

Employee Handbook

TABLE OF CONTENTS

INTRODUCTION	4
SECTION 1: PERSONNEL POLICIES	5
1.1 Hiring	5
1.2 Non-discrimination	6
1.3 Sexual harassment	6
1.4 Employment of relatives	7
SECTION 2: HIRING PROCEDURES	7
2.1 The President of the University	7
2.2 The Vice Presidents of the University	7
2.3 Program/department chairs/co-chairs and office directors	7
2.4 Competitive hiring	7
2.4.1 Initiating the hiring process	7
2.4.2. Search committee work	8
2.4.2a Faculty selection	8
2.4.2b Staff selection	8
2.4.3. Screening of recommended candidates	8
2.4.4. Approval of Vice President and President	8
2.4.5 Official offer with acceptance deadline	9
2.5. Non-competitive hiring	9
2.6. Hiring of students	9
SECTION 3: EMPLOYEE RELATIONS	9
3.1 Employment categories	9
3.2 Employment contract	9
3.2.1 Employment contract preparation and required documents	10
3.2.2 Terms of employment contract	11
3.2.3 Faculty and staff rights and responsibilities	12
3.2.4 Faculty and staff salary	14
3.2.5 Conditions for employment contract termination	14
3.3 Working hours	15
3.3.1 Professional discipline	15
3.3.2 Holiday and weekend policy	16
3.4 Vacation and leave policies	17
3.4.1 Annual paid vacation	17
3.4.2 Academic research leave	18
3.4.3 Pregnancy and maternity leave	18
3.4.4 Child care leave	18
3.4.5 Other types of paid leave	19
3.4.6 Unpaid leave	19
3.5 Tuition benefit for children of faculty and staff	19
3.6 Policy on financial hardship	19

SECTION 4: FACULTY AND STAFF DEVELOPMENT	19
4.1 Faculty and staff training and development policy	19
4.2 Business trips and professional development	20
SECTION 5: PERFORMANCE EVALUATIONS	20
5.1 Faculty performance evaluations	21
5.2 Program/department chair/co-chair performance evaluation	21
5.3 Staff performance evaluation	21
SECTION 6: PROFESSIONAL CONDUCT	22
6.1 Code of Conduct	22
6.1.1 Professional conduct for faculty	23
6.1.2 Professional conduct for staff	25
6.2 Research Code of Conduct	25
6.3 Code of Conduct and violation oversight	26
6.4 Appeals procedure	27
SECTION 7: CAMPUS AND FACILITIES	27
7.1 Information and communication technology (IT)	27
7.2 Library	27
7.3 Medical services	27
7.4 Campus dining options	28

INTRODUCTION

The AUCA Office of Human Resources (HR) is pleased to present the *Employee Handbook* for AUCA faculty and staff. The information contained in this Handbook is intended to serve as a summary of the human resource policies established by the University.

The *Employee Handbook* has been developed on the basis of AUCA human resource policies and procedures with additional inspiration drawn from the human resource policies of other universities¹, as well as from the current labor laws of the Kyrgyz Republic.

The University reserves the right to modify, suspend, or cancel all or any part of the policies and procedures contained in this *Employee Handbook*.

As the University develops new policies or modifies existing policies, procedures, and programs, it will notify the members of the University community as soon as possible.

We welcome any of your comments and suggestions, which will be considered for inclusion in subsequent editions of the *Employee Handbook*.

¹ In this *Handbook* materials from Indiana, Central European and others universities were used.

SECTION 1: PERSONNEL POLICIES

1.1 Hiring

AUCA is the first institution of higher education in the region that operates according to the American model with a credit-hour system, an American-style curriculum, and a commitment to academic integrity and honesty.

The key values of the AUCA community are honesty, trust, openness, respect, responsibility and discipline. These values are vital and necessary to maintain the effectiveness and quality of teaching and research at AUCA.

AUCA hiring policies and practices are intended to ensure that everyone has equal access to available employment opportunities at the University and to ensure that the University hires the best available candidate for each position.

AUCA strives to create a physical and intellectual environment in which all members of the academic community have the freedom to grow and be challenged to realize their full potential.

The objectives of the AUCA hiring policy are:

- to attract and retain highly-qualified, motivated and loyal employees who will commit themselves to the University;
- to create a reserve pool of trained, motivated employees prepared for advancement to key positions;
- to elevate the overall professional level of faculty and staff at the University;
- to build a stable contingent of faculty and staff at the University;
- to transform the University into a knowledge center renowned for its innovative approaches to teaching and training of personnel; and
- to improve the prestige and reputation of the University as a leading institution of higher education in Kyrgyzstan and across Central Asia.

The University is fully committed to the principles of equal opportunity employment at all levels without discriminating on the basis of race, color, religion, gender, sexual orientation, national origin, citizenship, age, political beliefs or personal relationships.

According to the *University Charter*, the official languages of AUCA shall be English, Kyrgyz and Russian, with English as the primary language of instruction and communication. Therefore, with regard to the hiring process at AUCA:

- faculty hired by the University, with the exception of those teaching a non-English foreign language, will be expected to teach in English; and
- staff members hired by the University and working directly with the administration and academic programs will be expected to have an excellent command of English and to use it as the primary language of communication.

In preparation for international accreditation the University has adopted an English language usage policy to increase the quantity of courses taught in English. Effective academic year 2007-08, most faculty members will be eligible for promotion and merit pay increases only when they will have achieved sufficient fluency to conduct classes in English or have established a plan to do so by 2010. Exceptions to this policy may be granted by the Vice President for Academic Affairs and are usually for those engaged in non-English language instruction.

1.2 Non-Discrimination

The University will maintain and advance those practices, processes, and circumstances that afford equal opportunity to all individuals. AUCA does not discriminate on the basis of race, color, national and ethnic origin, religion, gender, gender preference, age, non-disqualifying handicap or, ethnic group in any of its programs, activities, contracts, personnel administration practices or any other actions it undertakes. Without limiting this non-discrimination policy, AUCA is committed to complying with all laws that apply to a faculty or staff member's employment at the University.

1.3 Sexual Harassment

It is the policy of AUCA to prohibit harassment based on sex. Sexual harassment means unwanted conduct of a sexual nature, or other conduct based on sex, affecting the dignity of women or men in the University community.

All members of the community must know that the University does not allow any type of verbal, written and physical harassment. Harassment may include undesirable body contact, insults, obscene jokes, and demonstration of pornography, and insulting gestures or proposals. Violation of these rules can result in a range of penalties, from a warning to dismissal from AUCA.

If members of the AUCA community feel that they have been victims of sexual harassment, they are urged to report the incident immediately. Faculty and staff members should file a complaint with the HR director, and students should file a complaint with the Dean of Students.

1.4 Employment of relatives

The University hires employees on the basis of qualifications. In no case will hiring or promotion decisions be influenced by personal or family relationships. No University employee may hire or unduly influence the hiring of a close relative, including grandparents, parents, spouses, siblings, children and grandchildren. Also, no one will be hired to work under the direct supervision of a close relative.

SECTION 2: HIRING PROCEDURES

2.1 The President of the University

After an international and competitive search, the President of the University is appointed by the Board of Trustees in accordance with the University Charter.

2.2 The Vice Presidents of the University

After competitive searches and on the advice and consent of the Board, the President appoints the Vice Presidents of the University.

2.3 Program/department chairs and office directors

Hiring of the program/department chair/co-chair and office directors is normally initiated by the University administration. The vacancy will be advertised. Candidates are normally screened by a search committee chaired by the vice president of academic affairs and including academic administrators, faculty and students. The search committee selects the candidate for recommendation to the President.

2.4 Competitive hiring

Hiring of all faculty members and staff at AUCA shall normally be competitive and for terms of up to five years. Initial hiring accords with the following internal procedures and Kyrgyz labor law.

2.4.1 Initiating the hiring process

Academic department program heads and office directors normally initiate the hiring process. When it has been determined that a hire is necessary, the department/program head or office director submits a personnel request explaining the need to the appropriate Vice President or the President, if it is a direct report. If this is a new position, a rationale and position description must be included. Requests for any new positions, once recommended by the Vice President, will be sent to the President for final approval.

After approval by the President, HR will publish an advertisement outlining the requisite qualifications² and position description. The vacancy will be listed on the University website as well as in other appropriate media and websites.

Each applicant will be required to submit a resume or *curriculum vitae* (CV), a University Resume (CV) Attachment Form, a cover letter, and letters of reference from prior workplaces with contact information. All documents must be submitted to HR with copies to the concerned program/department/office by the announced deadline.

2.4.2 Search committee work

a) Faculty selection

The department/program chair will create a search committee, including three faculty and, when possible, a student from the department/program. Committees should also include members from another department/program whenever possible. The minutes on the results of the screening process should be kept in HR.

b) Staff selection

HR initiates and selects a search committee, including members of the administration and, where appropriate, faculty, staff and students. HR double-checks the full application package, participates in interviews, and presents the recommended candidates to the appropriate Vice President.

2.4.3 Screening of recommended candidates

Department/program chairs/co-chairs present recommended candidates to the HR for their assessment. The HR reviews and checks the full application package, participates in interviews and presents candidates to the Vice President of Affairs.

In addition to standard screening of candidates through references provided, the University reserves the right to conduct background reference checks, including in some cases, criminal and financial checks. All candidates will be informed of any additional checks before they take place.

2.4.4 Approval of Vice President and President

The appropriate Vice President reviews and considers each candidate's full application and, if necessary, brings recommendations to the President for final approval.

2.4.5 Official offer with acceptance deadline

² According to Article 28 of the Law on Education in the Kyrgyz Republic, a minimum of a master's degree is a prerequisite for teaching.

If a candidate receives final approval from the President, HR sends an official offer with terms of employment to each finalist on behalf of the University. Normally a prospective candidate member must indicate approval within one week or the University reserves the right to withdraw the offer.

2.5 Non-competitive hiring

If a department wishes to hire a candidate without advertising or a competitive interview, a rationale must be submitted to the appropriate Vice President along with the candidate's application materials (CV, references and/or letters of recommendation).

Normally, non-competitive hiring will fall into one of the following categories:

- transfer or promotion of an employee from one department to another;
- change from part-time to full-time status;
- availability of an exceptionally qualified individual; or
- offer by a qualified individual to teach at no or below market cost.

Candidates for non-competitive hiring, such as candidates applying for a competitive position, will normally be interviewed at the department level and by the appropriate Vice President.

The President approves all non-competitive hiring based on written recommendations by the Vice Presidents.

2.6 Hiring of students

In some cases the University hires students as assistants to faculty and staff. Such assistants are normally chosen from among students with high GPA's and appropriate experience.

SECTION 3: EMPLOYEE RELATIONS

3.1 Employment categories

AUCA acknowledges and designates the employment categories of full-time faculty and staff and part-time faculty and staff.

3.2 Employment contract

All AUCA employees must have a valid contract prepared within one week of their hire. HR prepares two copies of the labor contract in English and Russian one for the employee and one for the Office of Human Resources. Three days before the contract is signed, HR issues a decree (*prikaz*) ordering the employment of an individual.

3.2.1 Employment contract preparation and required documents

Once an official offer is accepted, HR prepares a contract for an international or local faculty member. The contract is the basic legal document that outlines the terms of employment between the University and the employee.

Upon reaching agreement on responsibilities, compensation, and conditions of employment, both parties will sign a contract as soon as the finalist has submitted all necessary documents.

International faculty must submit the following documents:

- original and copy of the highest diploma earned (the original will be returned);
- copy of the main pages of the passport
- CV or resume;
- Resume (CV) Attachment Form;
- copies of related certificates; and
- letters of reference from prior work places with contact information.

Local faculty must submit the following documents:

- application;
- official record of work experience (*trudovaya knishka*);
- original and copy of diploma (the original will be returned);
- CV or resume;
- Resume (CV) Attachment Form;
- copies of certificates;
- copy of passport main pages; and
- letters of reference from prior work places with contact information.

After new faculty and staff submit the required documents to HR, an ID card will be prepared for them and may be picked up at HR within a few days. This card grants free access to both buildings of AUCA. Employees are required to carry their ID card on campus, as the security service has the right to ask for these any time.

In the first week of work all new employees should be provided the following:

- employment contract;
- *Employee Handbook*;
- Code of Conduct;
- ID card;
- computer access account; and

- library card.

3.2.2 Terms of employment contract

Local faculty members have an initial contract of one semester.

If the employee meets expectations during the initial contract, the immediate supervisor must request extending contract for one year to the appropriate Vice President.

If the employee does not meet expectations during the initial contract, the University has the right to discontinue the contract. The University sends a written notice to the employer three days in advance of his/her contract's expiration date.

If during the initial contract the employee decides that the job is not suitable for him or her, he/she has the right to cancel the contract. The employee must submit a written notice to the employer fourteen days in advance of the expiration date.

The contract duration for *international faculty* varies according to individual and departmental needs. The contract duration for *part-time local faculty* is one semester.

The contract duration for *full-time local faculty* is as follows:

- 1 year for incoming faculty, who are able to teach in English;
- 3 years for faculty members, who have at least 3 years of AUCA teaching experience, and who are able to teach in English; and
- 5 years for faculty members, who have at least 5 years of AUCA teaching experience, have made a significant contribution to the development of AUCA, and are able to teach in English.

The policy on contract terms is applicable to all new contracts. Exceptions to the policy on the ability to teach in English will be considered for those faculty members who have taught at AUCA more than 5 years and have made significant contributions to its development. Such exceptions must be recommended by the program/department chairs and approved by the Vice President for Academic Affairs.

When a faculty or staff member's contract expires, the faculty or staff member must submit to the department/program chair or immediate supervisor a report on work completed during the term of the contract. The supervisor evaluates the report and sends a recommendation on future hiring to HR and the appropriate Vice President. If a replacement position is authorized by normal procedures, then a search committee is organized to choose the most suitable replacement.

3.2.3 Faculty and staff rights and responsibilities

AUCA faculty members have the right:

- to define the content of academic courses according to the requirements of the program;
- to choose the tools and methods of teaching and research for maximum effectiveness;
- to enjoy the academic freedom to pursue knowledge wherever it may lead, without unnecessary nor any unreasonable interference in the classroom, in research and in endeavors beyond the classroom;
- to take paid vacation in accordance with Kyrgyz Republic legislation;
- to take leave for academic development and research;
- to enjoy an environment conducive to effective performance;
- to be elected to and participate in elections to the Academic Senate;
- to participate in discussion and decision making process connected with study, research and other AUCA types of academic activity;
- to use classes, rooms, libraries, computer laboratories, and other AUCA facilities within the frameworks of their responsibilities;
- to use social amenities and other services of the University;
- to appeal the orders and decisions of the AUCA administration;
- to organize or join professional unions, organizations, or associations; and
- to enjoy all other guarantees in accordance with the laws of the Kyrgyz Republic and other AUCA internal documents.

AUCA faculty members have the responsibility:

- to provide highly effective courses of study and research opportunities for the development of students;
- to respect the personal dignity of each student;
- to help students cultivate and develop academic independence, initiative, creative abilities, high moral expectations, professional skills, and the ability to live and to work in a modern civilization and democracy;
- to be objective when evaluating student's knowledge, abilities and skills;
- to conduct research and, whenever possible, involve students in such research;
- to engage actively in committee work and/or contribute to the improvement of the University community;
- to continuously improve their professional level and qualification;
- not to disclose information about any University activities that is considered to be confidential;
- not to allow or cause behavior that may damage the image or reputation of the University;
- to follow the norms of professional ethics and morality;
- to dress neatly and professionally;

- to follow fire and other safety regulations;
- to inform the University about any situations or actions that can cause damage to University property, or to the employees' health and well-being;
- to use equipment and other materials provided for the job properly and according to their purposes;
- not to cause damage to University property while performing duties;
- to obey written and oral orders of the administration;
- to observe the AUCA Charter, internal rules, regulations and procedures of the University; and
- to hold office hours to be determined by the department chair.

AUCA staff members shall have the right:

- to enjoy working conditions provided by the University;
- to take paid vacation in accordance with the legislation of the Kyrgyz Republic;
- to participate in discussions and decision making connected with his/her responsibilities;
- to use classes, rooms, libraries, computer laboratories, and other AUCA facilities within the frameworks of their responsibilities;
- to bring forward ideas for the improvement of University support systems; and
- to enjoy all other guarantees as stipulated by the Labor Code of Kyrgyz Republic and AUCA internal documents.

AUCA staff members shall have the responsibility:

- to perform duties punctually and with expected quality;
- to gain familiarity with and adhere to all AUCA official documents;
- to follow labor and executive discipline orders, according to the Labor Code of Kyrgyz Republic and the written or oral instructions of the University administration;
- to keep confidential information about any University activities that are considered to be confidential;
- not to allow or cause behavior that may damage the image or reputation of the University;
- to follow the norms of professional ethics and morality;
- to dress neatly and professionally;
- to follow fire and other safety regulations;
- to inform the University about any situations or actions that can cause damage to University property, or to the employees' health and well-being;

- to use equipment and other materials provided for the job properly and according to their purposes;
- not to cause damage to University property while performing one's duties; and
- to observe the AUCA Charter, internal rules, regulations and procedures of the University; and
- to carry out other responsibilities determined in the labor laws of the Kyrgyz Republic, the AUCA Charter, job descriptions and AUCA internal documents.

3.2.4 Faculty and staff salary

The University determines the salary of the employee according to his/her qualification, experience, and performance. Taxes and other allocations are deducted from the gross salary according to the laws of the Kyrgyz Republic. The employee is paid the net balance after all applicable deductions are made. According to the tax code of the Kyrgyz Republic:

The salary is paid monthly on or after the third day of the month for work performed during the previous month.

3.2.5 Conditions for employment contract termination

A contract may be terminated in the following ways:

- mutual consent (Article 80 of Labor Code of the Kyrgyz Republic);
- expiration (Article 81 of the Labor Code of the Kyrgyz Republic);
- employee initiative (Article 82 of Labor Code of the Kyrgyz Republic);
- University initiative (Article 83 of Labor Code of the Kyrgyz Republic); and
- other circumstances as enumerated in Articles 69, 75, 77, and 89 of the Labor Code of the Kyrgyz Republic.

The employee has the unilateral right to dissolve the contract before the contract term has expired by giving the University written notice at least fourteen (14) days in advance of the date that the agreement is to be dissolved. Notice should be addressed to the HR Director and should be signed by the department/program chair or office director.

The University has the unilateral right to dissolve the agreement before the contract term has expired on the grounds of a single gross violation of professional duties by the employee, defined as:

- absence from work (for faculty), including absence for more than three hours during the working day without a valid excuse (for staff);
- appearing at work drunk or in a state of narcotic intoxication;
- committing intentional damage to or misappropriation of University property;
- committing an immoral act;

- violating safety rules that cause damage or injury; and
- other grounds stipulated in Article 83 of the Labor Code of the Kyrgyz Republic.

According to Article 146 of the Labor Code of the Kyrgyz Republic, when an employee commits a violation of the labor regulations, the University has the right to apply the following responses to the employee: observation, formal reprimand, or dismissal. These will be noted in the permanent record of the employee.

The cancellation of a contract may be initiated either by the employer or the employee and is regulated by the Labor Code of the Kyrgyz Republic and AUCA internal procedures (as enumerated in section 5.2 of this handbook).

3.3 Working hours

Typically University staff office hours are from 9 a.m. to 6 p.m., Monday through Friday, except on approved holidays. Department/program chairs determine office hours of faculty. All offices should be sufficiently staffed to maintain operations during normal working hours.

The computer lab and the library are open from 9 a.m. until 4 p.m. on Saturdays and Sundays. During exam periods, hours for the library and computer labs are extended, and during the summer and vacation breaks operating hours are more limited.

During holidays access to the University requires special permission from HR.

3.3.1 Professional Discipline

Professional discipline and adherence to all work rules and expectations at AUCA are essential for the efficient and effective operation of the University. Employees must comply with the working hours of the University and observe all written and oral instructions from the University administration.

If unable to report for work or intending to arrive late, the employee should call the HR, office manager of department/program and immediate supervisor as far in advance as possible. Reasons for absence or lateness, as well as the expected date or time of arrival, should be given.

In the case of absence due to illness, the employee must inform the immediate supervisor and HR of their illness as soon as possible. The employee must provide HR with a doctor's note to justify their absence, or if the employee does not visit a doctor, the immediate supervisor must give their written consent for the absence. This will be taken into account during salary accounting.

Classes may be postponed due to the following situations:

- faculty member illness;
- faculty member's participation in a conference or symposium; and
- *force major* event.

In the case of postponement of classes, the faculty member must reschedule the class at a suitable time for the students. The faculty member must also inform the program/department chair, or office manager, the Registrar and HR in a timely manner and explain the reason for postponement. Faculty must then provide a report to HR explaining the reason for class postponement, including the date(s) of postponement, as soon as possible.

Department/program chairs and office directors must adhere to the highest standards of professional, ethical, and moral behavior, because they must set a good example of behavior for their subordinates.

According to Article 146 of the Labor Code of the Kyrgyz Republic, when an employee commits a violation of the labor regulations, the University has the right to apply the following disciplinary actions to the employee: a reprimand, a warning, or dismissal. These will be noted in the permanent record of the employee.

Further rules of professional conduct are stipulated by the Labor Code of Kyrgyz Republic and AUCA internal documents.

3.3.2 Holiday and weekend policy

According to the Labor Code of the Kyrgyz Republic and the AUCA academic calendar, the following days are considered holidays and therefore are non-working days:

<i>Holidays</i>	<i>Date</i>
Independence Day of the Kyrgyz Republic	August 31
Reconciliation Day	November 7
Thanksgiving Day	November 23
Christmas	December 25
New Year's Day	January 1
Orthodox Christmas	January 7
Fatherland Defender Day (Men's Day)	February 23
International Women's Day	March 8
Nooruz	March 21
National Celebration Day	March 24
Labor Day	May 1
Kyrgyz Republic Constitution Day	May 5
Victory Day	May 9

There are two Muslim holidays that mark the beginning and end of *Ramadan*, *Orozo Ait* and *Kurman Ait*, which are based upon the on the lunar calendar. These are also official holidays that are usually announced one month in advance by the government. HR will notify the community of these holidays.

If a staff member must work on a weekend or holiday, he/she will earn twice the normal wage for that day.

Or if staff members will accrue a day off, which may be taken on another workday convenient both to the staff member and the department/program/office. The department/program chair or office director will approve the alternate day.

3.4 Vacation and leave policies

According to the labor legislation of Kyrgyz Republic employees have the right to annual paid vacation and different kinds of leave as enumerated below.

3.4.1 Annual paid vacation

Staff members are eligible to begin taking accrued vacation after the first eleven months of continuous service to the University.

All full-time staff members are allowed 28 calendar days of vacation per year. Full-time staff who have worked at AUCA for more than 5 years are allowed 42 calendar days of vacation.

Supervisors with up 10 years of service in an educational institution are allowed 35 calendar days of vacation, those with more than 10 years of service as a supervisor and/or faculty member are entitled to 49 calendar days of vacation and those with more than 15 years of services, 56 calendar days³.

All department/program chairs and faculty members are granted 56 calendar days of summer vacation when classes are not in session.

Faculty members have a flexible schedule during the break between the fall and spring semesters and during the spring break. This time can be used for class preparation, research, and other professional activity.

Annual paid vacation should be paid three days in advance of the scheduled vacation. To take vacation leave the employee must request permission from HR before receiving the consent of his/her immediate supervisor. The “order on vacation” should be issued by HR and signed by the immediate supervisor.

³ According to the Kyrgyz Republic Government Regulation # 295 from April 25, 2006 and the decision of Academic Senate from May 29, 2008.

The vacation of the department/program chair or director of office should be coordinated with the vacation of the department/program co-chair or deputy director of the office, in order not to avoid leaving the office unsupervised. Department/program chairs, co-chairs and office managers must return to work a week before the registration period in order to prepare for the new academic year.

If an employee, for any reason, cannot use his/her vacation time within the year it was earned, this vacation time may be accrued without restriction. The vacation time must be provided to the employee, or in lieu of vacation, compensation must be paid.

3.4.2 Academic research leave

According to the legislation of the Kyrgyz Republic, academic leaves are granted to full-time faculty who are completing dissertations. The maximum length for academic leaves is as follows:

- doctoral or *doctor of science* dissertations - up to 1 year;
- master's or *kandidat of science* dissertations - up to 6 months.

In order to apply for an academic leave, a faculty member should submit a written request to the department chair, which will then make a recommendation to the Faculty Status and Research Committee. The recommendation of the committee will be sent to the Office of the Vice President for Academic Affairs and then to the President, who approves all academic leaves.

3.4.3 Pregnancy and maternity leave

Women who are pregnant may adjust their workload due to their physical condition, including transfer to a different assignment. If they need to miss work during their pregnancy, they may keep their salary if a doctor's note is provided. They may also be excused from work for mandatory medical examinations. Required business trips, overtime work, night, weekend and holiday work will be allowed unless forbidden by a doctor. Pregnant employees have the right to use their annual vacation allowance as needed and shall be provided a paid maternity leave of 70 calendar days prior to delivery and 56 calendar days after the delivery.

3.4.4 Child care leave

A faculty or staff member, who is the primary caretaker of a child younger than 18 months old, can apply for childcare leave. He/she shall be provided with leave without payment until the child reaches 18 months of age, if the applicant can prove that they are the primary caretakers.

3.4.5 Other types of paid leave

Employees will receive five days of paid leave to grieve the death of an immediate family member. Employees who get married will also receive five days of paid leave.

3.4.6 Unpaid leave

For family reasons and other reasonable causes employees may petition for an unpaid leave. The duration of that leave should be determined by mutual consent. Requests for unpaid leaves of absence, with rationale, should be submitted to the supervisor and must be approved by Human Resources and the appropriate vice president. Unpaid leaves are not considered a benefit, and denial of a request for an unpaid leave is not grounds for grievance.

3.5 Tuition benefit for children of faculty and staff

Children of employees may study at AUCA for 75% of the current tuition.

3.6 Policy on financial hardship

In the case of proven financial hardship or death in the immediate family, full-time faculty and staff may apply to HR for financial assistance of up to one hundred dollars⁴. The Vice President of Financy must approve these requests.

SECTION 4: FACULTY AND STAFF DEVELOPMENT

4.1 Faculty and staff training and development policy

The policy on professional development and advancement of AUCA faculty and staff aims to ensure the professional development of AUCA employees for maximum effectiveness. High quality professional development promotes a strong culture of cooperation and an environment of accountability, where all employees focus their efforts to create a better university.

The specific objectives of the policy on professional development and advancement of the AUCA faculty and staff include:

- anchoring a stable contingent of faculty and staff at the University;
- making available relevant and flexible opportunities for professional development;
- providing the University with highly-qualified personnel; and
- creating and preserving the competitive advantage of the University through the enhanced responsibility and creativity of its employees.

In order to achieve the professional development and advancement of faculty and staff, AUCA utilizes the following strategies:

⁴ Financial assistance is paid in Kyrgyz soms.

- attracting highly-qualified, talented employees to the University;
- planning the professional development and advancement of the employees;
- selecting candidates for advancement and implementing the advancement; and
- providing employees information on development opportunities.

Evaluation procedures are not intended to disturb University operations, but should be incorporated into the general University strategy to promote the development and efficiency of University operations.

Employees wishing to receive a training grant should submit to HR a detailed description of the proposed program explaining the expected benefits to the employee and AUCA. Exact scheduling of the training program, as well as the immediate supervisor's opinion and endorsement of the employee's professional development plans, must be attached.

Each year employees may take one class at the University free of charge. With the permission of the supervisor, the class may be taken during work hours if it is related to the employee's work responsibilities.

4.2 Business trips and professional development

If an employee is away on a University-sponsored business trip or for University-organized professional development, he/she will earn salary.

The University, or other sponsors, usually pays for transportation and living expenses when employees travel for purposes of professional development.

SECTION 5: PERFORMANCE EVALUATIONS

5.1 Faculty performance evaluation

The objective of faculty performance evaluation is to assess and develop each faculty member's professional and creative contributions to the University. It also serves as a basis for promotion and salary review.

Evaluation frequency and types:

- annual self-evaluation of full-time faculty - (May-June);
- annual department chair's evaluation of full-time - (May-June);
- biannual self-evaluation of part-time faculty - (after each semester);
- student evaluation of courses by students - each semester (8th – 14th week); and
- student's evaluation of advisors - each semester (8th – 14th week).

Under specific circumstances, the evaluation schedule can be changed. If necessary, a non-scheduled evaluation can be conducted. The development of evaluation materials, and the preparation and implementation of the evaluation process, are conducted by the Evaluation Committee. The Vice President for Academic Affairs approves the committee membership.

The committee analyzes the evaluation data and submits a final report to the Vice President for Academic Affairs and the President. Data collected from evaluation surveys is confidential. The following people have authorized to access to the evaluation data: President, the Vice President for Academic Affairs, and the director of HR, the head of the relevant department or program and the faculty members themselves (access to individual information only).

5.2 Program/department chair/co-chair performance evaluation

All academic program chairs/co-chairs are expected to submit annual reports. These reports will be discussed by a committee chaired by the Vice President for Academic Affairs, consisting of Academic Affairs administration officers. At the discretion of the chair/co-chairs, faculty of a given program or department may be invited to participate in the evaluation process. Based on these discussions the committee decides whether or not the chair's contract will be renewed. If the contract is not renewed, then a search is announced.

5.3 Staff performance evaluation

The objective of staff performance evaluation is to assess and develop each staff member's professional and creative contributions to the University.. Staff performance evaluations are conducted annually in May and June. HR prepares and distributes all evaluation documents for employees and supervisors.

Supervisors also must complete a self-evaluation and submit the form to the relevant Vice President. The Vice President completes a written evaluation of the supervisor and discusses the results with him/her. The supervisor may leave comments regarding the evaluation on the same form. Finally the supervisor and the Vice President sign the form and submit it to the President. The President evaluates the work of the Vice Presidents and others under the President's direct supervision according to the same procedure.

Academic program chairs are required to participate in the staff performance evaluation process according to directions provided by the Office of Academic Affairs. Each staff member is required to complete a self-evaluation and submit it to his/her supervisor. The supervisor will review this form and also complete an evaluation of the staff member. The supervisor shares this evaluation with the staff member and the employee may leave comments regarding the supervisor's

evaluation on the same form. The form is signed by both the staff member and the supervisor and is submitted to the relevant Vice President.

Information on employee evaluation is confidential. All employee and supervisor evaluations are kept at the HR. Access to the information on employee and supervisor evaluation forms is granted to the President, the appropriate Vice President, the HR director, office supervisors (only to information concerning their own and their subordinates' individual evaluations), and staff (only to the information concerning their individual evaluation).

SECTION 6: PROFESSIONAL CONDUCT

6.1 Code of Conduct

As members of the AUCA community, students, faculty, and staff assume certain standards of ethical behavior. The Code of Conduct has been developed so that all members of the academic community will know what the University expects from them and what they can expect from the University. It is an attempt to balance individual needs with those of the University without unnecessarily limiting individual freedoms. Each student, faculty, and staff member is responsible for becoming familiar with the Code of Conduct. Ignorance of what constitutes a violation of the Code of Conduct is not acceptable. The Code of Conduct promotes the development of the personal and academic integrity of each member of the AUCA academic community and works with the support and participation of all members of the University community.

AUCA is an institution of higher education aimed at developing and enhancing academic knowledge. All members of the AUCA community should be devoted to this aim. AUCA strives to create a physical and intellectual environment in which all members of the community have the freedom to grow and are challenged to realize their full potential. Freedom implies the acceptance of responsibility for one's actions. Thus, those who choose AUCA must adhere to certain standards of behavior.

The core values of the AUCA community are honesty, trust, openness, respect, responsibility, and discipline. These values are necessary to maintain the quality and effectiveness of teaching and research. The University recognizes the human dignity of each of its members. In this respect, the University fosters a working and living environment free from harassment or discrimination, including that based on sex, race, nationality, ethnicity, or religion.

Every AUCA community member has the right and obligation to:

- respect and comply with the laws of the Kyrgyz Republic;
- demonstrate reasonable standards of ethical behavior toward students, faculty, and staff, and to the institution, the profession, and society at large;
- refrain from exploitation, harassment, or discriminatory treatment of any member of the University community;
- support one another's academic and other contributions;
- exercise objectivity in professional judgment of one's colleagues;
- respect the physical property of the institution;
- accept a fair share of responsibility for contributing to the governance of the institution;
- express respectful disagreement with other members of the University community with self-discipline and good judgment; and
- to recommend changes to the institutional regulations and seek their revision.

AUCA strives to maintain an alcohol and drug-free workplace in which employees report to work punctually and in appropriate mental and physical condition. Alcohol is not allowed during the working day since it adversely impacts the execution of job responsibilities. The use of drugs and smoking in all University buildings and working places is prohibited. The University absolutely prohibits the unlawful manufacture, distribution, dispensation, possession, or use of any controlled substance on University premises or while conducting University business off campus. Violations of this policy may result in warnings or the immediate termination of employment.

Although there is no official dress code at the University, dress and grooming should be appropriate for work performed and for an academic culture. All members of academic community should come to the university neatly dressed and well groomed.

6.1.1 Professional conduct for faculty

AUCA recognizes and supports the principle that faculty members, who speak or write as private citizens, should be free from censorship. However, a faculty member's special position in the community requires exemplary professional behavior that is in the best interest of the profession and the University.

Within the bounds of professional behavior, each faculty member is entitled to full freedom in the classroom in discussing the course subject, but should be careful not to introduce inappropriate matters that have no relation to the subject.

Faculty members have a duty to promote honesty and to avoid engaging in practices or creating environments that facilitate cheating in their classes.

Faculty should encourage students to bring incidents of dishonesty to their attention.

In their own work, faculty should practice the same high standards of behavior they expect from their students. Such standards may include but are not limited to:

- fostering scholarly values in students, including academic honesty, free pursuit of learning, and the exercise of academic freedom;
- acting professionally in the classroom and in other academic relationships with students;
- maintaining respect for the student's role as learner;
- evaluating students on the merit of their academic performance;
- being available at reasonable intervals to students for consultation on course work; and
- acknowledging contributions by students to their scholarship and research.

Faculty members should recognize that their primary responsibility is to the institution as they determine the amount (if any) and character of work done outside of the institution. Such outside work must be consistent with University regulations. Although faculty members may follow secondary interests, these interests must never compromise their intellectual freedom or their willingness to draw intellectually honest conclusions.

When considering the interruption or termination of their service, faculty members should take into account the impact of the decision upon their program and the institution and give notice of such intentions at least six months in advance.

6.1.2 Professional conduct for staff

Relations between staff and other members of the AUCA community are based upon the principles of respect, honesty, openness, and cooperation. Staff members set an example by exhibiting a professional attitude while performing official duties and observing the requirements of their jobs.

AUCA staff members promote research and teaching and must be guided by the mission of the University.

Staff members may openly express their opinions to supervisors and University administrators concerning organizational and academic issues at the University.

Staff members must not undertake actions that are detrimental to the University, discredit its honor or authority or use any information, to the detriment of the interests and reputation of the University, for their personal benefit.

6.2 Research Code of Conduct

American University of Central Asia's academic community needs the commitment of its members to maintain the highest standards of good conduct in all research endeavors. The standards presented here in this Research Code of Conduct are to serve as guidelines. Because no document of this nature can be all encompassing, the standards expected of the academic staff at AUCA are not limited to only those stated below.

This Research Code of Conduct is intended to support and recognize the expertise of the University's researchers with trust and faith in their profession. Members of the University research community must maintain standards of conduct worthy of professionals working in all research efforts, whether or not it is conducted on behalf of the University.

This code must not be interpreted narrowly. The general guidelines provided here are the minimum appropriate requirements for professionalism, collegiality, and individual respect for all members of the academic community.

The following general research principles guide the code of ethical practice for researchers at the American University of Central Asia:

- all researchers maintain the specific trust held in them by their associates in research, peers, the University or society at large. Honesty, integrity, and transparency must underlie all decisions and actions related to research;
- all researchers must not be involved in any conduct or action that would undermine or detract from the good reputation of the American University of Central Asia;
- all researchers have a moral obligation to perform proper, ethically conducted research that is made available for review by their peers and, as appropriate, to the wider academic community and society;
- all researchers must strive continually to improve their scholarship and to ensure that their knowledge is current;
- all researchers must use due care and diligence to discharge their academic duties in relation to research. This includes research on animals, as well as humans;
- all researchers must not participate in or initiate work that they are not competent to perform. Moreover, they must be willing to obtain advice and assistance to enable them to execute their research competently;
- all researchers must strive to use good, sound methodology. The use of peer-reviewed research will ensure trust in the accuracy of the data that are collected and facilitate the correct interpretation of such data;
- all researchers in human experimentation must ensure that the research, is morally acceptable, avoids causing harm, and respects the human subject;

- all researchers must take responsibility for all participants in their research and ensure the safety of all personnel, volunteers and subjects taking part;
- all researchers must maintain confidentiality and not disclose private and/or confidential information, except where there is a legal or professional obligation that necessitates disclosure of this sensitive information;
- all researchers must not use participant information for their own personal use or that of any third party;
- all researchers must safeguard their own interests in relation to intellectual property, as well as the interests of the American University of Central Asia in accordance with the guidelines that may be promulgated from time to time;
- all researchers must take care when asked to undertake research. They must refrain from unethical work that is in conflict with the duties and loyalties owed to the American University of Central Asia; and
- all researchers are responsible to impart to all students under their supervision and charge the basic ethical principles that are detailed in this code.

Misconduct or improper conduct of research should be distinguished from honest error or honest discrepancies in interpretations or judgments of data. Significant deviation from practices commonly agreed upon by the academic community for conducting, reporting, or proposing research should not include occurrences of plagiarism, misuse of funds, and fabrication of data.

All unethical conduct of research involving humans or animals should be reported in writing to the appropriate department or program chair and the Vice President for Academic Affairs. No frivolous claims of misconduct against other people should be made based on hearsay rather than fact. Positive efforts should be made to restore the reputation of anyone alleged to have engaged in improper conduct of research when such allegations cannot be verified.

6.3 Code of Conduct compliance and violation oversight

The Dean of Students oversees student compliance with the Code of Conduct and investigates violations. The department/program chairs and the Vice President for Academic Affairs (VPAA) oversee faculty compliance with the Code of Conduct and investigate violations. The Director of Human Resources oversees staff compliance with the Code of Conduct and investigates violations.

6.4 Appeals procedure

In the event an employee has a grievance pertaining to his employment status, he or she may address his grievance to the Appeals Committee.

SECTION 7: CAMPUS SERVICES & FACILITIES

7.1 Information and communication technology (ICT)

ICT resources are available for students, faculty, and staff for effective and efficient study and work. Appropriate use of ICT resources implies each person's responsibility and ethical use, which includes but is not limited to:

- legal use of licensed software;
- protection of confidential data;
- appropriate use of computer equipment;
- appropriate storage and protection of account passwords; and
- appropriate use of email accounts and Internet.

For more information please refer to the IT policies and rules of the University and to the Help Desk, room 207, Building II.

7.2 Library

The AUCA Library plays a crucial role in the informational support of the educational process and research at the University. At present the library collection consists of 70,000 volumes ranging from textbooks, manuals and periodicals to a wide range of audio and video resources.

Full-time staff and faculty members are registered with the library on the basis of their employment. Part-time faculty members are registered on the basis of their employment and a letter from the program head. When registering with the library a patron should get acquainted with the library rules, and confirm their commitment to follow them by signing the library registration form and the library card.

7.3 Medical services

The University provides free medical consultation and treatment for minor conditions for all employees. For more serious conditions, referrals will be provided. The medical office is located on the second floor of the main building, in room 219.

7.4 Campus dining options

There are two cafeterias on the first floor of the main building. Café Bravo is situated near the entrance lobby of the main entrance, and another cafeteria Kitchenette, accessed by the inner courtyard, is situated in the middle of the main building. On the second and third floor of the main building and in the inner courtyard there are counters that offer light refreshments and snacks.