities: in their treatment of students, colleagues, and staff; in their assessment and grading practices; and in their design of course content and activities.

Any faculty member who experiences or witnesses discrimination, harassment, or inequitable treatment in the workplace should report this to the Vice President for Administration or to HR. The Faculty Grievance process (FAC-002) is also available where the concern relates to the faculty member's own employment. AIU prohibits retaliation against anyone who makes a good-faith report of discrimination or harassment.

## CHAPTER 12: The Faculty–Student Affairs Interface

Faculty are the most important point of contact between students and the institution. Their teaching, advising, assessment, and pastoral attention directly shape student retention, success, and wellbeing. This chapter describes the student-facing policies and services that faculty need to be familiar with: student conduct and academic integrity, disability services and accommodations, student mental health, academic advising, student grievances and grade appeals, and the career services connection. The governing policies are in the STU series; cross-references are provided throughout.

### 12.1 The Faculty Role in Student Success

AIU's RISE Strategy targets 80%+ student satisfaction and strong retention rates. Faculty are the primary lever for both. Research consistently shows that the single greatest predictor of student retention is whether students feel known and supported by faculty. This does not require extraordinary effort — it requires consistency: returning work promptly with genuine feedback, holding and honoring office hours, noticing when students disappear, and being willing to refer a struggling student to support services.

This chapter is not about compliance requirements. It is about equipping faculty with the information they need to be effective advocates for their students — to know what support services exist, how to make referrals, how to handle difficult situations appropriately, and how to navigate the processes that protect both students and faculty when things go wrong.

### 12.2 Student Conduct and Academic Integrity

#### 12.2.1 The Student Code of Conduct

AIU's Student Conduct and Disciplinary Policy (STU-001) establishes the behavioral standards expected of AIU students and the process for addressing violations. As faculty, you will most commonly encounter the student conduct framework in two ways: reporting academic integrity violations and managing disruptive classroom behavior.

#### 12.2.2 Academic Integrity Violations

Academic integrity violations, cheating, plagiarism, fabrication of data, unauthorized assistance, and misuse of AI tools (ACA-006), are the responsibility of the faculty member to detect and report. The process is:

| Step | Action                                                                                                                                                                                                                                          |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Document the suspected violation. Collect all evidence the student's submission, the source of the suspected violation, any AI detection tool output, and your own analysis. Do not confront the student before you have documentation.         |
| 2    | Report to the Department Chair and Dean using the Academic Integrity Incident Report form (available from the Dean's Office). Attach all evidence.                                                                                              |
| 3    | Do not unilaterally impose a grade penalty or a grade of zero before the institutional process has been completed. Preliminary action (e.g., holding the grade) may be taken but a final grade decision must await the formal process.          |
| 4    | The Dean or designated officer initiates the formal hearing process under STU-001. The student is notified of the allegation and given the opportunity to respond. You will be asked to present the evidence and your account of the violation. |
| 5    | The hearing panel or designated officer issues a finding and, where the violation is confirmed, a sanction consistent with the severity and pattern of the conduct under STU-001.                                                               |
| 6    | You are notified of the outcome. Final grade entry may then proceed in accordance with the decision.                                                                                                                                            |



Faculty must not penalize a student informally for a suspected academic integrity violation before the formal process has been completed. Students have due process rights, and informal penalties, grade reductions, failing grades, applied without process are subject to reversal on appeal.

AI Use Policy (ACA-006): Faculty must specify the AI use tier (1–4) in their syllabus for each assessment. A suspected AI use violation is handled through the same academic integrity reporting process. Faculty should not rely solely on AI detection tool output as conclusive evidence; these tools are probabilistic. Document your analysis as well.

### 12.2.3 Disruptive Classroom Behavior

Faculty have the authority to manage their classrooms professionally. A student who is disruptive, threatening, or whose behavior materially impairs other students' learning should be:

- Asked to stop the behavior or to leave the class session if the behavior continues.
- Reported to the Dean and the VPESA Office on the same day, using the Behavioral Concern Report process.
- Referred to AIU's Student Conduct process under STU-001 where the behavior warrants formal action.

Faculty should not attempt to manage serious behavioral issues — threats, verbal or physical aggression, or behavior suggesting a mental health crisis — alone. Call Campus Security immediately for any situation involving physical safety. Contact the VPESA Office for non-emergency behavioral concerns that may benefit from counseling intervention before formal disciplinary action.

## 12.3 Disability Services and Academic Accommodations

AIU is committed to providing equal access to education for students with disabilities, consistent with STU-003 (Disability Services and Accessibility Policy) and Kuwait's applicable legal framework. Faculty play a central role in ensuring that approved accommodations are actually implemented.

### 12.3.1 The Accommodation Process

Students who are eligible for academic accommodations register with the VPESA Office and receive an official Accommodation Letter. The process:

- The student presents the Accommodation Letter to the faculty member at the start of each semester. Faculty may not ask for the student's diagnosis or any medical details — the Accommodation Letter is all the documentation required.
- Faculty must implement all accommodations specified in the Letter. Common academic accommodations include: extended time on examinations (typically 50% additional time); a separate, quiet examination room; use of assistive technology; preferential seating; alternative assignment formats.
- If faculty have a question about whether a specific accommodation is feasible in a specific course context, they should contact the VPESA Office, not ask the student to prove or justify their need.
- Faculty must not retroactively apply accommodations to work already submitted before the Letter was presented. Accommodations take effect from the date of presentation.

Failure to implement approved accommodations is a violation of AIU's equal opportunity policy (ADM-003) and may have legal consequences. If you are unsure how to implement an accommodation, ask the VPESA Office for guidance. Do not simply decline to implement.

### 12.3.2 Universal Design for Learning

Beyond formal accommodations, faculty are encouraged to design courses that are accessible to the widest possible range of learners from the outset — a principle known as Universal Design for Learning (UDL). Practical UDL measures include providing lecture notes or outlines in advance, captioning video materials, offering multiple ways for students to demonstrate learning, and avoiding unnecessarily timed assessments where timing is not a core course learning outcome. The CTL offers professional development on UDL practices.

## 12.4 Student Mental Health and Wellness

Student mental health concerns have increased significantly across higher education globally and Kuwait is not an exception. Faculty are often the first to notice that a student is struggling — through sudden absences, declining work quality, behavioral changes, or direct disclosure. This section tells you what to do.

### 12.4.1 What Faculty Can Do

Faculty are not counselors and are not expected to provide therapeutic support. What faculty can do is:

- Notice changes: a previously engaged student who stops attending, submits significantly below-standard work, or seems withdrawn deserves a brief, caring check-in. ‘I’ve noticed you haven’t been in class, is everything okay?’ is not overstepping.
- Listen without judgment: if a student discloses a personal difficulty, listen, express concern, and refer. Do not problem-solve or advise beyond your competence.
- Refer: direct the student to AIU’s Student Counseling Services through the VPESA Office. You can make the referral with the student’s knowledge (preferred) or on your own initiative if you are concerned about the student’s welfare.
- Respond to disclosures appropriately: if a student discloses intent to harm themselves or others, contact the VPESA Office and Campus Security immediately. This is not a breach of student confidentiality — safety overrides confidentiality.

AIU’s Student Mental Health and Wellness Policy (STU-006) establishes the institutional framework for student mental health support. The primary service point is the VPESA Office’s Student Counseling Services.

### 12.4.2 Behavioral Threat Assessment

Faculty who observe student behavior that causes concern — not just mental health distress, but behavior that seems threatening or potentially dangerous to the student or others — should report this to the VPESA Office through the Behavioral Concern Report process. AIU uses a behavioral threat assessment approach: early intervention, not punishment, is the goal. Reporting a concern is not ‘getting a student in trouble’; it is getting them connected to support before a crisis develops.

### 12.4.3 Faculty Self-Care

Managing student mental health concerns is emotionally demanding. Faculty who feel affected by a student welfare situation should seek support from their Department Chair or Dean. AIU’s HR Department can provide information about employee assistance resources available to faculty. The CTL can also connect faculty with peer support through Faculty Learning Communities.

## 12.5 Academic Advising

Faculty advising is covered in detail in Chapter 3 (Section 3.2.11). This section provides a faculty-facing summary of the student support ecosystem that faculty advisors should be familiar with.

| Student Need                                               | Where to Refer                                                                                                         |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Course selection, degree planning, graduation requirements | Faculty academic advisor AND the Registrar's Office for official degree audits.                                        |
| Academic difficulty, risk of probation, academic standing  | Faculty academic advisor; early alert referral to the Dean's Office; Student Support Services (STU-005).               |
| Personal difficulties affecting academic performance       | Student Counseling Services through the VPESA Office.                                                                  |
| Financial difficulties                                     | Financial Aid Office (FIN-007); Student Support Services.                                                              |
| Disability accommodations needed                           | VPESA Office — Disability Services (STU-003).                                                                          |
| Career guidance, internships, graduate school              | Career Services Office (STU-007). Faculty can write recommendation letters and participate in mock interview programs. |
| Mental health or personal crisis                           | Student Counseling Services through the VPESA Office (STU-006).                                                        |
| Safety concern or imminent harm                            | Campus Security immediately. VPESA Office.                                                                             |

## 12.6 Student Grade Appeals and Academic Grievances

Students have the right to appeal grades and to raise academic grievances, consistent with STU-002 (Student Grievance and Academic Appeals Policy). Faculty members must cooperate fully with the appeals process. The following describes the process from a faculty perspective:

| Stage                      | What It Means for Faculty                                                                                                                                                                                                                                                                                                                            |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Informal Review            | A student who disagrees with a grade should first discuss it with the faculty member within 10 working days of receiving the grade. Faculty should be willing to explain their grading rationale and review the work against the published rubric. If the faculty member agrees there was an error, they initiate a grade change with Dean approval. |
| Formal Appeal to Dean      | If the student remains unsatisfied, they may file a formal grade appeal with the Dean within 15 working days of the informal review. The Dean may request the faculty member's grading records, rubric, and rationale. Faculty must provide this documentation promptly.                                                                             |
| Academic Appeals Committee | For unresolved appeals, the Dean refers the matter to an Academic Appeals Committee. Faculty may be asked to present their grading rationale to the Committee. The Committee's finding is advisory to the VPAA.                                                                                                                                      |
| VPAA Final Decision        | The VPAA issues the final institutional determination on grade appeals. Where a grade change is ordered, the faculty member is notified and the grade is updated through the Registrar.                                                                                                                                                              |

Grounds for a successful grade appeal are: mathematical error in grade calculation; application of grading criteria different from those published in the syllabus; or procedural irregularity in the assessment process. Disagreement with the faculty member's professional academic judgment, where the published criteria were properly applied, is not a valid ground for appeal. Faculty who have maintained clear grading records and applied their published rubric consistently have nothing to fear from an appeal process.

## 12.7 Career Services and Graduate Employability

AIU's RISE Strategy targets 85%+ graduate employment within six months of graduation. Career Services (STU-007) is the institutional unit responsible for this outcome, but faculty contributions are essential. The most effective career preparation happens inside the curriculum, not outside it.

Faculty can contribute to graduate employability by:

- Designing assessments that develop workplace-relevant skills — problem-solving, communication, teamwork, and applied analysis — not only content recall
- Embedding industry-relevant case studies, projects, and guest speakers into course content
- Supporting Career Services initiatives: mentioning internship opportunities and career development resources in class; posting relevant opportunities in Canvas; and participating in mock interview or networking events
- Writing strong, specific recommendation letters for students seeking employment or graduate school admission — and doing so promptly
- Serving on or contributing to Industry Advisory Boards for AIU programs (where invited by the Dean)

## 12.8 Co-Curricular Activities and Student Organizations

AIU's co-curricular program, student clubs, organizations, cultural events, and activities, is governed by STU-008. Faculty may be asked to serve as faculty advisors to student organizations. Faculty advisors provide academic guidance and institutional accountability for the organization without directing its activities or substituting for student leadership.

Faculty who serve as advisors to student organizations should:

- Ensure the organization's activities are consistent with AIU's policies and values
- Be available to the organization's student leaders for guidance and consultation
- Report any conduct concern arising from organization activities to the VPESA Office
- Not use the organization as a vehicle for advancing personal interests or causes

## 12.9 Early Alert System

### Purpose of the Early Alert System

The Early Alert System is designed to identify students who may be experiencing academic challenges at an early stage and provide timely support and intervention to improve student success, retention, and academic progress.

The system promotes collaboration between the Registrar's Office, faculty members, Academic Advising, and university support services to ensure students receive the appropriate guidance and resources needed to overcome academic challenges.

### Early Alert Process

After the Add/Drop period, the Registrar's Office will provide the list of identified at-risk students to the Deans and faculty members to ensure awareness of students enrolled in their classes who may require additional academic support.

This communication allows faculty members to monitor student engagement, attendance, and academic performance throughout the semester and provide feedback when concerns arise.

### Faculty Role in the Early Alert System

Faculty members play an important role in identifying and supporting students who may be at risk academically. Faculty members are encouraged to monitor student progress throughout the semester and communicate concerns through the Early Alert process.

Faculty members may support the Early Alert System by:

- Reviewing the list of identified at-risk students provided after the Add/Drop period.
- Monitoring student attendance, participation, and academic performance.
- Identifying additional students who may require academic support.
- Providing feedback regarding student progress and academic concerns.
- Communicating with Academic Advising regarding identified student cases.
- Encouraging students to seek available academic support services.
- Providing recommendations that may assist in developing appropriate student support plans.

### Academic Advising Role

Once students are identified through the Early Alert System, the Academic Advising Office will coordinate the intervention and support process by:

- Reviewing student cases and academic concerns.
- Communicating with identified students and scheduling advising meetings when needed.
- Assessing students' academic challenges and identifying appropriate solutions.
- Developing Academic Success Plans based on individual student needs.
- Referring students to tutoring and other university support services.
- Following up with students to monitor academic progress.
- Collaborating with faculty members and relevant departments regarding student improvement and ongoing concerns.

## Faculty Follow-Up and Collaboration

Faculty members are encouraged to continue supporting students throughout the semester by:

- Providing updates regarding student participation, and academic improvement.
- Communicating any continued academic concerns with Academic Advising.
- Encouraging students to remain engaged and utilize recommended support resources.

## 12. 10 Crisis Communication Protocol

American International University maintains an Integrated Emergency Management Plan (IEMP), issued under President's Decision No. 8 for Academic Year 2026/2027, which establishes a single governing framework for all emergency and crisis scenarios affecting the campus, replacing nine separate scenario-specific plans and reflecting AIU's particular risk profile in Kuwait, including proximity to maritime security concerns, the Bushehr nuclear facility, and nearby military installations. The plan operates on two decision tracks: when the Government of Kuwait, Ministry of Interior, Civil Defense, or Kuwait Armed Forces issue a directive, AIU complies immediately and unconditionally (Track A); when no government directive exists, university leadership applies a documented Decision Rubric that scores threat proximity, source credibility, severity, campus population exposed, and time available to respond, producing a composite score that determines the institutional response tier (Track B). Only the President of AIU has authority to declare, escalate, de-escalate, or terminate a risk tier, order campus closure, or authorize remote operations; if the President is genuinely unreachable, this authority passes temporarily to a Crisis Consultation Group composed of the Vice Presidents for Administration, Academic Affairs, and Student Affairs, whose decisions remain subject to the President's ratification. No department head, section chief, or individual Vice President may unilaterally close the campus or change the operating tier.

The plan defines four risk tiers, ranging from Tier 1 (routine monitoring, normal operations) through Tier 2 (precautionary measures) and Tier 3 (restricted operations, with remote instruction activated and campus access limited to essential staff) to Tier 4 (severe/critical, involving full campus closure and suspension of academic operations pending government clearance). Decisions regarding staff attendance and decisions regarding student academic continuity are deliberately separated and made by different role-holders: the Incident Commander (Vice President for Administration) implements tier-based staff attendance protocols, while the Vice President for Academic Affairs, as Academic Continuity Liaison, holds sole authority over instructional delivery, academic deadlines, and resumption of classes, in coordination with the Vice President for Student Affairs on student welfare matters. For faculty specifically, normal on-campus teaching continues at Tiers 1 and 2, while at Tier 3 and above, instructional mode and related academic decisions are directed by the VPAA rather than by Human Resources or the Incident Commander, and normal attendance-discipline provisions of the Employee Handbook are suspended for staff properly excused or released under the emergency framework.

The plan further sets out defined communication channels and strict timing standards for alerts, situation reports, and all-clear notifications (with separate, simultaneous messages issued to staff and to students/parents); scenario-specific annexes addressing drone/UAV threats, missile or kinetic attack and structural collapse, armed intrusion, government curfew, public health emergencies, radiological emergencies, power outages, internet/communications outages, and compound concurrent scenarios; tiered security staffing levels; and mandatory preparedness requirements, including annual plan review, tabletop exercises, shelter/evacuation drills, and after-action reviews following any Tier 3 or Tier 4 activation, all aligned with WSCUC accreditation criteria. Recovery and stand-down from an activated tier follow the same authority chain as escalation, requiring confirmed government clearance, a facilities and safety inspection, and formal stand-down communication before normal operations resume, with the VPAA determining the phased resumption of teaching, examinations, and academic deadlines in consultation with Deans and Department Chairs. Faculty members should familiarize themselves with the Risk Tier Framework and their expected role and communication channels under this plan, and should direct any questions to the Vice President for Academic Affairs or the Human Resources Administration team.

## FALL 2026

| Date                       | Event                                                                                     |
|----------------------------|-------------------------------------------------------------------------------------------|
| Aug 27, 2026               | The Prophet's Birthday*                                                                   |
| Aug 30, 2026               | New Faculty Orientation                                                                   |
| Aug 31, 2026               | Returning Faculty Orientation                                                             |
| Aug 31, 2026               | Last day for new students to apply to AIU                                                 |
| Sep 1-3, 2026              | New Student Orientation                                                                   |
| Sep 9, 2026                | First Day of Classes                                                                      |
| Sep 16, 2026               | Last Day to Add/Swap Courses / Last Day for Self-Pay Students to Register                 |
| Sep 17, 2026               | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)        |
| Sep 22, 2026               | Last Day to Drop a Class or Withdraw from AIU without Academic Record                     |
| Sep 23, 2026               | Withdrawal with Grade "W" Takes Effect                                                    |
| Oct 21 - 27, 2026          | Mid-Semester Course Evaluations                                                           |
| Oct 21, 2026               | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)        |
| Oct 27, 2026               | Mid-Semester Grades Due from All Faculty                                                  |
| Nov 3, 2026                | Last Day to Drop a Class with Grade "W"                                                   |
| Nov 4, 2026                | Withdrawal with Grade "WF" Takes Effect                                                   |
| Nov 24, 2026               | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)        |
| Nov 25, 2026               | Spring Registration Begins                                                                |
| Nov 30, 2026               | Final Course Evaluations                                                                  |
| Dec 1, 2026                | Last Day of Classes / Last Day to Drop a class with Academic Record with a grade of 'WF'. |
| Dec 2-5, 2026              | Study Days (No Classes)                                                                   |
| Dec 6-13, 2026             | Final Exams (excluding Friday, Dec 11)                                                    |
| Dec 14, 2026               | Final Grades Due from All Faculty                                                         |
| Dec 15, 2026               | Grade Publishing & Degree Conferral                                                       |
| Dec 15-16, 2026            | Taking Care of Business Days                                                              |
| Dec 19, 2026 - Jan 3, 2027 | Winter Break (Campus Closed to Students)                                                  |

\*Islamic holidays are approximate and subject to official announcement.

## Spring 2027

| Date               | Event                                                                                    |
|--------------------|------------------------------------------------------------------------------------------|
| Jan 6, 2027        | Isra and Miraj* (Campus Closed)                                                          |
| Jan 7, 2027        | New Faculty Orientation                                                                  |
| Jan 10, 2027       | Returning Faculty Orientation                                                            |
| Jan 19, 2027       | Last day for new students to apply to AIU                                                |
| Jan 19-20, 2027    | New Student Orientation                                                                  |
| Jan 25, 2027       | First Day of Classes                                                                     |
| Feb 1, 2027        | Last Day to Add/Swap Courses / Last Day for Self-Pay Students to Register                |
| Feb 8, 2027        | Last Day to Drop a Class or Withdraw from AIU without Academic Record                    |
| Feb 8, 2027        | Withdrawal with Grade "W" Takes Effect                                                   |
| Feb 11, 2027       | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)       |
| Feb 25-26, 2027    | National and Liberation Days (No Classes, Campus Closed)                                 |
| Mar 7-11, 2027     | Spring Break (No Classes, Campus Closed to Students)                                     |
| Mar 11-12, 2027    | Eid al-Fitr* (Campus Closed)                                                             |
| Mar 14-18, 2027    | Mid-Semester Course Evaluations                                                          |
| Mar 18, 2027       | Mid-Semester Grades Due from All Faculty                                                 |
| Mar 22, 2027       | Last Day to Drop a Class with Grade "W"                                                  |
| Mar 23, 2027       | Withdrawal with Grade "WF" Takes Effect                                                  |
| Mar 25, 2027       | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)       |
| Apr 06, 2027       | Summer Registration Begins                                                               |
| Apr 19, 2027       | Faculty/Staff Professional Development Day (No Classes, Campus Closed to Students)       |
| Apr 28, 2027       | Final Course Evaluations                                                                 |
| Apr 29, 2027       | Last Day of Classes/ Last Day to Drop a class with Academic Record with a grade of 'WF'. |
| Apr 30-May 3, 2027 | Study Days (No Classes)                                                                  |
| May 3-11, 2027     | Final Exams (excluding Friday, May 7)                                                    |
| May 12, 2027       | Final Grades Due from All Faculty                                                        |
| May 13, 2027       | Grade Publishing & Degree Conferral                                                      |
| May 12-13, 2027    | Taking Care of Business Days                                                             |
| May 16, 2027       | Waqfat Arafat                                                                            |
| May 17-19, 2027    | Eid al-Adha Holiday                                                                      |

\*Islamic holidays are approximate and subject to official announcement.



## Summer 2027

| Date            | Event                                                                                     |
|-----------------|-------------------------------------------------------------------------------------------|
| May 23, 2027    | First Day of Classes                                                                      |
| May 25, 2027    | Last Day to Add/Swap Courses                                                              |
| May 26, 2027    | Last Day to Drop a Class or Withdraw from AIU without Academic Record                     |
| May 27, 2027    | Withdrawal with Grade “W” Takes Effect                                                    |
| Jun 6, 2027     | Islamic New Year* (Campus Closed)                                                         |
| Jun 20, 2027    | Midterm Grades Due from All Faculty                                                       |
| Jun 27, 2027    | Last Day to Drop a Class with Grade “W”                                                   |
| Jun 28, 2027    | Withdrawal with Grade “WF” Takes Effect                                                   |
| Jun 29, 2027    | Fall Registration Begins                                                                  |
| Jul 4, 2027     | American Independence Day                                                                 |
| Jul 08, 2027    | Last Day of Classes / Last Day to Drop a class with Academic Record with a grade of ‘WF’. |
| Jul 11-13, 2027 | Final Exams                                                                               |
| Jul 14, 2027    | Final Grades Due from All Faculty                                                         |
| Jul 14,15, 2027 | Taking Care of Business Days                                                              |

\*Islamic holidays are approximate and subject to official announcement.



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