

DEREE - THE AMERICAN COLLEGE OF GREECE

FACULTY MANUAL

Approved by the Faculty Assembly on September 29, 2015

Approved by the ACG Board of Trustees on November 7, 2015

*As Amended by the Faculty Assembly on
September 28, 2016; February 1, 2017; January 29, 2019; April 4, 2019*

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PART ONE: MISSION STATEMENT

Deree Mission

International in origin and outlook, Deree - The American College of Greece offers a distinctive academic ethos rooted in American higher education best practices and integrating American, Greek and European cultures. The College is committed to extending educational opportunities to qualified students of diverse backgrounds and to active, mutually supportive interaction with its alumni. Deree Faculty, dedicated to teaching, scholarship and service, cultivate a rich intellectual campus environment, serve numerous external constituencies and contribute to their professional disciplines. Through undergraduate and graduate curricula in the liberal arts and sciences, business and selected professions, as well as through its co-curricular programs, the College enables students:

- To define and pursue their educational and professional goals,
- To develop as critical and creative thinkers and socially aware individuals, and
- To prepare for lives of reflection as well as responsible civic engagement in a complex, global world.

*Approved by the Board of Trustees
June 2009*

PART TWO: HISTORY OF THE COLLEGE

The American College of Greece (ACG) is the oldest and largest independent, American-sponsored college or university in Europe. Deree College, the higher education division of The American College of Greece, shares in a continuous history of noteworthy academic tradition and development dating back to the College's founding in 1875.

Founded by American Christian missionaries as a primary and secondary school for girls in Smyrna, Asia Minor, the institution expanded into higher education in 1885. Events in Smyrna forced the school to close in 1922; it reopened in Athens in 1923 at the invitation of Eleftherios Venizelos, the internationally renowned Greek statesman. In 1936 the institution was named Orinda Childs Pierce College in memory of the wife of a benevolent supporter.

The 1960s witnessed significant changes at the College. Pierce College was incorporated in the state of Colorado in 1961 and was authorized to grant Bachelor of Arts and Bachelor of Science degrees. In 1963 the secondary school division of Pierce College was recognized by the Greek government as the equivalent of a national public school.

In 1965 the College moved to a sixty-acre site in Aghia Paraskevi, a northeastern suburb of Athens. The first baccalaureate degrees were awarded in 1969. The undergraduate division was renamed Deree College in 1973 in honor of a generous benefactor from Chicago, William S. Deree (born Derehanis in the village of Ambelionas, in the prefecture of Messinia in the Peloponnese).

Deree College (Deree) is an American-sponsored, independent, coeducational, nonsectarian, and nonprofit educational institution accredited in the United States. Over 35,000 alumni (including 25,000 graduates) reside in over 40 countries and are prominent in public life, business, the arts, and the professions.

The College campus is located in Aghia Paraskevi, situated on the western slopes of Mt. Hymettus, some ten kilometers from the center of Athens, offering a magnificent view of the sprawling city. Its original buildings were designed by the renowned Greek architect Constantine Doxiades.

The Downtown campus was established in 1971 to broaden the College's commitment to both business education and the professional community in Greece. With the help of a challenge grant from the United States Agency for International Development, funds were raised in both Greece and the United States from businesses, parents, alumni, trustees, and friends to build a five-story facility in Ambelokipi, near the city's business center, in 1993.

The New England Association of Schools and College (NEASC) accredited Deree in 1981, making it the first US international institution to receive NEASC accreditation.

ALBA Graduate Business School (ALBA) was founded in 1992 as a joint initiative of the Federation of Greek Enterprises (ΣΕΒ), the leading Employer's Union in Greece, and the Hellenic Management Association (ΕΕΔΕ). Both the preparation for the creation of ALBA and its operations until the end of 1993 were funded by the European Commission and by contributions offered by its Corporate Members.

In February 1995, the Athens Chamber of Commerce and Industry (ΕΒΕΑ) joined the Federation of Greek Enterprises and the Hellenic Management Association to become the third collective body of Greek businesses, which along with individual corporate members, comprise the ALBA Association – a Greek not-for-profit entity – under whose auspices ALBA operates. Currently, ALBA's corporate members account for over 90% of the publicly traded value of the Greek stock exchange – a uniquely strong tie between a graduate school of business and the corporate community.

In December 2011, ACG and ALBA formed a strategic alliance aiming to create a premier international education institution in Greece providing pre-collegiate, undergraduate and graduate education.

Deree-The American College of Greece

Admissions standards are competitive, without regard to age, gender, color, race, nationality, ethnicity, faith, disability, sex, marital status, sexual orientation or economic background. English is the language of instruction, and since it is a second language for most students, its consistent use is a significant part of the learning experience. Students are encouraged to take advantage of the linguistic environment of the College to improve their communication skills in English.

The educational system at Deree is based upon that of American institutions of higher learning. Its degrees are not recognized by Greek authorities as the equivalent of Greek public university degrees. However, given its NEASC accreditation, Deree degrees are afforded recognition for professional rights by Greek authorities on a case-by-case basis. Deree College degrees are internationally recognized as the equivalent of corresponding degrees granted by colleges and universities accredited in the United States.

In 2010, Deree entered into a partnership with the Open University (OU), the largest university in the U.K., for the purpose of program validation. All Deree undergraduate programs are validated by the OU, allowing Deree students to earn simultaneously two higher education degrees/awards – American and European. Since the status of private education in Greece is defined by Greek laws and regulations that may be modified at any time by the competent authorities, Deree cannot guarantee that its educational status in Greece will remain unchanged. However, while observing all relevant Greek laws and regulations, the College can confidently assert that it will always strive to provide its students with a quality education by virtue of its accreditation by the New England Association of Schools and Colleges (NEASC) and validation by the UK's Open University.

PART THREE: BYLAWS OF THE FACULTY OF DEREЕ

ARTICLE I. MEMBERSHIP

Section 1.

The Faculty of Deree is comprised of the Chief Academic Officer, the academic Deans, the Librarian, and all instructors of whatever rank holding full-time teaching contracts. The President is considered a member of the Faculty, but does not have a vote in the Faculty Assembly.

Section 2.

Persons appointed for temporary part-time or full-time instructional duties, i.e., for one semester or term at a time, are not members of the Faculty, regardless of length of service.

Section 3.

Persons designated as "Visiting Instructor" or "Visiting Faculty" who are employed on a full-time basis during their appointment, are members of the Faculty for the period of their appointment. A "Visiting" designation cannot last for more than one year and a visiting Faculty member has no voting rights in the Faculty Assembly.

Section 4.

Faculty members who are assigned full-time administrative duties in non-academic units maintain their Faculty voting rights only during the first year of their administrative appointment.

ARTICLE II. OFFICERS

Section 1.

All Deree Faculty members defined in Article I comprise the Deree Faculty Assembly. The Officers of the Faculty Assembly are the Chief Academic Officer, the Secretary and the Parliamentarian.

Section 2.

The Chief Academic Officer or a senior Faculty member, in his/her stead, calls and presides at meetings of the Faculty Assembly.

Section 3.

The Secretary, elected by the Faculty to serve for one (1) academic year, takes the roll at meetings, transcribes and maintains a file of official minutes of meetings of the Faculty. The Office of Academic Affairs distributes to the College community minutes approved by the Faculty and meeting agendas.

Section 4.

The Parliamentarian, elected by the Faculty to serve for one (1) academic year, is an officer of the Faculty Assembly, providing advice regarding adherence to Parliamentary procedure and the Faculty Manual bylaws.

ARTICLE III. RESPONSIBILITIES

The Faculty has the primary responsibility for the academic standards and the academic programs of Deree. The Faculty also has responsibility for recommending action on the following areas related to the Faculty's area of service to the College: curriculum and instruction; standards of scholarship; Faculty hiring, evaluation and promotion; and professional and ethical standards. Such policies must be approved by a majority of those members of the Faculty voting before being recommended to the Chief Academic Officer and the President. Specifically, the Faculty has responsibility over:

1. College-wide academic standards and policies, including but not limited to:
 - a. Academic standards for admission
 - b. Standards of scholarship
 - c. Professional and ethical standards

2. Faculty Affairs, including, but not limited to:
 - a. Hiring
 - b. Evaluation
 - c. Promotion

3. Academic Programs including, but not limited to:
 - a. Curriculum and instruction
 - b. All courses of study bearing academic credits, or alternative ways of earning academic credits, applicable towards any academic degree
 - c. College-wide academic degree requirements
 - d. Specific degree program requirements imposed in addition to College-wide degree requirements
 - e. All candidates for degrees, whether or not certified by the College Registrar as having completed all degree requirements, prior to the conferring of the appropriate degree

ARTICLE IV. MEETINGS

Section 1.

The Faculty will meet at the call of the Chief Academic Officer, who may preside or relinquish the chair to a senior member of the Faculty. No fewer than two meetings will be called during each academic semester. The Chief Academic Officer will call special meetings of the Faculty within ten school days of the receipt of a request for a special meeting signed by no less than twenty (20) percent of the Faculty.

Section 2.

Attendance at meetings of the Faculty by all members being obligatory, a quorum shall consist of two thirds (2/3) of the Faculty members. If a quorum is not met during a Faculty Assembly meeting, a quorum will be defined as fifty (50) percent of the Faculty members at the next Faculty Assembly meeting.

Section 3.

The Faculty, acting in its role as a component of the academic governance of the College, will limit its deliberations and actions to matters pertaining to its areas of responsibility as described in Article III.

This constraint on the Faculty shall not be construed as a prohibition of Faculty to organize and to meet as a body for the purpose of attending to other matters of interest to Faculty.

Section 4.

A vote on any academic matter may be taken by secret ballot at the discretion of the Chair or by a vote of one-half (1/2) of the Faculty present. A vote by a secret ballot may be proposed by any two Faculty members.

Section 5.

No action affecting the academic program of the College may be introduced and acted upon during the same meeting or in a subsequent meeting held before the minutes of the first meeting have been distributed. Written proposals and/or motions, with the names of those making such proposals may be acted upon if distributed at least two school days before the meeting.

ARTICLE V. FACULTY STANDING COMMITTEES

The following committees of shall constitute the Faculty Standing Committees:

- a. Academic Standards and Policies (CASP)
- b. Curriculum
- c. Grievance and Professional Conduct
- d. Faculty Affairs
- e. Ranking and Evaluation

The Faculty may elect or otherwise appoint ad hoc committees as are desirable or needed to fulfill its responsibilities.

ARTICLE VI. AMENDMENTS

These Bylaws may be amended by a two-thirds (2/3) vote of those members of the Faculty voting in a duly called meeting of the Faculty provided that the motion(s) to amend is circulated ten days in advance of the Faculty meeting. The amendment becomes effective upon the approval of the President.

PART FOUR: PERSONNEL POLICIES AND PROCEDURES

ARTICLE I. PURPOSE

The Mission Statement of Deree articulates the raison d'etre and character of the institution:

DEREE MISSION STATEMENT

International in origin and outlook, Deree College of the American College of Greece offers a distinctive academic ethos rooted in American higher education best practices and integrating American, Greek and European cultures. The College is committed to extending educational opportunities to qualified students of diverse backgrounds and to active, mutually supportive interaction with its alumni. Deree Faculty, dedicated to teaching, scholarship and service, cultivate a rich intellectual campus environment, serve numerous external constituencies and contribute to their professional disciplines. Through undergraduate and graduate curricula in the liberal arts and sciences, business and selected professions, as well as through its co-curricular programs, the College enables students:

- To define and pursue their educational and professional goals,
- To develop as critical and creative thinkers and socially aware Individuals, and
- To prepare for lives of reflection as well as responsible civic engagement in a complex, global world.

*Approved by the Board of Trustees
June 2009*

All College policies, including personnel policies, derive from and should be consistent with this statement. The mission being to serve students, the purpose underlying all the policies in this document is to attract and to maintain a Faculty of scholar-teachers who will contribute most to carrying out that mission. By stating these official policies, the College recognizes its obligation to both students and teachers to provide those challenges and rewards designed to cultivate such a Faculty.

Where these policies and procedures are incomplete or insufficiently explicit to provide guidance in a particular case, judgment and action should be consistent with this purpose. Where these policies and procedures are in conflict with Greek labor legislation, current or future, the law of the land prevails.

ARTICLE II. DEFINITION

The Faculty of Deree is the core constituency in the academic governance of the College: a vote on a Faculty matter (and therefore a College matter) represents a substantial share in the institutional decision-making process designed to preserve and promote the wellbeing of the institution.

The Faculty comprises the Chief Academic Officer, the School Deans, the Librarian, and all instructors of whatever rank holding full-time teaching contracts. These policies, however, apply only to those members of the Faculty not holding administrative posts and exclude, therefore, the President, the Chief Academic Officer, the Deans, and the Librarian.

There are two types of full-time faculty: Regular and Teaching Tier faculty. All full-time faculty members have the same rights and responsibilities, except where otherwise indicated in this Manual (e.g. Teaching Tier faculty members are not required to engage in scholarly activities and are not eligible for promotion and sabbaticals). Full-time Faculty members are designated as Lecturers and Professors.

Minimal qualifications (necessary but not sufficient) for each rank are:

- | | |
|--------------------------|--|
| Lecturer: | A master's degree |
| Assistant Professor: | An earned doctorate or equivalent terminal degree, or a master's degree with three years full-time teaching experience and enrollment in a doctoral program. |
| Associate Professor: | An earned doctorate or equivalent terminal degree and five years of full-time teaching experience. |
| Professor: | An earned doctorate plus ten years of full-time teaching experience. |
| Distinguished Professor: | An earned doctorate or equivalent terminal degree and an international reputation in an academic discipline, which enhances the College's reputation. |

The term "full-time teaching experience" refers to teaching at the level of higher education as a full-time ranked Faculty member. In exceptional cases, significant related professional experience can substitute for the required teaching experience.

Qualifications are not to be confused with criteria for evaluating the Faculty member's performance and contributions. The above are minimal qualifications and do not indicate standards of performance. Promotion between ranks is not automatic.

The minimal qualifications for any rank may be waived by the President with the consent of the Ranking and Evaluation Committee, in the case of extraordinary achievements of the Faculty member.

The number of Faculty members holding the Professor rank cannot exceed twenty-five (25) percent of the total number of full-time Faculty members currently serving the College.

The minimum time qualification for any promotion between ranks is five (5) years of teaching experience at the previous rank.

ARTICLE III. APPOINTMENTS TO THE FACULTY

A. Policy

Deree seeks and appoints to its Faculty those persons who, by virtue of their academic preparation and experience are most likely to make a significant contribution to the College's mission. The College is an equal opportunity employer and does not discriminate on the basis of age, gender, color, race, nationality, ethnicity, faith, disability, sex, marital status, or sexual orientation. The College strives to maximize valuable talent and potential, and eliminate unconscious bias, prejudice and stereotyping in the workplace.

Selection of persons to be offered appointment to the Faculty is a responsibility shared by the Faculty and the Administration of the College.

B. Procedures

1. Faculty hiring procedures follow the *ACG Hiring Policy for Deree Instructors and Faculty*.
2. An opening of a Faculty position, however created, is declared by the Chief Academic Officer who asks the Dean of the School (Dean) in which the opening occurs to appoint a search committee comprised of at least two Faculty members, one of whom is in the same discipline as that in which the opening has been declared, or, in the event there is none on the Faculty, in a closely related discipline.
3. The Dean creates the position description, as well as the required and desired qualifications, and advertises and otherwise circulates notice of the position.
4. The search committee screens candidate credentials; consults with colleagues in the same discipline; calls references; and makes a recommendation regarding candidates to be interviewed.
5. Candidates to be interviewed, as approved by the Dean, are considered finalists for the open position and are interviewed by: the search committee; other groups of Faculty and students; and if available, the

Dean, the Office of Human Resources, and the Chief Academic Officer.

6. At the end of the interviewing process, the search committee submits to the Dean a list of the strengths and weaknesses of each candidate interviewed.
7. Based on the recommendations of the Dean, the Chief Academic Officer makes the final selection from among the candidates, upon approval by the President.

ARTICLE IV. PROMOTION BETWEEN RANKS

A. Policy

Promotion between ranks requires a minimum of five years of continued service as a full-time Faculty member in the previous rank. Promoted Faculty members must at a minimum meet the requirements for the rank as defined in Article II (Definitions) above. Years in rank is not sufficient justification for promotion. Teaching Tier Faculty members hold the rank of Assistant Professor and are not eligible for promotion.

Promotion to Assistant Professor:

Requires proof of outstanding teaching performance and dedicated service to the institution and evidence of the potential for overall excellence.

Promotion to Associate Professor:

Requires proof of outstanding teaching performance, dedicated service to the institution and a record of scholarship, with the potential for overall excellence.

Promotion to Professor:

Requires proof of outstanding teaching performance, outstanding performance in the area of scholarship, and dedicated service to the institution.

B. Procedures:

1. By October 15 of each year, interested Faculty members who are serving in at least the fifth year in their current rank must notify their Dean and Chief Academic Officer of their intention to apply for promotion.
2. The Chief Academic Officer in collaboration with the Office of Human Resources verifies that the Faculty member has met the minimum requirements in terms of years of service and academic degrees, and notifies the Faculty member whether he/she is a candidate for promotion by October 15. If a Faculty member disagrees with the relevant decision on eligibility, he/she can provide further evidence to justify the request for candidacy.

3. By November 15 of that year, a candidate for promotion must submit to the Office of Academic Affairs a promotion application and academic portfolio that has the potential of showing the candidate is deserving of the new rank.
4. The Portfolio is made available to members of the Ranking and Evaluation Committee, who evaluate the candidate's portfolio and make a recommendation (positive or negative) to the candidate's Dean, by February 15 of the following year.
5. The Dean of the School in which the candidate is assigned makes a relevant recommendation to the Chief Academic Officer by April 1.
6. The Chief Academic Officer sends his/her recommendations to the President by May 1, and following the President's approval, a list of promoted faculty members reaches the Board of Trustees in time for its summer meeting. *
7. Recommendations regarding each candidate's application made at each step of the process can be known by the candidate at the end of the process. However, justifications or narratives for such recommendations and decisions are to remain confidential, as are the votes by each member of the Ranking and Evaluation Committee. At the end of the process, the CAO will provide appropriate feedback to the applicant, including information about the vote tally.
8. Promotions take effect on the first day of the next academic year.
9. A promotion decision cannot be appealed.

*Amended on November 30, 2016

ARTICLE V. CONDITIONS OF EMPLOYMENT

A. Policy

In light of its institutional purpose, the College endeavors to maintain working conditions conducive to Faculty members' effectiveness in fulfilling their responsibilities. These responsibilities include:

1. Teaching: instruction; supervision and evaluation of student's work; assisting students individually upon request; academic advising; revision, and modification of academic programs, courses, and course lessons; course and program assessment; Open University obligations e.g. second marking, reporting, participation in Board of Examiners meetings.
2. Academic research, scholarship, and creative work in one's field as

evidenced by publication in scholarly and scientific journals, publication of books, editorial work, conference presentations, continuation of graduate study toward a terminal degree, fellowships, exchange professorships, exhibits, performances, recitals, public lectures and the like. Teaching Tier Faculty members are not required to engage in scholarly activities.

3. Service: including regular and responsible participation in Faculty meetings; acceptance of election to Faculty committees and appointment to College committees; service to the academic department; carrying out special assignments such as the preparation of reports at the request of the School Dean, the CAO or President; service in support of the discipline or profession; and relevant service to the community.
4. Providing guidance and leadership to students in extra-curricular activities.
5. Participation in the intellectual, cultural, and social life of the College community, as evidenced by regular attendance at lectures, symposia, performances, athletic events, and social gatherings of students and Faculty members.
6. All members of the Deree Faculty are obligated to adhere to the Instructor Code of Ethics and Professional Conduct (see Appendix E), and uphold the highest standards of academic, professional and ethical integrity in research, instruction, and peer evaluation. Similarly, faculty must adhere to the copyright guidelines (see Appendix F).
7. Full time Faculty members must seek permission from their Dean and CAO to engage in outside employment.
8. Collegiality: ability of a Faculty member to work cooperatively and professionally with others at the institution; willingness to advance the College and to make it a better institution; mutually respectful sharing of intellectual authority and professional responsibility for the quality of the curriculum, instruction and its assessment, scholarly / creative works, and the culture of learning; discharge of professional responsibilities in a reliable, conscientious, energetic, civil and effective manner that includes mutual respect, freedom of speech, open-minded consideration of ideas, and the principles of good citizenship for the common good of Deree and its student learners.

These responsibilities provide the base from which criteria for evaluation of professional performance are derived.

B. Procedures

1. Term of employment. A new appointee regardless of rank will be considered as being in a probationary period for the first two (2) years of a

full-time appointment. Upon successful completion of the second year, the appointee will be offered an indefinite time contract. New appointees will be given notice by December 31 of their second year if their contract will not be renewed for the following academic year.

The year of the contract is the academic year beginning on September 1 and ending on August 31 of the following year.

Contracts of employment are valid only as the operating license of Deree is renewed by the Ministry of Education; should that license not be renewed for any reason whatever, contracts will be null and void and Faculty members will have no claim whatsoever against the College with respect to their contracts of employment.

Unless excused, Faculty members must be present at Board of Examiners meetings, as well as at Commencement ceremonies. The workweek is normally Monday through Friday, holidays excluded. During this period, the Faculty member may be assigned classes and is expected to be available for office hours, meetings, and appointments.

During the summer, the Faculty member who is not teaching continues his Faculty status with all rights and responsibilities.

2. Teaching Load. The required teaching load for full-time Faculty is eight courses or 24 credit hours per academic year.

Graduate courses that are listed as carrying three (3) hours of credit will count for four (4) hours toward the instructor's teaching load. Faculty teaching at least three (3) graduate three-hour courses must assign at least a twenty-five (25) percent weight on the Scholarship part of their Faculty Activity Report (FAR).

Laboratory portions of courses or otherwise defined as Contact Hours count as 0.60 of one (1) credit toward an instructor's load.

Generally, Directed Studies do not count towards load.

No Faculty member can teach more than:

- a. Fifteen (15) credit hours of courses per semester
- b. Four (4) different courses per semester
- c. Seventeen (17) contact hours per semester (including laboratories and studios).
- d. Four (4) credit hours per four-week summer session.
- e. Seven (7) credit hours per eight-week summer term.
- f. Thirty (30) credit hours per full academic year (semesters and summer term/sessions).

3. Work Load. No Faculty member is assigned to more than three College

committees at one time. Other extraordinary assignments are given consideration in determining the teaching load of a particular Faculty member. While absolute equivalence among working loads is not possible, every effort is made to distribute the work fairly among Faculty members over a multi-year period.

A Faculty member is never required to teach more than two classes in consecutive teaching periods, although s/he may consent to do so. S/he will post, and keep, at least one office hour per course, per week, distributed over at least four days.

Faculty members engaged in administrative duties, such as serving as Department Heads, are given appropriate reassigned time, which allows them to carry out their administrative duties. Such administrative duties extend throughout the academic year.

4. Physical facilities and surroundings. The College is obligated to provide:
 - a. Office space furnished with a desk, a chair, a file drawer, and bookshelves and computer for each Faculty member.
 - b. Clean and adequately equipped instructional spaces.
 - c. A lounge area reserved for the exclusive use of Faculty and Staff.
 - d. Adequate means for internal and external communications.
 - e. Clerical and laboratory assistance, duplicating services, audio-visual equipment and service.

ARTICLE VI. EVALUATION OF PROFESSIONAL PERFORMANCE

A. Policy

To ensure that (1) Faculty members receive regular evaluative data about their performance, (2) the Administration receives accurate information and judicious recommendations concerning the continuation, promotion, or termination of Faculty members, and (3) the Faculty itself plays a major role in developing quality within its ranks, evaluation of the professional performance of Faculty members is a continuous process carried on by the Faculty under the supervision of academic administrators.

B. Procedures

1. Faculty members undergo two types of evaluations: Annual Performance Review and Promotion Review.
2. Data used in evaluation are generated in four ways: by the Faculty member him/herself; by course and teaching evaluation instruments

completed by students; by peer/Faculty colleague review (e.g. classroom observation), and by academic supervisors.

C. Faculty Files

The Chief Academic Officer, the Academic Deans, and the Office of Human Resources, each maintain a dossier for each Faculty member under their supervision. The dossier includes such essential documents as diplomas, transcripts, updated curriculum vitae, and contract. It also includes relevant material placed there by the Administration or by the Faculty member him/herself, who has access to the file at all times.

ARTICLE VII. SALARY AND BENEFITS

A. Policy

The best interests of the College and Faculty are optimally served by a well-structured, periodically benchmarked salary scale and system of appropriate personnel benefits. The College's salary scale may be revised as often as yearly to reflect the changing economy.

B. Procedures

1. A Faculty salary scale for each of the four ranks (Lecturer, Assistant Professor, Associate Professor, Professor) with annual increments and opportunity for merit stipends is recommended by the Faculty and approved by the President and the Board of Trustees.
2. When a Faculty member reaches the top of the scale, no further annual increments are provided, and only promotions, and across-the-board increases (if granted) are available. Increases are of two general and two individual kinds, granted only within the limits established by Government Income Regulations.
 - a. General increases
 - 1) Across-the-board: Each salary step is increased by an amount or a percentage amount, the increase being granted universally and depends on the financial ability of the College to make such adjustments.
 - 2) Annual increment: Each Faculty member each year receives an annual increment if his/her contract continues or is renewed until he/she reaches the top of the scale.
 - b. Individual increases (based on performance appraisal)
 - 1) Promotion: A promoted Faculty member receives a promotion and annual increment as reflected in the Faculty Salary Scale.

- 2) Merit stipend: May be given to Faculty who have excelled during the previous academic year in any of the following area under review: teaching, scholarship, and service. No more that 20% of the Faculty will receive a merit stipend, which will be received for one year and will not be incorporated in the annual base salary.
3. The College is not obliged but generously provides a set of benefits that can be changed at its discretion as the financial condition of the College permits. These benefits include a private health and disability plan, tuition remission for Faculty children at PIERCE and Deree, as well as others as described in Article 9 of the Employee Manual.
4. Leaves:
 - a. Sabbatical. A Faculty member is eligible to take sabbatical leave after six continuous years of service. Teaching Tier Faculty members are not eligible for sabbaticals. Application for a sabbatical must be accompanied by a written proposal of professional activities to be carried out during the leave and must be submitted by March 1 for sabbaticals to take place during the following academic year. Leaves are for one semester at full pay or one year at half-pay and must have the Chief Academic Officer's (CAO) approval. The Faculty member who is awarded a sabbatical leave is obligated to return to the College for one year of employment following the sabbatical leave or reimburse the College for the salary paid him/her during the period of leave. Within two months of returning from a sabbatical leave a Faculty member is obligated to provide to Academic Affairs a detailed report of professional activities during the sabbatical leave.
 - b. Professional. Professional leaves with or without pay may be approved by the CAO.
 - c. Personal. Personal leaves, with or without pay, may be approved by the CAO.
 - d. Any other type of leave (medical, maternity, bereavement etc., is offered in accordance to Greek Law.
5. Professional Education:

The College may pay the tuition or part of the tuition of a Faculty member who attends courses or seminars. Reimbursement is made upon proof of successful completion of the course. Applications must be submitted to the CAO for prior approval.

ARTICLE VIII. TERMINATION OF EMPLOYMENT

A. Policy

Renewal of the Faculty and continuity of the Faculty are equally important institutional goals. Accordingly, some turnover of Faculty members is to be expected, but based on either the personal or professional initiative of Faculty members or fairly administered and widely understood institutional initiative.

B. Procedures

1. Retirement. The College may require a Faculty member to retire at the end of the academic year during which he/she reaches his/her 65th birthday. His/her contract may be renewed for one-year periods thereafter, regardless of rank.
2. Resignation. The Faculty member is expected to submit his/her resignation, in writing, to the Chief Academic Officer at least ninety days before the effective date. The effective date must be at the end of an academic term or session during which the Faculty member is engaged in teaching.
3. Non-renewal of contract. The Faculty member in his/her first year will be notified, in writing, of the College's intention not to renew his/her appointment no later than March 15; in his/her second year no later than December 31.
4. The Administration may dismiss a Faculty member for cause. Dismissal for cause is defined as dismissal for discontinuance of an academic program, incompetence or moral turpitude. All matters related to dismissals are regulated according to standing Greek legislation.

ARTICLE IX. GRIEVANCES

A. Policy

Faculty members are entitled to review of their grievances, according to the basic principles of due process, by a peer group. The grievance of one of its members is the concern of the whole Faculty in its legitimate role in academic governance.

B. Procedures

Review of grievances is the responsibility of the Grievance and Professional Conduct Committee, an elected Faculty Committee, the composition of which is determined by the Faculty and incorporated into the Faculty Manual. The Committee is dedicated to just and expeditious resolution of conflicts. While it is composed of Faculty colleagues of the aggrieved party, it is not an advocate assigned either to prosecute his/her case or to defend the accused.

Where individual members of the elected Grievance and Professional Conduct Committee are themselves involved in a case, or deem themselves biased or in possession of knowledge prejudicial to either party in the dispute, or have a perceived conflict of interest, they are expected to disqualify themselves.

1. The Faculty member who believes that administrative procedural acts or omissions constitute grounds for a grievance is expected first to exhaust all recourse with the administration.
2. If the administrative response to the Faculty member's grievance is judged to be inadequate by the Faculty member or has been denied, the Faculty member may petition the Grievance Committee for review of the case. S/he does so in writing, with a copy to the Chief Academic Officer, setting forth the exact nature of the grievance, the steps s/he has already taken, and the solution s/he is seeking.
3. The Grievance and Professional Conduct Committee meets within five working days of the receipt of the grievance. Preliminary review of the written grievance leads to a decision to:
 - a. Request further information from all parties, or
 - b. Attempt to mediate the dispute, or
 - c. Reject the grievance because of insufficient grounds.

Decision c. does not preclude the Faculty member from resubmitting the grievance in revised form.

4. If the Grievance and Professional Conduct Committee takes decision a. above, evaluation of information then leads subsequently to b. or c.
5. If attempts to mediate the dispute fail to affect a satisfactory resolution, the aggrieved Faculty member may:
 - a. Request a hearing, or
 - b. Waive hearing and request a recommendation by the Grievance and Professional Conduct Committee based on the evidence and information already available to it.
6. If the Faculty member waives the hearing, he/she may not subsequently request a hearing following, for example, an adverse recommendation from the Grievance and Professional Conduct Committee.
7. Should the Faculty member request a hearing, the Grievance and Professional Conduct Committee will schedule it within 20 working days of the request, informing both parties of:
 - a. The time and place of the hearing
 - b. Their rights:
 - 1) To be represented by counsel, in which case a representative from the Office of Human Resources is also called to attend,
 - 2) To testify or remain silent,
 - 3) To present evidence and witnesses,
 - 4) To cross examine other witnesses,
 - 5) To two preemptory challenges of the composition of the Grievance Committee
 - c. The procedural rules to be followed in the hearing
 - d. The method of selecting alternates for members of the Grievance and Professional Conduct Committee in the event that one or more members disqualify themselves for bias or are preemptorily removed; and
 - e. Whether the hearing is to be public or private.
8. Following the hearing, the Committee will present a confidential draft of its findings and recommendations to the Chief Academic Officer within two (2) working days, who in turn has two (2) working days in which to respond, again in confidence, suggesting corrections, additions, deletions, or alternatives.
9. Should the Chief Academic Officer not respond during the allotted period, or following his/her response, the Committee presents its findings and recommendations in final form to the

Chief Academic Officer with a copy to the aggrieved Faculty member.

10. Within a reasonable period of time, the Chief Academic Officer will communicate to the Faculty member, with a copy to the Grievance Committee, what action, if any, s/he intends to take.
11. Should the Faculty member want to appeal the Chief Academic Officer's decision, he/she may do so, in writing to the President.
12. As a last level of appeal, The Board of Trustees may be used and the Chair will receive the appeal in writing by way of the President who guarantees the transmission of the appeal prior to the next regular meeting of the Board. The Board of Trustees may dispose of the case at its discretion.

PART FIVE: FACULTY ANNUAL PERFORMANCE REVIEW

Full-time faculty members go through a performance review process on an annual basis. Faculty members who hold the rank of Professor can choose to be reviewed every other year, with the approval of their dean. The purpose of this review is to enhance faculty development, contribute to faculty reappointment and promotion decisions, and to reward outstanding faculty performance.

Professional Development Plans

Each full-time faculty member will develop a written Professional Development Plan (PDP) that sets forth a program for that individual's future professional development in Teaching, Scholarship, and Service. Teaching Tier Faculty members do not include Scholarship activities in their PDP. It is advisable that a faculty member meets with the Department Head and/or Dean at the beginning of the academic year to discuss their expectations of the faculty member before submitting a PDP.

Faculty members who hold the rank of Professor and decide not to take part in the performance review process in a specific academic year, must so indicate on their PDP, keeping in mind that those not being reviewed are not eligible for any available merit stipends.

The deadline for submitting a Professional Development Plan for the current academic year is September 15.

Faculty Observation Procedures

Observations and evaluations of faculty should be a professional endeavor that encourages open and free discussion between the instructor and the observer. The expectation is that the instructor and the evaluator will discuss the evaluation and that there should be an opportunity for questions and honest conversation about expectations and performance. The process should provide an opportunity for growth for the instructor.

Faculty members with the rank of Professor or Associate Professor are observed every two years, except in cases where such faculty members are in their first year of teaching at Deree. Faculty members can request to be observed more frequently than the above requirement.

The classroom observation will be conducted by the person assigned to oversee the full-time faculty member's department Head, Dean, or by his or her designee.

- The person conducting the classroom observation will notify the faculty member no less than a week prior to the classroom observation that he or she will be conducting the classroom observation.
- The observer and the faculty member being observed will arrange a date for

the observation.

- At least four (4) days before the scheduled observation, the faculty member being observed will submit to the observer the following materials:
 1. A plan for the class activities on the day scheduled for observation. This should include learning objectives and any materials to be distributed or available to students.
 2. Course Outline
- Upon conclusion of the classroom observation, the observer and the observed faculty member should each complete a copy of the observation form.
- The observer will schedule a meeting with the observed faculty member within fourteen (14) days of the observation. This meeting may be conducted in person or by web conferencing.
- Both the observed faculty member and the observer should bring their completed forms to the meeting. The observed faculty member and the observer should discuss the observation and the strengths and possible areas for development perceived during the observation. The observer and the observed faculty member should work collaboratively to complete the “Areas for Professional Development” section of the form.
- The observer should complete the final version of the observation form no later than seven (7) days after meeting. The observer should retain one copy of the evaluation and send one copy to the observed faculty member.
- The observed faculty member should sign the final evaluation. The signature acknowledges receipt of the form; it does not indicate agreement with the ratings or comments made by the observer. The observed instructor may submit additional comments about the evaluation to his or her Dean no later than seven (7) days after receipt of the evaluation. Comments received by the Dean will be shared with the observer.

The respective Dean and the Provost reserve the right to make recommendations, and in exceptional cases amend the final evaluation based on specified evidence.

The completed Faculty Observation Form will be used in the preparation of the Annual Performance Review of the observed faculty member.

Faculty Annual Performance Review

The Annual Performance Review is conducted by the Dean, with significant input from the relevant Department Head and/or Program Coordinator, unless the faculty member to be reviewed is a Department Head.

If the faculty member is a Department Head, the Annual Review is conducted only by the Dean. If faculty member is an Associate Dean or Dean, the Annual Review is conducted by the Provost or Chief Academic Officer.

For the purposes of faculty annual review, each department may develop and use its own evaluation criteria, following approval by the Dean and Provost. The criteria will reflect expectations for faculty performance that are based on generally expected norms in the discipline, and generally expected norms for teaching, collegiality and service at Deree. Such norms and other obligations are reflected in the Faculty Manual and in the contractual obligations of each member of the teaching staff.

Faculty will receive one of three ratings: Meets Expectations, Exceeds Expectations, or Needs Improvement.

Needs Improvement means that the faculty member did not adequately meet the expectations of the position in terms of teaching, scholarship or service (and administrative service if applicable).

Meets Expectations means that the faculty member adequately met expectations in the three areas: teaching, scholarship or service (and administrative service if applicable).

Exceeds Expectations means that the faculty member had an extraordinary year, and performed above average in one or more areas under review (teaching, scholarship, service, and administrative service if applicable).

A Faculty Performance Review is based on the faculty member's Faculty Activity Report (FAR) and any other evidence accessible to the Head, Dean, or Provost. Such evidence will be shared with the faculty member being evaluated. In addition, the evaluation will take into account the agreed upon goals reflected in the faculty member's professional development plan.

When submitting an annual Faculty Activity Report, a faculty member should provide a narrative about each of the areas of evaluation, as well as supplemental supportive material. In this report, the faculty member must assign weights in terms of percentages (in intervals of 5% or 10%) of how he or she should be evaluated in each of these areas. Obviously, the larger the percentage, the more difficult it becomes to achieve an Exceeds Expectations rating, because a faculty member must accomplish much more in that category. For full time faculty, the weights must equal 100%.

It is advisable that a faculty member meets with the Department Head at the beginning of the year to discuss the Head's expectations of the faculty member. At that point the two could also agree on the weights assigned to each of the three areas. The deadline for submitting the activity report is **September 15**. The Annual Performance Review covers the previous academic year.

Sample Departmental Criteria

These criteria will be used until the department's own criteria that resemble these have received final approval.

I. Teaching (50%-70% weight) (Teaching Tier Faculty: 60%)

1. Academic program planning and development
2. Instruction
3. Evaluation
4. Academic Advising

Criteria of teaching effectiveness used in the department include, but are not limited to the following:

Student learning and performance

Student evaluations

Teaching observations

Innovative teaching techniques and solutions

Exceptionally large advising load and proven effectiveness of advising

Active participation in teaching seminars/workshops resulting in new course material or new courses

Use of feedback, provided by colleagues and students, for further development

Activities to increase expertise in areas relevant to teaching assignment

TEACHING

Meets Expectations	Exceeds Expectations
1. Student evaluations (good, very good)	1. Student evaluations (excellent, exceptional)
2. Attending conventions, conferences, scholarly/creative arts workshops or seminars	2. Innovative teaching techniques
3. Peer observations (satisfactory, competent)	3. Newly developed teaching materials specifically for these courses.
4. Student advising (competent, effective)	4. Peer observations (excellent, exceptional)
5. New and number of preparations	5. Heavy advising load and excellent advising
6. Variety of courses taught	6. New or heavily revised courses
7. Advising of student clubs and/or direction of student work	7. Teaching awards
8. Attendance and punctuality	8. Attending teaching workshops and incorporating relevant materials into courses.
9. Willingness to substitute for or offer help to colleagues	
10. Activities to increase expertise in areas relevant to teaching	9. Alumni testimonials and/or student performance
11. Positive reviews of teaching effectiveness from OU External Examiners for courses that can be tied to specific instructors	10. Use feedback from teaching evaluations to improve performance

Note: The list of criteria in each area is not exhaustive nor are all criteria required to be met.

II. Scholarly Activity (FT Faculty: 10% - 30%)* (Teaching Tier Faculty: 0%)

As defined by Boyer [Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. Princeton, N.J.: Carnegie Foundation for the Advancement of Teaching].

1. Scholarship of Teaching
2. Scholarship of Discovery
3. Scholarship of Engagement
4. Scholarship of Integration
5. Scholarship of Community

Criteria of effectiveness in scholarly activity include:

- ✓ Scholarly engagement related to one's discipline
- ✓ Scholarly publications (books, articles, reviews, exhibition catalogs)
- ✓ Paper presentations or panel discussions
- ✓ Curatorial work
- ✓ Editorial guidance for publications
- ✓ Fellowships and awards
- ✓ Paid consulting or paid free-lance work relevant to the department's mission
- ✓ Achievement in creative work such as audio, video, or print, 3-D, which has gone through an evaluation process (jury, peer-review, editorial decision process, etc.) and/or presented in an external venue
- ✓ Successful grant applications or art residencies

*Faculty with reassigned time for research/scholarship or on a reduced teaching load contract because of graduate faculty status MUST set a minimum of 25% for scholarship.

SCHOLARSHIP

Meets Expectations	Exceeds Expectations
<ol style="list-style-type: none"> 1. Presenting invited or juried papers at international conferences 2. Making satisfactory progress in a doctoral program 3. Writing book or creative work reviews, or writing catalogs 4. Performances and performance related design/exhibitions or screenings or choreographies in national venues 5. Curatorial work 6. Receiving seed grants 7. Participating or chairing conference panels 8. Presenting refereed or juried papers at local or national conferences in Greece 9. Evaluating manuscripts for a refereed publication 	<ol style="list-style-type: none"> 1. Conducting professional workshops related to expertise 2. Presenting refereed papers at international conferences 3. Presenting juried papers at the major international conference of the discipline 4. Receiving external grants 5. Evaluating textbooks or reference books for publishers 6. Publishing books or manuscripts in refereed journals and books (this does not include self-published books). 7. Post-doctoral studies 8. Audio/video or software productions 9. Paid approved consulting related to expertise 10. Concert soloist performances or solo exhibitions in international venues. 11. Approved, paid free-lance work related to expertise

III. Service (10%-30%) (Teaching Tier Faculty: 20%)

1. Institutional
2. Professional
3. Community

Criteria of effectiveness in service* include:

- ✓ Meaningful participation in departmental activities
- ✓ Significant participation in the productivity of ACG committees
- ✓ Sponsorship of student organizations
- ✓ Serving as department or college representative
- ✓ Serving in a leadership role in professional associations
- ✓ Providing advice and expertise to community activities

*service must be related to a faculty member's teaching assignments and/or the College's mission.

Meets Expectations	Exceeds Expectations
1. Committee participation	1. Leadership position on school or College committees
2. Advising campus organizations	2. Judging or critiquing professional competitions
3. Special assignments in the department	3. Professional (unpaid) consulting
4. Judging or critiquing student competitions	4. Evaluating manuscripts for conferences
5. Public speeches/media appearances	5. Holding office in national, regional professional/academic organizations
6. Active membership in professional (non-academic) organizations	
7. Making presentations to local audiences (at non-academic meetings)	6. Chairing successful new programs validations committees

IV. Administrative Service (Department Heads/Coordinators) (10%-30%)

1. Departmental or Program Service
2. Special Institutional Administrative Service

Criteria of effectiveness in administrative service include:

- ✓ Meaningful leadership role in departmental activities
- ✓ Active participation in school and college-wide efforts and goals
- ✓ Effective and objective evaluation of faculty
- ✓ Effective faculty recruiting/staffing
- ✓ Leading efforts to adhere to Deree, OU and NEASC standards

Meets Expectations	Exceeds Expectations
1. Meets legitimate student needs	1. Mentoring new faculty
2. Active engagement with external constituencies.	2. Leading curricular change
3. Processing curriculum proposals	3. Leading assessment efforts
4. Leading faculty searches and faculty recruitment.	4. Successful implementation of OU responsibilities and commitments
5. Creating class schedules	5. Guiding Program Review or Monitoring processes that promotes the adoption of best practices in the discipline.
6. Meeting deadlines	
7. Actively recruiting students	6. Building good rapport with students, faculty and administrators
8. Evaluating FT and PT faculty	7. Actively leads in efforts to promote civility and good citizenship at the Institution.

V. Collegiality

Collegiality is defined as "the ability of a Member to work cooperatively and professionally with others at the institution; the willingness to advance the College and make it a better institution; the mutually respectful sharing of intellectual authority and professional responsibility for the quality of the curriculum, instruction and its assessment, scholarly / creative works, and the culture of learning; the discharge of professional responsibilities in a reliable, conscientious, energetic, civil and effective manner that includes mutual respect, freedom of speech, open-minded consideration of idea, and the principles of good citizenship for the common good of Deree and its student learners."

In summary, all full-time faculty members are subject to an annual review.

Reviews will be completed by the end of the fall semester. Each review will include a review of the faculty member's teaching effectiveness, scholarship, service, and collegiality. Comments in the review will include observations based upon at least one classroom observation.

The annual review will include an assessment of the progress made by the faculty member in the implementation of his or her Professional Development Plan.

Annual Reviews are guided by school deans, but are expected to involve Department Head input.

VI. Appeals

A faculty member who disagrees with a final rating on the Annual Review Form, has the right to appeal such rating to the Faculty Ranking and Evaluation Committee. The appeal must take place within 10 days of the faculty signature date, must be in writing and must include evidence supporting the claim that a rating was generated based on erroneous interpretation of the Annual Review Policy. Upon examination of the appeal, the Faculty Ranking and Evaluation Committee, by a majority vote makes a recommendation to the Chief Academic Officer to either accept or deny the applicant's appeal.

PART SIX: COMMITTEES

Academic Council

The Academic Council is the senior academic advisory board authorized by the President and the Faculty to oversee and coordinate all matters relating to OU validation.

Program Committees

Program committees have responsibility for the routine monitoring of individual academic programs.

College Standing Committees

Faculty positions on the College Standing Committees are filled by appointment. Announcement of such appointments are made by the Chief Academic Officer in September for the current academic year. A Faculty member is obligated to serve when appointed to a College committee.

Faculty Standing Committees

The Faculty positions on the Faculty Standing Committees are filled by election. A Faculty member may serve or not as he/she chooses.

School of Graduate and Professional Education Committees

Committees devoted exclusively to matters related to graduate studies.

Ad Hoc Committees

College-Ad Hoc Committees are appointed as needed.

I. ACADEMIC COUNCIL

General Purpose

The Academic Council is the senior academic advisory board authorized by the President and the Faculty to oversee and coordinate all matters relating to OU validation and other academic matters. Specifically, its purpose is to supervise the work of the Program Committees and, supported by the Validation Office, facilitate the flow of information between, and coordinate the decisions made by the OU, academic departments, the Faculty Assembly, the Curriculum Committee, the Committee on Academic Standards and Policies, the Committee on Standing and Conduct and all other bodies and personnel that contribute to the delivery, quality assurance, enhancement and development of the OU validated programs. In addition, the Academic Council provides feedback relative to NEASC accreditation processes.

Authorities and Responsibilities Delegated to the Council

Reporting to the President, the Council has the authority and responsibility to:

- Supervise those matters pertaining to the quality, standards and enhancement of the validated awards
- Maintain oversight of the regulatory framework for the validated awards, as a medium for communication among its members, and assure fair treatment of students
- Ensure that Program Committees discharge their responsibilities for program monitoring and provide guidance to these committees on the fulfillment of their quality assurance responsibilities
- Appoint Examination Board Chairs in collaboration with academic departments/ areas and the Validation Office
- Receive and consider Summary External Examiners reports prepared by Program Committees; ensure the production and submission of the annual OU report(s) by the Program Committees
- Ensure the coordination for the compilation, production and submission of the annual Institutional Monitoring Report by the Validation Office
- Provide feedback to the Curriculum Committee and the Committee on Standing and Conduct.
- Receive recommendations by the Committee on Academic Standards and Policies and in turn report these recommendations to the Examination Boards
- Receive reports submitted to the Curriculum Committee by the Program Committees
- Provide feedback to the Committee on Standing and Conduct regarding academic integrity issues relative to validated awards
- Receive, consider and disseminate information from the Validation Office concerning possible changes in validation regulations etc.
- Propose new academic policies, as well as, new academic programming initiatives.; all Council policy proposals must pass through the appropriate governance approval processes

- Ensure that all Faculty Assembly decisions that have a bearing on validated awards are properly implemented
- Ensure that the requirements for OU validated awards are in alignment with NEASC accreditation standards
- Promote Faculty development issues directly and indirectly through the deans, as well as Faculty professional engagement by supporting research and scholarship, conference participation and the pursuit of terminal degrees; encourage the implementation of new pedagogies; promote engagement with educational and cultural institutions
- Consider and ensure appropriate action on student appeals
- Establish sub-committees or working groups enabling the Council to fulfill its responsibilities
- Ensure that procedures are consistent with the authorities and responsibilities outlined above

Council Composition

- Chief Academic Officer
- Dean, School of Business
- Dean, School of Fine Arts & Performing Arts
- Dean, School of Liberal Arts & Sciences
- Dean, of the School of Graduate and Professional Education
- College Registrar
- Director of the Validation Office
- Other Deree community members by invitation as resource persons

Council Chair

- The Chief Academic Officer or a designee chairs the Council.

Conduct of Business

- The Council must reach a quorum to convene. A quorum consists of six (6) members
- The Council elects its own secretary who keeps minutes, on the basis of which the chairperson informs the President and Open University of the Council's actions and recommendations.
- The Council will meet as needed, with a minimum of four meetings per academic year (two meetings during each of fall and spring semesters)
- Decisions are reached by a simple majority vote of the members who are present in the meeting
- The chair has no voting rights unless there is a tie.

II. PROGRAM COMMITTEES

General Purpose

Program committees will have responsibility for the routine monitoring of academic programs, including the consideration of student feedback, performance data and external examiners' reports. They will prepare responses to external examiners' reports and approval of the School's and Department annual monitoring reports. The program committees will also propose modifications to curricula and other actions to enhance the quality of teaching and learning and will inform the Academic Council and the Curriculum Committee appropriately.

Composition

There will be a Program Committee for each of the College's Schools. Each Program Committee will be chaired by the respective academic dean of the school. Each Committee's membership will comprise all program coordinators, department heads and assistant department heads, internship coordinators, as well as the presidents of the student academic societies. The Director of the Validation Office will be a non-voting member of each Program Committee. Each committee elects its own secretary. In order to meaningfully discuss all programs, the Program Committees may form sub-committees.

Terms of reference

- To discuss student performance based on Exam Boards reports and use indirect methods (senior exit surveys, senior exit interviews as well as alumni surveys) to monitor the performance of groups or cohorts
- To consider and respond to external examiners reports
- To inform the Curriculum Committee about specific needs for improvement with regard to curricula and program design relative to the OU award
- To submit a summary report of its conclusions concerning student monitoring to the Academic Council and receive its feedback
- To identify best practice in the teaching and support of students and toward this end to collaborate with the Teaching and Learning Center.
- To approve the OU annual monitoring reports produced by departments
- To evaluate student feedback both with regard to course evaluation forms and senior exit surveys and interviews and to communicate such results to students and inform the Academic Council

Procedures

All department heads and program coordinators have the right to vote and be elected to the post of secretary. Student representatives have the right to vote. The chair is responsible for setting up the meetings and communicating results to the Curriculum Committee and the Academic Council. The chair also receives feedback from both of these academic bodies. The secretary keeps minutes, which are posted on Blackboard. The committees report to the Academic Council and meet at least once per semester or as often as their members deem necessary. The Program Committees may form sub-groups for the sake of efficiency.

The Committee reaches a quorum when more than half of its voting members are present.

Decisions are arrived at by majority vote and the Chair has voting rights in the event of a tie.

III. COLLEGE STANDING COMMITTEES

A. Art Review and Cultural Events Committee

General Purpose

To oversee art development and cultural activities at the College. The Committee is comprised of two subcommittees: Art Review and Cultural Events. The Art Review Subcommittee defines the mission and scope of the ACG Art collection as well as develops policies related to the development and maintenance of the ACG Art collection and makes recommendations to the Chief Academic Officer (CAO). The Cultural Events Subcommittee plans a schedule of diverse cultural events including performances, exhibitions and lectures in coordination with the CAO.

Authorities and Responsibilities Delegated to the Committee

Art Review Subcommittee

- Develop policies for ACG Art including: staffing, acquisitions, donations, loans, exhibitions, publications, legal and copyright issues, and use of campus Gallery spaces.

Cultural Events Subcommittee

- Plan cultural events, utilizing both College resources and in collaboration with cultural foundations and organizations inside and outside of Greece, to support and enhance College academic programs.

Composition

The Committee members are appointed by the CAO and serve a two-year appointment. The Art Review Subcommittee consists of the ACG Art Registrar, one Visual Arts faculty member, one Art History faculty member, and the Dean of the Frances Rich School of Fine and Performing Arts. The Cultural Events Subcommittee consists of one Visual Arts faculty member, one Art History faculty member, one Music faculty member, one Theater and Dance Faculty member, the Dean of the Frances Rich School of Fine and Performing Arts, and the Director of College Events. The CAO appoints the Chair of the Committee, who coordinates and may chair both subcommittees. The CAO appoints resource persons as needed.

Procedures

- The Committee has a quorum in order to convene when three members are present in addition to the Chair.
- Decisions are arrived at by majority vote and the Chair has voting rights in the event of a tie.
- The Committee elects its own secretary who keeps minutes.
- The Committee meets as often as it deems necessary.

B. Committee on Disabilities and Learning Differences

General Purpose

- Monitor and recommend policies and procedures in order to accommodate individuals with disabilities and learning differences.
- Recommend actions and alternative assessments for students who have documented disability or face learning differences.

Authorities and Responsibilities Delegated to the Committee

- Recommend to the Academic Council new policies and procedures and appropriate changes to internal policy and procedures concerning people with disabilities and learning differences.
- Promote the rights of individuals with disabilities and learning differences as well as an inclusive environment within the institution.
- Align College policies and procedures regarding disabilities and learning differences with relevant Greek and EU legislation.
- Raise campus awareness regarding disabilities, learning differences, and available services and provisions.
- Evaluate and approve recommendations and proposals for alternative assessment methods for students who have documented disability or learning differences (documentation submitted by the Educational Psychologist).
- Recommend to the Boards of Examiners alternative assessment methods for students with documented disability or learning differences. The student's course instructor must be consulted about the appropriateness of the recommended assessment method.
- Recommend mechanisms for monitoring the forms and conduct of assessments and pattern of student achievement for those students with disability or learning differences.

Composition

- The Committee is composed of the Educational Psychologist, a representative from the Office of Student Affairs, three (3) Faculty members appointed by the Chief Academic Officer (one (1) from the School of Liberal Arts & Sciences, one (1) from the School of Fine & Performing Arts, and one (1) from the School of Business), and one student representative recommended by the Educational Psychologist and approved by the Director of the Office of Student Affairs, with a minimum CI of 2.50, with at least 60 credits earned, who is to attend policy meetings only.
- All Committee members have full voting rights, except for the Committee Chair who only has a tie-breaking vote.
- The Chair of the Committee is appointed by the Chief Academic Officer.

- Faculty and administrators serve a renewable two-year term; the student representative serves for one academic year.
- The Committee may invite and/or consult with resource persons as needed.

Procedures

- The Committee has a quorum to convene when at least four (4) members, including at least one (1) Faculty member are present.
- The student representative can only attend policy-making sessions only, with full voting rights.
- The Committee elects its own secretary who keeps minutes, on the basis of which reports are generated.
- The Committee receives recommendations and proposals from the Educational Psychologist for the accommodation of students with disabilities and learning differences.
- The Committee meets once a month or as often as the Committee deems necessary. In addition, the Committee meets at least 10 days before the scheduled meetings of the Board of Examiners in order to approve the report to be submitted to the Board of Examiners.

Committee Reports

- The Committee compiles the report for the Board of Examiners. The report which includes a list of all Open University students with disabilities and learning difficulties and their approved alternative assessment methods, is submitted to the Academic Council for approval. In turn, the report is submitted to the Board of Examiners via the Validation Office.
- The Committee submits an annual report to the Academic Council at the end of the academic year. The report includes a list of all students with disabilities and learning differences and their approved alternative assessment methods.

C. Archives and Library Advisory Committee

General Purpose

- The Archives and Library Advisory Committee assists the Head Librarian in the development of the Library and in the formulation of library policies and procedures. It further advises the College Archivist on policies and matters related to preserving the College's historical documents.

Authorities Delegated to the Committee

- Study library needs in relation to academic programs and to recommend materials in support of such programs.
- Serve as a liaison between the library and the Faculty.
- Review and evaluate existing library policies and procedures, and recommend changes.
- Establish sub-committees or working groups enabling the Committee to fulfill its responsibilities.
- Provide input on the work of the College Archivist

Composition

The Committee is appointed by the Chief Academic Officer for a period of two years, and consists of the Head Librarian, the College Archivist, one (1) Faculty member selected from the School of Business, two (2) from the School of Liberal Arts and Sciences (at least one of which teaches primarily at the graduate level), and one (1) from the Frances Rich School of Fine and Performing Arts, as well as two (2) student representatives recommended by the Student Government. The Head Librarian chairs the Committee. The Committee may invite and/or consult with resource persons as needed.

Procedures

- The Committee has a quorum to convene when at least four (4) members are present.
- The Committee elects its own secretary who keeps minutes.
- All recommendations are made to the Head Librarian.
- The Committee will meet as often as it deems necessary.

D. International Honors Advisory Committee

General Purpose

The International Honors Program (IHP) Advisory Committee assists the IHP director by promoting synergies between IHP and schools and departments, and by providing input on the development and implementation of relevant academic policies and procedures.

Authorities Delegated to the Committee

- Offer recommendations on IHP admissions and dismissals as well as on admission policy and procedures
- Provide input on the development of an outcomes assessment plan for IHP
- Suggest strategies to ensure the recruitment, retention, and graduation of Honors students
- Recommend and assist with co-curricular initiatives
- Advise on the development and implementation of the IHP curriculum
- Advise on methods of outreach and assist in promoting IHP on and off campus
- Attend the oral defense of Honors Theses

Composition

The Committee is appointed by the Chief Academic Officer for a period of two years, and consists of the IHP director, three (3) appointed Faculty members (one (1) from each academic school), and a student representative from the International Honors Society. The student representative will participate only in discussions of program policy items. The Committee is chaired by the IHP director.

Procedures

The Committee will have a quorum to convene when three (3) of its members are present.

The Committee elects its own secretary who keeps minutes.

The Committee may invite members of other departments or academic administrators as needed.

All recommendations are made to the IHP director.

The Committee will meet as often as it deems necessary.

E. Teaching and Learning Center (TLC)
Faculty Work Group

- I. TLC Work Group Mission: The Teaching and Learning Center Faculty Work Group works with the TLC Director to plan, promote and execute innovative approaches to teaching and student learning and encouraging a culture of academic excellence.

- II. TLC Work Group Composition: The members of the TLC Work Group are known as Fellows. The Work Group consists of the TLC Director, one (1) full-time Faculty member from each of the Schools and one (1) adjunct or Associate Faculty member, are appointed by the CAO as Fellows to the Work Group for a period of one year. Members can be reappointed for additional terms. In addition, the Collaborative Technologies and Distance Learning Advisor, serves as a Resource Member of the Work Group. The Group may invite members of other departments or administrators to participate in meetings or events as needed.

- III. The TLC Work Group Fellows Duties:
 - Act as liaisons between the Schools and the TLC and encourage Faculty participation;
 - Collaborate so that synergies are created and strategies developed across schools and disciplines for the purpose of enhancing the educational experience of all members of the college community;
 - Organize and/or lead a teaching and learning workshop in their area of expertise or interest.
 - Provide input into the agenda of the TLC.

- IV. The TLC Work Group Fellows work collaboratively with the TLC Director in
 - Planning the activities of the TLC;
 - Developing and promoting effective pedagogies of learning;
 - Encouraging the appropriate use of technology in and out of the classroom;
 - Holding seminars and workshops on active-learning practices in a student-centered classroom; and
 - Ensuring that the needs of teachers and learners across campus are addressed through the TLC activities and events.

- V. The TLC Work Group Meetings: The TLC Work Group will hold regular meetings during semesters (at least once a month) for the purpose of establishing needs, planning events, and facilitating projects. Minutes will be kept which will be posted on the TLC Blackboard template.

F. Green Campus Committee

General Purpose

The purpose of the Green Campus Committee is to:

- Promote environmental sustainability and stewardship at ACG
- Support the College in the development and implementation of a sustainability policy statement, other sustainability policies, programs and procedures
- Identify and address issues related to a sustainable future for The American College of Greece in the areas of campus operations, education and institutional policy;
- Build awareness of environmental issues among the College's administration, Faculty, staff and students

Authorities and Responsibilities Delegated to the Committee

- Conduct research identifying policies and procedures that will make ACG more environmentally sustainable
- Make specific recommendations and proposals for sustainability policies, programs and procedures in order to “green” the campus, and integrate sustainability issues in the curriculum
- Raise College-wide awareness of environmental issues and to mobilize Faculty, staff and students to actively participate in the College's sustainability efforts by collaboratively organizing events and activities involving all stakeholders

Composition and Term of Service

- Director of the Center of Excellence for Sustainability
- Three (3) appointed Deree Faculty members from different Schools
- A representative from Campus Services
- Pierce Gymnasium Student Council Advisor
- Pierce Lyceum Student Activities Advisor
- One (1) student representative from Deree Student Government, with a C.I. of at least 3.0
- One (1) student representative from the Environmental Studies Society, with a C.I. of at least 3.0

Faculty appointments are for a period of two academic years.

The term of office of each student representative is one academic year.

The Committee may consult with resource persons in the ACG community.

Procedures

- Quorum is attained when greater than 50% of the committee members are present. All Committee decisions are made by majority vote
- The Committee will be chaired by the Director of the Center of Excellence for Sustainability or a designee in his/her absence
- The Committee elects its secretary who will keep minutes on the basis of which the chairperson will inform the Chief Academic Officer
- The Committee meets at least once per semester or more often, as the Committee deems necessary
- The Committee consults with appropriate resource entities including Academic Departments/Areas, other Committees and Student Organizations, as the Committee deems necessary
- The Committee will submit specific proposals as deemed necessary, as well as an end-of-year report to the Chief Academic Officer

G. Institutional Review Board

Purpose

The Institutional Review Board (IRB) is a committee that performs ethical review of proposed research to help assure the protection of the rights and welfare of human participants. The IRB reviews, approves, modifies, or disapproves research involving human participants, and conducts periodic reviews of approved research.

All human research related activities must be in full compliance with the current American College of Greece (ACG) IRB policies and procedures, as reflected in the *IRB Guidebook*, while maintaining compliance with professional codes of conduct and legal statutes.

Research cannot begin until approval by the IRB is granted. Faculty supervisors are responsible for reviewing student research proposals.

The ACG IRB process is based on international and national laws, rules and regulations for research. The IRB strives to create an ACG culture of respect for, and awareness of, the rights and welfare of human research participants, while advancing knowledge and facilitating the highest quality research.

Authorities Delegated to the IRB

- Advise and educate Faculty, staff and students on the ethical conduct of research involving human participants.
- Establish, monitor, and review regularly the policies and procedures necessary to ensure the protection of human participants' rights, safety and wellbeing in research conducted in the ACG and ALBA communities.
- Review, approve, modify or disapprove research protocols submitted by ACG and ALBA Faculty, staff or student investigators, and protocols submitted by external investigators.
- Suspend or terminate approval of research not undertaken in accordance with the approved research protocol.
- Monitor the participant consent process and conduct of research.

Composition

It is composed of five (5) members with full voting rights, consisting of one (1) full-time Faculty member from the School of Business, one (1) from the Frances Rich School of Fine and Performing Arts, two (2) from the School of Liberal Arts and Sciences, and one (1) from the ALBA Graduate Business School. Faculty members are appointed by the Chief Academic Officer and serve two-year staggered terms. A Faculty member may not serve more than

two consecutive two-year terms. The Chair of the IRB can be any member of the Board and shall be elected by the committee.

The IRB may invite or consult with resource persons when determined as necessary.

Procedures

- The IRB meets every two months, at a minimum, in predetermined dates announced at the beginning of each academic year, or at the call of the Chair.
- The IRB must have a quorum to convene. A quorum consists of three of the five voting members of the IRB.
- The IRB elects its own secretary who keeps the minutes. The minutes are the basis upon which IRB reports may be generated.
- In the case of a tie vote, the full board must meet to review the research proposal.
- The IRB adheres to all aspects of the *IRB Guidebook* document adopted by ACG
- No IRB member may participate in the review of any project in which the member has a conflicting interest or in which there is an appearance of a conflict of interest, except to provide information as requested by the IRB.
- Communication between an investigator and the IRB is conducted through the Office of the Academic Affairs.
- If an investigator is not satisfied with the decision of the IRB, a written appeal may be submitted to the CAO and the Chair of the IRB.

H. Graduate Studies Committee

General Purpose

To ensure maintenance of high standards in graduate education, development and delivery of graduate programs, and monitoring of these programs as they are periodically reviewed and evaluated. The Committee formulates graduate academic policies and procedures, hears on student appeals, and reviews faculty applications for graduate status and graduate standing.

Authorities and Responsibilities Delegated to Committee

- Evaluate proposals for new graduate degree programs and make recommendations to the Faculty concerning these programs.
- Review proposals for new graduate courses.
- Recommend new graduate academic policies and procedures.
- Evaluate the academic performance of graduate students, including the issuance of formal warnings and denials of further registration.
- Establish minimum admission standards.
- Review proposals for the revision of admission and academic policies in relation to graduate programs and graduate students and make recommendations to the Faculty.
- Review faculty applications for graduate status and graduate standing and make recommendations to the Chief Academic Officer.
- Hear and act on graduate student appeals.
- Recommend to the Faculty candidates for advanced degrees.
- To elect a Graduate Examination Subcommittee, that monitors graduate student progress.

Procedures

- The Committee elects its own secretary who keeps minutes.
- The Committee meets as frequently as necessary, with a minimum of two meetings per semester.
- The presence of the majority of voting members constitutes a quorum.
- All Committee decisions are made by a majority vote. The Chair shall vote only in the event of a tie.

Composition

- Members of the College Faculty who hold Graduate Status.
- Graduate Program Coordinators.
- The College Registrar as an *ex-officio* member.
- The President of the Graduate Student Association as an *ex-officio* member.

- The Committee is chaired by the Dean of the School of Graduate and Professional Education.

Graduate Examinations Sub-Committee

General Purpose

As a subcommittee of the Graduate Studies Committee, it monitors graduate student progress and ensures the application of academic regulations concerning academic standing, extenuating circumstances, academic probation, and academic integrity.

Authorities and Responsibilities Delegated to Committee

- Enforce the Academic Regulations related to academic standing, probation status, acceptance conditions and course repeats, and make recommendations to the Graduate Studies Committee.
- Review and recommend actions to the GSC on student requests related to examination grading, academic progress, extenuating circumstances and incompletes.
- Review instances of academic integrity breach and apply the relevant Graduate School policies and procedures.

Procedures

- The Committee meets at least once following the examination period of each term.
- All Committee decisions are made by a majority vote.
- The sub-committee reports in writing at the end of each term to the Graduate Studies Committee.

Composition

- The Committee is comprised of three elected members of the Graduate Studies Committee.
- The Committee elects its own Chair, who has full voting rights.

I. Committee on Standing and Conduct

General Purpose

To uphold the College's standards of academic integrity, to apply disciplinary measures in case of breaches of academic integrity, and to advise on the establishment of rules of student conduct in relation to academic integrity.

Definitions of academic integrity offences:

An academic offence (or breach of academic integrity) includes any action or behavior likely to confer an unfair advantage, whether by advantaging the alleged offender or by disadvantaging another or others (see "Academic Offences" and "Breaches of Academic Integrity" sections of the Undergraduate Catalog & Student Handbook).

Authorities Delegated to the Committee

- Deliberate on cases, conduct hearings, and render judgment based on institutional policies on breaches of academic integrity.
- Recommend to the Academic Council and the Board of Examiners appropriate disciplinary action(s) resulting from charges made against any student for violations of academic integrity.
- Consult with the Academic Council on academic integrity cases when deemed necessary.
- Promote campus-wide awareness, understanding, and support of academic integrity by identifying needs related to them and proposing to the Academic Council appropriate means by which to meet those needs (e.g. communication material, activities/events).

Composition

A six-member committee consisting of five (5) Faculty members from each of the three Schools (two (2) from the School of Liberal Arts and Sciences; two (2) from the School of Business; One (1) from the Frances Rich School of Fine and Performing Arts), and the College Registrar (or a designee) with full voting rights. Faculty members serve staggered two-year terms.

Faculty committee members are appointed by the Chief Academic Officer following consultations with the academic deans.

The Committee is chaired by the Chief Academic Officer, or his/her designee, and has a tie-breaking vote.

Procedures

- The Committee must reach a quorum to convene. A quorum consists of four of the members. Decisions are arrived at by majority vote.
- The Committee elects its own secretary who keeps minutes on the basis of which the chairperson reports to the Academic Council and the relevant Board of Examiners on the judgments and recommendations made on student cases and sanctions.
- The Committee meets at least twice per semester.
- The Committee consults with relevant resource bodies, such as the Academic Council, Deans, Faculty, Administrators, other Committees, and student government representatives, as required.

Reporting Process

- Reports which charge a student with a violation of academic integrity may originate from any source: a faculty member, an administrator, a staff member, a fellow student, a member of the college community at large, as well as External Examiners reviewing assessments for the Subject Boards. Charges are recorded on the relevant form, which is submitted in writing to the Chair of the Committee and accompanied by any further substantiating evidence.
- If the charge originates from a member of the Committee other than the Chair, then that member is required to be recused from the decision-making process and any other process related to the case.
- The alleged offender is informed in writing that a report has been submitted against him/her and provided basic procedural steps of how the Committee works. He/she has the right within five working days of receipt of the notification to submit a written statement of facts he/she believes the committee should know and/or to request a meeting with the Chair and one committee member.
- On receipt of a report of a breach of academic integrity, the Chair establishes whether the report is complete; the Committee then reviews the evidence submitted including previous offences. In establishing whether a breach of academic integrity has occurred, the Committee considers oral and/or written evidence supplied by the individual(s) making the charge [i.e. the claimant] and any other evidence deemed relevant.
- The Committee defines the severity of the misconduct, applies the relevant sanction(s), and adds the student's name and records the offence in the student information system.

The Hearing

Deliberation on a second offence violation requires a hearing. A student may be called to a hearing even in the case of a first offence, depending on the severity of the charge.

- Once the Committee establishes that the report is complete, the Chair calls for a hearing within eight working days from the receipt of the charge. The Chair informs the student in writing of: the charge(s); the student's rights; and the fact that the student's presence is required at the hearing. The student's rights include:
 - ✓ to attend the hearing alone or with a member of the College community who agrees to speak for the student
 - ✓ to answer questions, present evidence and introduce witnesses from the College community for defense against the charge
 - ✓ to pose questions to witnesses from the College community

The Chair notifies the plaintiff in writing when his/her presence is required, of the time and place of the hearing, as well as the plaintiff's rights:

- ✓ to be accompanied by a member of the College community who agrees to speak for the plaintiff
 - ✓ to introduce witnesses from the College community
 - ✓ to pose questions to the student and witnesses from the College community
- At the hearing the Chair announces the purpose and the function of the Committee and reads the charge(s). The Chair opens the floor, inviting parties present to supply additional information and witnesses, if they so wish. Parties present may pose questions to the student/plaintiff /witnesses.
- The members of the Committee are then given the opportunity to ask questions of the parties present.
- When the hearing is over, the Chair asks all those present apart from the committee members to leave the room.
- Committee members then deliberate on the outcomes of the hearing. The Committee arrives at a majority judgment on the case and, if necessary, recommends sanctions.

In case a student does not appear for a hearing and fails to notify the committee of his/her inability to do so, the Committee rules on the case in absentia.

Sanctions

The Committee on Standing and Conduct (COSC) observes College policies on Academic Integrity [i.e. Academic Misconduct Policy: Sanctions and Penalties]. When a student is found guilty of a breach of academic integrity, the committee applies the sanction(s) pertinent to the offence. The Committee recommends sanctions based on majority vote.

The COSC Chair informs the student and the plaintiff in writing within five working days of the hearing of the final judgment and the actions to be taken.

Any COSC decision and recommendation on a case are subject to the Academic Council's approval, the Board of Examiners' ratification of grades, and the appeals process available to students.

The Right to Appeal

Either party (plaintiff or student) has the right to appeal the committee decision by following the established appeals process outlined in the College Catalog (see "Academic Appeals" and "Complaints Procedures" in the Undergraduate Catalog & Student Handbook).

Committee Reports

A final written report on a case-by-case basis is prepared biannually fourteen (14) days prior to the Board of Examiners and submitted to the Boards via the Academic Council for those cases related to validated awards. Individual Subject Boards receive a separate report of those cases pertinent to their discipline. For cases of non-OU students, the report is sent to the Academic Council alone. Reports include a short statement on the student's breach of academic and/or personal integrity, the Committee's judgment and the sanctions applied per case.

Note: N.B. Timeframes mentioned within the Terms of Reference refer to regular semesters and schedules according to the College Calendar.

IV. FACULTY STANDING COMMITTEES

A. Committee on Academic Standards and Policies

General Purpose

The Committee's primary purposes are to revise existing and to propose new academic policies and procedures, and in relation to Open University awards, to make recommendations to the Academic Council, which are subsequently reported to Examination Boards, concerning withdrawals, mitigating circumstances, transfer registration, deferral of studies, academic probation, dismissal and re-admission of dismissed students.

Authorities and Responsibilities Delegated to the Committee:

- Recommend to the Faculty Assembly revisions to existing academic policies and procedures, as the Committee deems necessary.
- Recommend to the Faculty Assembly new academic policies and procedures, as the Committee deems necessary.
- Consult with the Academic Council on all issues of academic policies and procedures.
- Submit a draft report of Committee recommendations to the Academic Council and present it in a subsequent Academic Council meeting for review and feedback once per semester prior to submitting the final report of Committee recommendations to the Faculty Assembly.
- Render judgment, usually through ratification of sub-committee recommendations regarding:
 - a. Withdrawals
 - i. Applications for withdrawal from a module due to mitigating circumstances
 - ii. Applications for withdrawal from a module due to excessive absences
 - b. Mitigating circumstances
 - i. Applications for extension(s) of assessment due to mitigating circumstances
 - ii. Mitigating circumstances that have affected student performance
 - c. Applications for transfer registration from one program to another
 - d. Applications for deferral of studies
 - e. Placement of students on academic probation
 - f. Dismissal of students who have fallen below the minimum grade threshold
 - g. Applications for re-admission of dismissed students

- h. Applications of new incoming students in case of doubt regarding their admission credentials
- i. Any other student request for a deviation from academic policies

Composition

Six (6) Faculty Members (two (2) from the School of Liberal Arts & Sciences, two (2) from the School of Business, one (1) from the Frances Rich School of Fine and Performing Arts and one (1) elected by and from the Faculty-at-large.), the College Registrar, and the Executive Director of Academic Advising, with full voting rights. Faculty members serve staggered two-year terms.

One (1) student representative, from the Junior or Senior classes, with a C.I. of at least 3.00, to attend policy-making sessions only, with full voting rights, selected by student government. The term of office of the student representative is one academic year.

The Director of the Validation Office with the right to participate in and contribute to discussion, but no voting rights.

A Retention Office staff member will be invited to participate in the discussion of relevant student cases when necessary.

The Committee is chaired by the Chief Academic Officer or a designee, with breaking vote in case of a tie.

Procedures

The Committee must reach a quorum to convene. A quorum consists of 50% plus one of the voting members. Decisions are arrived at by majority vote.

The Committee elects its own secretary who keeps minutes, on the basis of which the chairperson informs the Academic Council and the Faculty Assembly, as described above.

The Committee meets at least twice per semester or more often, as the Committee deems necessary.

The Committee consults with appropriate resource entities, such as the Academic Council, Departments/Programs/Areas, other Committees etc., as the Committee deems necessary.

CASP SUBCOMMITTEE

General Purpose:

- To discuss and evaluate student cases regarding:
 - o Withdrawals

- Applications for withdrawal from a course/module due to mitigating circumstances
- Applications for withdrawal from a course/module due to excessive absences
- Mitigating/Extenuating circumstances
 - Applications for extension(s) of assessment due to mitigating/extenuating circumstances
 - Mitigating/extenuating circumstances that have affected student performance
- Applications for transfer registration from one award/major to another
- Applications for deferral of studies
- Placement of students on academic probation
- Dismissal of students who have fallen below the minimum grade threshold
- Applications for re-admission of dismissed students

Authorities and Responsibilities Delegated to the Committee:

- To present a list of student applications with recommended decisions on all of the above in each CASP meeting for ratification.
- To prepare a list of student applications with recommended decisions on all of the above in each CASP meeting for ratification.
- To bring special cases to the attention of CASP as needed.

Composition:

- CASP chair, the Registrar, the Executive Director of Academic Advising, the Director of the Validation Office, and one faculty member depending upon availability.

Procedures:

- The sub-committee must reach a quorum to convene. A quorum consists of 50% plus one of the members. Decisions are arrived at by majority vote.
- The sub-committee meets weekly or as necessary.

B. Undergraduate Curriculum Committee

General Purpose

- To review, provide feedback, and recommend for approval:
 - o Revision of current undergraduate academic courses and programs of study;
 - o Introduction of new undergraduate academic courses and programs of study;
 - o Undergraduate independent study courses and self-designed programs of study.

Authorities and Responsibilities Delegated to Committee

- Study the curriculum with a view toward long and short range institutional goals, strategies and needs, taking into consideration American higher education curricular best practices and UK subject benchmark statements.
- Recommend to the Faculty Assembly revision of current undergraduate academic courses and programs of study as well as introduction of new undergraduate academic courses and programs of study, including the:
 - ✓ adoption or rejection of proposed new degree programs or proposed changes to existing programs
 - ✓ adoption or rejection of new courses or changes in existing courses
 - ✓ deletion of current degree programs
 - ✓ deletion of current courses
 - ✓ approval or rejection of petitions for independent study
 - ✓ approval or rejection of self-designed majors and/or minors
 - ✓ approval or rejection of interdisciplinary concentration(s)
 - ✓ approval or rejection of the number of credits earned from supervised work experience
- Consult with the Academic Council on issues related to revision of current undergraduate courses and programs of study and introduction of new undergraduate courses and programs of study;
- Receive recommendations by the Program Committees regarding curriculum changes needed based on feedback received by Examination Boards and communicate this information to the Academic Council

- Submit a draft report of Committee recommendations to the Academic Council for review and comment, minimally once per semester. After receiving feedback from the Academic Council, finalize and submit the CC report to the Faculty Assembly according to the established procedures.

Procedures

- The Committee elects its own secretary who keeps minutes, on the basis of which the chairperson informs the Academic Council and the Faculty Assembly of the Curriculum Committee's recommendations.
- The Committee will meet as frequently as necessary, with a minimum of one meeting monthly during the semesters.
- The Committee consults with appropriate resources as deemed necessary including but not limited to, the Academic Council, other Committees, Academic Departments/Programs, and other Academic or Administrative Offices.
- All Committee decisions are made by majority vote.

Composition

- The Committee is comprised of seven (7) Faculty members, each serving two-year terms:
 - o Two (2) of whom are selected by and from the Faculty of the School of Liberal Arts & Sciences;
 - o Two (2) of whom are selected by and from the Faculty of the School of Business;
 - o Two (2) of whom are selected by and from the Faculty of the Frances Rich School of Fine and Performing Arts;
 - o One (1) elected by and from the Faculty-at-large.

If there are not enough candidates from each school, the members needed are elected from the Faculty-at-large.

- The Director of the Validation Office, with no voting rights.
- Three (3) senior students (without voting rights), one (1) from the School of Liberal Arts & Sciences, one (1) from the Frances Rich School of Fine and Performing Arts and one (1) from the School of Business, each with a C.I. of 3.00 or above, to be selected by the student government and to be present only during the presentation of new academic programs.

The Committee is chaired by an academic dean appointed by the Chief Academic Officer. Quorum is defined at least three voting members.

C. Graduate Curriculum Committee

General Purpose

To review, provide feedback, and recommend for approval:

- Revision of current graduate academic courses and programs;
- Introduction of new graduate courses and programs.

Authorities and Responsibilities Delegated to Committee

- Study the curriculum with a view toward long and short range graduate education needs, and considering curricular best practices in US and European higher education.
- Receive recommendations by the Graduate Program Coordinators regarding curriculum changes needed based on the feedback received by the faculty and students.
- Recommend to the Graduate Studies Committee curricular and programmatic changes including the
 - adoption or rejection of new degree programs or changes in existing programs;
 - adoption or rejection of new courses or changes in existing courses;
 - deletion of degree programs;
 - deletion of courses;

Procedures

- The Committee elects its own secretary who keeps minutes, on the basis of which the Chair informs the Graduate Studies Committee of the Graduate Curriculum Committee's recommendations.
- The Committee meets at least once per term.
- The presence of the majority of voting members constitutes a quorum.
- All Committee decisions are made by a majority vote. The Chair votes only in the event of a tie.

Composition

- The Committee is comprised of all Program Coordinators of current graduate academic degree programs.
- The Committee is chaired by the Dean of the School of Graduate and Professional Studies.
- The College Registrar can be invited to meetings as a resource, non-voting member.

D. Grievance and Professional Conduct Committee

General Purpose

To promote a culture of collegial ethical, professional and ethical awareness and behavior.

Authorities and Responsibilities Delegated to the Committee

- Engage in periodic review of the Code of Ethics and Professional Conduct and to recommend to the Faculty Assembly revisions or amendments of the Code.
- Examine specific reports of unethical and/or unprofessional conduct.
 1. confirm the validity of these reports;
 2. receive statements of aggrieved Faculty members;
 3. elicit information on the issue(s) from the aggrieved parties, and
 4. reach conclusions based on the facts and make appropriate recommendations to the Chief Academic Officer.

Composition

- Five (5) Faculty members elected as follows: Two (2) from the School of Liberal Arts and Sciences and one (1) alternate, two (2) from the School of Business and one (1) alternate, and one (1) from the Frances Rich School of Fine and Performing Arts and one (1) alternate. In the case of a code violation or a grievance involving a Faculty member serving on the Committee, the next elected alternate will replace this member. In case the code violation concerns the chair of the Committee, the Chief Academic Officer will appoint a replacement of the chair.
- The terms of service shall be for two years and members of the Committee may be re-elected to serve up to two consecutive terms. No member of the Committee may be a member of the Ranking and Evaluation Committee or the Faculty Affairs Committee.
- The Committee elects its Chair and Secretary.
- All members of the Committee have voting rights.

Procedures

- The Committee secretary will keep minutes regarding any proposed recommendations as well as any decision on disciplinary action.
- The Committee will deliberate on reports concerning code violations only if those reports are submitted in writing.

- Following examination and confirmation of a code violation, the Committee submits a report to the Chief Academic Officer (CAO) for inclusion in the Faculty member's file.
- The Committee receives follow-up in writing from the CAO on the actions taken.
- The Committee will meet at least once per semester, or more often, as the Committee deems necessary.
- The Committee will consult with appropriate resource entities, including the Human Resources representative, CAO, Deans and Department Heads/Area Coordinators.

In its deliberations, the committee must follow the Procedures set forth in Article IX (Grievances) of the Faculty Personnel Policies as may be at the time of the grievance.

E. Faculty Affairs Committee

Authorities and Responsibilities Delegated to the Committee

- Represent Faculty opinion regarding working conditions, contracts, procedures in issuing contracts and other administrative procedures, salaries, fringe benefits, and Faculty welfare in general. Specifically to:
 - o Discuss with the Faculty and the administration issues arising in regard to the above concerns.
 - o Make recommendations to the Faculty regarding the above concerns.
 - o Consider Faculty motions regarding the recommendations.
 - o Report back to the Faculty about administrative decisions and actions regarding recommendations.
 - o Engage in ongoing review of the Faculty Manual.
 - o Engage in ongoing review of the course evaluation instrument.
 - o Convey Faculty concerns to the Academic Council and/or the CAO.

Composition

- The Committee will be composed of five (5) Faculty members. Two (2) Committee members shall be from the School of Liberal Arts and Sciences, two (2) from the School of Business, and one (1) from the Frances Rich School of Fine and Performing Arts.
- The Committee members are elected for a two-year term, and can serve no more than two consecutive terms.

Procedures

- The Committee elects its chair and secretary.
- Minutes of all meetings are kept by the Secretary.
- The Committee holds a meeting once a month or as often as needed.
- The Committee consults with appropriate resource entities such as the Office of Human Resources.
- The Faculty Affairs Committee reports each semester to the CAO.

F. Ranking and Evaluation Committee

Authorities Delegated to the Committee

- To review and to evaluate Faculty applications for Promotion and Sabbaticals, and to adjudicate Faculty appeals of annual performance reviews.

Responsibilities and Procedures

- In exercising its power the committee must adhere to the procedures of Article IV, Section B of the Personnel Policies and Procedures and the Annual Performance Review Process as amended at the time of the promotion or evaluation case under consideration. The Committee makes its recommendations to the Chief Academic Officer.

Composition and Term of Service

- The Committee will be composed of five (5) Faculty members elected from the ranks of Associate Professor, Professor and Distinguished Professor. Two (2) Committee members shall be from the School of Liberal Arts and Sciences, two (2) from the School of Business and one (1) from the Frances Rich School of Fine and Performing Arts.
- The Committee shall be elected no later than October 31. The term of service will be two years; no member of the Committee may be elected for more than two consecutive terms.

The Committee elects its own chair.

All committee members have the right to vote.

APPENDICES

Appendix A: Job description for Department Heads

Appendix B: Job description for Program Coordinators

Appendix C: Job description for Area Coordinators

Appendix D: Job description for Graduate Program Coordinators

Appendix E: Instructor Code of Ethics and Professional Conduct

Appendix A: Job description for Department Heads

Academic Department Head

The Department Head guides the work of the department in terms of its academic and administrative functions, and serves at the pleasure of the Dean of the respective School.

I. ADMINISTRATIVE RESPONSIBILITIES

A. Faculty and staff

1. Identify instructional needs and participate in the search and evaluation of new faculty candidates.
2. Assist with new faculty orientation.
3. Discuss with the Dean applications for promotion and change of status.
4. Manage departmental operations, faculty schedules, make up classes, office hours, adherence to syllabi, absences, etc.
5. Promptly disseminate information to all members of the department concerning deadlines, policies, course cancellations, communications from the Dean, and other matters of importance to department faculty and students. When necessary, communicate course/program requirements and related information regarding student advising to the Academic Advising Office.
6. Facilitate communication with External Examiners and relay such information to department faculty and dean's office.
7. Provide necessary input, including preparing a draft report to the dean regarding the evaluation of each faculty member as part of the Annual Performance Review process.
8. Supervise the work of any student employee or administrative assistant, if applicable.
9. Train instructors in the department on new practices recommended by OU External Examiners.

B. Program Curriculum and Courses

1. Work with faculty to develop curriculum, courses and relevant assessments.
2. Perform curriculum evaluation, in conjunction with the Academic Dean(s) and in support of the 3-year review cycle.
3. Stay abreast of curricular and pedagogical developments in the discipline(s) included in the department and guide program(s)

accordingly.

4. Maintain catalog materials.
5. Maintain and update departmental information for students and prospective students.
6. Along with department colleagues use Module Leader Reports as a basis for drafting proposals regarding teaching approaches and curricular adjustments.

C. Scheduling

1. Construct the course schedule and faculty assignments, following consultation with all members of the area and in accordance to College policy and curriculum, and student needs.
2. Submit the course schedule to the Academic Dean(s) for approval before it is finalized and placed on the web by the Registrar.
3. Meet the Academic Dean(s) to discuss cancellations.

D. Advising

1. Advise designated students in the major.
2. Advise students with regard to the OU Award before completion of Level 4 courses (120 UK credits). Ensure that students meet level progression requirements.
3. Evaluate transfer courses/credits and accredited or experiential prior knowledge of students in cooperation with other colleagues in the department and report decisions to the Validation Office.
4. Address problems relating to student registration.
5. Review student petitions and make recommendations to the Committee on Academic Standards and Policies (CASP) with regard to deviations from program requirements for both the US degree and the OU award.
6. Check/maintain graduation requirements for both the US degree and OU award.
7. Provide information regarding internship/practicum arrangements, if required by the program.
8. Respond to requests from the Admissions office to meet with prospective students interested in the particular major, and generally help with the recruitment effort for departmental majors, such as representing the Department in Discover Deree Days.

9. Review applications for student merit scholarships (if appropriate.)

E. Budgetary

1. Provide departmental level support to the Academic Dean's office, regarding development of the annual budget.
2. Maintain adequate budget records and fiscal discipline.

F. Work Obligations

1. Hold office hours five days a week during the semester, and during summer sessions following consultation with the dean.
2. Be available during all registration periods and on campus during late registration.
3. Hold at least two departmental meetings per semester.
4. Respond to all e-mails received from colleagues or the administration.
5. Conduct student Exit interviews and administer Exit Surveys.
6. Write and submit to the Dean an Annual Report at the end of the academic year according to the announced date.
7. Participate in Program Committee meetings and production of relevant reports.
8. Respond to the Academic Council, as required.
9. Ensure that faculty members submit a Faculty Activity Report by the set deadline.

G. Other

1. Encourage faculty participation in scholarly / academic activities.
2. Pursue assorted activities, such as organizing academic symposia.
3. Support any other activities appropriate for enhancing the academic program.
4. Supervise academic societies and have signature authority over elections and general assemblies.
5. Help coordinate common final exams where appropriate.

H. OU related responsibilities

1. Respond to External Examiner (EE) reports, copying the Dean and the Validation Office.
2. Coordinate second marking in the department.
3. Participate in Exam Board meetings, as required.
4. Coordinate all correspondence with EEs, especially preparation of assessments for EE review, in cooperation with the Dean and the Validation Office.
5. Ensure that Module Leader Reports are properly submitted and stored.
6. Prepare and submit the Annual Monitoring Report.
7. Undertake any additional responsibilities that will result from the continuous collaboration with OU and relate to the academic programs.

II. RESOURCES FOR DEPARTMENT HEADS

1. Resources for service as Department Heads include reassigned time, as published in a relevant schedule (Except for extraordinary circumstances, Heads cannot teach more than 7 credit hours over their required load in a contractual year).
2. The terms of office for DHs is three years. A Department Head cannot serve more than three consecutive terms unless approved by the Provost.

III. A SUCCESSFUL DEPARTMENT HEAD SHOULD

1. Treat all colleagues and students with respect and consideration, in alignment with College Strategic Plan sustain and foster a spirit of cooperation and communication.
2. Consult with the Academic Dean(s) on issues involving department academic and administrative matters.
3. Attend all meetings scheduled by the Academic Dean(s).
4. Promote integrity in the department.
5. Demonstrate leadership and initiative.
6. Meet all deadlines.
7. Consult with their colleagues about all curricular matters.

8. Facilitate the development and implementation of the Department's strategic plan, which complies and complements the ACG Strategic Plan.
9. Comply with the College Catalog, the Faculty Manual, Deree policies and regulations, the Regulatory Framework, and the Faculty Code of Ethics and Professional Conduct.

Appendix B: Job description for Program Coordinators

Program Coordinator

Appointed by Dean, following approval by Chief Academic Officer

Reporting to: Department Head or Dean

DEFINITION: The job of the Program Coordinator is to serve as the academic administrator for an academic program that leads to a degree.

COMPETENCE

- Effective communication and presentation skills – good interpersonal skills
- Integrity and fairness
- Commitment
- Promptness
- Ability to:
 - a) multi-task
 - b) listen effectively
 - b) deter/resolve conflict
 - c) maintain respectful professional relationships in the academic unit
 - d) maintain confidentiality
 - e) promote collaboration

RESPONSIBILITIES

General:

1. Hold office hours as required by appointment contract, and be reachable during summer sessions.
2. Be reachable by phone/email during all registration periods.
3. Hold at least one area meeting per semester.
4. Respond to all e-mails/requests in a timely manner.
5. Participate in meetings scheduled by the Department or Dean as needed.
6. Address all issues pertaining to validated courses (e.g. appointing Second Markers, ensuring that Assessment topics and responses to reports are sent to the EEs on time.)
7. Represent the program during Discover Deree Days.
8. Be present at the BoE meetings.
9. Be available for Program Committee meetings
10. Submit a program report that will help the Department Head write an Annual Report for the entire Department.
11. Carry out other tasks as assigned by the Department Head and the School Dean.

Faculty:

1. Participate in the search and evaluation of new faculty candidates.
2. Discuss with Dean applications for change of status.
3. Supervise faculty regarding office hours, adherence to syllabi, absences, etc.
4. Promptly disseminate information to all members of the program.

Curriculum and Assessment:

1. Process all new course syllabi, ensuring that the curriculum is up to date.
2. Supervise syllabi review and program review in his/her area
3. Maintain and update area's academic information to students: handbook, 2-4 year master plan, and course rotation.
4. Ensure that module reports (for validated courses) are properly submitted.
5. Supervise the distribution of the Senior Exit Surveys to senior students and draw conclusions about issues needing to be addressed.

Scheduling:

1. Construct the class schedule and submit it to the Department Head/Dean. Schedules are discussed with all members of the area and are constructed according to College policy and curriculum needs.

Students:

1. Supervise student societies in the area and ensure that elections and general assemblies are conducted according to due process.
2. Be the initial contact person for student academic complaints.
3. Receive and evaluate plagiarism reports and submit them to the COSC.
4. Help coordinate common final exams (if any).
5. Advise students in the major or minor with more than 50 credits.
6. Review student petitions and make recommendations with regard to deviations from program requirements.
7. Check/maintain graduation requirements

A Successful Coordinator Should:

1. Treat all colleagues with respect and consideration.
2. Foster a spirit of cooperation and communication.
3. Assist in promoting faculty development.
4. Attend all meetings scheduled by the Dean.
5. Promote integrity issues in the program.
6. Meet all deadlines.
7. Consult colleagues about all curricular matters.
8. Keep the Department Head or Dean current on program activities.

EVALUATION: *Coordinators are evaluated by respective Department Head and Dean*

Appendix C: Job description for Area Coordinators

Area Coordinator

Appointed by the Dean, following approval by the Chief Academic Officer (CAO)

Reporting to: Department Head or Dean

DEFINITION: The job of the Area Coordinator is to serve as an academic administrator for an academic area that does not lead to a degree.

COMPETENCE

- Effective communication and presentation skills – good interpersonal skills
- Integrity and fairness
- Commitment
- Promptness
- Ability to:
 - a) multi-task b) listen effectively b) deter / resolve conflict
 - c) maintain respectful professional relationships in the academic unit d) maintain confidentiality e) promote collaboration

RESPONSIBILITIES

General:

12. Hold office hours as required by appointment contract, and be reachable during summer sessions.
13. Be reachable by phone/email during all registration periods.
14. Hold at least one area meeting per semester.
15. Respond to all e-mails/requests in a timely manner.
16. Participate in meetings scheduled by the Department or Dean as needed.
17. Address all issues pertaining to validated courses (e.g. appointing Second Markers, ensuring that Assessment topics and responses to reports are sent to the EEs on time.)
18. Represent the area in Discover Deree Days, if applicable.
19. Submit an area report that will help the Department Head or Dean write an Annual Report.

Faculty:

5. Participate in the search and evaluation of new faculty candidates.
6. Discuss with Dean applications for change of status.

7. Supervise faculty with respect to office hours, adherence to syllabi, absences, etc.
8. Promptly disseminate information to all members of the area.

Curriculum and Assessment:

6. Process all new course syllabi, ensuring that the curriculum is up to date.
7. Supervise syllabi review and program review in his/her area
8. Maintain and update area's academic information to students
9. Ensure that module reports (for validated courses) are properly submitted.

Scheduling:

2. Construct the class schedule and submit it to the Department Head/Dean. Schedules are discussed with all members of the area and are constructed according to College policy and curriculum needs.

Students:

8. Be the initial contact person for student academic complaints.
9. Receive and evaluate plagiarism reports and submit them to the COSC.
10. Help coordinate common final exams (if any).
11. Advise students.
12. Review student petitions and make recommendations with regard to deviations from program requirements.
13. Check/maintain graduation requirements

Carry out other tasks as assigned by the Department Head and the School Dean.

EVALUATION

I. A Successful Coordinator Should:

9. Treat all colleagues with respect and consideration.
10. Foster a spirit of cooperation and communication.
11. Assist in promoting faculty development.
12. Attend all meetings scheduled by the Dean.
13. Promote integrity issues in the area.
14. Meet all deadlines.
15. Consult colleagues about all curricular matters.
16. Keep Department Head current on area activities.

II. *Coordinators are evaluated by respective Department Head and Dean*

Appendix D: Job description for Graduate Program Coordinators

Graduate Program Coordinator (GPC)

The Graduate Program Coordinator (GPC) is responsible for the administration of graduate program(s) and the implementation of academic policies and procedures pertaining to graduate education at the Deree. The GPC communicates policies on graduate programs to the departmental faculty and communicates department decisions and recommendations to the Graduate School. The GPC has primary responsibility for maintaining the overall academic quality, integrity and viability of the graduate degree program(s) he/she serves and promotes the educational and professional success of graduate students.

Appointment and Evaluation

Appointment of the GPC is made by the Dean of the Graduate School in consultation with the respective Undergraduate Division Academic Dean and is usually for a term of three years, although the GPC may be asked to step down at any time within the term. Renewal of the appointment is at the pleasure of the Graduate School Dean and the decision to renew is based upon annual evaluation. Graduate Program Coordinators must be full-time members of the Deree faculty and must fulfill at least 50% of their teaching load in the Graduate School.

Recruitment & Admission of Graduate Students

- Contributes to the development and distribution of recruiting brochures, poster and other electronic and print materials.
- Staffs program booths at conferences and recruitment fairs (Education Fair, MS Access, etc.).
- Participates in recruitment efforts organized by admissions office (visits, info sessions, etc.).
- Presents to groups of prospective students.
- Responds to inquiries from prospective applicants.
- Reviews completed admissions applications in a timely manner.
- Interviews candidates.
- Makes admissions decisions in a timely manner and based on GSC admissions policy: unconditional acceptance, conditional acceptance and rejection.
- Develops curriculum plan with student prior to course enrollment.

Faculty & Scheduling

- Identifies needs for staffing graduate courses and participates in the search and evaluation of new faculty candidates.
- Performs teaching observations of faculty teaching graduate courses.
- Coordinates procedures relating to faculty office hours, adherence to syllabi, make up classes, absences, etc.
- Constructs the course schedule following consultation with all members of the area including the respective Department Head and in accordance to College policy, curriculum, and student needs.
- Submits the course schedule to the Academic Deans for approval before it is finalized and placed on the web.
- Meets the Graduate Dean to discuss cancellations.

Program Curriculum and Courses

- Works with graduate faculty to develop curriculum and courses.
- Performs regular curriculum evaluation, in conjunction with the Dean's office and departmental colleagues.
- Stays abreast of academic and professional developments in the discipline and guides program accordingly.
- Enhances program by monitoring and improving applicant quality, time to degree, annual number of graduates, etc.
- Maintains Graduate Catalog materials as pertains to program.
- Leads program level evaluation and assessment.

Student Related Responsibilities

- Maintains current and up-to-date records on the progress and academic standing of graduate students.
- Keeps graduate students and faculty in the program informed of deadline dates and policies of the Graduate School.
- Reviews student petitions and makes recommendations to the relevant committees or office of the Graduate Dean, as appropriate.
- Serves as the primary resource for student academic advisement.
- Holds regular office hours at least once a week in the afternoon during the semesters.
- Provides information regarding internship/practicum arrangements.
- Coordinates thesis/capstone process in program (where applicable). Ensures that thesis/capstone experiences are managed effectively and that appropriate procedures are in place.
- Provides information regarding employment opportunities following graduation.
- Responsible for discipline/sanctioning of graduate students, in conjunction with the Dean's office and the Graduate Studies Committee.
- Checks/maintain graduation requirements

Budgetary

- Provides program level support to the Graduate Dean's office, regarding development of the Graduate School annual budget

Promotion of Scholarship

- Serve as an example of scholarship by publishing regularly and with students when advisable.
- Serves on thesis committees (where applicable).
- Provides information about grants suitable for graduate students.
- Encourages graduate student participation in professional meetings
- Assists in securing funding for graduate students to participate in professional meetings
- Pursues assorted activities, such as organizing academic symposia

Representative of Program in Various Forums

- Advocate graduate education in an undergraduate environment
- Serve as member of Graduate Curriculum and Graduate Studies Committee
- Participate in regional, national, and international meetings

Other Work Responsibilities

- Annual program monitoring report
- Program evaluation report
- Outcomes assessment report
 - Exit interviews
 - Exit surveys
- Support any other activities appropriate for enhancing the graduate program
- Participates in graduate faculty coordination and recruitment

Appendix E: Instructor Code of Ethics and Professional Conduct

DEREE - THE AMERICAN COLLEGE OF GREECE

Instructor Code of Ethics and Professional Conduct

(Amended January 29, 2019)

Introduction

This Code of Ethics has been adopted by the American College of Greece as a statement of the ethical principles and guidelines which should be followed by the Institution and the Instructors. Its main purpose is to provide all Instructors with a code of conduct, which will help them identify and resolve ethical issues or dilemmas as they arise in the course of their work, as well as form a clear understanding of what constitutes proper conduct in the ACG academic environment.

In this Code, the term 'Instructors' applies to all people who have teaching responsibilities at the American College of Greece.

The American College community recognizes that the development, revision or amendment of this Code and other rules and regulations of the College is a continuous process in which all College Instructors have the right to participate.

In constructing this Code, the *Faculty Code of Ethics Ad hoc Committee* has taken into consideration that Instructors have rights, privileges, obligations and duties that derive from their common partnership in the College community and are expected to avoid practices that seriously deviate from those commonly accepted in the academic community.

Areas of Responsibilities – Guidelines of Conduct

I. Instructors as Teachers and Advisors of Students should

1. Respect each student as a responsible participant and encourage him/her to participate in all aspects of College life.
2. Always treat students in a professional manner.
3. Respect the confidential nature of their relationship with students. They should not disclose any personal information that a student has confided in them. If such information is vital for the resolution of a problem, then they should discuss it first with the student.
4. Discourage personal criticism or judgments by students that may have negative impact on colleagues, other students, or the College.
5. Allow students to freely present their objections, opinions and beliefs when discussing moral issues or other non-factual material, so long as these are presented in a polite way and do not insult other people's

age, gender, race, nationality, ethnicity, faith, disability, marital status, sexual orientation, political affiliation or other arbitrary or personal characteristics.

6. Not discriminate against a student for reasons of age, gender, race, nationality, ethnicity, faith, disability, marital status, sexual orientation, political affiliation or other arbitrary or personal characteristics.
7. Promote a climate of honest academic conduct. Efforts should be made to prevent all forms of academic dishonesty, such as cheating and plagiarism. Course information packages should detail clear policies relating to academic dishonesty.
8. Not exploit their students for personal advantage. For example, if a student has contributed to a publication, it should be properly acknowledged.
9. Not engage, directly or through agents, in solicitation of business (e.g. sell products or services) from students, or use for the same purpose students' contact information to which they have privileged access due to their position in the College. The above applies also to cases where requests for exchange of products or services are initiated by students.
10. Not provide therapeutic/assessment/counseling/guidance services to students in the context of refraining from entering into multiple relationships that could reasonably be expected to impair the instructor's objectivity, competence, or effectiveness, or otherwise risk exploitation or harm to the person with whom the professional relationship exists.¹
11. Not provide to students, services for compensation.
12. Not accept any material gifts or rewards or discounts from students or their relatives.
13. Make available for student inspection all corrected homework assignments, as well as exams and reports.
14. Not enter into a romantic or sexual relationship, even if consensual, with College students before graduation.
15. Avoid inappropriate physical contact with students.
16. Refrain from any form of sexual or other harassment either physical or verbal.
17. Clearly explain the process of final grade evaluation in their course information packages at the beginning of every semester or session.

¹ Entries 8 and 9 are taken from the American Psychologists Association, *Ethical Principles of Psychologists and Code of Conduct*. Concerning entry 9, it was interpreted that this phrase implies that the instructor should not engage in multiple relationships, e.g. client-therapist and student-professor, so that objectivity is not impaired.

They should provide students with timely feedback regarding exams and assignments, be fair with the grading process, be available to clarify and discuss the evaluation procedures, and make every reasonable effort to ensure that their evaluations match the true merit for each student. Instructors should keep all written material upon which a grade is based for one year.

18. Start and finish classes on time, to make up classes s/he had to miss, to maintain office hours, appointments, consultations, to have a professional appearance in class, and to provide satisfactory guidance and reasonable means for student access to course information.
19. Adhere to syllabi, avoid deviations where exams or course outlines are concerned, and offer different exam versions and homework assignments every semester.
20. Provide timely notification to the College for any absences that occur.
21. Use English as the language of instruction and of communication with students.
22. Provide students with reference letters that are fair and objective.
23. Follow the ethical principles applying to any oral or written conduct with students when they use electronic means of instruction and communication with students (specifically, in the use of Blackboard CMS and other e-resources, in the use of Discussion Board, email accounts, blogs, and personal telephones, mobile and landlines.
24. When proctoring exams, make sure that students do not use the course textbook or notes, cooperate with other students, use their mobile phones or other technological devices, or disturb their fellow students.
25. Be free to use teaching methods or techniques that facilitate the learning process and help students develop an interest in the course. These methods, however, should take into consideration the prescribed syllabus of the course and its level.
26. Not be involved in substance abuse on Campus.
27. Promote high standards of scholarship.
28. Promote an environment of trust in the classroom.

II. Instructors as Researchers and Scholars should

1. Show respect for the opinions of others, even though they may not coincide with their own.
2. Be fair in the evaluation of the academic work of others.

3. Treat all research participants with respect, fairness, and integrity, regardless of age, gender, race, nationality, ethnicity, faith, disability, marital status, sexual orientation, political affiliation or other arbitrary or personal characteristics. In general, an Instructor should not engage in any form of preferential treatment.
4. Acknowledge the work and worth of others.
5. Report research results accurately and honestly.
6. Not publish confidential information or data without permission.
7. Ensure that data collection, processing, and analysis are undertaken with integrity, according to internal College policies and legal standards.
8. Be committed to accountability in their research projects and be willing to disclose funding sources and sponsorships.
9. Disclose any academic or research commitments outside the College that might be construed as conflicting with the commitments to the College.
10. Not engage in research that knowingly and unnecessarily jeopardizes the health, safety, or well-being of any human subjects, or causes cruelty to animals.
11. Ensure that the students they supervise follow ethical research standards.
12. Encourage the advancement of knowledge by seeking opportunities for professional growth.
13. Maintain an appropriate balance between scholarly and/or professional engagement and teaching.
14. When reporting research and publications, show concern for the rights and reputation of the College as well as of other institutions, groups or individuals.
15. Acknowledge all research funded by the College
16. Aim to create a learning environment of trust and understanding.
17. Handle academic problems in a confidential setting.
18. Protect and advance academic freedom and free inquiry.
19. Encourage the exchange of diverse viewpoints within the College community.

20. Maintain the right to request the necessary support for the advancement of their scholarly and professional work.

III. Instructors in their relationship with Colleagues

1. Have a shared duty to protect integrity and academic freedom and to support the mission of the College. They are expected to show professional courtesy and respect when exchanging opinions and criticism.
2. Have a duty to protect each other's integrity and academic freedom, and to maintain standards of professionalism and respect when discussing their colleagues with any third party, including students, other Instructors, administrators, and people not associated with the College.
3. Should not make comments to students concerning the private lives of colleagues.
4. Have a duty to treat colleagues with professional courtesy and respect and to abide by the other ethical standards in this Code, which should be applied in all situations regardless of differences in academic appointment or rank, and regardless of whether individuals are acting in academic or administrative capacity.
5. Should not sexually harass colleagues. This undesirable behavior includes unwanted advances and inappropriate comments.
6. Should not make evaluations about professional competence of colleagues using criteria not directly relevant to their professional performance, such as age, gender, race, nationality, ethnicity, faith, disability, marital status, sexual preference, political affiliation, or other arbitrary or personal characteristics.
7. Should not discriminate against or exclude colleagues from opportunities that affect their professional development based on criteria other than professional qualifications.
8. Maintain the right to constructively criticize colleagues' opinions and professional behavior in ways that are consistent with the ethical standards in this Code.
9. Should abide by all commonly accepted standards of academic integrity, and should never represent a colleague's academic work or administrative work as their own.
10. Should strive to create an open and transparent atmosphere in order to create the most effective teaching, learning, and research environment possible, and to support the mission of the College.

11. Have a duty to speak and act, with and about their colleagues, in a manner that supports the mission and integrity of the College.
12. Should respond to colleagues' requests for information pertaining to College academic and professional matters at their earliest convenience.
13. Should appropriately share resources and facilities such as office space, computer equipment, Library materials, etc.

IV. Instructors in their relationship with Administrators and Support Staff

1. Should interact with Administrators and Support Staff with courtesy and responsiveness within generally accepted standards of professionalism.
2. Should promote a climate of sincerity and honesty when dealing with Administrators and Support Staff.
3. Should respect regulations, such as the copyright regulations of the Library, the confidentiality regulations, or regulations of the Registrar's Office.
4. Are expected to avoid using the College's resources or facilities, such as photocopying, telephone use and computer printing for personal purposes. Whenever such facilities are supervised by Administrators and Support Staff, Instructors should not ask them to facilitate knowingly or not, the unauthorized use of these facilities. Exceptions to this rule must be cleared by the respective Department Head, Assistant Department Head or Area Coordinator.
5. Promote good collegial relationships, which depends upon creating transparent procedures and maintaining open channels of communication. Instructors maintain the right to be informed about all existing rules, policies and decisions taken by the Administration or relevant committees that may affect them or their department, either directly or indirectly.
6. Should bring to the attention of the appropriate member of the administration any complaints, conflicts or concerns that may arise between Instructors, Administrators and Support Staff. After assessing the situation action will be taken towards the resolution of the conflict, following due process as described in the Faculty Manual.
7. Have a duty to disclose to the appropriate members of the administration, i.e. Academic Deans, Vice Presidents, and the President of the College, any association, relationship, business arrangement or other circumstances that might create a conflict of

interest with their College duties. They also have the right to clarification about the steps of any appeal process.

8. Recognize that the development, revision or amendment of rules and regulations of the College is a continuous process in which all College constituents should participate.
9. Have a responsibility to adhere to the laws of the land and observe the rules and regulations of the College. Instructors maintain the right to criticize the rules and regulations of the College and seek revision following appropriate protocols.
10. Should not make judgments about the professional competence of Administrators or Support Staff using criteria which are not directly relevant to their professional performance, such as age, gender, race, nationality, ethnicity, faith, disability, marital status, sexual orientation, political affiliation, or other arbitrary or personal characteristics.
11. Have a responsibility to protect integrity, free speech and academic freedom, showing due respect for the opinions of others. Particularly, Instructors maintain the right to criticize decisions taken by the Administration, College Committees, as well as the existing rules and regulations of the College and the professional behavior of other Instructors or Administrators and Support Staff, following appropriate steps of appeal.
12. Have a responsibility to protect the privacy of others working at the College and to treat with confidentiality academic, disciplinary, financial and personal records.

V. Instructors as members of the College Community

1. Should respect the rights of all the constituents of the College.
2. Should not engage in any behaviors which would create or contribute to a hostile, offensive, intimidating or humiliating work environment.
3. Must foster a College environment which is free from any type of harassment or discrimination on any basis.
4. Should treat every member of the College community with fairness and not discriminate against a person for arbitrary reasons that oppose the College's policies and this Code.
5. Should respect the physical resources and assets of the College, including the efficient and economic use of College property in conducting College-related business.
6. While engaged in an employment relationship with the College, depending on their status, have the responsibility to:

- a. Participate in the College's governance and administration through, for example, accepting membership on College standing committees, on Faculty standing committees, and on ad hoc committees, as well as in student advisement.
 - b. Participate in the intellectual life of the College community.
 - c. Seek and obtain the necessary College approvals when planning to engage in concurrent employment outside of the College.
7. Have a further responsibility to:
 - a. Be knowledgeable about, as well as abide by and uphold the rules and regulations established by the College for the orderly conduct of its business, as long as those rules and regulations are not in conflict with the rights afforded by academic freedom or other ethical principles identified in this Code.
 - b. Provide sufficient notice to the College when planning a partial or complete interruption or termination of service.
 - c. Comply with all lawful requirements applicable to the College.
 - d. Bring serious violations of this Code to the attention of the appropriate College officials, such as Academic Deans, Vice Presidents, and the President of the College, following appropriate channels of appeal.
8. Must treat as confidential all information supplied to them with that understanding or with confidentiality as a reasonable expectation, both during and after employment with the College.
9. Should express disagreement openly, positively, and honestly, using the appropriate channels in the College, and following due process for the issue involved.
10. Maintain the right to suggest and seek actions and reforms which, they believe, would improve the College, as long as those actions and reforms are not inconsistent with ethical principles identified in this Code.
11. Should not misrepresent the College's views and positions, or present personal views, in public or in private, as if such views reflect College policies.
12. Should support the College in achieving its mission.

VI. Instructors as members of the Community at large

1. Should project a positive image when acting as educators and participants in civic life by promoting those things which benefit society.
2. Should deal fairly with those whom they come into contact with, especially in situations where their integrity in conducting business, negotiating, or resolving conflicts in social interactions is based on equity.
3. Should be honest when making public statements, advising, or interacting in commercial or social relationships.
4. Who engage in civic work and are affiliated with institutions that promote the good of society should not leave commitments made to those institutions unfulfilled.
5. Who participate in institutions in the wider community should not compromise their sense of fairness or honesty.
6. Should be free to exercise their choice concerning the institutions with which they are associated without having to conform to a particular persuasion or tradition.
7. Though many organizations and societies may have intrinsic social and personal value to the Instructors, they should remain loyal to the College and not compromise its integrity or good name in the community, provided that this does not contradict the Instructors' own values and personal integrity.

Disciplinary Action Principles

1. No disciplinary action will take place against a faculty member or Instructor until a matter has been thoroughly investigated and both sides have been heard.
2. A disciplinary sanction should be proportionate to the gravity of the disciplinary offence.
3. The disciplinary procedure must be introduced within a reasonable period of time from the perpetration of the disciplinary offence.

Appendix F

Copyright issues: Guidelines for instructors

Instructors are required to comply with copyright laws as well as general data protection regulations regarding the use of images. Disregard for intellectual property and privacy issues constitutes infringement of ethical standards and violation of laws, involving potential legal action. "Copyright-protected works" range from books, articles, to literary works, recordings, musical scores, plays, films, visual works of art, choreographic works, typographical works, photographs and more. Not everything available on the web is free to use therefore instructors must keep in mind that articles and images may be protected by copyright. Even if the work is not followed by a copyright notice it could still be protected by copyright.

However, there is less rigidity involved when material protected by copyright is used for educational purposes, especially in non-profit institutions. This is referred to as 'fair use': instructors may exceptionally use relevant material for educational purposes in the context of their teaching in specific classes at the College. However, fair use is not free of all limits.

Instructors:

- Cannot photocopy textbooks. There is a maximum of one chapter or 10% of any book that can be photocopied, but such copies cannot be distributed to students. Instructors should inform students of the above regulation. Photocopying of any source cannot be excessive.
- Can distribute in class part of a literary work, e.g. a poem. This material should not be excessive.
- Can show any video on YouTube.
- Must obtain the right to show a copyrighted legally made film or video work for an open showing on campus, other than in a classroom context if it relates to the curriculum.

Hard copy reserve

- One chapter or 10% of a book content. This cannot be an excerpt from the course's textbook.
- One article or 10% from a journal issue or newspaper.
- A short literary work e.g. poem or short excerpt of an extensive literary work
- A musical score (having received permission).
- A chart or diagram.

Blackboard postings

Access to copyright protected materials (e.g. Articles, slides, videos or other material) posted on Blackboard should be provided only to the students registered in the course and relevant College administrators. Access to articles or videos must be provided through links only, unless the material is in the public domain.

Performances

Instructors must obtain permission for any copyright-protected plays or musical scores that are to be performed on campus. This also relates to the performances of the College Choir and Student Band.

The use of photocopied musical scores are not allowed during performances, unless permission has been authorized.

Definition of public domain

The term “public domain” refers to creative materials that are not protected by intellectual property laws such as copyright, trademark, or patent laws. The public owns these works, not an individual author or artist. Anyone can use a public domain work without obtaining permission, but no one can ever own it.

An important wrinkle to understand about public domain material is that, while each work belongs to the public, collections of public domain works may be protected by copyright. If, for example, someone has collected public domain images in a book or on a website, the collection as a whole may be protectable even though individual images are not. You are free to copy and use individual images but copying and distributing the complete collection may infringe what is known as the “collective works” copyright....

There are four common ways that works arrive in the public domain:

- *the copyright has expired*
- *the copyright owner failed to follow copyright renewal rules*
- *the copyright owner deliberately places it in the public domain, known as “dedication,” or*
- *copyright law does not protect this type of work.*

Source: <https://fairuse.stanford.edu/>...>The Public Domain>