

The American University of Paris

Faculty Manual

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1. Preamble

The Faculty Manual is an articulation of the rights, responsibilities, policies, and procedures relating to the Faculty of The American University of Paris. It is in alignment with American traditions of higher education. The policies stated herein and in the University Catalog are binding upon the institution and upon all individuals regardless of office, position, status or rank.

Proposed changes to the Faculty Manual must be ratified by a two-thirds majority vote of the Faculty Senate. Any changes or additions to the Manual—such as those involving hiring, rank, promotion, administrative organization, or having a bearing on French law—must also be approved by the President and the Board of Trustees.

The basic employment categories, rights and responsibilities of faculty, as articulated within the Faculty Manual, comply with the University's minimal contractual obligation to operate within the framework of the *Convention Collective* and a legally binding *Accord d'entreprise sur le statut des professeurs* as signed by representative unions. Although the Faculty Manual is subject to the terms articulated in the accord, the Faculty Manual cannot be used to validate any accord.

All faculty members benefit from the protections afforded by and are subject to the provisions of French Law.

Any disagreement arising from interpretation of policies set forth in this Manual will be resolved between the Provost¹ and the Executive Committee of the Faculty Senate. In the absence of successful mediation, the issue shall be referred to the President for decision.

2. Academic Freedom

The faculty of The American University of Paris upholds and abides by the tradition and principles of academic freedom. The University subscribes to the following passages on academic freedom excerpted and adapted from the American Association of University Professors (AAUP) document "1940 Statement of Principles on Academic Freedom and Tenure, with 1970 Interpretative Comments" including the adopted changes of November 1989 and January 1990:

"Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition."

Academic Freedom:

- a) Teachers² are entitled to full freedom in research and in the publication of the results.
- b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter having no relation to their subject.

¹ In this document the title "Provost" refers to the "Vice President of Academic Affairs and Dean of the University" in accordance with The American University of Paris' *By-Laws*.

² "The word 'teacher' as used in [the AAUP] document is understood to include the investigator who is attached to an academic institution without teaching duties."

- c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline. As scholars and educational officers, they should remember the public may judge their profession and their institution by their utterances. Hence, they should be accurate, should show respect for the free exchange of ideas, and should make every effort to indicate they are not speaking for the institution.

3. University Shared Governance

Policies and policy decisions affecting the nature of the University, its objectives, the size and composition of the student body, the framing and execution of long-term plans, and the relative emphasis given to the various elements of the educational program are matters of concern to all—the Board of Trustees, the President, the Provost, senior administration, the faculty, staff, and students. All share a joint responsibility in the initiation, formulation and implementation of these policies through the appropriate bodies and committees, with final authority resting with the President or the Board of Trustees, as appropriate. To the extent the formulation and implementation of such policies directly concern the composition of the faculty and standards for academic programs, the Provost and the faculty shall have the primary responsibility.

4. Status of Faculty

4.1. Composition of the Faculty

The faculty of The American University of Paris (*corps professoral*) is made up of three categories: (1) *enseignant-chercheurs*, with responsibilities for teaching and associated activity (*activités induites*), research, and service; (2) *enseignants*, responsible only for teaching and associated activity (*activités induites*); and (3) library faculty.

In the interest of faculty governance and the cultivation of an intellectual community appropriate to both French and American academic cultures and traditions, all faculty members, regardless of rank and category, have the right of assembly and to address other faculty members by any means of communication (including e-mail); such communication should always be considered and in keeping with the values of academic community.

In accordance with the law, faculty members have the right to access any information related to their individual person maintained by the University and should be informed of the existence and use of such files by the University.

All members of the Faculty, be they *enseignants or enseignants-chercheurs*, are members of the Senate and enjoy full voting rights after one academic year's seniority.

Library faculty are voting members of the Faculty Senate and eligible for membership on certain committees, but are not included in section 5 of the Manual dealing with the "Faculty Rights and Responsibilities," which specifically addresses teaching faculty (*enseignants and enseignants-chercheurs*).

The two categories of teaching faculty express two different ways in which faculty members can engage in and make valued contributions to the life and mission of The American University of Paris. Some members of the faculty will pursue their vocation within the University through teaching, and the activities that directly serve teaching. In addition to

teaching, other members of the faculty participate in the governance and administration of the institution, in service and/or engage in scholarly, creative, or professional production.

The decision as to the category in which a new faculty member is hired is made by the Provost upon recommendation by the Department. New hires will normally be made to the category of *enseignant-chercheur*. The category of *enseignant* is intended for appropriate positions, such as those that require instruction by a specialized scholar or professional. Departments may find it appropriate to recommend the hiring of an *enseignant*. Such decisions must be approved by the Provost.

As articulated in the *Accord d'entreprise sur le statut des professeurs, enseignants-chercheurs* can be ranked as Instructor, Assistant Professor, Associate Professor, or Professor and *enseignants* can be ranked as Junior Lecturer, Lecturer, or Senior Lecturer.

All requests for changes of rank for both Faculty categories (*enseignant* and *enseignant chercheur*) are considered by the Faculty Committee on Rank and Promotion, which makes a recommendation to the Provost.

Faculty members who wish to request a change of category – from *enseignant* to *enseignant chercheur* or *enseignant chercheur* to *enseignant* – make this request in a letter addressed to the Provost, accompanied by a supporting documents demonstrating eligibility for appointment to the desired category and rank (as defined in the faculty manual, 5.4.1.1 and 5.4.1.2). The Provost consults with the relevant department chair(s) and program director(s), the Council of Chairs, and the Executive Committee to determine departmental and university need for the change in the category of the faculty position. The Faculty Committee on Rank and Promotion makes a recommendation to the Provost as to the eligibility of the faculty member for the desired rank within the desired category, based on the supporting documents submitted.

4.2. The Provost of the University

As stated within The American University of Paris, Inc. *By-Laws* the Provost is “Vice President for Academic Affairs and Dean of the University elected by the Board of Trustees upon the recommendation of the President” as provided in the *By-Laws* of the University.

The Provost is the chief academic officer of the University and represents the faculty in all matters. The Provost presides over the Office of Academic Affairs and reports directly to the President. The Provost reports to the Board of Trustees on faculty and curricular affairs and, by virtue of the University *By-Laws*, performs duties of the President in the latter’s absence.

The Provost is a member of the faculty. The Provost provides leadership for the faculty by fostering dialogue around all matters pertaining to the academic operation of the University. The Provost acts as the faculty’s interface with the other operational units of the University, notably the Offices of Finance and Administration, Student Services, Enrollment Management, Communications and Outreach and Advancement. The Provost oversees the administration of the curriculum, the Registrar, the Library, Academic Affairs, Academic Resource Center, AIC (Academic, Internship and Careers), research centers, and graduate programs. Fostering dialogue and building consensus, the Provost respects faculty shared governance, faculty processes and faculty committees, as defined in this Manual.

The Provost is appointed following the procedure described in section 4.2.1.

The Provost carries the faculty’s mandate to the President and the President’s directives to the faculty, mediating between the two in the interests of academic quality and the effective academic administration of the University. As such, the Provost is the primary corporate officer who is the guarantor of faculty governance within shared governance

specified in the *By-Laws* of The American University of Paris, Inc. The Provost is also the guarantor of faculty participation and shared governance in the strategic development of the University, ensuring the rightful place of faculty in the institution's budgetary and administrative decision-making processes.

The Provost's mandate issues from the confidence of the faculty, expressed in the Faculty Senate. His or her contractual relationship to the University is determined by the President.

4.2.1. Procedures for the Selection and Review of the Provost of the University

4.2.1.1. *Provost Profile*

The Provost must have a distinguished record in one of the University's academic disciplines commensurate with the rank of a full professor; be qualified to serve as chief academic officer who, by the University's *By-Laws*, serves as second-in-command to the President. The Provost must at the same time represent the faculty's interests to the President and the President's directives to the faculty. The Provost also represents the interests of the University's students in all matters pertaining to academic programs.

The Provost must demonstrate familiarity with the liberal arts model of higher education and evidence capacity for academic management. The Provost must maintain extensive professional contacts with other institutions of American, French, European and international higher education and maintain expertise in the field of higher education.

4.2.1.2. *Search Procedure*

The Provost Search Committee shall be chaired by the President of the University and be comprised of: four faculty members elected by faculty and one faculty member appointed by the President; the elected Chair of the Faculty Senate; the Vice President and Dean of Student Affairs; the Vice President of Finance and Administration; and one member appointed from the Office of Academic Affairs by the President.

The Provost Search Committee will be responsible for eliciting candidacies, screening candidates, arranging campus interviews for the finalists with all appropriate constituencies at the University, conducting an evaluation of the candidates by faculty and staff, and providing a set of recommendations to the President, who in turn makes his or her recommendation to the Board of Trustees, which, by the *By-Laws* of the University, appoints the Provost.

4.2.1.3. *Follow-up Activities and Review Procedures*

During the first academic year of the appointment of the new Provost, the Executive Committee of the Faculty Senate will serve as an advisory board on behalf of the faculty to support the Provost's integration into the academic life of the University. The Executive Committee will serve as a resource and "feedback" group for the incoming Provost. In particular, the Executive Committee will make suggestions to aid the Provost in developing productive collegial relationships with all faculty members and departments of the institution. This responsibility includes informing the Provost of issues and problems as they arise that require address, and of generally facilitating communication with the faculty.

In collaboration with the Provost and academic committees, the Executive Committee will develop and present to the President a plan for periodic faculty review of the Provost. The Executive Committee, drawing upon extensive faculty input, will prepare a written report of the review that it will submit to the President no later than the end of the Provost's second year in office. The Executive Committee will provide an executive summary of the report to

the Faculty Senate. The Executive Committee's role in this process is to ensure the review is appropriate and useful, and the process is collegial and constructive.

5. Faculty Rights and Responsibilities

The American University of Paris is dedicated to undergraduate and graduate education. High academic standards and quality of teaching are essential to the University's reputation and success, as is rigorous classroom decorum and respect for University policies governing classroom presence, participation, and behavior.

The primary responsibility of all faculty members is to teach. *Enseignants* and *enseignants-chercheurs* are responsible for teaching and associated activity (*activités induites*). *Enseignants-chercheurs* participate in the intellectual and creative life of the University and share in the work of the academic departments and in University governance by assuming appropriate administrative responsibilities, committee memberships, and other duties essential to the proper administration of the departments, revision and renewal of the curriculum, and the intellectual life of the institution.

Enseignants-chercheurs are by contract engaged in professional, creative, and intellectual activities beyond classroom teaching and report on this activity annually in a Faculty Activity Report. *Enseignants-chercheurs* recognize collective responsibility for the curriculum and fulfill this principal engagement by actively participating in and leading the various committees of the University. These expectations serve as a basis for the assignment of teaching, promotion in rank, and awarding of sabbatical leave and course release to *enseignants-chercheurs*.

At the time of their employment new faculty members are hired into a specific department and are assigned one faculty mentor internal to the department and one faculty mentor external to the department. These assignments are made after consultation amongst the departmental chair, the Provost and, if necessary, one or more program directors.

5.1. Teaching

The Provost and the faculty are primarily responsible for establishing courses and programs of study consonant with the announced objectives of the University, and for revising and evaluating the curriculum in the context of current educational developments and the future needs of the University. Assessment of student learning outcomes on an annual basis, with an eye to continual improvement of the delivery of the curriculum, is a central concern of faculty and the Provost.

5.1.1. Maximum Faculty Teaching Load

The maximum faculty teaching load according to category is defined in the *Accord d'entreprise*. Faculty members may be released from part or their entire teaching load in order to provide exceptional service or research. Other pedagogical activities can be considered to contribute to the teaching load by agreement amongst the faculty member, the department, and the Provost, if they serve the faculty member's development and the interests of the University. Department Chairs and the Rank and Promotion Committee review and approve course releases, subject to approval by Provost.

5.1.2. Composition of Teaching Load

Teaching and the composition of teaching load is assigned to faculty members by the chair of the department, in agreement with the Provost and the director(s) of the program(s) affiliated with the department. This assignment takes into account the faculty member's preferences, their scholarly, creative, and professional expertise, their teaching record, as well as the academic needs of the department, the program, and the University.

Disagreements about the assignment of teaching are mediated and resolved by the Provost.

5.1.3. Methods of Instruction

Faculty members are responsible for the preparation of courses assigned to them, and prepare syllabi according to templates approved by the Faculty Senate and the Office of Academic Affairs.

Preparation of courses may include the construction of reading lists, online course management tools, course packs, and the ordering of texts through the University bookstore. Faculty members are responsible for the education of students in their courses through appropriate methods, such as lectures, seminars, discussions, labs, excursions and for the preparation, administration, and evaluation of assignments, quizzes, papers, reports, projects and examinations.

Faculty members are also responsible for the timely reporting of results and return of feedback to students. Faculty members are responsible for the provision of materials relevant to the assessment of student learning, for counseling and advising students in matters relevant to their class work, and for the timely reporting of grades to the Registrar. All teaching faculty are free to use whatever materials and methods can be demonstrated best to accomplish the educational learning objectives of the course. Learning objectives appear on the syllabus of every course taught in the University.

5.1.4. Effectiveness of Teaching

5.1.4.1. *Principles and Purposes*

Effective and engaged teaching by each member of faculty is central to the mission of The American University of Paris and the learning of students. The review of faculty members' teaching at the University thus aims to share best practices and strengthen individual teaching and the culture of teaching without encroaching upon the rights of faculty members as scholars and professional teachers.

Faculty review is an open, planned, and collaborative project that leads to constructive and formative dialogue as well as improvement of collective delivery of the curriculum. The Provost and the faculty acknowledge there is no single effective teaching method or style and are committed to supporting the development of the personal pedagogical capacity of each faculty member. Teaching effectiveness is reviewed in accordance with the general criteria of academic soundness, coherent development of content, effective delivery and communication, and sound assessment of student learning outcomes, taking into account established pedagogical standards. To this end, the University has instituted a variety of methods such as scheduled classroom visits, self-reporting (Faculty Activity Reports), and the gathering of student feedback. Whenever a faculty member is reviewed by any of these methods, the method, function and use of the review must be clearly communicated to the faculty member. In accordance with French law all faculty have access to any written records of these reviews.

When faculty members request course release, sabbatical leave, or promotion in rank, the Rank and Promotion Committee reviews their teaching as part of a summative global review of their work and makes a recommendation to the Provost.

5.1.4.2. Classroom Visits

Each new member of faculty must receive at least two scheduled classroom visits during one of the courses taught during the first semester at the University. A faculty member designated by the department chair, in consultation with the faculty member's mentor and the program director where appropriate, first makes a visit to observe a class, which is followed by a discussion about the observations and about teaching methods, and then a second visit for formal teaching review. On the basis of these visits and these conversations, a written report on a faculty member's classroom effectiveness is produced. New faculty members teaching more than one course may, at the discretion of the department chair(s) and/or program director(s), receive visits in more than one course. With the agreement of the Provost and the department chair and/or program director, other methods of ensuring teaching quality may be devised for faculty members teaching courses that run occasionally, or for short periods (such as modules, for example).

Written assessment of teaching effectiveness, based on the classroom visits, is subject to criteria determined by the Provost and the faculty. These criteria, listed in section 5.1.4.1, are communicated clearly to faculty in advance of the review process.

The written assessment is discussed between the new faculty member and the department chair and/or program director. The record of any peer review must be signed as having been read by the faculty member and by the department chair and/or program director before being transmitted to the Provost. The faculty member is free to attach any observations or comments. Use of these reviews and comments will be explained to all new faculty members before they begin teaching at the University.

With the aim of sharing good practice and fostering teaching effectiveness, and in agreement between the faculty member, the departmental chair, and the Provost, further classroom visits may be scheduled at other points in the faculty member's career. The method, function and use of these visits will be established in advance and explained to the faculty member.

To support the effective teaching at the heart of the University's mission, the Office of Academic Affairs regularly holds workshops and seminars for faculty seeking to improve their teaching or to develop new pedagogical approaches. Faculty mentoring is required at the University in order to teach in the multi-lingual, multi-leveled classroom that is characteristic of the University's learning environment, and to develop pedagogical methods appropriate to the University's American-style curriculum. Funds are also earmarked to provide faculty with opportunities to improve teaching skills in collaboration with other faculty members.

5.1.4.3. Student Feedback

Student feedback on faculty teaching is sought through the administration of course evaluations for each course at the University. The design of these forms and the procedure for their administration are the responsibility of the Provost of the University in consultation with the Executive Committee; all changes to the course evaluations must be ratified by a majority vote of the Faculty Senate.

5.1.4.4. Review of Teaching

All faculty members report annually on the effectiveness of their teaching, in the Faculty Activity Report. They may detail the efforts they have made to teach effectively, address

student feedback, and discuss support they have received, or would like to receive, from the University.

5.2. Research and Service

As articulated in the *Accord d'entreprise sur le statut des professeurs, enseignants-chercheurs*, who have responsibilities for research and service, are expected to devote 25% (375 hours yearly) of their working time to research and service combined. *Enseignants-chercheurs* are involved in their field outside the University and in the intellectual and creative life of the University community, making scholarly, artistic, or other contributions; and they share in the work of the academic departments and programs and in University governance by assuming appropriate administrative responsibilities, such as committee memberships, and by performing other activities that contribute to the life of the institution. The relative weighting of these activities is determined by the faculty member in an annual interview with the department chair, as well as occasional consultation with the Provost, and may vary across the career of the faculty member.

A faculty member, whether elected or appointed, can serve on only one of the following committees at any one time: Executive Committee, General Education Committee, Curriculum Committee, Rank and Promotion Committee.

5.2.1. Research

5.2.1.1. *Definition of Research*

Research, as stated in annex one of the *Accord d'entreprise sur le statut des professeurs*, refers to public professional activity, including scholarly production recognized by peers in the faculty member's discipline(s) and other activities recognized as research by peers and by the wider community.

Research prepares for and results in: scholarship or creative or professional activity that adds to knowledge or understanding in the discipline; scholarship or creative or professional activity that applies knowledge or understanding to contemporary issues or concerns; and scholarship or creative or professional activity that addresses pedagogy. Such scholarship might be diffused in a variety of forms, including print, digital, oral or artistic productions, the quality of which is recognized by peers, either externally or through a process of internal review. The facilitation and dissemination of research through editing, hosting conferences or workshops, etc., and through engagement with professional organizations and research groups, are also considered research activities.

5.2.1.2. *Review of Research*

Research is reviewed through an annual process of self-reporting and discussion with the chair of the department and/or program director, and the Provost.

As part of a formative process, all *enseignants-chercheurs* report on their research in the Faculty Activity Report. This reporting may include an update of their research agenda, progress, outcomes, recognition and/or evidence of external review of their research. *Enseignants-chercheurs* may also discuss support they have received, or would like to receive, from the University in their research activity.

When *enseignants-chercheurs* request course release on the basis of research, and when they request sabbatical leave, or promotion in rank, the Rank and Promotion Committee reviews their research in relation to established academic standards as part of a global summative appraisal of their work, and makes a recommendation to the Provost.

5.2.2. *Service (activités de service)*

A University primarily is composed of its faculty, and therefore it is a right and a responsibility of faculty to engage in service to the institution and to share in the governance of the institution. *Enseignants-chercheurs* contribute in an equitable way to essential academic service: service to departments and programs, service to students, to the academic administration and governance of the University, and service to the wider academic community. All service supports the maintenance and development of the best interests of the University, of the faculty, and of the students.

5.2.2.1. *Definition of Service*

Enseignants-chercheurs are expected to contribute to service. The following is a non-exhaustive list of the categories of service faculty members could perform, along with some examples of activities in each category:

- a) Governance (e.g. serving on University committees, contributing to strategic planning processes, developing curricula);
- b) Service to the department or program (e.g. contributing to assessment and program review, curricular revision and innovation, mentoring junior faculty, performing class visits);
- c) Service to students (e.g. writing letters of recommendation, advising student clubs and associations, organizing events for students);
- d) Outreach (e.g. working with alumni, contributing to the work of admissions, developing relations with academic and other institutions); and
- e) Service to the profession (e.g. serving on professional bodies, contributing to tenure reviews at other institutions).

5.2.2.2. *Assignment of service*

Faculty members may volunteer for nomination to committees and for other service, or service may be recommended to *enseignants-chercheurs* by the chair of the department and/or the Provost, and, if appropriate, the program director. In recommending service, the preferences of faculty members and the principle of equity will be taken into account, as well as their record of service, their research, the needs of the department or the program, and of the University.

Disagreements about the distribution of service are mediated by the Provost.

5.2.2.3. *Review of Service*

Service is reviewed through a process of self-reporting and discussion with the chair of the department and, when appropriate, program director and the Provost.

As part of a formative process, all *enseignants-chercheurs* report their service in the Faculty Activity Report. They report the service they have performed for students, the University, and the wider academic, creative, and professional community, and may report external recognition of their service. They may also discuss support they have received, or would like to receive, from the University in their service activity.

When *enseignants-chercheurs* request course release, sabbatical leave, or promotion in rank, the Rank and Promotion committee reviews their service activity as part of a summative global appraisal of their work and makes a recommendation to the Provost.

5.3. Self Reporting (Faculty Activity Report)

All faculty members report on their activity in an annual Faculty Activity Report, which is completed by the end of each academic year, according to a schedule established by the Provost. The template defining the form of the report is ratified by the Faculty Senate after undergoing a process of consultation with the Council of Chairs and the Executive Committee of the Faculty Senate. In the report, as part of a formative process, faculty members report the activities they have performed during the preceding academic year, outline their plans and requests for the upcoming academic year, and state the support they have received and hope to receive from the University.

The Faculty Activity Report serves as a focus for an annual interview with the department chair and, when appropriate, the program director (or the Provost if the individual concerned is a department chair). Before the Faculty Activity Report and the record of the interview can be submitted to the Provost, it must be signed as having been read by the individual concerned and by the department chair and, when appropriate, the program director. Faculty are free to attach any observations or comments to the completed Faculty Activity Report and the record of the interview.

The method, function and use of Faculty Activity Reports must be clearly communicated to faculty.

The contents of the Faculty Activity Report may not be transmitted to the Office of Human Resources, and cannot be used to sanction faculty. Faculty Activity Reports can be reviewed by the Committee on Rank and Promotion to make recommendations to award course releases, sabbaticals, or promotions in rank. Faculty Activity Reports can be used by the Provost to receive and transmit those recommendations to the President.

Requests made by individual faculty members bearing upon matters of employment as defined by French law must be submitted under separate cover to the University's Office of Human Resources.

5.4. Recruitment of New Faculty Members

5.4.1. Process of Recruitment

New faculty budget lines are established by the President in consultation with the Provost. Faculty positions are proposed by the Provost in consultation with department chairs, program directors and faculty, in consonance with the University's strategic plan. New *contrat à durée indéterminé (CDI)* positions are requested by Department Chairs after consulting with members of the department and submitted to the Provost who shall consult with the Council of Chairs and the Executive Committee of the Faculty Senate. The President has final approval over all faculty hires.

Vacancies must be publicized within the institution. Qualifications must be clearly and publicly established and described. Any existing member of faculty, *enseignant* or *enseignant-chercheur*, may apply for any advertised position. Procedures for conducting the search are established by the department chair, and, where appropriate, the program director, according to a University-wide process for searches defined by the Provost.

New faculty members are recruited for a *contrat à durée indéterminé (CDI)* through an open search.

In exceptional cases targeted recruitment may be proposed by the faculty, department, program, or Provost. In such cases the proposal must receive the approval of the Provost and

the department in which the targeted hire is made; the Council of Chairs must approve the proposal and validate the candidate with a majority vote.

New positions for temporary faculty are proposed by the department chair or program director and are submitted to the Provost for approval.

Appointments are made in accordance with French employment regulations, and include a probationary period and procedure defined by French law.

5.4.1.1. *Enseignant-chercheur*

The following criteria for appointment to rank must be met:

- a) **Instructor:** Faculty members hired at the rank of Instructor must hold a master's degree or equivalent, show demonstrated capacity for effective teaching, clear potential for scholarly growth and/or professional achievement, and a commitment to institutional service.
- b) **Assistant Professor:** Faculty members hired at the rank of Assistant Professor must hold a doctorate or terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the Rank and Promotion Committee may use its discretion to determine alternative eligibility for rank. In these cases, adequate proof and documentation must be provided to the Rank and Promotion Committee. The rank of Assistant Professor is assigned to faculty members who show a capacity for effective teaching, a clear potential for scholarly growth and/or professional achievement and a commitment to institutional service.
- c) **Associate Professor:** In addition to the expressed criteria for an Assistant Professor, faculty members hired at the rank of Associate Professor must have a record of effective university-level teaching, a record of scholarly or creative production the value of which is recognized by peers, and a record of service, or alternatively, achievements that indicate strong potential for valuable service and excellence in teaching and scholarly or creative work. In exceptional cases, for which adequate proof and documentation must be provided to the Rank and Promotion Committee, the Committee may use its discretion to determine alternative eligibility for rank (for example, equivalent professional experience).
- d) **Professor:** In addition to the expressed criteria for an Associate Professor, faculty members hired at the rank of Professor must have a distinguished record of scholarly publication or creative work the value of which is recognized by peers, and a record of excellence in teaching and exceptional service to the University. In exceptional cases, for which adequate proof and documentation must be provided to the Rank and Promotion Committee, the Committee may use its discretion to determine alternative eligibility for rank (for example, equivalent professional experience and international reputation).

5.4.1.2. *Enseignant*

The following criteria for appointment to Rank must be met:

- a) **Junior Lecturer:** Faculty members with a master's degree in the field in which they have been hired to teach, or demonstration of at least three years of professional experience in that field, and a demonstrated capacity for effective teaching at the university level, may be hired at the rank of Junior Lecturer.

- b) **Lecturer:** Faculty members with a doctorate in the discipline or a related field, and external recognition of university-level teaching may be hired at the rank of Lecturer. In the absence of such a degree, in exceptional cases, for which adequate proof and documentation must be provided, faculty with substantial demonstrated experience of teaching in a relevant field may be hired at the rank of Lecturer.
- c) **Senior Lecturer:** Faculty members with a doctorate and substantial demonstrated experience of university-level teaching in a relevant field may be hired at the rank of Senior Lecturer. In the absence of such a degree, in exceptional cases, for which adequate proof and documentation must be provided, faculty with demonstrated distinguished professional achievement in university-level teaching in the field may be hired at the rank of Senior Lecturer.

5.5. Leave of Absence

Faculty may request a leave of absence. Leave of absence will be granted under those conditions stipulated by French law; and in addition to those provisions, leave of absence may be granted for specifically academic reasons, at the discretion of the Provost, in consultation with the department chair and, when appropriate, the program director.

5.6. Termination of Employment

Termination of employment—both voluntary and involuntary—is governed by French labor law.

5.7. Retirement and Emeritus Status

Emeritus status is conferred in recognition of distinguished scholarly activity and/or exceptional contribution to the strength of The American University of Paris's academic programs and profile. It may be assigned to any retiring faculty member holding the rank of Associate Professor or Professor who has completed at least ten years of service to The American University of Paris; it is not automatically granted to retiring faculty members, regardless of length of service. A faculty member who is about to retire may be recommended by the chair of his or her department, or by a group of colleagues. Recommendations must be made in writing and must include a curriculum vitae and a letter of nomination. Recommendations are made to the Provost, and reviewed by the President, who passes on his or her recommendation to the Board of Trustees for action. Faculty members who are granted emeritus status are named on the University website and all official lists of the faculty. Emeritus status carries with it the right to borrowing privileges at the University library, a University e-mail address, presence on the emeritus e-mail list, and a standing invitation to participate in all appropriate institutional social and honorary functions, such as Commencement.

6. Academic Management Structure

6.1. The Departments

6.1.1. The Departments

All faculty members teaching courses in a particular discipline constitute the membership of the department. Faculty members who teach in more than one area, will have a primary administrative home and voting rights in one department. This primary responsibility is indicated on the departmental organizational chart that is updated periodically. Visiting faculty members, faculty members holding a “*contrat à durée déterminée*” as well as faculty members holding administrative contracts, may participate in departmental activities but may not vote in departmental meetings or elections.

6.1.1.1. *Departmental Responsibilities*

- a) To plan, review and assess the curriculum offerings.
- b) To review degree requirements.
- c) To set standards for the successful completion of departmental majors and minors.
- d) To provide the Provost with recommendations on personnel actions regarding faculty.
- e) To compile an annual report of its activities.
- f) To establish *ad hoc* committees as appropriate.
- g) The responsibilities of any departmental committees shall be defined and approved by a departmental vote.
- h) To carry out periodic assessments in accordance with the University’s assessment schedule.

6.1.1.2. *Department Chairs*

The department chair serves as a liaison between the Provost and the faculty members of the department. The department chair is appointed by the Provost based on the election results of the department. The appointment is for two years and is renewable. Nominations are made every second year at the beginning of the second semester of that academic year. Exact dates are established by the Provost. The nomination process is to be handled as follows:

- a) A list of eligible voters shall be established by the department chair and approved by the department. Challenges to the list will be heard by the Provost.
- b) The department proceeds with open nominations. Any member of the department with a “*contrat à durée indéterminée*” is eligible for nomination.
- c) The elections are administrated by the office of academic affairs by a method that is designed to provide anonymity. The results of the election are communicated to the department. The name of the candidate with a majority of the votes cast is presented to the Provost. If no candidate has a majority of the votes cast in the first round, a run-off election of the two candidates with the most votes will be held. If after the run-off election there is a tie vote, both names will be forwarded to the Provost who may appoint either candidate. If the candidates are not acceptable to the Provost, the Provost will explain his or her decision in writing and request that the department elect another candidate.

- e) The Provost reviews the performance of the department chair annually and can initiate the process for a change of the chair before the two-year term ends, in which case new elections will be held.
- f) The department, by a majority of its eligible voters, can also request from the Provost that the chair be changed prior to expiration of the two-year term, in which case the Provost may allow the department to hold new elections.
- g) If a department chair resigns, the Provost may appoint an acting chair until a new department chair can be elected by the procedure described above. If a chair goes on leave, the Provost may appoint a temporary acting chair until an acting chair can be elected for the duration of the leave.
- h) Each department chair will receive from the Provost an annual evaluation of his or her performance in office. The Provost will meet privately with each of the chairs for a personal discussion of this evaluation.

6.1.1.3. Responsibilities of Department Chairs

- a) Departmental activities are coordinated through regular meetings, held at least twice per semester. Departmental meeting minutes should be addressed to the Provost and other members of the Council of Chairs, as well as to all members of the Curriculum Committee. The department chair, upon approval of the faculty of the department, makes recommendations to the Provost on all matters pertaining to curriculum and degree programs within the department. The periodic review of course offerings and content, coordination of courses and the sequence of academic offerings are the responsibilities of the department chair in consultation with the department and the Provost. Coordination of all multi-section courses may be delegated to another member of the department who teaches one of the sections. The chair is also responsible for writing the yearly departmental report in consultation with the department and the preparation of a departmental operating budget in consultation with the Provost.
- b) A chair should normally teach only 4 courses annually. A chair with a part-time contract may either drop one course per semester or receive additional remuneration equivalent to one course per semester.
- c) The department chair, in consultation with departmental faculty, recommends to the Provost and to the President all appointments of new faculty within the department. The department chair is responsible for organizing, supervising and administering the evaluation of faculty in the probationary period. The department chair must meet yearly with each member of the department for review of professional development and course evaluations.
- d) The department chair, in consultation with the departmental faculty, recommends to the Provost the course loads and annual teaching assignments assigned to the department's faculty members. Faculty teaching assignments should not be changed without the approval of the relevant Faculty member or the recommendation of the department.
- e) The department chair, in consultation with the departmental faculty, makes recommendations to the chair of the Committee on Faculty Rank and Promotion on promotion of faculty within the department.
- f) The chair works closely with the Provost in fostering the teaching effectiveness of the faculty within the department. The chair makes recommendations to the Provost

concerning actions to be taken when the teaching performance of a faculty member fails to meet prevailing standards.

- g) The department chair facilitates communication between the Provost, other administrative bodies and the faculty. The department chair is responsible for upholding within the department all academic policies of the University.
- h) The department chair represents the department on the Council of Chairs. If unable to attend a Council of Chairs meeting, the department chair may designate another member of the department as a non-voting replacement.
- i) The department chair is responsible, in collaboration with the Provost, for coordinating, with the faculty members of the department, the work on any special projects in which the University as a whole is involved. This pertains particularly to such projects as the institutional self-study and long-range planning.

6.2. The Council of Chairs

The Council of Chairs is composed of all Department Chairs and the Provost. The Provost chairs the council and is responsible for calling the meetings when necessary, at least twice per academic year. Chairs may request that the Provost call exceptional meetings. Administrators and faculty members not on the Council may be solicited for advice or assistance, and may be invited to participate in Council meetings by the Provost.

The principal function of the Council is to advise the Provost in the administration of the work of the academic departments and the coordination of departmental efforts within the University-wide academic program. The Council may request information about, and review, allocation of resources to departments.

6.3. Graduate Programs

The purpose of the graduate programs is to enhance the University's liberal arts mission by facilitating critical thinking, research, and professional competencies. The graduate programs are distinguished by interdisciplinarity, international perspectives, and experiential learning.

6.3.1.1. *Graduate Program Review Board*

The Graduate Program Review Board (GPRB) is a standing committee of the Faculty Senate. The Provost is responsible for calling regular meetings. The Board is composed of the directors of the graduate programs, the Provost and one additional faculty member, who regularly teaches in a graduate program at the University. The additional committee member is nominated by the program directors and is appointed by the Provost. The Provost chairs the Board and is a non-voting member.

The Board's purpose is to examine, adopt, and review the curricula for graduate programs and courses at The American University of Paris. After consulting with the chairs of relevant departments, the board reports its recommendations to the Faculty Senate. In fulfilling its mission the Board will explore the development of new programs at the University and stay abreast of pedagogy, curricular initiative and innovation in graduate programs at other universities.

6.3.1.2. *Appointment of Graduate Program Directors*

The graduate program director is a CDI, *enseignant chercheur* who teaches in the program. The graduate program director is appointed by the Provost, in consultation with members of the relevant departments, after consideration of the nominations from CDI faculty who have taught in the program within the past three years. When new graduate programs are launched, directors are appointed by the Provost after discussion with relevant departments, graduate program review board, the executive committee, and the Council of Chairs. The length of term is three years and is renewable. The Provost reviews the performance of the graduate program director annually and can initiate the process for a change of the director before the three-year term ends.

6.3.1.3. *Responsibilities and Compensation of Graduate Program Directors*

- a) **Program Design and Integrity, Academic Quality:** The graduate program director is responsible for ensuring the academic quality, integrity, and assessment of the program(s) which he or she directs, and the application of relevant academic policies.
- b) **Responsibility for Teaching Faculty:** The graduate program director, in consultation with department chairs, the Provost, and the Office of Academic Affairs, works to identify, recruit and mentor faculty for graduate courses and modules. The graduate program director also reviews faculty activity reports for faculty teaching in the program(s) and coordinates faculty advising of graduate students.
- c) The graduate program director will receive appropriate compensation and/or course release for his or her additional responsibility.
- d) **Thesis and Internship Supervision, and Partnerships:** The graduate program directors work with those partner institutions and organizations relevant to their programs. The graduate program director also verifies that program requirements for the thesis and/or internships have been met.
- e) **Administration: Policy and Scheduling**
 - a. The graduate program director participates in the regular meetings of the Graduate Programs Review Board (GPRB) and contributes to the writing of policy and governance documents affecting the successful operation of the graduate programs.
 - b. The program director works in collaboration with the Provost on any special projects in which the University as a whole is involved. This pertains particularly to such projects as the institutional self-study or long-range planning.
 - c. The graduate program director works in liaison with academic affairs for scheduling.
- f) **Admissions, Outreach and Marketing:** The graduate program director is the primary contact person for the Admissions Office during the graduate candidate recruitment period and for the Office of University Communications for outreach and marketing.

6.4. The Research Centers

The purpose of the mission driven Research Centers is to build bridges between the disciplinary approaches of the departments and the problems of the contemporary world. The

Centers foster interdisciplinary research, encourage collaboration among faculty, staff, and students, and disseminate their research.

6.4.1.1. Purpose of the Research Centers

- a) To support academic and intellectual research and creativity.
- b) To foster student engagement in research and creative projects.
- c) To host and disseminate AUP research activities through student, faculty, and guest presentations and through international symposia.
- d) To promote innovative pedagogy and curricular development.

6.4.1.2. Responsibilities of Research Center Directors

The Research Center directors are responsible for fulfilling the Centers' missions, in consultation with the Provost. The Directors are appointed by the President upon the recommendation of the Provost, after an announcement of an open position. The appointments are for three years and are renewable. Exact dates are established by the Provost.

- a) Research Center activities are coordinated by the Directors in consultation with faculty, staff, and students who are actively engaged in the Centers' activities.
- b) The Center Director will receive appropriate compensation and/or course release for his or her additional responsibility.
- c) The Center Director makes requests for funding and manages the Center's budget.
- d) The Center Director works closely with faculty, relevant department chairs, and the Provost in fostering student learning, research, and creativity.
- e) The Center Director communicates with the Provost, the administration, academic departments, and the other Centers. The Director is responsible for upholding within the Center all academic policies of the University.
- f) The Center Director conducts an annual assessment and compiles an annual report of its activities.
- g) The Center Director is responsible, in collaboration with the Provost, for coordinating the work on any special projects in which the University as a whole is involved. This includes long-range planning and institutional self-study.

6.4.1.3 The Council of Directors of the Research Centers

The Council of Directors is composed of all Research Center Directors and the Provost. The Provost chairs the Council and is responsible for calling the meetings when necessary, at least twice per academic year. Directors may request that the Provost call exceptional meetings. Administrators and faculty not on the Council may be solicited for advice or assistance, and may be invited to participate in Council meetings by the Provost.

The principal function of the Council is to advise the Provost in the administration of the work of the Research Centers and in the coordination of Centers efforts within the University-wide academic program. The Council may request information about, and review, allocation of resources to Centers.

7. Governance Structure

7.1. The Faculty Senate

The Faculty Senate is a deliberative assembly. It is the highest legislative body of the faculty.

The composition of the faculty is defined in section 4.1.

All faculty are members of the Faculty Senate.

Voting members are faculty who:

- hold a *contrat à durée indéterminé*
- have been employed for more than one year,
- do not hold administrative office at the level of Assistant Dean or above.

Non-voting members are:

- Faculty who hold a *contrat à durée déterminé*
- Faculty who hold administrative office at the level of Assistant Dean or above
- The President
- The Provost

The Presidents of the SGA and of the GSA are invited to report to the Senate and take questions.

Only the faculty senate chair may invite other members of the AUP community to attend and/or participate in Senate meetings.

The Faculty Senate elects its own chair for a two-year term beginning in September. Any voting member of the Faculty Senate may stand for chair. The election is held at the last meeting of the Faculty Senate for the academic year corresponding to the second year of the chair's term. The Senate meets twice per semester; the dates of these meetings are set, by the Executive Committee, at the beginning of the academic year.

The Executive Committee prepares the agenda of senate meetings. Extraordinary meetings of the Senate may be called by the Chair of the Senate upon the mandate of the Executive Committee. There is two-weeks notice between the call and the meeting. An extraordinary meeting can also be called if one quarter of the members of the Senate so petition.

Business can be transacted when the Senate comprises a quorum (more than one third of voting members present). If one third of voting members present so request, a mail ballot will be distributed. The vote is carried by simple majority of the ballots cast.

7.1.1. Amendments to the Faculty Manual

The Faculty Senate upholds the Faculty Manual. The process for amending the Faculty Manual is as follows:

Any proposed amendment is presented to the Chair of the Senate and the Executive Committee in writing.

Any proposed amendment, except those submitted by the President or by the Provost, must bear the signature of at least five voting members of the Senate.

The Chair of the Senate circulates any proposed amendment to all members of the Senate within two weeks of receiving it, indicating the date and time of the meeting at which the amendment will be discussed and voted, and including the standard for a proxy vote. This notification of meeting is made no less than two weeks prior to the said meeting.

Any voting member of the Senate who cannot attend the meeting may submit a proxy to another voting member who will be present at the meeting. Each signed or email proxy form must be submitted to the Senate chair by the proxy holder before the start of the meeting. A copy of the email proxy should be sent to Academic Affairs. No person may hold more than two proxy votes.

For approval of the amendment, a quorum must be present at the meeting, and two-thirds of votes cast must support the amendment.

The Senate may act upon resolutions originating directly from the floor of the Senate.

7.2. The Executive Committee of the Faculty Senate

The Executive Committee of the Faculty Senate makes recommendations to the Senate concerning academic matters and assures shared governance with the Faculty Senate, the Provost and the President of the University. No act of the committee shall be deemed to have the official sanction of the faculty unless it has been ratified by the Faculty Senate, either in a regular meeting of the Senate or by mail ballot.

The mandate of the Executive Committee is the maintenance of the Faculty Manual in consultation with the Provost. It reports to the Faculty Senate at least once a year on the review process. The Executive Committee may propose updates and amendments leading to a vote on the Senate floor, thus assuring regular maintenance of the Faculty Manual to articulate changes in the governance structure at the University.

The Executive Committee sets the agenda for the Senate meetings.

7.2.1. Composition of the Executive Committee

The Executive Committee of the Faculty Senate is composed of seven voting members: the Chair of the Faculty Senate, five members elected from the faculty at large, and one member appointed by the Provost. The Provost regularly attends the meetings of the Executive Committee. One faculty member from the *Délégation Unique de Personnel* may be invited by the Executive Committee to attend periodically. Election of voting members is for staggered two-year terms; elections are carried out according to the procedures defined in section 7.9. *Committee Elections and Appointments*. The Executive Committee of the Faculty Senate elects its own Chair and any voting member of the Executive Committee may serve as Chair. Members of the administration will make themselves available for periodic attendance at the invitation of the executive committee chair. Any member of the faculty wishing to attend regularly scheduled meetings of the Executive Committee may do so as auditors.

The Committee sets its agenda and meeting times at the beginning of each semester. These are then communicated to the Office of Academic Affairs and to the faculty. The Committee also sets supplementary meetings according to need. It advises the President on faculty concerns and projects; it consults with the Senate and the President on University-wide projects affecting the academic life of the University. Individual faculty members, the Senate or the President may make recommendations to the Executive Committee or request that its members deliberate on specific issues.

7.3. Curriculum Committee

7.3.1. The Curriculum Committee and its Role

The Curriculum Committee is a standing committee of the Faculty Senate, and reports directly to the Faculty Senate. The Committee's role is to ensure the coherence and integrity of the University curriculum, in accordance with the educational goals of the institution. The

Committee evaluates proposals for courses, majors and minors; establishes and reviews existing curriculum development procedures, and develops and reviews curricular policies as articulated in the University Catalogue (and the Student Handbook in particular).

- a) The Curriculum Committee, in consultation with the Provost, bears the primary responsibility for the oversight and development of policies concerning the AUP curriculum, the co-curriculum or any credit bearing activity.
- b) The Committee also provides guidelines and templates for the submission of new or revised courses, majors, minors and programs. These documents are reviewed at the beginning of each academic year, and updated, as necessary.
- c) The Curriculum Committee considers proposals submitted by all academic departments at the undergraduate and graduate levels. It evaluates whether these proposals contribute to, and/or operate within, the curricular goals and vision of both the department and the University as a whole. It also monitors the relationships among new courses, majors and minors, and the existing offerings of other academic departments. For this reason, proposals must be presented for comments to the Council of Chairs for discussion prior to submission to the Curriculum Committee.
- d) Academic departments are responsible for the quality and integrity of their courses and programs.

7.3.2. The Curriculum Committee and General Education

- a) The Curriculum Committee reviews all proposals from the General Education Committee.
- b) The function of the Curriculum Committee with respect to the General Education Committee is to evaluate how general education requirements operate in accordance with the curricular goals and vision of the University as stated in the strategic plan.
- c) The chair of the Curriculum committee will call one joint meeting per year in order to guarantee proper coordination of the two committees' efforts.

7.3.3. Composition of the Curriculum Committee.

- a) The Curriculum Committee is composed of five voting members. Four voting members are elected according to the procedures defined in section 7.7. Committee Elections and Appointments. One of the five voting members is appointed by the Provost. All voting members serve once-renewable, staggered, two-year terms.
- b) The Curriculum Committee elects its own Chair and any voting member of the Curriculum Committee may serve as Chair.
- c) The Curriculum Committee will also have four ex-officio members: the Provost of the University or his/her representative; the University Registrar; the University Librarian; the Director of the Academic Resource Center (ARC);
- d) The Chair may invite other members of faculty or the administration if necessary.

7.3.4. Responsibilities of the Chair of the Curriculum Committee

The Chair will regularly inform faculty, academic departments and administration of proposals submitted to the Committee and of decisions made by the Committee.

- a) The Chair makes available and archives all minutes, proposals, materials and proceedings.
- b) The Chair communicates the dates of the regular meetings of the Curriculum Committee to the faculty at the beginning of each academic year.
- c) The Chair posts new and revised procedures and templates, developed by the Curriculum Committee, for faculty consideration, and brings them to Faculty Senate for approval.

- d) At least one week before regular meetings, the Chair will send the agenda, including all scheduled proposals for consideration, to all faculty having submitted proposals. The Chair may solicit written commentary from individual faculty members and from departments.
- e) The Chair sends a report of decisions to all faculty at least one week before the Committee presents the report to the Faculty Senate.
- f) At the end of the spring semester, the Chair of the Curriculum Committee calls an organizational meeting, including the newly elected members, to elect a chair and set the calendar for the following academic year.

7.3.5. Submitting Proposals

Departments submit proposals to the Curriculum Committee in accordance with the Committee's published guidelines, using the Committee's templates. Complete proposal packets must be submitted at least two weeks prior to scheduled meetings. The sequence for submissions is as follows:

- a) Authors of proposals ensure their feasibility by consulting with the Provost and other appropriate University bodies, as defined in the Curriculum Committee guidelines (including: the Head Librarian, the Director of ARC, the Registrar, the General Education Committee, Admissions, as well as any other departments involved in or affected by the proposal). The required documentation is published online by the Curriculum Committee.
- b) New proposals are approved in the home department or program. Minutes of the relevant meeting(s) must be included in the proposal packet. Once approved, the department chair or program director adds his/her signature to the proposal cover sheet.
- c) Authors must provide all information relevant to their proposal by the published deadline and in accordance with templates provided by the Curriculum Committee. All proposals are posted online for faculty consideration.
- d) Authors present undergraduate proposals to the Council of Chairs and graduate proposals to the Graduate Review Board for comments (not for vote) prior to submission to the Curriculum Committee. The date of the relevant Council of Chairs or Graduate Review Board presentation and commentary, if any, must be included in the proposal.
- e) Proposals are submitted to the Curriculum Committee. All syllabi must comply with the standards established by the Curriculum Committee. Templates are available from the Office of Academic Affairs. Incomplete proposals cannot be put to a vote.
- f) Proposals approved by the Curriculum Committee are submitted to the Faculty Senate
- g) Proposals approved by the Faculty Senate are submitted to the editor(s) of the AUP catalogue by the Chair of the Faculty Senate.

7.4. General-Education Committee

7.4.1. The General Education Committee and its Role

The General Education Committee is a standing committee of the Faculty Senate, and reports directly to Faculty Senate. The Committee's role is to ensure coherence, and continuity in the general education curriculum, in accordance with the educational goals of the institution.

- a) The General Education Committee, in consultation with the Provost, is responsible for developing, maintaining and assessing this part of the undergraduate curriculum.

- i. Development. The General Education Committee articulates the learning outcomes of the general education curriculum and encourages faculty, departments, programs and Academic Affairs to bring forth new proposals designed to strengthen general education at the University.
 - ii. Maintenance. The General Education Committee oversees the various structural elements and learning outcomes of the general education curriculum, in close cooperation with the Provost and the Office of Academic Affairs.
 - iii. Assessment. The General Education Committee reviews and analyzes faculty and student feedback pertaining to general education curriculum and to its learning outcomes. It collaborates with departments and programs who contribute to the general education curriculum in order to review and assess the effectiveness of these offerings in the context of educational goals of the institution.
- b) The General Education Committee provides guidelines and standards for submission of new general education courses, proposals and programs.
 - c) The General Education Committee cooperates with the office of the Registrar to establish guidelines for the attribution of general education designations of transfer credit and advises the office of the Registrar on cases which are not covered by these guidelines.
 - d) The General Education Committee cooperates with the Curriculum Committee, following guidelines put forth in section 7.3.2, to coordinate general education requirements with other program requirements.

7.4.2. Composition of the General Education Committee.

- a) The General Education Committee is composed of five voting members.
- b) Four voting members are elected according to the procedures defined in section 7.7. Committee Elections and Appointments.
- c) The Provost appoints one of the five voting members. All voting members serve once-renewable, staggered, two-year terms.
- d) The General Education Committee elects its own Chair and any voting member of the General Education Committee may serve as Chair.
- e) The General Education Committee will also have 2 ex-officio members: the Provost of the University or his/her representative; the University Librarian or his/her representative.

7.4.3. Responsibilities of the Chair of the General Education Committee

The Chair will regularly inform faculty, academic departments and administration of proposals submitted to the Committee and of decisions made by the Committee.

- a) The Chair makes available and archives all minutes, proposals, materials and proceedings.
- b) The Chair communicates the dates of the regular meetings of the General Education Committee to the faculty at the beginning of each academic year.
- c) The Chair posts new and revised procedures and templates developed by the General Education Committee for faculty consideration, and brings them to Faculty Senate for approval.
- d) At least one week before regular meetings, the Chair will send the agenda, including all scheduled proposals for consideration, to all faculty having submitted proposals. The Chair may solicit written commentary from individual faculty members and from departments.
- e) The Chair sends a report of decisions to all faculty at least one week before the

- Committee presents the report to the Faculty Senate.
- f) The Chair of the General Education Committee is responsible for submitting the annual general education assessment report. The Chair is supported by the Committee and the Chairs of departments offering general education courses.
 - g) At the end of the spring semester, the Chair of the General Education Committee calls an organizational meeting, including the newly elected members, to elect a chair and set the calendar for the following academic year.

7.5. Budget Committee

7.5.1. The Budget Committee and the Executive Committee

- a) The Budget Committee is a standing committee of the Executive Committee. The Budget Committee and the Executive Committee will convene in a joint session at least once a year.
- b) The Executive Committee in consultation with the Provost and the President will invite three or four faculty members to serve on the Budget Committee.
- c) The Budget Committee submits drafts of its reports to the Executive Committee. The Budget Committee will accord the Executive Committee at least 48 hours for draft review and comment before finalizing its reports.

7.5.2. Liaison with Administration

- a) The Budget Committee works to enhance communication and exchange between the faculty and the administration, proposes and discusses academic budgetary priorities for the University, and reviews the academic implications of the annual University budget.
- b) The Budget Committee will meet with the Provost and the Vice President of Finance and Administration at least four times a year.
- c) During the Academic Year, the Provost and the Vice President of Finance and Administration will provide the Budget Committee with two written reports about the budget. The first report, in autumn, will consist of an administrative report for the year in progress. The second report, in spring, will contain an enrollment estimate; a tentative budget for the next academic year prior to the budget's approval by the Board of Trustees; and a tentative list of strategic initiatives for the coming year prior to the list's approval by the Board of Trustees.

7.5.3. Liaison with Faculty

- a) The Budget Committee will make the minutes of its meetings available to the Faculty.
- b) At least once a year, members of the Budget Committee will present a report to the Faculty Senate that analyzes and interprets data provided by the Provost and the Vice President for Finance and Administration.

7.6. Ethics Committee

- a) The Ethics Committee is a standing committee of the Executive Committee. The Chair of the Executive Committee and the Chair of the Faculty Senate, in consultation with the Provost, may invite three faculty members to serve.
- b) The function of the Ethics Committee is to uphold the ethical principles which undergird liberal arts education and the American University of Paris. The committee responds to requests from the Provost to hear specific instances where those principles may have been breached and reports to the Executive Committee.
- c) Other specific functions and responsibilities of the Ethics Committee may be jointly identified by the Executive Committee and the Provost when deemed necessary.

7.7. Institutional Review Board

7.7.1. Purpose and Responsibilities of the Institutional Review Board

- a) The primary purpose of the Institutional Review Board (IRB) is to protect the rights and welfare of human subjects involved in research activities. IRB has the authority to approve, require modifications in (to secure approval), or disapprove research.
- b) human subject, with respect to this policy, is (a) a living individual about whom a professional or student researcher obtains information; (b) a living individual from whom a professional or student researcher obtains biospecimens through intervention or interaction with the individual; (c) a living individual whom a researcher studies, analyzes or otherwise makes use of through identifiable private information or identifiable biospecimens. All research involving human subjects as set forth in this policy must be preceded by the prior, legally effective informed consent of the subject or the subject's legally authorized representative, as described in 46.116 of the Code of Federal Regulations.
- c) The IRB is charged with protecting the rights and welfare of human subjects generally, mindful that certain people are unusually vulnerable to coercion and manipulation, such as children, prisoners, people with impaired decision-making capacity, and people who are disadvantaged economically, educationally, and politically.

7.7.2. Composition of the IRB

The IRB is a standing committee of the Executive Committee.

- a) As specified by 46.107 of the U.S. Code of Federal Regulations, the IRB shall have at least five members, with varying backgrounds to promote complete and adequate review of research activities. The IRB shall be sufficiently qualified through the experience, research qualifications, and diversity of its members, including race, gender, and cultural backgrounds, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects.
- b) The IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas.
- c) The IRB shall include at least one member who is not otherwise affiliated with the institution and who is not part of the immediate family of a person who is affiliated with the institution.
- d) No IRB may have a member participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.
- e) The IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of issues that require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.

7.7.3. Research and Activities Subject to IRB Review and Approval

- a) The IRB will undertake a full review of research involving human subjects except as specified in 7.7.4 and 7.7.5.
- b) Instructors must inform the IRB of all undergraduate and graduate research activities involving vulnerable subjects, as described in 1.1.
- c) All undergraduate and graduate projects involving especially vulnerable subjects, as described in 1.1, are eligible for full review by the IRB at the recommendation of the student's supervising instructor.
- d) Faculty members who are uncertain whether a research project should undergo IRB review, whether in a full or expedited form, are invited to contact the Chair of the IRB.

7.7.4. Research and Activities beyond the scope of the IRB.

In keeping with the Revised Common Rule (2017), the following activities are not considered research with respect to this policy and fall outside any form of review by the IRB (see 46.102 of the Code of Federal Regulations): Scholarly and journalistic activities (e.g., oral history, journalism, creative writing, biography, literary criticism, legal research, and historical scholarship). But for exceptions described in 7.7.5., scholars and writers who engage in projects that are not considered research with respect to this policy are free to gather information on specific individuals and to reveal the identity of those individuals without undergoing IRB review.

7.7.5. Exempt Research.

The revised Common Rule (2017) describes multiple forms of scientific inquiry as "Exempt Research" (46.104 of the Revised Common Rule). Exempt Research does not lie beyond the scope of the IRB. Instead, research that falls under this category is merely exempt from full review by the IRB. Exempt Research may, at the discretion of the IRB, undergo Expedited Review as described in 46.110 and 46.111 of the Code of Federal Regulations. Projects that meet the Common Rule definition of Exempt Research include:

- a) Research concerning educational methods in conventional educational settings. "Research, conducted in established or commonly accepted educational settings, that specifically involves normal educational practices that are not likely to adversely impact students' opportunity to learn required educational content or the assessment of educators who provide instruction. This includes most research on regular and special education instructional strategies, and research on the effectiveness of or the comparison among instructional techniques, curricula, or classroom management methods.
- b) Research that involves surveys, observation, and questioning. "Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording)."

- c) Research that involves (i) behavioral interventions that subjects are not likely to find invasive, offensive or embarrassing; (ii) and data collection relating to those interventions. Both benign behavioral intervention and data collection relating to it must be preceded by subjects' explicit and formal assent for this type of inquiry to be considered Exempt Research. "Research involving benign behavioral interventions in conjunction with the collection of information from an adult subject through verbal or written responses (including data entry) or audiovisual recording if the subject prospectively agrees to the intervention and information collection." Examples of benign and non-invasive behavioral intervention would include game-playing or puzzle-solving while exposed to different external stimuli (such as noises).
- d) When projects called by rubrics mentioned in **7.7.3** including journalism, creative writing, oral history, legal research, historical scholarship rely on public observation together with visual or auditory recording, or otherwise duplicate the methods of inquiry listed in **7.7.4** the project will be called Exempt Research with respect to this policy.

7.7.6. Expedited Review.

- a) Expedited Review entails review by the chair of the IRB or by an individual designated by the chair with relevant research qualifications. Those conducting Expedited Review act with the same authority as the IRB but do so in an advisory capacity and may not disapprove research.
- b) Projects that fall under the category of Exempt Research, as described above, are unlikely to require Expedited Review by the IRB when these projects meet ONE of the following TWO criteria: (i) These projects assure that the identity of human subjects cannot readily be ascertained, directly or indirectly. (ii) These projects assure that any disclosure of human subjects' responses would not expose subjects to criminal or civil liability or damage the subjects' standing, employability, educational advancement, or reputation.
- c) When projects that fall under the category of Exempt Research make it possible to ascertain the identity of human subjects, directly or indirectly, the IRB will conduct an Expedited Review. In other circumstances, projects that fall under the category of Exempt Research will undergo Expedited Review at the discretion of the chair of the IRB.

7.7.7. Twelve-Month Protocol.

During the first twelve months of the IRB at the American University of Paris, all research involving human subjects will be eligible for full IRB review at the discretion of its chair. After twelve months, the IRB will issue a document that formalizes its procedures. As required by 46.108 of the Common Rule, these procedures will structure the initial and continuing review of research projects by the IRB. The written procedures of the IRB will describe formalities for the transmission of research proposals and organize subsequent communication between the IRB and investigators. These written procedures will ensure the prompt reporting of unforeseen changes to ongoing projects and set forth criteria for suspending or terminating IRB approval. The twelve-month protocol is renewable once with the approval of the faculty senate.

7.8. Rank and Promotion

7.8.1. Committee on Faculty Rank and Promotion

The rank and promotion committee is a standing committee of Faculty Senate, and reports directly to Faculty Senate. The committee is responsible for recommending to the Provost:

- conferral of faculty rank
- promotion in rank
- change of category
- sabbatical leave and course release

7.8.2. Composition of the Rank and Promotion Committee

- a) The Rank and Promotion Committee is composed of seven voting members from the rank of Full and Associate Professors. Six voting members are elected according to the procedures defined in section 7.8 Committee Elections and Appointments. The Provost appoints one of the seven voting members. All voting members serve once-renewable, staggered, two-year terms.
- b) At least two of the members must be Full Professors.
- c) No more than two members may be from the same department.
- d) The Rank and Promotion Committee elects its own Chair and any voting member of the Rank and Promotion Committee may serve as Chair
- e) The rank and promotion committee may invite the Provost of the University as an ex-officio member.
- f) Candidates for promotion in rank may select a member of the faculty to present their case before the committee, to answer questions, and to solicit additional information requested by the committee. The advocate will not be present during deliberations and balloting, and may not serve on any eventual appeals committee.
- g) Faculty members who intend to apply for promotion and/or sabbatical during the subsequent two years (the length of committee service) should neither stand for election nor accept administrative assignment to the Rank & Promotion Committee.
- h) Faculty members who make a decision to apply for promotion and/or sabbatical while serving on the Rank & Promotion Committee must resign prior to submission of their dossier. If possible, they should give notice prior to the last Faculty Senate meeting in the preceding spring, so that a replacement member can be elected or appointed.

7.8.3. Promotion in Rank: Faculty

7.8.3.1. *Promotion from Instructor to Assistant Professor*

Candidates for promotion to the rank of assistant professor are expected to hold a PhD or equivalent terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the committee may use its discretion to determine alternative eligibility for rank, basing its recommendation on adequate proof and documentation. This rank is conferred to candidates having a capacity for effective teaching, a potential for scholarly growth and/or professional achievement and a commitment to institutional service.

7.8.3.2. *Promotion from Assistant to Associate Professor*

Candidates for promotion to the rank of associate professor are expected to hold a PhD or equivalent terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the committee may use its discretion to determine alternative eligibility for rank, basing its recommendation on adequate proof and documentation. The candidate must demonstrate effective teaching, a record of peer-reviewed scholarly publication or

professional/creative achievements, and consistent institutional service. The committee will solicit evaluations of the candidate's scholarly work from external referees from the candidate's field(s), including but not limited to those identified by the candidate as being familiar with his/her work. Eligibility for application to the rank of Associate Professor is obtained typically after a minimum of five years in the rank of Assistant professor.

7.8.3.3. Promotion from Associate to Full Professor

Candidates for promotion to the rank of full professor are expected to hold a PhD or equivalent terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the committee may use its discretion to determine alternative eligibility for rank, basing its recommendation on adequate proof and documentation. The candidate for promotion to the rank of Full Professor must present a distinguished record of internationally recognized scholarship as well as consistent effective teaching and institutional service. The committee will solicit evaluations of the candidate's scholarly work from external referees from the candidate's field(s), including but not limited to those identified by the candidate as being familiar with his/her work. Eligibility for application to the rank of Full Professor is obtained typically after a minimum of five years in the rank of Associate professor.

7.8.3.4. Promotion from Junior Lecturer to Lecturer

Candidates for promotion to the rank of Lecturer are expected to hold a PhD or equivalent terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the committee may use its discretion to determine alternative eligibility for rank, basing its recommendation on adequate proof and documentation. This rank is conferred to candidates having a substantial demonstrated experience of teaching. Eligibility for application to the rank of Lecturer is obtained typically after a minimum of two years in the rank of Junior Lecturer.

7.8.3.5. Promotion from Lecturer to Senior Lecturer

Candidates for promotion to the rank of Senior Lecturer are expected to hold a PhD or equivalent terminal degree in the discipline or a related field. In the absence of such a degree, in exceptional cases, the committee may use its discretion to determine alternative eligibility for rank, basing its recommendation on adequate proof and documentation. This rank is conferred to candidates having demonstrated distinguished professional achievement in university-level teaching. Eligibility for application to the rank of Senior Lecturer is obtained typically after a minimum of five years in the rank of Lecturer.

7.8.4. Procedures for Promotion, Appeals, and Sabbatical Leaves.

7.8.4.1. Dossier

The dossier for assignment of rank or promotion must be compiled according to the "Guidelines for Preparing Application Dossier for Rank or Promotion," available in the Office of Academic Affairs.

7.8.4.2. Schedule of Important Dates

Candidates applying for promotion will meet with the Provost and the Department Chair prior to April 30th. By October 1st the candidate submits her/his dossier to the Provost and his/her Department Chair, who make it available to the candidate's department faculty, and checks to ensure that all required items are included. After consultation with senior members of the department, the Department Chair must submit a letter, accompanied by recommendations from the department, to the Provost by November 2nd.

Updated materials (e.g., publication of scholarly work) will be accepted by the Rank & Promotion Committee until March 1st. After that date, no additional materials can be added to the dossier.

The Rank and Promotion Committee informs the Provost of its decision by April 1st. Decisions may be unanimous or split. The anonymous voting results will in all cases be included in the recommendations report. The recommendations of the committee for conferring rank or for promotion in rank are submitted in writing to the Provost. The Provost makes known his or her decision in writing to the candidate with a copy delivered to the Chair of the Rank and Promotion Committee by May 1.

7.8.4.3. Appeals

If the Provost upholds the negative recommendation or overturns the positive recommendation of the Rank and Promotion Committee, the faculty member may appeal the Provost's decision to the President of the University by June 1.

This appeal should take the form of a detailed letter to the President summarizing the candidate's reasons for appealing the decision. The Appeals Committee receives a copy of the letter and decides whether it will hear the appeal.

The Appeals Committee on Faculty Rank and Promotion, composed of all eligible Full and Associate Professors, with the exception of those who are members of the Committee on Faculty Rank and Promotion, must meet no later than the end of September to elect its Chair. Attendance for all Full and Associate Professors is recommended, and a minimum one-third plus one attendance is necessary for a quorum.

After studying the full dossier, the Appeals Committee reviews the recommendation of the Rank and Promotion Committee and the decision of the Provost. The Provost and the Chair of the Rank and Promotion Committee will be invited to the Appeals Committee. In the case that it opposes the previous decisions, the Appeals Committee returns the Dossier to the Rank and Promotion Committee for a second review and consideration. The Appeals Committee must present its recommendation, and the arguments supporting it, in writing to the Rank and Promotion Committee. Prior to the second recommendation of the Rank and Promotion Committee, the Provost and the Chair of the Appeals Committee meet with the Rank and Promotion Committee for discussions over the recommendation of the Appeals Committee. The final recommendation of the Rank and Promotion Committee goes to the President for ultimate decision.

The President makes known his or her decision in writing to the candidate with a copy delivered to the Provost, the Chair of the Appeals Committee and the Chair of the Rank and Promotion Committee, by December 1.

Deadline for reapplication for promotion for candidates expecting appeal decisions is delayed until January 1.

7.8.4.4. Sabbatical Leaves

To the extent possible, the University awards sabbatical leaves of one semester at full salary or one year at half salary to all permanent faculty members. Special options, such as taking course reduction over several semesters as an equivalent for one semester sabbatical, may be negotiated with the Provost. Faculty are eligible after six years of service at the University, and as of the seventh year of service following a sabbatical leave; up to two semesters away from the University in grant-funded research may be counted toward eligibility. Insofar as the University considers a sabbatical award an investment in its future,

accepting awarded leave implies the obligation to return to service at the University for a period of time equal to the length of the leave. Candidates with special circumstances or outside funding opportunities should consult with the Provost as early as the Spring prior to the year of application.

Application Procedures

Applications should be in the form of a letter addressed to the Provost who informs the chair of the Committee on Faculty Rank and Promotion. The faculty member's application must include a statement from the department chair. Prior clearance from the faculty member's department is necessary to ensure replacement of the applicant's courses. If the faculty member applying for a sabbatical leave is a department chair, the letter of application must include a recommendation for a temporary acting chair replacement and the prior acceptance of the designated chair.

The letter of application should contain details on how the sabbatical period is to be used, specifying the scholarly and professional activities to be pursued during the leave time. Sabbaticals are awarded in order to accomplish a range of professional activities such as scholarly and pedagogical projects, fieldwork, and creative pursuits.

The letter of application should also contain substantial justifications of why such leave should be granted. Such justification might range from articles already written in the field, documented evidence of work in progress, detailed project summaries, proof of commissioned work, ~~or~~ relevance to teaching, or service to the University. The letter of application should indicate how the professional life and development of the faculty member will be enhanced by the leave and, at the same time, specify ways in which the University will benefit.

Submission of applications for sabbatical to the Provost should be no later than November 1.

The Rank and Promotion Committee informs the Provost of its decision on sabbaticals no later than December 1.

The Provost notifies the candidates of his decision no later than December 15.

The Committee on Faculty Rank and Promotion, after deliberation on the request(s) for leave, submits its recommendations, in order of preference, to the Provost. **The Rank and Promotion Committee's letter to the Provost giving recommendations for sabbatical leaves and course releases should include a summary of the criteria used for judging these applications.** depending on available resources, and following the recommended order established by the Committee, the Provost then awards sabbatical leaves. The Provost's decision is communicated to each faculty member concerned, with a copy of the letter to the Committee on Rank and Promotion.

In the semester following the sabbatical leave, the faculty member will submit a detailed written report of his/her sabbatical activities to the Provost with a copy to the Chair of the Rank and Promotion Committee.

7.9. Committee Elections and Appointments

7.9.1. Election processes for scheduled vacancies

Scheduled vacancies on standing committees will be filled by elections at the first Faculty Senate meeting of the spring semester. At the end of the fall semester prior to the spring elections, the Chair of the Faculty Senate shall circulate a call for nominations which specifies the terms of service. The call for nominations will be circulated two more times: at

two weeks and at one week prior to the first Faculty Senate of the spring semester. The nominations process shall close at the end of the first Faculty Senate of the spring semester.

Eligible voters may submit to the Chair of the Faculty Senate nominations up to the closing of the nomination process. An eligible voter may make only one nomination for each vacant position. The nominee must accept or decline the nomination. The Chair of the Faculty Senate will circulate the slate of eligible candidates accepting nomination prior to the Faculty Senate meeting and will issue a final call for nominations during the Faculty Senate meeting. The slate for each committee must contain at least one candidate in excess of vacant positions.

If the number of eligible candidates accepting nomination is equal to or less than the number of vacancies, the Executive Committee of the Faculty Senate shall be responsible for ensuring the requisite number of candidates in consultation with the Council of Chairs and the Provost. The Chair of the Faculty Senate shall post the final slate of candidates and allow a period of no less than one week for eligible voters to vote. Voting will take place by electronic means. A blank ballot shall always be allowed and counted among the total votes cast. In the case of a tie between candidates, a run-off election is held. A candidate has the right to decline standing for a run-off.

The Chair of the Faculty Senate assures the probity of the voting process. In the case of an objection on election procedures from a group of at least five faculty members, an ad hoc committee to adjudicate the concerns raised in the election shall be appointed by the Executive Committee, unless the Executive Committee wishes to serve in that capacity.

7.9.2. Election processes for unscheduled vacancies

An unscheduled vacancy on a standing committee occurs when an elected member of a committee is unable to complete the designated mandate.

In the case of an unscheduled vacancy less than six months after a scheduled election, the Chair of the Faculty Senate will offer the vacant seat to the runner-up candidate of the previous scheduled election. If the runner-up declines the position, an election process takes place. The election process for unscheduled vacancies will run according to the following calendar: the Chair of the Faculty Senate will announce the vacancy and issue a call for nominations. The call for nominations will be open for one week. The Chair of the Faculty Senate shall post the final slate of candidates and allow a period of no less than one week for eligible voters to vote.

7.9.3. Service terms

Service terms on standing committees follow the University fiscal and faculty employment contract year: from August 1st of the calendar year to July 31st of the calendar year two years following.

A faculty member may not serve more than two subsequent terms on any given standing committee. No dual mandates are allowed. A faculty member may not serve on more than one standing committee.

A new committee member fulfilling an unscheduled vacancy serves the remaining term of the vacated position. If one semester remains in the original vacated position, then the new committee member shall continue in the position and serve a subsequent full term.

7.9.4.Appointments

If specified in the Faculty Manual, one member of a standing committee is appointed by the Provost. An appointment to a standing committee is for a two-year term. Appointments to ad-hoc committees are for the term of the ad hoc mandate.

The Provost may re-appoint for a second term, but not a third. Former members may be re-appointed and re-serve after two-years off (fallow) the committee.

In the case of the resignation of an appointee, the Provost appoints another Faculty member. An appointment upon resignation serves the remaining term of the resigned appointee. The replacement appointee may be re-appointed for another two-year term of service, but may not be subsequently re-appointed to a term of service that would then allow the appointee to serve beyond four years.