



Adventist University of Central Africa

P.O Box 2461 Kigali, Rwanda | [www.auca.ac.rw](http://www.auca.ac.rw) | [info@auca.ac.rw](mailto:info@auca.ac.rw)

# FACULTY & STAFF HANDBOOK

2022- 2027



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**HANDBOOK**

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**Kigali, Rwanda**

**May 2022**

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## **Part 1**

### **HISTORICAL BACKGROUND**

The Adventist University of Central Africa (AUCA) was first established in 1978 to serve the Francophone constituency of the then Africa-Indian Ocean Division and officially opened its doors on October 15, 1984. The University was chartered in 1988. By that time the University was located at Mudende, in former Matura Commune, Gisenyi Prefecture. It had 7 faculties:

- Faculty of Business Administration (Accounting and Information Management)
- Faculty of Sciences (Maths-Physics, Biology and Chemistry, Human Biology and Public Health)
- Faculty of Education (Educational Psychology)
- Faculty of Technology (A1)
- Faculty of Agriculture
- Faculty of Languages (French and English)
- Faculty of Theology

The institution grew and served its constituents till 1994 when the genocide erupted and the university was closed. From the wreckage of the genocide, the university moved in 1996 and developed into a new phase of activities in the basement of Literature Ministry Seminary (LMS) of Rwanda Union Mission in Kigali City under the names, first “Adventist University Monnier” (AUM) and then shortly after, “the Adventist University in Rwanda” (AUR). In January 1999, the University moved to Gishushu, Kigali City, Rwanda. In light of the development, the Higher Education Council (HEC) of Rwanda granted and restored its educational function under the 1988 charter and regained the original name “Adventist University of Central Africa”(AUCA).

Due to the university’s post 1996 expansion at Gishushu, AUCA moved to its current location at Masoro in 2007 and organized itself into four faculties offering a variety of degree programs: (1) Faculty of Business Administration with majors in Accounting, Finance, Management and Marketing; (2) Faculty of Information Technology with majors in Information Management, Network Communication Systems, Software Engineering; (3) Faculty of Education with majors (and minors) in Educational Psychology, Religion, Accounting, Information Technology,

Mathematics, Economics, English Language and Literature, French Language and Literature, Geography, and History; (4) Faculty of Theology.

In 2008, the University started offering an Extension Program for Masters of Business Administration (MBA) and Masters of Education Program, in collaboration with the University of Eastern Africa, Baraton in Kenya. The *Memorandum of Understanding (MOU)* between the University of Eastern Africa Baraton and the Adventist University of Central Africa was signed on May 15, 2007 and took effect on June 1, 2007.

Currently the university has students from 8 countries (37 students), including Rwanda. The main facilities are housed in newly completed structures with adequate facilities, a few miles from Kigali International Airport. Because of the government's decree to move from French to English as the official language of the country, the university has taken steps for and completed the transition. The university newly constructed campus of Gishushu named "Science and Technology Center" houses the Faculty of Information Technology and the Master's degree programs of Business Administration (MBA) and of Education (MEd) which were taken up by AUCA from UEAB.

The university is expanding in the areas of health sciences such as Nursing, Midwifery and Medicine. The nursing program started in October 2015 at Ngoma Adventist College of Health Sciences. The School of Medicine is going to start in the foreseeable future.

### **Philosophy**

The Adventist University of Central Africa operates on the basis of the Seventh-day Adventist worldview, which holds that God is the Creator and Sustainer of the universe and the source of true knowledge. The entrance of sin caused man's alienation from God, therefore the restoration of the relation between man and his God is the main aim of the Christian Education that leads students to discover and understand the truth through critical thinking.

### **Mission**

The mission of the Adventist University of Central Africa (AUCA) is to provide Christ-centered wholistic quality education to prepare for service in this world, and in the life to come.

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## **Vision**

The vision of the Adventist University of Central Africa (AUCA) is to become an international center of academic learning with global impact.

## **Beliefs and Values**

AUCA is a Seventh-day Adventist institution of higher learning that nurtures the mental, spiritual, social and physical capacities of its personnel and students. The values of the University are rooted in the Holy Scripture and should be seen in the daily activities of the university administrators, workers, and students.

Through a process of discernment based on dialogue and reflection, we designate the following as core beliefs and values of AUCA:

## **Faith**

AUCA is a faith-based institution of higher learning. The faith nurtured in the institution is rooted in the teachings of Jesus Christ and in the 28 beliefs of the Seventh-day Adventist Church. While we respect the religious traditions and individual beliefs of our personnel and students, the university administration and faculties are expected to integrate a biblical, Seventh-day Adventist faith into learning activities of our students.

## **Excellence**

As a faith-based institution of higher learning we seek to combine faith with reason in the pursuit of academic excellence. AUCA Senate and Administration call all members of the university community to excel as individuals and as professionals within their specific roles.

## **Integrity**

Concerned for the good of the community in this life and the life to come we commit ourselves to honesty in all relations with students, faculty, staff and administration. Through our integrity we maintain the trust of the surrounding community and of public and governmental agencies.

## **Community**

Informed by the example of Jesus Christ, and by the fundamental beliefs of the Seventh-day Adventist Church we demonstrate a spirit of unity and connectedness with one another through our expression, courtesy, hospitality, shared values and having communication without respect to

ethnic, gender, or other differences. We extend this value of community by reaching out to neighbors and to members of the larger civil and ecclesial communities.

### **Respect**

We value and respect the contribution of each member of the university community and the stakeholders to the advancement of the mission of AUCA. We encourage and support each other as colleagues working together for the good of the whole institution.

### **Compassion**

Inspired by the example of Jesus Christ we open our hearts to those among us in physical, spiritual and mental need. We consciously reach out beyond the boundaries of AUCA to serve others in need with compassion and mercy.

### **Fairness and Justice**

Recognizing the dignity of all persons (students, staff, teachers and administrators) we seek to avoid any acts of injustice toward each other and address instances of injustice both within and outside of the university community from a stance of informed advocacy. We hold ourselves accountable to each other and endeavor to practice responsible stewardship of the resources available to us.

### **Objectives**

As an Adventist University, its principal objectives are as follows:

To promote the development of the mental, spiritual capacities and social strengths of an individual until his highest potential is reached;

Based on biblical principles the university seeks to help a student become a useful member of society empowered not only with intellectual skills, but well-developed character. The university focuses its goals and its objectives on the principles of the Bible;

To inculcate into the students, the desire for a life style based on a balanced natural food, principles of hygiene and physical exercises; and

To help the student to become a useful member of the community endowed not only with intellectual skills, but also with the most well-balanced character of a good citizen of this world and the world to come.



## **Accreditation**

The university operates under the charter from the Ministry of Education of the Government of Rwanda, and as such it is empowered to offer its programs and confer appropriate degrees. The institution has reciprocal arrangements to recognize its degrees and diplomas from other accredited universities both within the country and elsewhere. Denominationally, the university holds accreditation from Adventist Accrediting Association (AAA) of the Seventh-day Adventist Schools, Colleges, and Universities worldwide.

## **University Regulations**

AUCA publishes several important documents that are of great importance to the administrators, faculty, staff and students of the university. It is expected that all members of the university family familiarize themselves with the regulations and policies in these basic documents so that they can function knowledgeably and effectively at the university. The documents are as follows:

### **The University Bulletin**

The University Bulletin is the academic guide for the institution. It also contains the history, philosophy, vision, mission statement, objectives and academic policies and programs of the university. All members of the university community are urged to acquaint themselves with the bulletin.

### **Faculty and Staff Handbook or Employee Handbook**

The Faculty & Staff Handbook contains a variety of vital information for the personnel of the university. This information includes the following: (i) the organizational structure of the university, (ii) the function and responsibilities of each office and department of the university, (iii) the job descriptions of all members of the administration, faculty and staff, (iv) a description of all the committees and their functions on campus, and (v) policies, rules and regulations, as they pertain to members of the staff. All administrators, faculty and staff members are urged to thoroughly acquaint themselves with this handbook.

### **Working Policy of the East Central Africa Division**

The Working Policy Document is published by the East Central Africa Division (ECD). All university personnel are urged to acquaint themselves with this very important document so that

they can refer to the policies of the church in the East Central Africa Division. The university library and all major administrative offices have copies of the document.

## Part 2

### EMPLOYMENT POLICY

Every employment at AUCA is based on merit (informed by accurate data) which includes appropriate skills and progressive performance on the match to excellence.

#### Employment Categories

##### International Employment

Employment appointments are extended to international workers that may want to serve AUCA. The calls are processed through the Administrative Committee of AUCA recommendable to the Governing Council of AUCA. The individuals are called because their professional services are deemed essential to the development and growth of the University. Once the called employee has served AUCA a number of months or years, he/she could also be subject to Permanent Return (PR) to their original source of call following the established due process.

##### Local Employment

These are employment appointments made by the University, following due process, for employees on a professional career path according to the Bye-Laws of the University and on the local contract.

- A. Regular Worker:** This is the employment status of all Faculty and Staff who plan to work at AUCA as a career under the Rwandan Government Pension Scheme. They benefit from housing allowance, medical allowance and child educational allowance. For more details on the regular worker allowances see the East Central Africa Division (ECD) Policy concerning the allowances. As they serve, they are placed on denominational retirement which is tithe-based.
- B. Contractual Worker:** These are workers that choose to serve AUCA on a contractual basis. They are not entitled to any allowances or retirement benefits. But their gross salary is reduced to be given to Rwanda Social Security Board (RSSB) saving. This worker's contract could be terminated any time as stipulated in the contract.

**C. Part-time contractual:** This is a worker that chooses to serve AUCA on a part-time basis (especially in teaching or other) and is paid hourly. The salary amount should be paid monthly.

### **Contract Employment**

**Full Contract Employment:** This is an appointment extended to persons who were already retired from service government/private/church, etc. or to those over 50 years, according to the Bye-Laws of the University. They benefit from housing allowance, child educational allowance (check ECD educational policy for Church employees), and medical allowance (restricted to treatment at a hospital chosen by AUCA) after the first year of employment. Full contract employment is renewable after one year in the first instance and two years thereafter. Employment of those who are 60 years and above shall require a successful completion of physical medical examination at any chosen hospital by AUCA before their names can be put into AUCA payroll.

**Fixed Sum Contract:** This is a contract employment based on a lumpsum payment per month without a fixed period and without any other benefits.

**Fixed Term Contract:** This is a contract employment based on a lumpsum payment for a pre-determined period.

### **Spousal Employment**

Employment of spouses at AUCA is subject to the following rules:

- a. When a person is employed because of the spouse, he /she becomes a dependent spouse while the first person is the principal spouse. Where a dependent spouse upgrades himself/herself on the level of expertise, the employment status can change from dependent to independent by administrative action.
- b. There is a distinction between the principal spouse (i.e. the first employed spouse) and the employed dependent spouse.
- c. When the principal spouse leaves the services of the University, the administration will immediately review the employment status of the remaining dependent spouse whose employment was based on the employment of the principal spouse.

- d. Where, in the opinion of the administration, a couple is deemed to have separated, their family allowances stand forfeited with immediate effect and their employment status will be reviewed accordingly.
- e. Irrespective of the fact that all workers at AUCA are employed on their personal merit, an employee may be permitted to work in a situation where he / she reports directly to his/her family member (spouses, siblings or relations, including in-laws). This must be a prior action of AUCA to employ such a type of employees.

### **Sabbatical Employment**

Professors and Senior Lecturers can be granted sabbatical employment at AUCA on the following conditions:

- a. There should be an application with current Curriculum Vitae addressed to AUCA Director of Human Resources with copies to Head of Department, Dean of School and Deputy Vice Chancellor for Academics. The package should reach AUCA not later than 30<sup>th</sup> July of the year of intending service.
- b. Shortlisted applicants will be invited by the Director of Human Resources for interaction with the Deputy Vice Chancellor for Academics, Dean of School, Head of Department and Professors in the school. Successful candidates will be recommended for employment through Human Resources Committee. Also, arrangement will be made for successful candidates to participate in the pre-session orientation in September, and full sabbatical employment will begin 1<sup>st</sup> October the beginning of the academic year.

### **Employment procedure**

All categories of employment at AUCA (faculty, staff, and other departments) are channeled through Human Resources (HR) Department, Human Resources Committee (HRC) and the Administrative Committee (ADCOM). No employment is valid unless and until it has passed through the following process:

- a. The Head of Department informs Human Resources (HR) of an official job opening through a memo authenticated by the School Dean (for faculty), and the Head of Department. The

HR through ADCOM immediately verifies from the Finance office if there is budget provision (identified by a specific Budget Code) for the position.

- b. The HR reviews the course-load or workload of all employees in the Department/Unit and determines the current need for the vacant position with the Head of Department/Unit as considered necessary which will be presented to the ADCOM for approval.
- c. With ADCOM approval, the HR posts (through notice boards, website, or by written announcements) the job opening opportunity for both internal and external applicants for at least two working weeks of ten days. Thereafter the HR works with the HOD/U to shortlist, interview and recommend qualified applicants, based on the approved standard recruitment instruments.
- d. All interviews for internal and external candidates must be arranged through the HR department which shall ensure that the department /unit requiring personnel is adequately represented on the interview panel. It is the responsibility of the panel in consultation with the Department and School Appointments and Promotions Committee (SAPC) to recommend the rank for each prospective employee.
- e. Only HRC recommends the employment of any faculty/staff to the ADCOM for approval.
- f. All employment referencing and certificate verification is conducted by the HR department. All prospective employees will undergo medical examination at any chosen hospital by AUCA at the expense of the employer or of the University before being put on the payroll.
- g. It is unethical and mentionable for any employee to promise a job to any candidate or to negotiate salary or specific benefits on behalf of the University. The HR will not be obligated to fulfill any such promises or commitments made by a supervisor or any representative of the University that is not duly authorized.

- h. On assumption of duty, all new employees report to HR for initial orientation conducted in collaboration with the department of the new employee, office of the Director of Quality, Finance, and Security Services.
- i. The HR shall arrange for every management level employee and above to have an interaction with the Vice-Chancellor, and sign the VC's New Employee Notebook.
- j. At the end of one-year probationary period, a confirmation evaluation will be administered by the supervisor, coordinated by the HR after which the names of all successful new employees will be forwarded to the Governing Council for confirmation. This provision does not apply to contract or sabbatical employees.
- k. A new employee has to work for at least two years, before he or she can apply for study leave. If a new employee is already enrolled in any programme of study prior to his appointment at AUCA, such must be declared at the point of entry, otherwise the University shall not acknowledge it.

### **Probationary Period**

All new employees, except those of regular status and of sabbatical, shall undergo a probationary period of one year. At the beginning of the period, specific job descriptions and expected outcomes required of the employee shall be provided by the supervisor. New appointments and confirmation of appointment shall be subject to documented background checks. However, an employee's appointment may be terminated for unsatisfactory performance during the period of probation; or at the end of extension period of not more than six months.

Appointment automatically terminates at the expiration of the probationary period of one year unless extended, or confirmed in writing by the University.

**Note:** Service cannot be broken during the probationary period. Any break in service of more than ten (10) working days consecutively (other than for sickness) during probation automatically terminates the employment/appointment.

### **Interdepartmental transfers**

Transfer of employee from one department to another shall be necessary, if, in the opinion of the Administration, an employee is likely to function better, either by reason of ability or newly acquired training that makes him / her more relevant to that department. In this exercise, the interest of the University must be given priority.

When a staff (non-teaching employee) seeks to become a faculty (teaching employee), this will depend on the vacancy or opening in the department he is applying for. The employee shall also inform the department to ascertain release. Where such opening exists, the staff shall apply to the HOD through Human Resources. The application shall be accompanied with full Curriculum Vitae, and a copy shall be sent to the Dean of the School where the department is located. The staff must go through a proper conversion interview which will be coordinated by the Academic Department, Dean of the School, and HR. The conversion interview must include three times of teaching in the classroom, evaluated through the office of the Director of Quality of AUCA, and the staff must have a minimum of above 14/20 marks in the highest qualification obtained. The background qualification and academic performance will also be considered. The academic transcript of such staff must reflect good “B or A” grades as evidence of strength in core courses. The HOD shall cause the Dean to call a meeting of the school to determine the appropriate rank and point of entry on the University Salary Scale, if found appointable. The ADCOM of AUCA will finalize the recommendations to the Vice Chancellor, through Human Resources Department (that presents employee matters to the ADCOM). Academic ranking should not be a conversation of the staff’s remuneration. This process shall also be applicable to new employees without prior teaching experience coming from outside AUCA.

Possession of a PhD degree does not translate to automatic conversation to faculty status as each case will be determined on merit and need as recommended by the department, and approved by the administration.



## **Service transfer from public universities**

It may be discussed that new employees (both staff and faculty) within the employment age bracket are to be employed on regular status at AUCA and their relevant previous services transferred to AUCA in line with the retirement schemes of Rwanda Social Security Board (RSSB), etc., that will allow continuity of service with the University.

## **Promotion based on annual performance evaluation**

### **General Guidelines**

- a. Annual assessment of all categories of employees is mandatory, whether or not the employee is due for promotion. This shall be done by the HOD/HOU on the Assessment Instrument provided and coordinated by the HR.
- b. All promotions (advancement from one cadre to another on parity scale) shall be subject to good evaluation report by the immediate department / unit supervisor.
- c. September 30 of each year is the deadline for all departments/ units to return their instruments with recommendations for the annual promotions. Academic or professional contributions and /or tests and interviews will determine eligibility.
- d. For the assessment of Directors, HODs, Deans and Principal Officers, see part three.

## **Faculty Promotion**

### **Ranking/Promotion policy**

#### **1. Policy Statement**

The aim of this policy is to provide a fair, transparent and equitable method for the academic promotion of all categories of academic staff. The Adventist University of Central Africa (AUCA) recognises the importance of encouraging good performance and enabling all staff to develop their

potential. Therefore, procedures for recognising and rewarding excellence by ranking staff are developed in this document.

## **2. Academic Ranking Procedure**

The ranking procedure is conducted each academic year. Academic ranking is made on the basis of the consideration of the case made, except for ranking from tutorial assistant to assistant lecturer which will automatically take place when a member of staff is awarded a progression master's degree. Similarly, ranking from Assistant Lecturer to Lecturer will be automatic on gaining a doctoral degree. However, each candidate should apply by writing an application letter requesting to be promoted, updated CV and degree certificate should be attached to that letter. For other ranks the following procedures should be followed:

### **Stage 1: Ranking Process Advertisement**

The human resource department or directorate of research and publication will provide the applicant guidance document along with the closing date for submissions to the deans of the faculties, who will circulate the document among the academic staff.

### **Stage 2: Submission of applications**

Before the application deadline, applicants should submit the following documents to their respective deans of faculty:

- a) a covering letter highlighting the basis of their application on no more than 3 pages,
- b) updated curriculum vitae
- c) the applicant self-appraisal based on evaluation criteria. These evaluation criteria is part of this document (see appendix I).

### **Stage 3: Closing date of submission of the applications**

After the closing date of the submission to the faculties, the deans should call upon the faculty meeting to go through each application and recommend to the directorate of research and publication together with the HR, the status of each application in vote manner or format. The HR and director of research and publication will therefore, do a summary of the ranking applications

before submission to the Chairman of the academic ranking committee, before he/she calls for this committee to take place.

Members of staff have the right to apply directly to the Promotion Committee if the Head of Department/Dean advises against an application for promotion or if they feel that the Dean/Head of Department has unreasonably withheld support. Applicants should indicate if this is so on their application. The Promotion Committee will make a final decision, which takes into account the views of the Dean/Head of Department.

#### **Stage 4: Promotion Committee**

The university Promotion Committee is a standing committee that will consider all cases for promotion including those for associate professor and professor. Members of the promotion committee will be recommended by the AUCA academic committee to AUCA administrative committee. The committee will consider all cases for promotion. In all cases where the committee agrees that the candidate meets the minimum criteria for promotion, the committee will make a recommendation to the chairman of the university administrative committee (Adcom), who will in turn make a recommendation to the University Council. The University Council will make a final decision on all promotions.

If a member of the promotion committee is among the promotion applicants, he/she will be excused/requested to go outside of the seating venue of the committee for a while, when his/her case or application is being discussed. After he/she will be called to come back and reseal for other cases.

The Promotion Committee will comprise of the following members:

- a) Deputy Vice Chancellor for Academics (Chair);
- b) One member of AUCA council;
- c) Two representatives of AUCA faculty selected by the faculty and staff members;
- d) The AUCA human resource manager (Secretary);
- e) One highest ranked faculty member;
- f) One external member (with a rank of associate professor or professor) invited by AUCA administrative committee;

- g) Director of Research and Publication;
- h) Director of Quality;
- i) Director of Education at RUM.

#### **Stage 5: Notification of Decisions**

Successful applicants will be informed in writing of the decision and of the effective date of their ranks by the secretary of the University Council who follows and collects the signed notification letters from the chairperson of the University Council effective from the date of the council meeting. The title of associate professor or professor is awarded during a public ceremony organized by AUCA where all academic staff will be invited to attend to that event, and the associate or professor will need to prepare a document summarizing all his/her publications and showing his/her contribution to knowledge as far as academic world is concerned.

#### **Stage 6: Appeals Procedure for all Unsuccessful Applications**

Following a written notification/ explanation from the Deputy Vice Chancellor for Academics (chairperson of the promotion committee) on the success or failure of the application for promotion, and a meeting with the Deputy Vice Chancellor Academics, applicants will have the opportunity to submit a formal written appeal against an unsuccessful application to the office of HR.

Applicants should note that an appeal is not an opportunity to reconsider the original application. The grounds for appeal should be detailed and fall under one or more of the following headings:

1. Information is now available, which was pertinent at the time, but which was not available, for good reason, to the promotion committee.
2. Procedural error.
3. Mistakes of fact in the original application that can now be corrected.
4. The panel misdirected itself in some way (to be defined by the appealing applicant).

Applicants should make contact with the Deputy Vice Chancellor for Academics together with the human resource manager, immediately on receipt of the letter informing them of their lack of success, if they wish to take advantage of the opportunity to review the reasons as to why their application was unsuccessful and to focus constructively on development areas. A meeting should normally take place within two weeks of receipt of the unsuccessful letter. Applicants who wish to proceed with an appeal after meeting the Deputy Vice Chancellor for Academics must submit it in writing, outlining the grounds.

A committee made up of appropriate members of academic committee who were not substantively involved in the original decision and chaired by the Vice Chancellor will consider appeals. The decision of the Appeal Panel in the case of applications for promotion to Lecturer/Senior Lecturer, which will be communicated in writing, will be final. In the case of those appealing against the decision not to promote to Associate Professor/Professor, where the appeals committee is of the view that there is a case to be considered, the appeal will be forwarded to the Promotion Committee. The Chair will take advice on the substance of the appeal from the high ranked staff (associate professors or professors), including at least two external to the candidates' institution, who were not on the Promotion Committee. The decision of the Chair will be final.

### **3. Consideration of Academic Ranks from Other Higher Learning Institutions**

An academic staff whose academic rank was given by another Higher Learning Institution (HLI) should present a copy of certification of his academic rank and a copy of ranking criteria followed by the HLI that ranked him. The AUCA human resource office checks whether the presented criteria follow the criteria determined by the Rwanda higher education council (HEC). In case the presented criteria would be below the ranking standard of HEC, the concerned academic staff will be categorized according to categories that are defined by AUCA promotion committee.

### **4. Academic Ranks**

The Adventist University of Central Africa appoints academic staff to the following academic ranks:

- Professor
- Associate Professor
- Senior Lecturer (Assistant professor)
- Lecturer
- Assistant Lecturer
- Tutorial Assistant (Teaching assistant or instructor assistant)

### **5. Criteria for Promotion**

### **5.1 Tutorial assistant**

Must have earned a Bachelor degree in a relevant field with a minimum GPA of 15 out of 20 (Distinction). For academic staff appointed to teach in some professional subjects it may be necessary for them to have had successful professional experience prior to appointment. The AUCA academic committee will determine those professional subjects that need successful professional experience

### **5.2 Assistant Lecturer**

Minimum requirements for promotion of assistant lecturer:

1. Must have earned a master's degree in a relevant field.

### **5.3 Lecturer**

- A. Must have earned a doctorate degree in relevant field.

OR

- B. Must have earned a master's degree in relevant field and:
  1. A minimum of three (3) years of successful university teaching, or its equivalent\*
  2. At least two publications in refereed journal, or its equivalent
  3. He must have embarked (received admission letter to the PhD program or registered in a PhD program or started classes toward a PhD program) on academic activities leading to doctoral degree.

*\* see appendix II for definition of equivalence*

### **5.4 Senior Lecturer**

Minimum requirements for promotion to senior lecturer:

- A. Must have earned a doctorate degree in relevant field and;
  1. Three (3) years of successful university teaching with PhD as a lecturer, or its equivalent;
  2. At least three (3) publications in refereed journal since the last promotion as lecturer, or its equivalent.
- B. Must have scored a minimum of 15 points (out of a maximum of 20 points) in the promotion criteria which include:
  - i. Graduate Student Supervision not less than 4 students (2 points);
  - ii. Conferences/seminars/workshops attended (3 points);
  - iii. Research, Publications, innovation (7 points);
  - iv. Postgraduate Diploma in Education (PGDE)(3 Points)

- v.
- vi. Church activity participation and involvement (1);
- vii. Community service (1);
- viii. Administrative tasks (1);
- ix. Consultancy services (2)

### **5.5 Associate Professor**

Minimum requirements for promotion to the rank of associate professor:

- A. Must have earned a doctorate degree in relevant field;
- B. Must have served as a senior lecturer for three (3) years;
- C. At least three (3) publications in refereed journal since the last promotion as senior lecturer, or its equivalent;
- D. Must have scored a minimum of 15 points out of a maximum of 20 points in the promotion criteria which include:
  - i. Graduate Student Supervision minimum 5 students (2 points);
  - ii. Conferences/seminars/workshops attended (3 points);
  - iii. Research, Publications and innovation (7 points);
  - iv. Postgraduate Diploma in Education (PGDE)(3 Points)
  - v. Church activity participation and involvement (1);
  - vi. Community service (1);
  - vii. Administrative tasks (1);
  - viii. Consultancy services (2).

### **5.6 Professor**

Minimum requirements for promotion to the rank of professor:

- A. Must have earned a doctorate degree in relevant field;
- B. Must have served as associate professor for three (3) years;
- C. At least five (5) publications in refereed journal since the last promotion as associate professor, or its equivalent;
- D. Must have scored a minimum of 15 points out of a maximum of 20 points in the promotion criteria which include:
  - i. Graduate Student Supervision minimum 3 students (2 points);
  - ii. Conferences/seminars/workshops attended (3 points);
  - iii. Research, Publications (AUCA affiliation) and innovation (7 points);
  - iv. Postgraduate Diploma in Education (PGDE)(3 Points)
  - v. Church activity participation and involvement (1);
  - vi. Community service (1);
  - vii. Administrative tasks (1);
  - viii. Consultancy services (2).

## Appendices

### Appendix I. a: Evaluation Criteria to Senior Lecturer

GENERAL CRITERIA	SPECIFIC CRITERIA	POINTS
<b>1. Graduate Supervision</b> (Active supervision of graduate students within the past 3 years).	Successful supervision of 1-2 students	0.5
	Successful supervision of 3-4 students	1
	Successful supervision of more than 4 students	2
	<b>Maximum Points</b>	<b>2</b>
<b>2. Conference, seminars and workshops</b> (Participation within the past 3 years).	Participation at academic and professional conferences	1
	Presentation of papers at academic and professional conferences/seminars/workshops	2
	Convening and coordinating academic and professional conferences/seminars/workshops	2
	<b>Maximum Points</b>	<b>3</b>
<b>3. Research and Publications</b> (Should show evidence of continuous research and publications since being appointed lecturer).	2 articles in refereed or AUCA journal or equivalent	8
	More than 3 articles in refereed or AUCA journal or equivalent	9
	Distinguished performance/exhibition/production	2
	Being awarded external research grant	2
	Networking and collaborating with external organizations/institutions	3
	<b>Maximum Points</b>	<b>10</b>
<b>4. Service to the Community/ Church activity participation and involvement</b> (With documentary evidence)	Participation in community activities (Umuganda, meetings...)	1
	National/International Recognition	1
	Distinguished Academic Awards (honorary degree, etc.)	1
	Speaker of evangelistic meeting/camp meeting/week of prayer	1
	External Examiner/Evaluator/Accreditor	1
	Referee/editorial board for professional periodicals	1
	Guest speaker/resource person in conferences	1
	Active involvement in church activities	1
	<b>Maximum Points</b>	<b>2</b>
	<b>5. Administrative Responsibility</b> (Active participation in the development of a department, school or the University for at least 1 year for each position)	Dean of a school or equivalent
Chairperson of a department or equivalent		1
Holding a responsible position such as chairperson of a committee or equivalent		1
<b>Maximum Points</b>		<b>1</b>
<b>6. Consultancy and leadership</b>	Development of teaching/academic programs in department/school/University	1
	Initiating or leading research project	1
	Consultancy/developing programs external to AUCA	1
	<b>Maximum points</b>	<b>2</b>
<b>TOTAL</b>		<b>20</b>



**Appendix I. b: Evaluation Criteria to the rank of Associate Professor**

<b>GENERAL CRITERIA</b>	<b>SPECIFIC CRITERIA</b>	<b>POINTS</b>
<b>1. Graduate Supervision*</b> (Active supervision of graduate students within the past 3 years)	Successful supervision of 1-2 students	0.5
	Successful supervision of 3-4 students	1
	Successful supervision of more than 5 students	2
	<b>Maximum Points</b>	<b>2</b>
<b>2. Conference, seminars and workshops</b> (Participation within the past 3 years)	Presentation of 3 papers at academic and professional conferences	2
	Presentation of 4 or more papers at academic and professional conferences/seminars/workshops	3
	Convening and coordinating academic and professional conferences/seminars/workshops	2
	<b>Maximum Points</b>	<b>3</b>
<b>3. Research and Publications</b> (Should show evidence of continuous research and publications since being appointed senior lecturer)	3 articles in refereed or AUCA journal or equivalent	8
	4 articles in refereed or AUCA journal or equivalent	9
	5 articles in refereed or AUCA journal or equivalent	10
	Distinguished performances/exhibitions/productions	2
	Being awarded external research grant	2
	Networking and collaborating with external organizations/institutions of scientific research	3
	<b>Maximum Points</b>	<b>10</b>
<b>4. Service to the Community/ Church activity participation and involvement</b> (with documentary evidence)	Participation in community activities	1
	National/International Recognition	1
	Distinguished Academic Awards (honorary degree, etc.)	1
	Speaker of evangelistic meeting/camp meeting/week of prayer	1
	External Examiner/Evaluator/Accreditor	1
	Referee/editorial board for professional periodicals	1
	Guest speaker/resource person in conferences	1
	Active involvement in church activities	1
	<b>Maximum Points</b>	<b>2</b>
<b>5. Administrative Responsibility</b> (Active participation in the development of a department, school or the University for at least 1 year for each position)	Dean of a school or equivalent	1
	Chairperson of a department or equivalent	1
	Holding a responsible position such as chairperson of a committee or equivalent	1
	<b>Maximum Points</b>	<b>1</b>
<b>6. Consultancy and leadership</b>	Development of teaching/academic programs in department/school/University	1
	Initiating or leading research project	1

	Consultancy/developing programs external to AUCA	<b>1</b>
	<b>Maximum points</b>	<b>2</b>
<b>TOTAL</b>		<b>20</b>

**Appendix I. b: Evaluation Criteria to the rank of Professor**

<b>GENERAL CRITERIA</b>	<b>SPECIFIC CRITERIA</b>	<b>POINTS</b>
<b>1. Graduate Supervision*</b> (Active supervision of graduate students within the past 3 years)	Successful supervision of 1-2 students	0.5
	Successful supervision of 3-4 students	1
	Successful supervision of more than 5 students	2
	<b>Maximum Points</b>	<b>2</b>
<b>2. Conference, seminars and workshops</b> (Participation within the past 3 years)	Presentation of 3 papers at academic and professional conferences	2
	Presentation of 4 or more papers at academic and professional conferences/seminars/workshops	3
	Convening and coordinating academic and professional conferences/seminars/workshops	2
	<b>Maximum Points</b>	<b>3</b>
<b>3. Research and Publications</b> (Should show evidence of continuous research and publications since being appointed Associate Professor)	3 articles in refereed or AUCA journal or equivalent	8
	4 articles in refereed or AUCA journal or equivalent	9
	5 articles in refereed or AUCA journal or equivalent	10
	Distinguished performances/exhibitions/productions	2
	Being awarded external research grant	2
	Networking and collaborating with external organizations/institutions of scientific research	3
	<b>Maximum Points</b>	<b>10</b>
<b>4. Service to the Community/ Church activity participation and involvement</b> (with documentary evidence)	Participation in community activities	1
	National/International Recognition	1
	Distinguished Academic Awards (honorary degree, etc.)	1
	Speaker of evangelistic meeting/camp meeting/week of prayer	1
	External Examiner/Evaluator/Accreditor	1
	Referee/editorial board for professional periodicals	1
	Guest speaker/resource person in conferences	1
	Active involvement in church activities	1
	<b>Maximum Points</b>	<b>2</b>
<b>5. Administrative Responsibility</b> (Active participation in the development of a department, school or the University for at	Dean of a school or equivalent	1
	Chairperson of a department or equivalent	1
	Holding a responsible position such as chairperson of a committee or equivalent	1

least 1 year for each position)	<b>Maximum Points</b>	<b>1</b>
<b>6. Consultancy and leadership</b>	Development of teaching/academic programs in department/school/University	<b>1</b>
	Initiating or leading research project	<b>1</b>
	Consultancy/developing programs external to AUCA	<b>1</b>
	<b>Maximum points</b>	<b>2</b>
<b>TOTAL</b>		<b>20</b>

### *Definition of Equivalence*

- **Three (3)** years of research experience from research institute is equivalent to **two (2)** years of university teaching
- **One(1)** chapter in a **collective book** is equivalent to **one (1)** article
- **One (1)** book is equivalent to **four (4)** articles;  
*A book must be published by a reputable publisher*
- **One (1)** distinguished exhibition/paper presentation is equivalent to **one (1)** article in refereed journal.
- When two or more authors published an article/paper the marks are shared equally

## **Part 3**

### **ELECTABLE AND APPOINTABLE POSITIONS**

#### **ELECTABLE POSITIONS**

##### **Principal Officers**

The election of all Principal Officers of AUCA is the sole responsibility of the University Governing Council. They can serve as many years as possible as the University desires.

#### **APPOINTABLE POSITIONS**

##### **Deputy Vice Chancellors, Deans and Directors**

Deputy Vice Chancellors, Deans and Directors are appointed upon the recommendation of the Vice Chancellor of AUCA through an ADCOM vote to the University Governing Council on such terms and conditions of service as the Council may prescribe.

##### **Deans**

The Dean shall be appointed by the ADCOM upon the recommendation of the Vice Chancellor and such a Dean shall hold office for a term of two (2) years. Such a person shall be eligible for re-appointment for another term of two (2) years, after which he/she may not be re-appointed again until after two years of the expiration of his/her last appointment. The conditions governing the appointment of a dean are as follows:

- i. Only a Professor or Associate Professor (Senior Lecturer) is eligible for appointment as Dean of a School.
- ii. Where there is only one professor in a School, he/ she may be appointed Dean for three years. If there is still no other professor, at the expiration of his/her first three-year term, his/her appointment may be renewed for another period of three years on the recommendation of the Deputy Vice-Chancellor for Academics.

- iii. Where there is no professor in a school, the Vice-Chancellor shall, on the recommendation of the DVCA, appoint an acting Dean for the School for such period as may be specified in the instrument of appointment, or until a substantive Dean is duly appointed.
- iv. In the absence of the Dean, the Vice-Dean shall act for the Dean.

### **Directors**

The Director of any department or support unit shall be appointed by the ADCOM at the recommendation of the Vice Chancellor, and such a Director shall hold office for a period of three years, and shall be eligible for reappointment for another term of three years after which he may not be appointed again until two years have elapsed. Such Directors shall exercise general superintendence over the affairs of the department/unit.

### **Heads of Departments**

- i. The Head of a Department (HOD), not less than a Lecturer, shall be appointed by the University Administrative Committee at the recommendation of the Vice Chancellor. Such a person shall hold office for a period of two years and shall be eligible for reappointment for another term of two years after which he/ she may not be appointed again until two years of the expiration of his/her last appointment. The Head of Department shall exercise general superintendence over the academic and administrative affairs of the Department and is expected to be familiar with AUCA policies.
- ii. Where there is only one faculty member of the rank of Lecturer or above in a department, he/she may be appointed Head of Department for three years. If there is still no other Lecturer or higher ranked faculty after his/her first tenure, on the recommendation of the Dean in consultation with the DVCA, the appointment could be renewed for another three years.
- iii. In a situation where there is no Lecturer, the most senior academic staff (of at least the

Rank of Assistant Lecturer) shall be appointed acting Head of Department for a period not exceeding two years.

- iv. The Head of Department or Acting Head of Department shall not hold the office of the Dean concurrently.

### **Deputy Directors**

The Deputy Director of any department or support unit shall be appointed by the ADCOM upon the recommendation of the Vice Chancellor. Only employees on AUCA Teaching Hospital, with a minimum qualification of Master degree, are eligible and appointable to this position.

### **ANNUAL ASSESSMENT OF ELECTABLE AND APPOINTABLE OFFICERS**

- a. The Deputy Director shall be assessed by the Director
- b. The Director shall be assessed by the Principal Officer of his/her Division
- c. The Vice-Dean shall be assessed by the Dean of his/her School
- d. Deans shall be assessed by the Deputy Vice Chancellor for Academics
- e. The Deputy Vice Chancellors, other Principal Officers and Director for Human Resource shall be assessed by the Vice Chancellor.
- f. The Vice Chancellor shall be assessed by the Chancellor.

The instrument for the assessment of these Officers shall be designed by the University with the coordination and input of the Director for Human Resource. The completed assessment forms shall be returned to the Director for Human Resource.

## **Part 4**

### **EMPLOYEE TRAINING AND DEVELOPMENT**

#### **EDUCATIONAL SPONSORSHIP**

Educational sponsorship (monetary) at AUCA will be given to eligible faculty member who may go for Masters or Doctoral studies either in Rwanda or abroad. The faculty who will be given a sponsorship will be fully bonded in accordance with the extant University policy on educational sponsorship and amortization of educational loans. However, a Faculty or staff who would be granted permission to go for postgraduate studies shall be on self-sponsorship with time-off (unpaid study leave). The faculty is required to sign the Service Bond for time-off to study.

#### **International Sponsorship Policy**

The faculty may be sponsored for Masters and Doctoral programme outside Rwanda in pre-determined disciplines identified for specific periods by the University Council as being areas of critical need for university development and mission. Such disciplines are currently though not limited to Computer Science, Mathematics, Information & Communication Technology (ICT), Medicine, Basic and Medical Sciences, Nursing, French, English, Accounting, Finance, Human Resource, and Economics. As the University grows, other types of studies would be added.

Any sponsored faculty should always be aware that he/she is on probation as far as both his/her employment and sponsorship are concerned. What this means is that the sponsored faculty must speed up and finish his/her programme of study on time.

All educational sponsorships or allowances shall cover only the specified normal duration of the programme. AUCA will not pay for any extra year or years

All beneficiaries of AUCA educational sponsorship are required to sign the Employee Educational Sponsorship and Service Bond at Human Resources upon/before the commencement of their programme. Full sponsorship will continue through the doctoral programme as eligible and they will be bonded for additional mandatory service years as contained in the Employee Educational Sponsorship and Service Bond.

## **Educational Sponsorship and Service Bond Universities abroad**

### **a. PhD**

- i. 75% sponsorship - 7 years of service after completion of programme
- ii. 50% sponsorship - 5 ½ years
- iii. Time off - 3 years

### **b. Masters**

- i. 75% sponsorship - 5 years
- ii. 50% sponsorship - 3 years
- iii. Time off - 2 years

## **Duration of studies and transition period**

Together with the Finance, the sponsored student will sign a study contract with the HR. Any extension of studies beyond the specified period may only be granted by the Administration upon the employee's application.

## **Years of Service before Embarking on Postgraduate Studies**

New Faculty member who is going to school must have put in a minimum of one year before going to school. The one-year period is to enable them study and master the environment/system. The study programme cannot be accepted as reason for non-performance.

## **Time-off Sponsorship for Doctoral & Masters Programmes (Staff)**

Staff who desire to embark on graduate studies (on or off-campus, doctoral or masters), at personal expense, must have served the University for a minimum of two years. Secondly, they must notify the administration immediately upon receipt of the letter of admission into the programme. Thereafter, the University may grant permission, and specify the days on which the employee could attend lectures. Permission must be sought and obtained before the days could be changed. Such a



gesture is equivalent to partial sponsorship and beneficiaries must serve AUCA for a specified period after the successful completion of their course. Midway notification of an ongoing programme will not be tolerated; and discovery of any unauthorized graduate studies would render the employee liable to severe penalties not excluding dismissal.

New Staff who are engaged in academic and professional studies before employment at AUCA must notify the administration in writing through HR, within the first month of their assumption of duty.

Approved off-campus studies are renewable annually upon satisfactory documentation of progress. Failure to renew automatically renders initial approval for the course invalid: Immediately upon completion of the course, the employee is under the obligation to notify the University with the copies of all relevant documents. Graduate studies not related to employee's current position will require redeployment (if there is a vacancy) before the employee can be financially upgraded and no guarantee for status change after the programme.

**Note:** An employee (faculty & staff) on study programme or study leave cannot change the approved institution or programme (course of study) without a written approval of the Administration.

### **Study leave without pay**

A study leave without pay is possible for any faculty or staff or AUCA. If any faculty would want to embark on a study leave without pay, he/she must submit application to the administration through their Supervisor, HOD, Dean and Human Resources Department, at least six months before starting and obtain proper permission before proceeding for the programme. Upon completion, such employees may be reabsorbed depending on the relevance attached to their areas of study by the University, and any existing vacancy. No Department/Unit is exempted to this policy.

Midway notification of an ongoing programme on study leave (of course without pay) will not be tolerated; and discovery of any unauthorized type of studies would render the employee liable to severe penalties not excluding termination of appointment.

### **Study leave for Research/field work with pay**

Employees on Masters and Doctoral degree programmes, who are requesting for study leave for research work, must present a recommendation from the employee's Department and School; stating the length of time needed for such research work. Application form is obtainable from the Human Resources Department (or printed from the HR website attached on AUCA website ([www.auca.ac.rw](http://www.auca.ac.rw)))

### **Examination leave**

An employee who is pursuing an approved course of study is eligible for examination leave of not more than two weeks at a time and not more than two times within a year, which will be granted only on the presentation of the official examination time-table. Application Form for examination leave is obtainable from Human Resources Department (or printed from the HR website attached to AUCA Website ([www.auca.ac.rw](http://www.auca.ac.rw))).

### **Research leave**

A faculty member may be granted up to a one-month research leave with pay to carry out a research work approved by the University Administration. This must be between mid-July to mid-August of any calendar year. Research Leave shall not be used to complete regular courses or programmes that lead to award of degrees. The Department, School, Head of the Academic Division and Research will need to approve the research proposal. The report and result of the research must be authenticated by the resident institution and submitted to the Administration through the same process on return. Where the result is unsatisfactory, the faculty will be penalized by forfeiting one month's salary, receiving a warning letter from the Administration, and denial of future research leaves. HODs should have timetable for faculty research leaves. Research Leave Application Forms are obtainable from the HR (or printed from the HR website attached to AUCA Website ([www.auca.ac.rw](http://www.auca.ac.rw))).

## **CONFERENCES & WORKSHOPS**

### **Faculty Conference/Workshop Attendance**

In order to assist employees, upgrade themselves and be current in their fields, every faculty has the privilege of attending a maximum of one conference or workshop per year on AUCA sponsorship, with a maximum of a two-week absence from work. Application forms are obtained from the HR (or printed from the HR website attached to AUCA Website ([www.auca.ac.rw](http://www.auca.ac.rw)) with the approval of Business Officer, HOD, Dean, must be submitted to HR for ADCOM (for presentation and documentation) at least one month before the conference or workshop. Each application must include: a conference advert or brochure (including e-mail or fax), letter of invitation, declaration of all costs, declaration of all sponsorships, and abstract of topic for presentation.

### **Staff Conference/Workshop Attendance**

Staff have the privilege of attending a maximum of one conference or workshop per year on AUCA sponsorship, and a maximum of one week away from work. Application forms obtained from the HR (or printed from the HR website attached to AUCA Website ([www.auca.ac.rw](http://www.auca.ac.rw)) with the approval of Business Officer, Supervisor/Director & Dean/HOD must be submitted to HR for ADCOM (for presentation and documentation) at least one month before the conference or workshop. The application for staff conference/workshop must also include documents such as Conference advert or brochure (including e-mail ), Letter of Invitation, Declaration of all costs, Declaration of all sponsorships, and Abstract of topic for presentation. The conference/ workshop must be relevant to the current area of designation.

### **Note: Post-Conference/Workshop Report**

A post conference/seminar/workshop report typed and between two and four pages, must be submitted to HR by all conference attendees two weeks after the conference. This is to enable HR compile a list of facilitators in various areas for AUCA. Failure to adhere to these guidelines will hinder approval of subsequent conference requests. If a paper was presented, a copy should be submitted to the HOD. Copies of all paper presentations should be deposited with HR at (official email of HR of AUCA).

## **Conference/Workshop Sponsorship**

Deans, in collaboration with their Heads of Departments, are to determine and recommend to the ADCOM (through HR Director and Deputy Vice Chancellor for Academics) the Administrative, Academic and Professional bodies that are relevant to their specialties to which the University Administration can give 100 per cent sponsorship. Also, there should be a second list of bodies to which the University could give 50 per cent sponsorship.

## **In-house Training**

1. By the HR Training Unit: The purpose of in-house training is to strengthen the capacity of AUCA workforce, HR Training Unit in collaboration with Divisions/Schools/Departments/Units will regularly organize in-house seminars, conferences and workshops for AUCA employees. Attendance at such programs will be mandatory for the target group(s) in focus.

Supervisors and Directors should authorize attendance by issuing proper and due clearance to nominees in writing or forward list of target group to HR Director.

2. By Departments: In order to encourage professionalism and standardization in practices, AUCA requires faculties and Departments to collaborate with HR Director in organizing in-house seminars, conferences and workshops. HR Director will not recommend employees for upgrading if it was not carried along. Therefore, Faculties /Departments should submit proposed monthly/quarterly training schedule one month ahead for approval either in writing or email HR Director.

AUCA may organize in-house training for staff in relevant areas, including but not limited to, the following:

- a. Communication
- b. Computer Skills
- c. Customer Service
- d. Telephone Etiquette
- f. Safety
- g. Sexual Harassment

h. Fire Drill

i. Driving

**Professional Licence**

AUCA pays for renewal of Professional License only not continuing Professional Development.

## **Part 5**

### **EMPLOYEE OBLIGATION**

#### **Identification Card**

On assumption of duty, HR Director gives clearance for the issuance of Identification Card to each employee. This must be worn and displayed at all times by all employees on the University campuses. It should also be worn off-campus on official duties only. All employees must cooperate with the Security Services as they enforce this rule at the entrance gates.

Loss of the ID card must be promptly reported to the Security and HR Director, and the fees for replacement must be paid at the time of replacement.

#### **Hours of work**

The University emphasizes punctuality and regularity at work. Working hours are as follows: Mondays to Thursdays: 8 a.m. to 12.30 p.m.; and 2.00 p.m. to 5.00 p.m.; Fridays: 8.00 a.m. to 1.00 p.m. To improve customer service, peak periods should be handled in such a way as to maintain continuity of service without complete shutdown. Those on shift should observe punctuality and regularity in line with their work schedule. Any absence in the office by the worker of AUCA shall be notified to the Supervisor.

#### **Break period**

To ensure optimal use of employee's working hours, break time should be observed between the hours of 12:30 p.m. and 2.00 p.m. This is to enable employees get refreshed, and perform maximally.

#### **Employees worship programmes**

##### **Staff Morning Worship**

All Administrators and staff are required to attend morning worship in AUCA Boardroom from 7:30 to 8:00 a.m. every working day or at any other designated places of worship as planned by

AUCA Administration. This is to give God His rightful place and demonstrate leadership by example. The duration of worship is twenty minutes five minutes for announcements, eight to ten minutes for the devotional speaker, and five minutes for opening and closing exercises. It is advised to all attendees to be in the AUCA worship venue before 7:30 a.m.

### **Attendance at Other Meetings**

All Faculty are required to attend School meetings, Departmental meetings, and the meeting of the Congregation including all Chapels and AUCA worships.

### **Absence from duty**

Absence from work and worships (as stated above) must be reported to the HOD/Supervisor in writing, who in turn forwards it to HR with a recommendation. All unreported absences will result into a penalty. Habitual lateness of up to three times a week will affect the monthly pay cheque (as lateness for three times will equal one day's absence).

### **Appearance/dress code**

All employees should be appropriately dressed at all times. Full corporate wear is preferred, except on dress-down hours (i.e. outside official hours) and days (i.e. Fridays). The features of acceptable attire are as documented below:

### **Dress Code for Female Employees**

- 1 . Corporate dressing or appropriate clothing as stated above.
2. Skirts and suits must be long enough to cover the knees (3 inches below the knee while standing).
3. Avoid dresses/blouses that reveal intimate body parts like chest, thigh, abdomen, etc.
4. Avoid transparent clothes that reveal undergarment.
5. Avoid coloured nail polish, eye shadow, lipstick or painted eye lashes.
6. Moderate use of artificial hair is allowed, but must blend with the natural hair colours, and must not be longer than shoulder length.
7. Only wedding and engagement rings are allowed, no other jewelleryes.

### **Dress Code for Male Employees**

1. Corporate Dressing or appropriate dressing as stated above.
2. Shirts and Trouser Suits.
3. Moderate African attires.
4. Wearing of jeans of any description does not meet our corporate image.
5. Only wedding rings may be worn.

### **Dress Code for both Employees**

Administrative staff should be corporate and non-provocative in outlook. Fridays are free wear days but still decently dressed.

The University requires that employees respect the tradition of dressing 'jewellery free'. Cosmetics and scents must be inconspicuous, and emphasis should be on a natural appearance. Male staff are encouraged to maintain appropriate personal grooming with regard to hair, beard and moustache. Dreadlocks are not allowed. The whole aim is to maintain our Adventist heritage of simplicity and authenticity.

### **Parking Rules and Speed Limits**

The following parking rules are to be observed on campus:

1. Park at the designated parking lots.
2. Maintain not more than 20km/h speed limit within the campus.
3. Observe all traffic road signs.
4. Parking on the road is forbidden in all University campuses.
5. Violations shall attract penalties of varying degrees as determined by the University Administration.



## **Emergency Procedures**

All employees are expected to know the location of fire extinguisher and fire alarm systems in their various units and offices and know how to use them. During fire emergency, employees are expected to take the following steps and precautions:

- a. Press fire alarm/bell
- b. Call the Fire & Safety Services Emergency Line
- c. Direct all persons to the nearest rescue point
- d. Attack the fire with the nearest appropriate fire extinguisher
- e. Ensure that all doors to classrooms are locked at set times
- f. Comply with all safety rules applicable in AUCA as may be determined by the Administration from time to time.

## **Equipment and property use and care**

Employees are responsible for all property, vehicles, materials, identification card, keys, computer data or written information issued to them or in their possession or control.

In the event that property is damaged, lost or stolen, the employee is responsible for reporting the loss and notifying his/her supervisor of any malfunction or damage to university property.

The University will hold an employee responsible for any careless or intentional damage to university property caused by an employee or by his or her proxy.

All electrical appliances must be switched off and unplugged when not in use or before leaving the office.

## **Institutional confidentiality**

All employees are under obligation not to, except as required to be disclosed by law or by competent authorities, use or any authority any of the secrets, confidential or classified information of the University including without limitation but not limited to administrative, marketing or business information and know-how, all correspondence, notes, computer disks and tapes,

documents, records, data, services, financial information, marketing brochures without being required by their duties or without the written authorization of the administration.

### **Undertaking confidentiality**

In the furtherance of the foregoing, every employee, by accepting employment in Adventist University of Central Africa, is deemed to have endorsed the following undertaking, and voluntarily accepts the duties and obligations as set herein:

To limit disclosure of Confidential Information within the University to officers, students, clients and/or other employees having a need to know and not to disclose Confidential Information to any third party (whether an individual, corporation, or other entity) without the prior written consent or authorization of the University Administration. The employee shall have satisfied his/her obligations under this paragraph if he/she takes reasonable affirmative measures to ensure compliance with these confidentiality obligations by every authorized person who receives the Confidential Information through him/her or to whom he/she has permitted access to or use of the Confidential Information provided that it is understood that this undertaking imposes no obligation upon any employee with respect to any Confidential Information or classified information; that is or becomes a matter of public knowledge through no fault of the employee is rightfully received by the employee from a third party not owing duty of confidentiality to the University; or is disclosed without a duty of confidentiality to a third party by or with the authorization of the University; provided also that it is understood that confidential or classified information shall mean: academic and technical information relating the University proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products, services and projects, students' and employee's particulars and records, software, research and development, cost, finances and financial projections, marketing and current or future plans and models, deliberations or decisions of organs, committees or officers of the University regardless of whether such information is designated as "confidential or classified information."

Confidential Information shall also include, and the employee shall have a duty to protect, other confidential and/or sensitive information which are (a) disclosed, in the course of his/her employment, to the employee in writing and marked as confidential (or with other similar

designation) at the time of disclosure; and or (b) disclosed to the employee in any other manner and identified as confidential at the time of disclosure and is also summarized and designed as confidential in a written memorandum delivered to the employee; and/or disclosed to the employee in the course of his/her employment.

### **Telephone usage**

#### ***AUCA network***

The University communication network facilities should be used for official University business only

#### ***Cell phone***

**Making and receiving calls:** Except in emergency situations, making unofficial telephone calls during office hours is discouraged. Making or receiving phone calls while in any official meetings is prohibited.

### **Internet usage**

Internet (e-mail, Facebook, twitter, YouTube, etc) should be used only for official purposes. Abuse of internet system will subject an employee to discipline, including termination of appointment.

### **Change of name**

When there is a need for change of a name as in marriage or whatever reason, the employee must notify the University, and accompany the letter with sworn affidavit at a Magistrate or High Court, and the original of a publication in a prominent national daily newspaper. If the change of name is as a result of marriage, in addition to the marriage notice, a copy of marriage certificate must be attached with the original copy of the newspaper publication/official gazette.

### **Conflict of interest and/or commitment policy**

Conflict of interest includes any circumstance under which an employee or volunteer by virtue of financial or other personal interest, present or potential, directly or indirectly, may be influenced or

appear to be influenced by any motive or desire for personal advantage, tangible or intangible, other than the success and well-being of the University. Because of the common objectives embraced by the various organizational units and institutions of the Seventh-day Adventist Church, membership held concurrently on more than one institutional committee or board does not of itself constitute conflict of interest provided that all the other requirements of the policy are met.

A conflict of commitment includes any situation which interferes with employee's ability to carry out his/her duties effectively. Elected, appointed, or salaried employees on full-time assignment are compensated for full-time employment; therefore, outside or dual employment or other activities, whether compensated or not, that in any way interferes with the performance of an employee's duties and responsibilities is a conflict of commitment. A conflict of commitment also exists in situations where an employee functions contrary to the values and ethical conduct outlined in the University's statement of ethical foundations and conduct (see University Code of Ethics) or when an employee functions contrary to established codes of ethical conducts for employees in particular professions (e.g. legal, investments).

### ***Individuals Included Under This Policy***

All trustees, officers, executive committee/board members, employees, and denominational volunteers shall be subject to this policy.

### ***Conditions Constituting Conflict Interest***

A trustee, officer, executive committee/board member, employees, or volunteer has a duty to be free from influence of any conflicting interest or commitment when serving the organization representing it in negotiations or dealings with third parties. Both while on and off job, an employee is expected to protect the best interests of the employing organization. The following list, though not exhaustive, describes circumstances and conditions that define conflict of interest and/or commitment:

- Engaging in outside business or employment that encroaches on the University's time for the full services of its employees even though there may be no other conflict.

- Engaging in business or employment that is in any way competitive or in conflict with any operation, transaction, activity, policy, or objective of the organization.
- Engaging in any business with or employment by an employer who is a supplier of goods or services to the University.
- Making use of the fact of employment by the University to further outside business or employment, associating the University or its prestige with an outside business or employment, or using one's connection to the University to further personal, sectional, tribal, or partisan political interests.
- Owning or leasing any property with knowledge that the denominational organization has an active or potential interest therein.
- Lending money to or borrowing money from any third party, excluding financial institutions, who is a supplier of goods or services or lending/borrowing from a trust or anyone who is in any fiduciary relationship to the University or is otherwise regularly involved in business transactions with the University.
- Accepting or offering of any gratuity, favor, benefit, or gift of greater than nominal value or of any commission or payment of any sort in connection with work for the University other than the compensation agreed upon between the University and/or the employer and the employee.
- Making use of disseminating, including electronic means, any confidential information acquired through the employment by the University for Personal Profit or advantage, directly or indirectly
- Using University, personnel, property, equipment, supplies, or goodwill for other than approved activities, programs, and purposes

- Expending unreasonable time, during normal business hours, for personal affairs or for other organizations, to the detriment work performance for the University
- Using one's connections within the University community to secure favors for one's family or relatives

*Statement acceptance*

**By employees:** At the time of initial employment an employee shall sign a statement indicating acceptance of the conditions of employment as outlined in the University.

**Employee Handbook:** This acceptance shall constitute the employee's declaration of compliance and resolve to remain in compliance with the conflict of interest and/or commitment policy. On an annual basis the employer shall provide employees with a copy of the Statement of Code Ethics (Chapter Seven), plus a copy of the Conflict of Interest and/or commitment policy, and shall inform employees regarding to the duty to disclose potential conflicts of interest and/or commitment.

**By Administrators, Principal Officers, Deans, HODs, Directors, Supervisors, and Trustees:** The chief administrator (i.e. Vice Chancellor), or designee, of the University concerned shall receive annually a statement of acceptance and compliance with the policy on conflict interest and/or commitment from each administrator, principal officer, dean, head of department, director, supervisor, member of the board/executive committee, and any other person authorized to handle resources of the University. The University may determine that other individuals shall also be required to submit annually a statement of acceptance and compliance. Submission of the statement by persons identified above shall constitute a declaration of compliance with the policy and shall place the individual under obligation to disclose potential conflicts of interests and/or commitment that may arise during the ensuing year.

***Reporting Potential or Actual Conflicts of Interest or Commitment***

All present and potential conflicts of interest must be disclosed. If known, in advance of any meeting, business transaction, or other activity at which the issue may be discussed or on which the issue may have a bearing on the person’s approach to the issue, whether directly or indirectly; or If not known in advance, when the actual, possible, or potential conflict becomes apparent, disclosure must be made to the person in charge of the meeting or activity and to the full meeting, or to the person’s supervisor, as appropriate. The person should remove himself/herself from the room or situation to avoid participation in all discussions or deliberations on the issue, and voting. All such actions should be recorded in the minutes or records kept. Following full disclosure of the present of potential conflict, the board or equivalent group may decide that no conflict of interest exists and invite the participation of the person.

This policy establishes a process which is self-identifying. However, third parties may report alleged conflicts in writing with supporting documentation, to an officer of the University concerned if the employee fails to disclose a conflict or does so inadequately. The source of third party reports shall be held in confidence by the recipient unless it is required to divulge the information pursuant to a court order or if there is indication that the report is either fraudulent or made with malicious intent.

Disclosures:

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

Name: .....

Rank: ..... Position: .....

Signature: ..... Date: .....

## **Spouse separation**

Workers are expected to set a proper Christian example in family relationships. It is important that the family serve as a unit in working for the Church.

Calls shall not be processed for individuals whose spouses are unable to join them within a maximum period of three (3) months. In a case where a call for an individual has already been processed and then the spouse is unable to join him/her within a maximum period of three (3) months, the call should be cancelled:

- a. Sponsored study leaves for over a period of one year which do not include the accompanying spouse shall not be approved.
  
- b. Trips (sponsored or otherwise) for over a period of six months which do not include accompanying spouse shall not be approved.

AUCA shall view with seriousness any case where an employee has to stay apart from his/her spouse for any consecutive period beyond six months. The University shall recommend immediate resolution of the absence or consider the release from employment of the worker to be with the spouse.

Exceptions on the grounds of prolonged treatment for illness or other emergency situations shall be approved only after consultation and action by the University Administration.

Any present cases shall be addressed by the University to bring the families concerned together within six months.



**Part 6**  
**ALLOWANCES AND BENEFITS**

**Acting allowance**

When the university appoints an employee to act for an officer in a higher capacity for a maximum period of one month, an acting allowance shall be paid to the employee acting the period he/ she shall be in higher position. The value of the acting allowance shall be the difference between the salary of the officer and that of the employee. When there is no difference, an approved amount may be decided by the University administration at the end of the acting period. When the officer returns, or there is an appointment of a new officer, the employee returns to the former position on the normal salary.

**Per Diem**

When an employee is on an ADCOM authorized assignment outside the university within and outside Rwanda the employee will be given a daily allowance (per diem). This allowance takes care of the meals and night allowance and accommodation (i.e. hotel, exclusive of travel, bills). Per Diem is made up of subsidies for breakfast, lunch, supper and night allowance. It is based on an employee's rank or position. To benefit from this allowance, those whose trips are ADCOM authorized should work with the Finance office for compliance before they put up their claim. In the event that the employee does not have official receipt(s) for his/her expenses, the ADCOM shall hear him/her for explanation or if the Finance could also handle it without ADCOM this could also be fine.

**Consultancy allowance**

When an employee is involved in an authorized assignment outside of the University (while still in full employment of the university), and such assignment attracts financial benefits, the full amount paid to the employee by the organization that the employee served, should be declared and deposited with the University. Twenty-five per cent (25%) of the deposited amount will be credited to the account of the employee as consultancy allowance.

### **Annual bonus for efficient driving**

In order to encourage AUCA drivers to be more careful, and avoid causing or being involved in auto-accident, an annual bonus for the efficient driving shall be given to deserving drivers at a rate to be determined by the administration on yearly basis.

### **Moving allowance**

Employees, who come to AUCA by the extension of a “Service Call” through the Governing Council, will be given movement allowance according to the policies of the University.

## **BENEFITS**

### **Annual Leave**

August of every year has become a statutory annual leave period for AUCA faculty and staff. But for non-teaching staff the annual leave could be taken in other months of the year provided that the leave is requested two months before. The Human Resource of AUCA should always be alert of any request from AUCA Faculty and Staff request for annual leave. The ADCOM will always vote for any annual leave. A staff who has exhausted his/her annual leave before this period is not entitled to another leave/holiday during this period except for public holidays therein. Any break during which AUCA students are not studying, teachers shall be busy preparing for their classes when students return. No leave is allowed during students break except for Christmas break where each faculty and staff is allowed to go home for Christmas break/holiday.

Employees from study leave who are re-absorbed in the middle of the year are entitled to (50%) leave with 50% benefits.

An employee who will resign within the year or take a minimum of two months leave of absence, maternity leave and sabbatical leave will not be entitled to annual leave that year.

A Completed annual leave form, endorsed by the supervisor/HOD, Dean and Division Head must be submitted through HR to the ADCOM at least one month before the date of commencement of leave. The form should indicate the days taken (if any) and the days remaining for the faculty or staff who is applying for leave.

All employees are encouraged to take their annual leave as at when due, because it benefits both the worker and the organization. Only employees who have worked for 12 (twelve) months are qualified to go on annual leave. Monetization of annual leave is not encouraged. Annual leave shall not be carried over to the following year, and is not applicable to employees on probation.

### ***Annual Leave Allowance***

In addition to the regular monthly salary which an employee receives while on annual leave; the worker is entitled to an annual leave allowance made up of basic, cost of leaving allowance (COLA) and enhanced allowance.

Upon resumption from any leave, a resumption of duty form, obtainable from the HR Office or printed from the HR website attached on [www.auca.ac.rw](http://www.auca.ac.rw), must be completed and submitted on time.

### ***Compassionate Leave***

An employee may be granted up to seven working days off-duty, without loss of salary, in any one calendar year, on compassion ground, subject to exhaustion of annual leave. This is to enable the worker attend to personal circumstances in his/her nuclear family, immediate relations or that of the in-laws. The specifics of the situation must be supplied and compassionate leave may not be taken at once as it is a privilege, not a right.

### ***Maternity Leave***

***All employees who have worked for a minimum of twelve months and have the required evidence of pregnancy are entitled to three months maternity leave. Those who have not worked for up to***

*twelve months will be permitted to go to leave of absence without pay. The period for maternity leave shall be one month before delivery and two months after delivery.* An employee whose delivery date is less than twenty-four months after the last delivery date shall not be eligible for maternity leave. Instead, she will be entitled to three months leave of absence without pay. There is neither annual leave nor annual leave allowance during the year of maternity leave. Employees should resist the temptation of applying for an early annual leave when they know that maternity leave will not come within the same year. Application for maternity leave shall be accompanied by a certificate from AUCA Medical Doctor or any other medical doctor from a recognized hospital in Rwanda or East Africa. *A newly married employee must have worked for at least eight months after marriage, before she can qualify for maternity leave.*

*On resumption from maternity leave, nursing mothers are allowed to resume work at 9:00 am and close at 4:00 pm for a period of six months.*

#### ***Paternity Leave***

Five (5) working days shall be given as paternity leave to an employee whose wife delivers a baby, to enable him to assist her as she recovers from labor. If this period is considered insufficient, the employee is at liberty to take part of his annual leave in addition. This leave is neither granted in advance or arrears but upon the baby's delivery (that is the first five days following delivery).

#### ***Marriage Leave***

Five working days shall be given as marriage leave to an employee who may be planning for a marriage. If this period is considered insufficient, additionally the employee is at liberty to take part of his annual leave in addition. This leave is granted upon the demonstration that the employee is really getting married.

**Note:** All leaves outside the annual leave must be backed by adequate documentation, that is, maternity leave backed by medical maternity leave form, and the wedding backed by a wedding invitation, etc.

### ***Medical Treatment***

Medical treatment is available to all regular employees, their spouses and their unmarried, and unemployed biological children who are not more than 24 years of age. This includes the provision of medical assistance such as eye-glasses. The university will pay 75% for out-patient and 90% for in-patient (on admission) of all bills for treatment at an authorized clinic/hospital.

Where an employee requires medical treatment overseas, the bill of such treatment shall be evaluated by the Chief Medical Director of AUCA and only the equivalent local cost shall be paid. Two hundred and fifty per cent (250%) of a principal Officer's gross annual remuneration will be allowed as medical assistance limit for all confirmed AUCA employees (not employees on probation) for medical treatment overseas, including transportation. AUCA will only grant approval once. Subsequent reviews should be done locally or at the concerned employee's own cost. AUCA will not be responsible for bills of anyone accompanying the employee, except an intentionally pre-approved with cost before departure. An employee needing medical treatment overseas must get referral from any hospital in Rwanda and approval from the administration before proceeding to such medical treatment.

Except in cases of emergency, employees shall first seek permission from the university administration before arranging for major surgical operations or other medical attentions calling for heavy expenditure.

### ***Sick Leave***

If an employee falls sick at any moment, the HOD/ Supervisor must be notified, immediately, of a period of sick leave determined by a physician from AUCA hospital, who in turn notifies HR through a memo. At least by the second day, a Medical Certificate authenticated by the Chief Medical Director of the Hospital, must be produced. Otherwise, it will be regarded as a leave of absence without pay.

### ***Prolonged Sickness***

Some sicknesses may require long stay in the hospital or prolonged absence from work. Sick leave on full pay shall be granted by the University upon recommendation of the Chief Medical Director of AUCA or any medical practitioner approved by him for a maximum of six months. Thereafter a committee shall be constituted by the Administration to determine if the employee should be allowed a further sick leave with 50% pay for another six months or terminate his/her appointment on health grounds.

### ***Family Health Leave***

An employee may be granted up to ten working days annually, to take care of a sick spouse, child, parents and siblings. Any additional day(s), if granted shall be deducted from the annual or treated as leave of absence without pay. Application for additional days should be directed to the Administration for consideration, up to a maximum of twenty additional days.

### ***Periodic Drug Test***

AUCA may conduct unannounced periodic drug test(s) on employees randomly or on employees(s) under suspicion.

### ***Accident at the workplace***

Employees are individually responsible to comply with rules applicable at their workplace, by performing their job in a safe manner. In case of accident (when an employee has sustained injury) while on duty the supervisor, who in turn notifies the HR. The employee must be taken to an authorized hospital and the University shall be responsible for the medical expenses. The medical bill shall be fully paid during the period. If, however, the accident is a result of the employee's negligence, the University shall not be under any obligation to take care of the medical expenses. Employees are required to observe all safety rules applicable at their workplace.

However, when contractors working on AUCA property are involved in such accident(s), they may be treated at authorized hospital by AUCA. Before their discharge, they shall be required to pay for

the treatment or, in the event of unavailability of funds, consent in writing for the money to be deducted from the contrast sum payable to them by the University or any of its affiliate units.

### *Leave of Absence*

Leave of Absence is an approved period of staying away from the university without pay. It is granted by the Administration where study leave with pay cannot be granted, where an employee is required for temporary national service, or for acceptable personal reasons. Application for Leave of Absence in excess of four weeks should be submitted in detail one month before the date of leaves of absence to the Administration through the Human Resources Office.

Leave of absence shall be renewed annually or else it will lapse automatically. No employee is allowed to be on leave of absence beyond maximum period of three consecutive years, except for special assignments approved by the General Conference. A written notice of return must be received by the Administration before the annual budget is approved. This is to make the re-absorption of the employee possible within the fiscal period.

Upon return from Leave of Absence, the employee must submit a report of the way the leave was used with supporting evidences or documents (e.g. additional studies, research, etc). it must be understood that the University is not under any obligation to reabsorb an employee who returns from leave of absence; as no position is reserved for anybody's convenience. Leave of absence period is not part of service year(s).

Request for extension of leave of absence must be presented for approval not less than three months before the expiration of the Leave period. If leave of absence is not extended before June 30, it will be deemed that employment with AUCA has lapsed and will be processed as a resignation. Leave of absence shall be granted in tandem with AUCA academic session, for faculty.

### ***Marriage Notice***

An employee planning to get married should give a minimum of three months' notice to the University in order to benefit from the University Family Policy (the rights, privileges and benefits are granted employees who are married). This will enable employees who are regular to work with a chosen ordained minister for pre-marital counseling and ensure proper planning of wedding or marriage. It will also give the employee an opportunity to be a good example of integrity to the community. Therefore, it shall constitute misconduct for any employee to become pregnant or be responsible for a pregnancy (in the case of male employee) before marriage.

### ***Marriage Leave***

An employee is granted a maximum of five working days as marriage leave.

### ***Public Holidays***

All public holidays announced by the Government of Rwanda are observed at AUCA. The modalities of observance of public holidays are usually announced by the Human Resources. Essential services and peculiar schedules (facilities Management, physical planning, Food Services, Power, Water, Fire Services, etc.) are not included in the observance of public holidays.

### ***Sabbatical Leave***

Every faculty on regular employment, with the rank of Lecturer and above shall be entitled to a one-year Sabbatical Leave after six years of full service in AUCA. In considering the application, ADCOM shall require a programme of proposed relevant work, and the faculty will serve the University for, at least, two mandatory years, upon completion of the one-year Sabbatical leave.

### **Conditions for Sabbatical Leave**

1. Department must have capacity to release the faculty member without employing a replacement.
2. Well-articulated research plan approved by Department, school and University Research Committees must be submitted to the faculty.



3. A letter of acceptance from University or Research Institute where the Sabbatical will be spent must be submitted to the Administration through HOD, Dean and SDVCA.
4. Sabbatical leave may be granted for a research project approved by the Administration.
5. The applicant must apply to AUCA Administration for approval to go for Sabbatical leave at least one year ahead in order to obtain Governing Council approval in January (Sabbatical leave period is July 01 to June 30).
6. Sabbatical Leave applicant must indicate what the leave is to be used for; and, when approved, it must be used for the purpose.
7. An employee on Sabbatical Leave cannot change the approved institution without the approval of the Administration.
8. A faculty applying for a Sabbatical Leave must have put in a minimum of six years unbroken service in AUCA.
9. A Sabbatical leave applicant must be faculty with the Rank of Lecturer and above.
10. An employee who fails to submit a Sabbatical leave report within the stipulated period will pay back the salaries he/she received with the accrued interest.
11. After Sabbatical leave, the faculty must spend a minimum of two years before asking for disengagement.
12. A faculty applying for Sabbatical Leave is required to sign a Service Bond at HR.

### **Sabbatical Leave Report**

Employees who have gone on Sabbatical Leave must submit two reports at the end of their Sabbatical Leave as follows:

- a. Report from the institutions that accommodated the employee, showing the period he/she was there and work that was done.
- b. Report from the individual showing what he/she did during the period. This report should highlight some of the faculty's contribution as a true ambassador of AUCA to some important lessons (positive and negative) that could be derived from the faculty's experience there.

Sabbatical leave report must be submitted to the University Administration through the President/Rector/Vice Chancellor, with copies sent to the Vice Presidents, Dean, HOD, or HR, not

later than three months from the date of employee returned. The employee, upon physical resumption, shall fill a resumption of duty form (to be collected at HR or printed from the HR website) The Vice Chancellor signs the resumption of duty form.

### **Sabbatical Leave for Principal Officers**

Principal Officers cannot go on Sabbatical Leave during their tenure. For Principal Officers who did not go on Sabbatical leave at the end of their first tenure and served two terms, only one Sabbatical Leave will apply at the end of the second tenure.

### **Housing**

All applications and allocation of housing by the University are handled at the finance office in consultation with the administration.

### ***Rent Allowance***

All employees are entitled to rent allowance applicable to their salary levels. Those in University accommodation are required to pay rent as determined by the administration.

### **Welfare**

#### ***Corporate Gifts on Special Occasions***

The University administration recognizes the value of exceptional services rendered by employees and corporate units. This recognition may be shown by giving gifts to the employee or unit as determined by the administration.

#### ***Death of Employee***

When an employee dies while on service of the University, the salary of the month during which the death occurred shall be paid. If an annual leave had not been taken, a leave allowance shall be paid alongside with the entitlements of the deceased. The survivors of the deceased will be required to complete an Employee Disengagement Form obtainable from the HR Department to ascertain if the deceased was indebted to the University, or if the University is indebted to the deceased. All the entitlements of the deceased will be paid to the next-of-kin as indicated in the deceased's Group Personal Life Insurance form.

Apart from the entitlement, the University shall pay a second month salary to assist the family, provide a standard coffin and all associated dressing material and transportation (ambulance) to the chosen place of burial (must be within Rwanda, for nationals). However, the University will not be a party to elaborate and expensive burial. A commendation service will be conducted in the University campus or where the family chooses, on the date agreed on by the nuclear family members of the deceased. Furthermore, the next-of-kin and family will be entitled to the employee's contribution to the Government Pension Scheme. The next-of-kin to the deceased will also receive the accrued benefit from the Group Personal Life Insurance Scheme undertaken by the University on behalf of every employee.

***Death of Employee's Spouse or Dependent Child***

When a spouse or dependent child of the employee dies, a one-month salary is given for burial assistance.

***Bereavement Leave***

An employee shall be granted up to a maximum of five working days as bereavement leave when he/she loses a nuclear family member (spouse, child, parent, siblings).

## **Part 7**

### **RULES OF CONDUCT AND DISCIPLINE**

Every employee of AUCA is expected to adhere strictly to the following code of ethics:

#### **Code of ethics**

Every employee by virtue of accepting employment in AUCA, is deemed to have endorsed the following commitment: Recognizing that employment in AUCA implies commitment to the institution's vision and mission, and is concurrent with its responsibilities and values and would say:

I, as a member of faculty or staff of AUCA affirm and confess Jesus Christ, the Master Teacher as my Mentor in the discharge of my duties. Learning from Him, I strive to disciple our students, modeling His ways with people. Because the knowledge of truth is the way to freedom (John 8:32),

I pledge myself to search for truth, to share it with those who seek, in harmony with the principles outlined below.

I affirm that it is my ethical responsibility as AUCA Faculty or Staff:

#### **1. To manifest my total commitment to God, to His Word, objective and mission of the seventy-day Adventist Church in establishing AUCA**

##### **In fulfilling this principle, I will**

- a. Nurture my personal relationship with God through regular devotions, prayer life, and meditation in order to be a proper role model, in that regard, to the students.
- b. Accept and study the Bible as God's Word.

- c. Accept and study the writings of Ellen G. White as authoritative counsel given to the Seventh- day Adventist Church.
  - d. Uphold in word and conduct, and actively participate in the spiritual activities of AUCA (including special / official spiritual activities).
  - e. Engage in active witness to the saving grace of Jesus Christ, in the context of His soon return.
2. **To provide all students with opportunity for the harmonious development of their faculties and potentials.** In fulfilling this principle, I will:
- a. Affirm my belief in the dignity of all human beings and pledged fair treatment of all students and employees.
  - b. Endeavour to expose every student under my influence to Jesus Christ, the only savior, and to His family the Church.
  - c. Recognize my obligation to make discreet use of personal information about any student or his / her home. Release of such information will be made only if sanctioned by law or as authorized by the student and / or his / her family.
  - d. Abstain from abusing my professional position by requesting or accepting financial, sexual, or other favors from students or their family.
  - e. Will not engage in theft or embezzlement of any kind including the misuse of expense accounts, falsification of time reports, or the misuse of expense accounts, falsification of time reports, or the misapplication of resources for which I am responsible.
  - f. Provide factual letters of recommendation to appropriate persons and agencies upon request from the students with regards to their professional advancement and learning.

**3. To establish, model and safeguard the highest standards in professional competence and behavior.** In fulfilling this principle, I will:

- a. Accept responsibility for my conduct and seek to safeguard the good name of my profession by urging my subordinates to abide by high professional standards.
- b. Support policies and procedures that will ensure just and equitable treatment of all members of the profession.
- c. Cooperate in the development and implementation of constructive policies affecting education.
- d. Give an honest description of assignments and work conditions to applicants seeking employment.
- e. Support selective recruitment of fully persuaded and committed SDAs and Non-SDAs, and help orient teaching assistants, interns and new faculty.
- f. Refrain from exerting inappropriate pressure based on the authority of my position at the expense of a colleague.
- g. Respect and uplift my fellow employees. I will refrain from intentionally placing another in a position of embarrassment, disrespect, or harassment. I will avoid inappropriate. I will honour the privacy and guard the safety of others.
- h. Adhere to the conditions of a contract or to the terms of families, the University, and to other individuals or organizations.
- i. Make available the data of the research to be referred and published, as long as the privacy or confidentiality of those involved is not violated.
- j. Seek to reach mutual agreement between researchers in a group effort. I will respect the division of work, compensation, and access to data, rights of authorship, and other rights contained in the agreement.
- k. Respect legal, professional, and religious constraints on research, and use consent forms in the case of human subjects.

1. Respect the property of AUCA, including any intellectual property that is developed in the course of my employment. I will use the property, facilities, and resources solely for the benefit of AUCA and in the interest of scholarship, unless otherwise permitted or when financial compensation for such use has been arranged.

**To be concerned with and involved in the life and conditions of AUCA and community in which I work and live.** In fulfilling this principle, I will:

- a. Share with all citizens the responsibility for the development of sound public policy, especially in the domain of education.
- b. Participate in the regular exercise of self-evaluation, the evaluation of programs and the performance of AUCA for the purpose of maintaining acceptable standards of accreditation.
- c. Protect the good name of AUCA against unreasonable attacks and malicious slander.
- d. Participate in activities that will benefit the local communities.
- e. Accept obligation of maintaining ethical standards in personal life and in the workplace. I believe it is my personal responsibility to report, through established confidential channels, any behavior that is inappropriate or which undermines the ethical environment in the workplace. I am prepared to be held accountable by my supervisor(s) and peers for professional conduct befitting the moral and ethical values of AUCA.

### **Rules of conduct**

To ensure orderly operations and provide the best possible work environment, all AUCA employees are expected to follow rules of conduct that will protect the interests and safety of all. The following are considering undesirable misconduct, and

any of them may result in disciplinary action; including suspension or termination of appointment:

1. Possession, distribution sale, transfer, or use of alcoholic beverages or illegal drugs in the work place, on AUCA premises, or while operating AUCA owned vehicles or equipment.
2. Working under the influence of alcohol or illegal drugs.
3. Theft or unauthorized removal or possession of AUCA property.

### **Sexual standards**

Employees of AUCA are expected, in their work to uphold Christian sexual standards as held by Seventh-day Adventist Church. We believe that God's ideal for sexuality is achieved when sexual expression is limited to committed life-long marriage. All desires of premarital and extramarital relationships are to conform to this ideal of sexual purity, and behaviors that would suggest otherwise should be avoided. All other forms of sexual expression whether heterosexual or homosexual and promiscuity sexual abuse, under exploitation are contrary to the ideal of AUCA.

### **Sexual harassment and complaint procedure**

#### ***Working Environment***

AUCA recognizes its responsibility to all employees to maintain a working environment free from harassment. It endeavors to achieve this environment through educating employees that harassment violates the law and will not be tolerated by the University. AUCA also endeavors to prevent harassment by publishing this policy, by developing appropriate sanctions for misconduct, and by informing all employees and students of their right to complain of harassment. This sexual harassment policy applies, with the necessary changes being made, in cases of alleged harassment of



students by AUCA employees. Assist in preventing inappropriate conduct in the work place:

- a. Each employee shall receive, and receipt of a copy of this harassment policy and complaint procedure, which will be maintained in the employee's personal file;
- b. AUCA has designated the University Pastor, Director of the students, HR Director and Public Relations Officer as the persons to whom complaints of harassment can be made in addition to an employee's department director / supervisor.

### ***Personal Conduct***

Employees of AUCA are to exemplify the Christ-like life and should avoid all appearances of wrong doing. They should not engage in any behavior that is harmful to themselves or others or that casts a shadow on their dedication to the Christian way of life. Employees should respect and uplift one another. Employees should never be placed in a position of embarrassment, disrespected or harassed because of their gender, race, colour, national origin, age or disability; to do so would be a violation of God's law and civil laws protecting human rights and governing work place conduct.

### ***Sexual Harassment***

Sexual harassment is a form of harassment which involves unwelcome sexual advances, requests for sexual favors or other verbal, written, or physical conduct of a sexual nature when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting an individual; or

- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

### ***Improper Conduct***

Improper conduct by the employer, co-workers and, in some instances, non-employees includes, but is not limited to:

- a. any subtle or other pressure or request for sexual favors or activity, including any suggestion that an applicant's or employee's giving in to or rejecting sexual advances will have an effect on that person's employment or terms of employment;
- b. unwelcome sexual flirtation or propositions;
- c. Unnecessary or inappropriate touching of a sexual or abusive nature (e.g.; patting, hugging, repeated brushing against another person's body, etc.)
- d. Displays of sexual suggestive pictures, drawings, cartoons or objects;
- e. Threats or demands for sexual favors;
- f. Unwelcome or derogatory statements related to gender, race, colour, national origin, age, or disability (for example, kidding, teasing, jokes degrading or offensive comments or tricks);
- g. Demeaning or degrading comments about an individual's appearance;
- h. Denying an employee, the opportunity to participate in training or education on account of gender, race, colour, national origin, age, or disability;
- I. Limiting opportunities for promotion, transfer or advancement on account of gender, race, colour, national origin, age, or disability; or
- j. Requiring a protected employee to perform more difficult tasks or less desirable work assignments in order to force them to retire or resign from employment.

### ***Reporting Incidents***

Employees who believe that they have been harassed should immediately take the following steps:

- a. Make it clear to the offender that such conduct is offensive and should be stopped immediately; and
- b. Report the incident to the immediate department director/ supervisor, or to the designated officers of the University. The initial report should be followed by a written statement describing the incident and identifying prospective witnesses. The written statement should be submitted within 24 hours from the time of the harassment.

### ***Third Party Reports***

Employees who are aware of incidents of potential workplace harassment toward others are to report such incidents to their department director/ supervisor, or any of the University appointed officers for investigation.

### ***Investigation***

Complaints of harassment shall be promptly handled and maintained in confidence to the extent possible, in conjunction with the legal Services department.

### ***Discipline***

A violation of this policy may result in discipline, up to and including dismissal from employment and public notice published nationwide.

### ***Prohibition of Retaliation***

AUCA prohibits retaliation against employees complaining of harassment.

### ***Harassment of Students***

The fore-going provisions on sexual harassment of employees shall also apply, the necessary changes being made, on cases of harassment of students by employees.

### ***Disciplinary procedure***

If an employee is found erring in any section or sub-section of this handbook, his/ her attention may be called through oral warning or formal written warning by the supervisor/Head of Department/Dean or Principal Officer with due consultation with Human Resources Department.

### **Employee Welfare and Disciplinary Committee**

Upon the establishment of the occurrence of any misconduct, the appropriate discipline shall be determined after the particular circumstances of the case have been carefully considered by the Employee Welfare and Disciplinary Committee who will make recommendation to ADCOM. Supervisors and Heads of Departments may originate the following process with due consultation with HR Department.

### ***Warning***

- a. Oral Warning: An oral warning should be given upon response to an oral query.
- b. Written Warning: if an employee does not abide by oral cautionary measures to avert violation of rules and regulations, a formal written warning should be issued to the employee.
- c. Final Warning: if the Supervisor/ HOD is not satisfied with the response of the employee, the Supervisor / HOD shall write a final warning letter to the employee, drawing the attention of HR, Dean and Principal Officer to the employee's misconduct, in relation to (a) and (b) above.
- d. Expiration of Writing Warning: written warning expires from an employee's file after 18 months from the date of issue and should be removed from the

employee's personal file provided the employee does not receive any other warning within the period, and if the supervisor is satisfied with his/her progressive attitude to work and conduct.

- e. While the Deans and Principal Officers apply cautionary measures on Supervisors/HODs and Directors, only the Vice-Chancellor or his designee has the power to apply cautionary measures to the Principal Officers

### ***Query***

A query is a reprimand from a superior officer in respect of unexpected negligence or substandard performance or wrongdoing as contained in the rules of conduct. An employee who receives a query should respond within the specified time limit in order to avoid a more stringent discipline.

### ***Suspension***

While disciplinary action is being considered against any employee for violation of rules of conduct, a temporary suspension without pay may be given. Serious offence(s) shall result in an immediate suspension of an employee.

### ***Termination***

After progressive disciplinary measures have been applied to an employee, and repeated offences are committed regardless of whether the offences are similar or not, the administration shall terminate the appointment of any employee, who by his/her misconduct proves to be incapable of protecting the image and interest of the University.

### ***Progressive discipline chart***

The following examples are guidelines for progressive disciplinary actions and are not intended to be all-inclusive.

S/N	OFFENSE OR JOB DEFICIENCIES	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE	FOURTH OFFENSE
1.	Unauthorized leave	Written reprimand	Suspension	Dismissal	
2.	Habitual tardiness or failure to observe assigned work hours	Oral reprimand	Written reprimand	Suspension	Dismissal
3.	Abusive of sick leave	Oral reprimand	Written reprimand	Suspension	Dismissal
4.	Excessive absenteeism	Oral reprimand	Written reprimand	Suspension	Dismissal
5.	Absence of three consecutive work days without notifying the proper department authority	Oral reprimand by the HR	Written reprimand	Suspension	Dismissal
6.	Leaving work station without authorization	Oral to written Reprimand	Written reprimand to suspension	Suspension to Dismissal	Dismissal
7.	Substandard work performance	Oral reprimand	Written reprimand	Suspension	Dismissal
8.	The failure of a designated employee to report to work during an emergency or hazardous weather condition	Suspension to dismissal	Dismissal		

9.	Reporting to work under the influence of alcoholic or drugs.	Suspension	Dismissal		
10.	Drinking alcoholic beverages drugs on the job	Dismissal			
11.	Insubordinate (the refusal to obey a direct order from a manager/supervisor	Suspension	Dismissal		
12.	Falsification of records or documents, impersonation, or omission of necessary information.	Suspension to dismissal	Dismissal		
13.	Falsification of application or omission of essential information used in determining acceptability for employment.	Dismissal			
14.	Stealing (or aiding and abetting such actions of others).	Dismissal			
15.	Negligence.	Written reprimand	Suspension to dismissal	Dismissal	

16.	Willful violation of written rules, regulations or policies.	Written reprimand	Suspension to dismissal	Dismissal	
17.	Negligence involving life or safety of patients or staff	Dismissal			
18.	Failure to maintain satisfactory or harmonious working relationships with employees' supervisors.	Oral reprimand	Written reprimand	suspension	dismissal
19.	Discourteous treatment of visitors, customers and/ or patients.	Written reprimand to suspension	Suspension	dismissal	
20.	Fighting (physical combat).	Suspension to dismissal	Dismissal		
21.	Violation of safety or security policies and practices.	Written reprimand to suspension	Suspension to dismissal	Dismissal	
22.	Violation of smoke-free workplace				
23.	Knowingly stamping/written on the timecard of	Suspension to dismissal	Dismissal		



	another, or incorrectly reporting time worked				
24.	Unauthorized use or release of confidential information from clients or employee records or reports.	Suspension to dismissal	Dismissal		
25.	Intentional or unintentional alteration and manipulation of computer information; theft of data or hardware; physical damage; misuse of computer equipment; or release of confidential password.	Written reprimand to dismissal	Suspension to dismissal	Dismissal	
26.	Unauthorized use of university equipment, property or internet services.	Written reprimand to dismissal	Suspension to dismissal	Dismissal	
27.	Destruction, misuse or	Written reprimand to	Suspension to dismissal	Dismissal	

	defacing property or equipment.	dismissal			
28.	Unauthorized distribution of written or printed material of any kind	Written reprimand to dismissal	Suspension to dismissal	Dismissal	
29.	Unauthorized possession of fire arms or weapons on campus	Dismissal			
30.	Sleeping while on duty	Suspension	Dismissal		
31.	Malicious use of profane or abusive language to others	Oral reprimand	Written reprimand	suspension	dismissal
32.	Loafing.	Oral reprimand	Written reprimand	suspension	dismissal
33.	Interference with other employee's work	Oral reprimand	Written reprimand	suspension	dismissal
34.	Gambling during work hours.	Suspension to termination	Termination		
35.	Working on personal jobs during work hours.	Oral written reprimand	Written reprimand to Suspension	Suspension	Dismissal
36.	Use of official phones for personal matters	Oral reprimand	Written reprimand	Suspension to dismissal	Dismissal
37.	Use of official phones for unauthorized	Suspension	Termination	(The employee will also be required to reimburse the department)	

	international calls.				
38.	Willful false statement to supervisor.	Suspension to dismissal		Dismissal	
39.	Threatening or making threatening actions toward another employee.	Suspension to dismissal	Dismissal		
40.	Engaging in unlawful work stoppages, slowdown, strikes or other activities that disrupt or disturb the normal operation of the department or university.	Suspension to dismissal	Dismissal		
41.	Failure to maintain current license or certificate required by law as a condition for performing a job for the university.	Suspension to dismissal	Dismissal		
42.	Improper conduct or conduct unbecoming of a university	Written reprimand to dismissal	Suspension to dismissal	Dismissal	

	employee				
43.	Unauthorized use of university funds.	Dismissal			
44.	Sexual harassment of an employee or student	Dismissal			
45.	Charged with committing a crime that reflects on an individual's suitability for continued employment.	Suspension to dismissal	(with possible reinstatement if acquitted)		
46.	Conviction of any crime that reflects on an employee's suitability for continued employment.	Dismissal			
47.	Impeding/interfering with an official investigation or disciplinary process.	Suspension to dismissal	Dismissal		
48.	Any accumulation of three offenses where the first calls for an oral or written reprimand within a twelve-month period.	Suspension to dismissal	Dismissal		

49.	Any accumulation of two suspensions within a twelve-month period.	Dismissal			
50.	Failure to comply with a written departmental policy.	Oral reprimand to dismissal	(refer to the department's specific policy)		
51.	Excessive failure to clock IN and clock OUT.	Oral reprimand	written reprimand	suspension	Dismissal
52.	Violation of the university parking regulations, i.e. parking in reserved or restricted areas, fraud, etc.	Written reprimand to suspension	Suspension to dismissal	dismissal	
53.	Physical molestation of a student or fellow employee.	Written reprimand	Suspension	Dismissal	
54.	Impersonation	Suspension to dismissal			
55.	Conflict of interest	Oral reprimand to dismissal	Suspension to dismissal	Dismissal	
56.	Becoming pregnant or being responsible for a pregnancy (in the case of a male) prior to marriage	Suspension to dismissal	Dismissal		

## **Grievance procedure**

This grievance procedure is available for the complaints of an employee concerning wages, hours of working conditions, performance evaluations, job assignments, reprimands, rules of conduct, the interpretation or application of a rule, regulation or policy; or allegations that the termination of an employee was for an unlawfully discriminatory reason.

### ***Informal Complaint***

The employee should present the complaint to the supervisor for discussion, consideration and resolution of the grievance. If the supervisor is the subject of the complaint, the employee may address the complaint to the HOD or Principal Officer.

### ***Formal Complaint***

If the complaint is not satisfactorily resolved by the supervisor within fifteen working days, the employee should present his/her complaint in writing to HR and copy the supervisor.

### ***Appeal***

If the employee is not satisfied with the decision of the supervisor/HOD and HR, a written appeal stating why the decision on the formal complaint is unacceptable must be received by the Employee Welfare and Disciplinary Committee within fifteen working days of the HR decision.

### ***Notification of Resolution***

If the person against whom the grievance is directed, having been notified, fails to attend the hearing without prior notification and good cause, the hearing panel may proceed with the hearing and take testimony and evidence, and reach a decision on the

basis of such testimony and evidence. If the employee who filed the grievance fails to attend the hearing, the complaint will be dismissed without a hearing and a letter dismissing the complaint shall be issued.

Within a reasonable time, not exceeding 30 (thirty) calendar days following receipt of the complaint, a written decision should be provided to the employee. This decision shall be final. All documents relating to the grievance should be forwarded to Human Resources for inclusion in the employee's personal file

## **Part 8**

### **SEVERANCE OF EMPLOYMENT**

#### **Retirement**

An employee shall be due for mandatory retirement on reaching 65 years of age (70 years for professors) or 35 years of service. An employee shall only be eligible for voluntary retirement after a minimum of 15 years of service. All regular employees on retirement will benefit from the Government Pension Scheme.

Employees on denominational retirement will be treated according to denominational policy as follows: An active employee who has reached the age 60 and has 30 years of service credit may elect to retire from active service and receive benefits. If either at the initiative of an active employee or the employer, a request for retirement is approved under the 60/30 provision as indicated above, the employing organization will pay into the plan the equivalent of two months of the employee's basic remuneration for each year short of either the normal retirement age of 65 or 35 years of service, whichever is less.

#### **Adoption of Imported Service Credits for Scarce Programmes**

Service credit will be given to critical service area denominational employees who were called to AUCA from public or other private institution before they matured for retirement in their former place of work, up to a maximum of ten (10) years. [Financial implication: AUCA will pay into the Division Retirement Account, two months of Basic and Enhanced Allowance of every year credit service imported.]

#### **Withholding of service**

An employee can withhold his/her services by requesting for Leave of Absence for a maximum of one year, in the first instance. On return, the University reserves the



right to post the employee to where there is opening, and if there is none, the University is not under obligation to absorb the employee.

### **Resignation**

An employee may voluntarily resign his/her employment following the conditions in the employment letter. After giving notice of resignation, an employee must obtain a Disengagement Form from the HR Department, and go through the prescribed exit process before severance benefit can be paid.

Employees whose Leaves of Absence will exceed the approved period should renew the Leave of Absence before the end of the approved period, otherwise it translates into resignation.

Employees who are absent from work for three consecutive days without notice are taken to have resigned their appointment.

### **Termination of appointment**

Upon a desire of termination of employment by staff, the University demands at least a one-month notice or payment of one full month salary (in bank draft) in lieu of notice to the University. However, the University on the other hand, reserves the right to disengage any employee, in accordance with the rules, regulations and ideas of university, if such an action is in the overall interest of the University. Notwithstanding anything to the contrary in other documents, a staff shall only be entitled to a one-month salary in lieu of notice upon termination of his/her employment by the University.

Upon a desire of termination of employment by Faculty, the university demands at least three months' notice or payment of three full months' salary (in bank draft) in lieu of notice to the University (provided that an academic staff does not terminate his or her employment out of sync with the end of the academic session). However, the University on the other hand, reserves a right to disengage any employee, according

to the Bye-Laws of the University; if it is determined that such an action is in the overall interest of the University. Notwithstanding anything to the contrary in any other documents, a faculty shall only be entitled to three months' notice or payment of three months' salary in lieu of notice upon termination of his/her employment by the University.

### **Dismissal**

This is an involuntary termination of appointment initiated by the University, when an employee is found guilty of a serious offence considered prejudicial to the interest of the University. No entitlement shall be given to a dismissed employee.

### **Severance benefits**

When an employee has disengaged from the service of AUCA and has gone through the prescribed exit process, the University Administration determines the employee's severance benefits. This will be calculated and paid by the Bursary, with HR verification and assistance.

### **Severance Benefits for a Full Contract**

The monthly contract package of all full contract employees is shared into two. Each month, the contract employee receives half and the other half is given to them at the end of their service period in AUCA as severance benefit.

## **Part 9**

### **SERVICE UNITS**

#### **SUPPORT SERVICES**

##### **Vice Chancellor's Division**

###### *Office of the Vice Chancellor*

The office of the Vice Chancellor is charged primarily with ministering to the needs of the President/ Vice-Chancellor in the running of the Vice Chancellor's division, which comprises of the following directorates/units of the University:

- a. Division of Chaplaincy
- b. Directorate of Human Resources
- c. Directorate of Legal Affairs
- d. Directorate of Ellen G. White Research & Adventist Heritage Centre
- e. Directorate of Marketing and Communication
- f. Electronic Surveillance Unit
- g. Security Services
- h. Fire Services

###### *Chaplaincy*

AUCA Division of Chaplaincy comprises of eight (8) units manned by the volunteers, students, full-time and part-time workers: University Pastor's Office and administration; Chaplaincy; Missions and Outreach; Stewardship and Development; Worship Centers

Administration; In-reach and Prayer; the University Church; Church-District Affairs and SDA Church Organization Liaison.

The Division of Spiritual Life is an extension of the compassion, care, and concern of our Lord Jesus Christ to all. It seeks to help students, staff, faculty, and their families develop genuine Christian character motivated by love and self-discipline. The ultimate goal is to establish a mature relationship with God, humankind, and the entire creation. Division of Spiritual Life (DSL) is aimed at affirming Christ on campus through holistic spiritual care given and enhancing spirituality. DSL teachers and encourage the internalization of Christian doctrines, practices, modesty, and moral behavior as believed and taught by Seventh-day Adventist Church. DSL fosters a spiritual environment through prayers, Bible studies, stewardship, community outreaches and various dynamic Christian programmes and seminars.

### ***Human Resource***

The Office of Human Resources is dedicated to providing services, information, and support to all employees to achieve both personal and organizational goals. The areas include employee benefits, compensation, recruitment and selection, employee relations, performance management and career development. AUCA HR has therefore consistently managed their employer brand to bring value to their employees which has led to increase commitment, loyalty and retention. HR also in liaison with the Director of Students Affairs Coordinates Students Work-Study Programme, which provides vocational and practical training to instill in the minds of students the concept of dignity of labor, and to create opportunity for students to earn some income.

### ***Legal affairs***

Legal affairs are dedicated to all legal matters of the University. It represents the University Authorities in all legal matters. It offers legal Advice in consultation with the University Lawyer to and/or Management from time to time. They are responsible for the preparation and perfection of documents particularly of legal nature. They work with the University Lawyers especially in the Court of Law and other incidental matters.

### ***EG White Research & Adventist Heritage Centre***

The EG White Research Centre was officially opened on November 24, 1990 to provide resources for a comprehensive study of the Seventh-day Adventist Church. It also helps every interested person to discover the biblical foundation for the Spirit of Prophecy, the writings and ministry of Ellen G. White.

The center which serves twenty-two countries in the West- Central African sub-region houses all the books written by Ellen G. White. These books give insights into the end time events, political issues, balanced education, family life, prophecy, Holy Spirit, the love of God for man, the plan of redemption, and many more. There are also CD-ROMs and audio-visual tapes on historic Adventist events, places as well as on different phases of the lives of our pioneers. We look forward to a time when the inspired writings of Ellen G. White will be so widely read, understood, translated and readily available that all who accept the everlasting gospel of Revelation 14:6-12 will be enabled to stand fast against Satan's final attempt to "deceive the very elect of God". You are welcome to Ellen G. Research Centre for your reading and research purposes.

### ***Marketing and Communications***

This department is responsible for overseeing the strategic marketing and communications needs of the University. It coordinates all University Communications, advocacy and public policy initiatives. It works to present an accurate, attractive and substantive view of the University to a wide variety of constituents to advance the University's goals and garner community support for the University Mission. It enhances the image of the University through creative communication and marketing strategies for institutional advancement. It is involved in public awareness, enhance public image through integrated tactical communications thereby serving as a channel for communications between the University, its leadership, customers, friends and other key constituents and influencers.

### ***Security Services***

AUCA Security Services department is saddled with the responsibility of security and safety of lives and property of the University, and the University community. We proactively prevent offences of commission/omission and do what is necessary to rapidly

respond to such threat when noticed. It is in the light of the above that we insist that members of the community wear their ID Cards while campus, drive at reasonable speed of not more than 30 km/h, take proper care of their personal effects and university, and obey other sundry University rules.

Internal and external micro and macro threats are ever rising in the modern world, and so are the needs for holistic approach to ensuring a peaceful atmosphere for academic environment, conducive for learning and research. Therefore, all members of the community are expected to partner with this department by way of passing relevant information on safety and security to enable us all achieve our desired state of peace, safety, and security.

### ***AUCA Fire Services***

Fire and Safety Services applies all health and safety principles to prevent life, property and AUCA environment from fire hazards, work-related injuries, work-related ill-health, diseases, dangerous occurrence, incident and death. AUCA Fire Services responds to all fire emergency calls within the University jurisdiction.

### **Deputy Vice-Chancellor for Academics**

The Deputy Vice Chancellor, as one of the principal Officers of the University is principally reports to the Vice Chancellor for all administrative and academic matters.

His academic responsibilities include, but is not limited to instructional, research and allied professional activities of the University. Curriculum development and the coordination of the various academic departments of the University as well as the programmes are under his jurisdiction.

The major thrusts of his responsibilities include, but is not limited to, curriculum development and review; strategic plans for various academic development; faculty appointment, assignment, supervision, evaluation, and promotion; programmes

accreditation, including the academic and publications; administration of examinations, presentation of same at the Senate, examination coordination, grading and results; management of academic ceremonies including matriculation, special lectures and conferences, and graduation; scholarship awards, honorary awards, grants and fellowships, academic professional development; and liaison with various departments of education at the government and denominational levels.

His administrative responsibilities include but is not limited to the following: Acts on behalf of the Vice Chancellor in his absence; Chairman, Academic Committee; Chairman, Employee Welfare & Discipline Committee; Chairman, Development Committee; Chairman, Staff Housing Committee.

### **Registry**

The Registry is the gateway for students to get into and out of the University. As a department, the major functions include: admissions, generating and keeping of students' records, matriculation and graduation, issuing of certificates and academic transcripts, studentship letter and issuing of ID Cards to students.

The Registry serves as the Recording/Administrative warehouse for the University Governing Council, Senate, Academic congregation, and Administrative Committee (ADCOM).

### **Quality Assurance**

The Department of Quality Assurance is responsible to the Office of Institutional Effectiveness for all aspects of and activities connected with the maintenance of "First Class" standards in the totality of the University life.

The **vision** of the unit is to transform AUCA into a symbol of excellence in teaching, learning, research, spirituality, and service; while the **mission** is to uphold AUCA as a centre of excellence through supervision, evaluation, promotion, and maintenance of quality in all aspects of the University life. The **core values** of the department include trust

in God, excellence, integrity, loyalty to the Adventist heritage, diligence, persistence, and service.

### **Research and Publication**

AUCA aspires to be a first class Seventh-day Adventist institution, building servant leaders for a better world. The mission of building leadership through Christian education, transforming lives and impacting society for positive change cannot be achieved without positioning research and development in the proper perspective. The triple-mandate of a University which include; teaching, research and community service has research embedded at the centre. Excellent research output impacts teaching and community service positively. Furthermore, one of the main criteria employed in ranking world class Universities is cutting edge research that has resulted in breakthrough findings and sustainable development. It is against this backdrop that the Research and Publication department of AUCA was established.

The goal of Research and Publication is to develop AUCA as Centre of Excellence in research for development. This goal will be realized through the following:

- a. Establishing a structured and coordinated approach to research.
- b. Stimulating interest of faculty and students in research activities, organizing trainings, workshops, disseminating information on grants and advertising research opportunities and outputs.
- c. Facilitating research collaborations at both local and international levels.
- d. Showcasing AUCA research outcomes by organizing and participating in local and national research affairs.

At present Research and Publication department is a unit under the academic division of AUCA. It is headed by a Director. Other members of the team include a Director for Quality Assurance, All Deans, a Statistician, Director of Graduate Studies, an Editor.

### **AUCA Industry and Consultancy**



AUCA's Industry and Consultancy department is the Consulting arm of AUCA, The following are the services that are offered:

**Our Services:**

1. Executive Management Programme and Leadership programme
2. Corporate Governance
3. Human Capital Development
4. Integrated Marketing Communication (IMC) programme
5. Project Management Consultancy
6. Entrepreneurship
7. Environmental Consulting
8. Education and Institutional Consultancy
9. Carpentry services
10. Block making services

**Library**

AUCA Library has a variety of books spread through all the disciplines covered in the curriculum. AUCA has a physical library in AUCA Masoro campus, Ngoma in Karongi District where AUCA has a Nursing School, Gishushu Campus and the Medical School Library. AUCA also has a digital library that is in AUCA Gishushu campus.

**Financial Administration (Bursary)**

The financial Administration (Bursary) Division, also known as the Business Office, handles all financial operations of the University and its auxiliary units with the Vice-Chancellor for Finance Administration as the division head. The Financial Administration Division coordinates activities of the budget planning, implementation and control of various financial policies to meet the corporate goals. The Division relates with the Human Resources Department in matters of salaries and allowances determination, computation, and payment. The Financial Administration division is the secretariat of Ways and Means Committee, the Administrative Committee's sub-committee for approval of major

expenditures across the University. Principal sections of the Financial Administration Division include Treasury, Financial Statement, Payroll, Management Accounts, Students Accounts, Central Store, and Strategic Procurement Services.

**Our mission** is to render quality financial services which allow the University administration to make prompt and quality decisions. We ensure reflection of the University's core values of loyalty to Adventist Christian Heritage, accountability and integrity, honesty and transparency, tolerance and humility, intellectual freedom and responsibility, unity in diversity and open communication in all our relationship with students, employees and every other stakeholder.

### **Advancement & Alumni Office**

**Advancement:** This department coordinates and generates philanthropic support for the development of the University. In addition, the department maintains strong and vibrant relationships with the University's alumni, donors, and friends and with the larger community. These services, central to the strategic plan help in planning, coordination and implementation of fundraising programmes and events, as well as the cultivation of mutually beneficial relationships between the University and the key players that make up the AUCA family. Advancement services maintain information systems that yield timely, accurate and user-friendly information which is responsive to University advancement and University's need.

### ***Alumni Office***

This office strives to create an excellent environment for communication network, one that keeps our alumni, friends, and stakeholders connected for greater achievement. The Alumni office strengthens relationship with our alumni, with a view to raising their pride and establishing a strong advocacy campaign that translates into beneficial engagements. This office creates an environment for passionate delivery of programmes and a communication network for alumni connectivity and greater achievement. This office is

involved in reaching, connecting, and celebrating alumni of AUCA to build lifelong relationships that promote excellence in institutional growth.

### **Public Relations**

The department is saddled with the responsibility of overseeing the strategic communications needs of the University. It coordinates all University communications, advocacy, and public policy initiatives. It works to present an accurate, attractive, and substantive view of the University's goals and garner community support for the University's global mission. It enhances the image of AUCA through creative communication strategies for institutional advancement. It is involved in public awareness, enhance public perception of AUCA and advance its objectives through integrated tactical communications thereby serving as a channel for communications between AUCA, its leadership, customers, friends, and other key constituents and influencers.

### **Facilities Management**

The department performs the task of ensuring that the university's facilities are well managed and that the University explores their benefits to the fullest. It is engaged in upgrading and acquiring of state-of-the-art infrastructure and also ensuring their durability and effectiveness through adequate maintenance for optimal use. This is to prevent abuse, wastages, disruptions in our operations, and ensure that the very best physical assets are available to employees and students at all times. It ensures adequate management of the University's capital building and refurbishment. It is saddled with responsibility of major maintenance items, responsive maintenance, and minor improvement projects.

### **Physical Planning**

The department is saddled with the responsibility of planning, constructing, managing, operating, and maintaining the physical assets (building, grounds and utility) of the University. It is involved in the provision and maintenance of adequate and standard infrastructural support. It ensures proper campus planning, coordination of construction works, proactive efforts in maintaining our physical assets, harness private gifts for

infrastructural development, installation of new equipment and exploration of green technology, upgrade of facilities to meet the 21<sup>st</sup> century teaching and learning methods.

### **Strategic Planning**

This department provides leadership for strategic planning as well as supports the University's communication and marketing efforts. It provides strategic and financial guidelines as well as actionable recommendations to the University. It is saddled with the responsibility of crafting a university-wide strategic direction that ensures growth and sustained effort in the development and monitoring of the strategic plan. The office of Strategy ensures the effective development and synergy of strategies to be adopted in the attainment of the University's mission. It is also the think-tank of the University in the qualitative and quantitative analysis and measurement of the University's performance in relation to her strategic priorities. This department summarizes the various measures the University will deploy in order to ensure the goals formulated are executed.

### **Information Technology Development & Services**

**(ITDS)** strives to be a partner reaching across departmental boundaries to ensure that all members of AUCA community always have the technology and capacity needed to get work done, regardless of location or the device platform. Our goal is to provide solutions that enable flexibility, with ITDS support that is available during office hours. AUCA community needs to have access to data and everyday resources from anywhere, anytime, backed by the technology and support needed.

Main responsibilities include:

1. Manage the University's electronic data resources like web and email servers.
2. Design, manage and maintain local area network (LAN), internet communication and other data communication services.
3. Provides ICT training and technical assistance
4. Evaluate, recommend and implement new technologies.

5. Consult departments regarding computer and other ICT device purchases.
6. Develop and implement some software applications within AUCA.
7. Provide hardware and software technical support.

The Information Technology Development & Services Department is more than just techies who show up to fix computers. It plays a valuable role in making all other departments productive and successful in their daily duties.

AUCA ITDS Department is committed to providing an online environment that is accessible to everyone.

### **Student Development Services**

The Student Development Services Division is the arm of the University that caters for accommodation, feeding, safety, wellness and character development of our students. The Division therefore oversees the following departments: Student Activities, Student Support Centre, Catering and Food Services and Halls of Residence (Ngoma Campus). We also have a collaborative relationship with the division of spiritual life (Chaplaincy).

### **Hall of Residence**

Currently, AUCA has halls of residence in Ngoma Campus. The University also has a plan to construct halls of residences in Masoro Campus.

The hall of Residence in AUCA is an arm of the Student Affairs Department. Therefore, we must work in accordance with mission and vision of AUCA. The resident hall of AUCA believe in the university's mission of 'building people for leadership through quality Christian education, transforming lives, impacting society for positive change through the pervading influence of our graduates in service to humanity'. The hall of residence is a vital organ of the student development division. The success of our work depends largely on our relationship with our students. If they experience a positive life changing time here on campus, there is the possibility that they will tell someone else. If

the experience is negative, we may soon run out of business. For AUCA to remain relevant in the market place, student life while on campus must be rich and enjoyable.

The residence halls in compliance with the mission statement coined out its core values which is CARING

1. C - Christ Centered
2. A - Accountability
3. R - Respect
4. I - Industry
5. N - Nurture
6. G - Guardianship

Ours is not a job but a ministry. The ministry of CARING.

### **Student Activities**

This is the arm of the division that caters for the physical and social development of the students and employees. The energy that should have been expended in frivolities is channeled into gainful sports and social activities.

### **Catering and Food Services**

AUCA currently has a Catering and Food Service in Ngoma Campus. The Catering and Food Services Unit provides a holistic balanced vegetarian diet for the physical and spiritual development of men and women to face the challenges of everyday life. The department provides an opportunity for socializing, where courtesy, proper conversation and good manners are displayed.

The Catering and Food Services Department being a service oriented point also engages in other forms of service to meet the needs of AUCA. These include feeding of the University Community, restaurant and bar stocked with non-alcoholic beverages and drinks, laundry

services, sales section for snacks and cakes, outdoor catering services- catering for guests during wedding, birthday parties, burial ceremonies and other functions. We also decorate event venues and provide rental services. The Catering and food Services Department is made up of different units, all aimed at providing comfortable, affordable and classical services.

### **Student Support Centre**

Student Support Centre is a department under the Student Affairs Department that provides an array of services to students and their families. It consists of four service units which are Academic Counseling, Social Work, Psychosocial Counseling and AUCA Academic Empowerment Program (AUCA-AEP).

The academic Counseling Unit provides services such as orientation of new students, individualized academic counseling, various forms of therapy, and re-integration planning for returning disciplined students.

The Social Work Unit provides welfare support for students facing bio-psychosocial challenges such as financial crisis, etc. Support is provided through advocacy, supportive counseling, resource mobilization and training. The department is staffed by professionals with qualifications in mental health related fields, such as Guidance and Counseling, Psychology, Social Work/Welfare, etc.

The Psychosocial Counseling Unit provides behavioral and disciplinary reintegration services, collaborates with Social Workers to organize life groups, and acts as consultants for hall administrators on behavioral issues and co-facilitates right choices group therapy.

AUCA Academic Empowerment Program (AUCA\_AEP) ensures quality delivery of remedial services to students; facilitates on-going staff and learning activities to AUCA-AEP students.

## **SUBSIDIARIES**

### ***AUCA Investment Group (AUCA-IG)***

AUCA Investment Group is the business arm of AUCA that provides its community with a reasonable measure of comfort.

#### **Vision**

To be the largest tertiary institution-owned Corporation in Africa.

#### **Mission**

Delivery of high products and services that leaves the customers with positive impression, make our employees happy and our stakeholders delighted.

#### **Values**

1. Innovation
2. Courage: We dare to go down new roads and challenge accepted. We place clear demands on one another and promote change. We are active in business in business, we are eager for innovation in all aspects of our value chain.
3. Passion for Result
4. Safety and Sustainability
5. Attention to details
6. Customer Centered

### ***AUCA Guest Houses***

AUCA Guest Houses (AUCA-GHs) which are situated in AUCA University Campus and NGOMA offer unique faith-based hospitality services that brighten our customers' hearts and leave them with positive impressions thereby making AUCA-GHs to be their preferred choices at all times. AUCA-GHs combine the quiet atmosphere of a private mansion with ultra-modern facilities for the discerning guests.



AUCA Guest Houses have state-of-the-art facilities with beautiful ambience to provide comfort that surpass our customers' expectations.

**Part 10**  
**UNIVERSITY GOVERNANCE, ADMINISTRATION & FACULTY**

The Adventist University of Central Africa (AUCA) is controlled by the Board of Directors which is appointed by the East Central Africa Division (ECD) Executive committee. The ECD executive committee is composed of the officers of the division plus the members who are appointed by the Constituency every five years.

**Constituency meeting**

The constituency meeting is called every five years. It consists of the division officers and the representatives of the church in all unions, attached territories and institutions. In between constituency meetings, the constituency is represented by the executive committee of the Division appointed by the constituency. It is the Executive committee that appoints AUCA Council members.

**AUCA Board of Directors**

The AUCA Council is the highest decision-making organ of the administration of the AUCA. It comprises of the following members:

- a) The President of the East-Central-Africa Division: Chancellor of AUCA
- b) The President of the Rwanda Union Mission: Chairperson of AUCA Council
- c) The Vice Chancellor of the Adventist University of Central Africa: Secretary of AUCA Council
- d) The Executive Secretary of the East-Central-Africa Division: Member
- e) The Treasurer of the East-Central-Africa Division: Member
- f) The Director of the Education Department of the East-Central-Africa Division: Member
- g) The Treasurer of the Rwanda Union Mission: Member
- h) The Executive Secretary of the Rwanda Union Mission: Member
- i) The Director of the Education Department of the Rwanda Union Mission: Member
- j) A Layman of the Rwanda Union Mission: Member

- k) The AUCA Deputy Vice Chancellor for Academics: Members
- l) The AUCA Deputy Vice Chancellor for Finance: Member
- m) One AUCA Dean elected by the colleagues,
- n) One lecturer, representative of the colleagues
- o) Two students elected by the colleagues (One (1) Male and one (1) female)

The members of AUCA Council are elected for a five (5) year term of office, at the time of the quinquennial sessions of Division Committee.

Two full meetings are held twice a year (one towards the end of the academic year and another toward mid-year) at the invitation of its chairperson.

It can hold extraordinary meetings whenever necessary on the Chairperson's initiative or on written request of at least one third (1/3) of its members.

The AUCA Council Secretary must give notification of all the meetings at the Chairperson's request. This notification must be done in writing at least twenty-eight days before the date set for the meeting.

Each member of the Council has one voice in matters brought before the Council for decision. The votes by proxy are not admitted.

Decisions of AUCA Council members are taken by consensus. Otherwise, the decisions shall be adopted upon absolute majority of the votes of the members present at a meeting.

The minutes of the AUCA Council meetings are written by its secretary; they are signed by the Chairperson. In case of absence of the Chairperson, somebody to sign the minutes could be designated. The copies shall be transmitted to all members of the Council.

#### ***Duties of the AUCA Council***

The duties and responsibilities of the AUCA Council shall be the following:

1. To give advice during the elaboration of the Higher Education policy and to monitor its implementation in conformity with the duties of the institution;
2. To set up internal rules and regulations as well as the statutes of the University;
3. To guarantee the unity of the University action and that of its respective departments, in harmony with the regulations set by the Division, and to devise action plans so as to ensure the fulfilment of the University's objectives;
4. To approve the budget;
5. To approve the annual financial and administrative report, on the basis of the report of the Deputy Vice Chancellor for Finance;
6. To appoint, to promote and to dismiss the administrative senior staff, academic staff and other administrative and technical staff of the University, and to ascertain the duties, duration and conditions that should apply to such positions;
7. To determine the ranks for the teaching staff and the positions of the administrative and technical staff, applicable to the University;
8. To fix the basic salary and salary categories for academic, administrative and technical staff, taking into account both those of the East-Central-Africa Division and those fixed by Rwandan law;
9. To fix honorary fees for teaching, accommodation allowance, pension and other payments and regulations governing the financial and academic relations with the University;
10. To create new schools and faculties, new departments and institutes, new research stations, extension campuses, as much as the University judges it necessary;
11. To approve the publication of the University's bulletin and the student's handbook as essential instruments for the dissemination of information with regard to academic programmes, admission requirements, tuition fee, and regulations governing class attendance;
12. To draw up a list of the different committees and their objectives, to set up criteria for promotion as well as disciplinary procedures with regard to academic and administrative staff;
13. To appoint members of the Executive Committee in charge of the management;

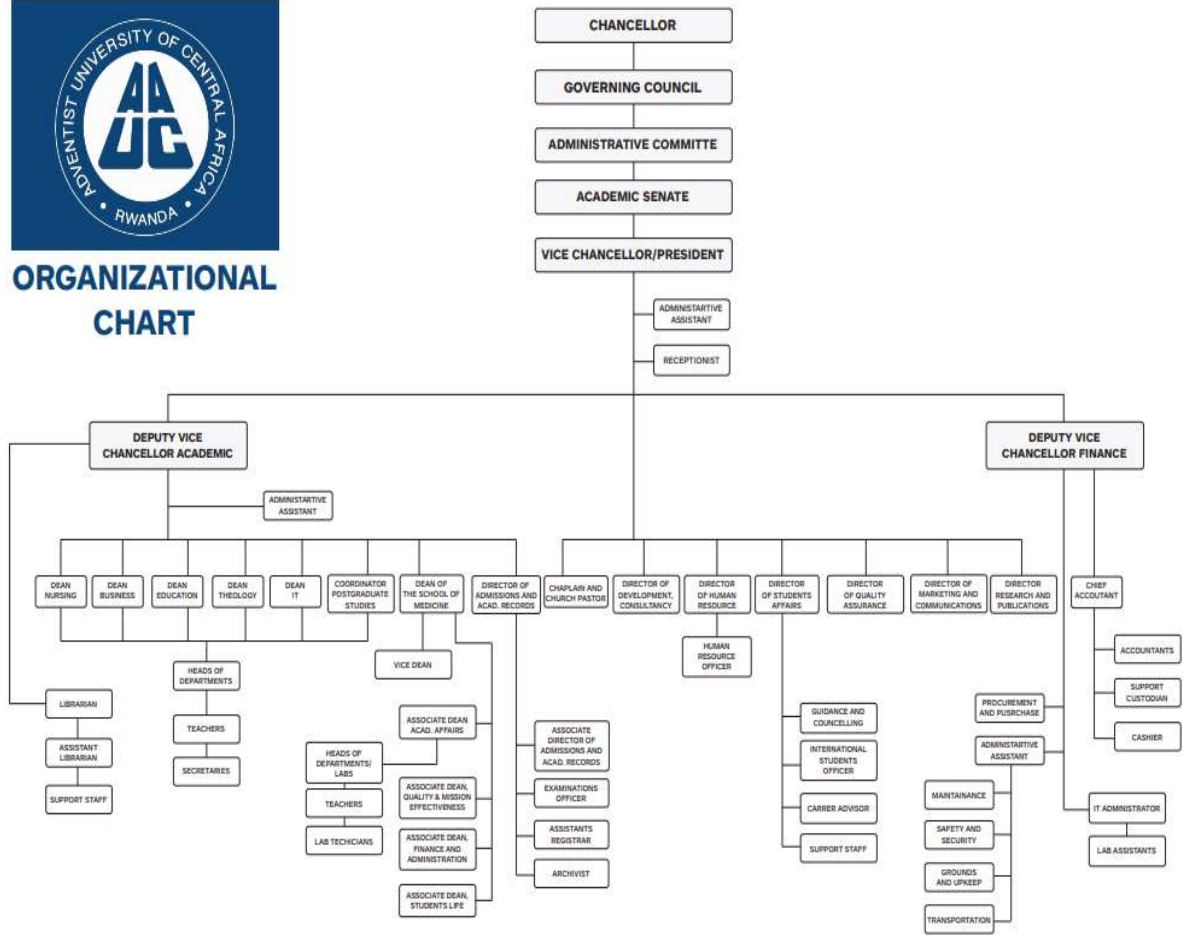
14. To hold accountable the Secretary of the Board of Directors for the execution and application of all decisions of the Board of Directors, either by his direct action, or by delegation to the Deputy Vice Chancellor for Academic, the Deputy Vice Chancellor for Finance, the Director in charge of Students Affairs or the Director for Admissions and Academic Records;
15. To establish officially or unofficial relations with an individual person, an entity or an institution, considered by the University as beneficial for the fulfilment of its aims and objectives:
16. To determinate the fees and other due to be paid by the students and funds to be invested in general services.

The Board of Directors establishes subcommittees bringing together its members and some persons that are deemed necessary. Those subcommittees are: education subcommittee, finance subcommittee, development and construction subcommittee and student affairs subcommittee.

## **AUCA ORGANOGRAM**



## ORGANIZATIONAL CHART



## **UNIVERSITY STAFF**

### **Administrative Officers**

The Administrative Officers of AUCA are: the Vice Chancellor, the Deputy Vice Chancellor for Academics and the Deputy Vice Chancellor for Finance.

### **The Vice Chancellor**

The Vice Chancellor of the University reports to the Chairperson of the Council. The Vice Chancellor is the Chief Executive Officer (CEO) of the University. The Vice Chancellor also serves as the Secretary of the University Board. His other duties and responsibilities are as follows:

#### ***General***

1. To represent the institution as its official spokesperson to the constituency, educational groups, accrediting bodies, government agencies, and the public in general;
2. To prepare the necessary reports concerning the University and to present these reports to the Administrative Committee and the Council;
3. To promote the University constituency;
4. To make thorough inspection of the University, both buildings and equipment, especially noting things needed for the proper operation of a Seventh-day Adventist institution, in harmony with the high standards set by the denomination;
5. To plan in collaboration with the Deputy Vice Chancellor for Finance for major building repairs or alterations;
6. To receive gifts, bequests, and grants in the name of and for the benefit of the University;
7. To assume responsibility for weeks of prayer;
8. To arrange for commencement exercises and other academic convocations;
9. To assist in raising funds for the support of the University;
10. To coordinate the public relations and promotion programs of the University;
11. To review publicity material prior to its release;

12. To serve as spiritual, moral, and intellectual leader of the University.

***In Relation to the Council***

1. To be custodian of all minutes and papers of the Council;
2. To act as the executive officer, charged with putting into effect, through proper agencies and offices, policies and regulations of AUCA Council;
3. To work with the Deputy Vice Chancellor for Finance in the preparation of the annual budget for the operation of the University and to see that the budget, after approval by the Council is carried out;
4. To present the Board the recommendations and request of the faculty;
5. To determine eligibility for leaves of absence and furloughs and recommend the same to the Board;
6. To make recommendations to the Board on all matters pertaining to advanced education, promotion, reduction, calls for, and dismissal of faculty/staff members;
7. To present to the Board the needs of the institution and to direct in the preparation of plans for new buildings with necessary equipment installation and other capital improvements that may be authorized;
8. To coordinate the extra-curricular activities of the University;
9. To recommend salary adjustments to the Board.

***In Relation to the Faculty:***

1. To lead the faculty in spiritual and academic life;
2. To preside over faculty meetings and supervise the implementation of its policies and regulations;
3. To plan, with the assistance of the Deputy Vice Chancellor for Academics, the in-service training program of the university;
4. To select, with the assistance of the Deputy Vice Chancellor for Academics, the in-service training for specific faculty members;
5. To present to the faculty the relevant actions and desires of the Board and the Constituency;



6. In consultation with the Director in charge of Student Affairs, to help guide faculty advisors for all student organizations;
7. To be an ex-officio member of all faculty committees and preserve the minutes of all standing committees;
8. To appoint, in consultation with the administrative committee, the standing faculty committees;
9. To appoint ad hoc committees as necessary and thus utilize the talents and abilities of the teaching staff;
10. To maintain cumulative service records for each faculty member, teaching certification and transcript diplomas of academic preparation, and/or full profiles of each faculty member;
11. To acquaint the faculty with the standards that determines promotion in rank and salary;
12. To inform the faculty of changes in conditions of service.

### **The Deputy Vice Chancellor for Academics**

The Deputy Vice Chancellor for Academics is responsible to the Vice Chancellor for the academic programs of the university and supervises the activities of all the teachers on campus. Other duties of the Deputy Vice Chancellor for Academics are as follows:

### ***In Relation to the University***

1. To serve as the secretary of the Administrative Committee;
2. To administer the academic policies of the University;
3. To serve as the officer-in-charge in the absence of the Vice Chancellor or at such times as the Vice Chancellor may designate;
4. To conduct in-service educational studies;
5. To prepare the class schedule and teaching assignments in consultation with the dean of faculties, departmental chairs and teachers; to care for the assignment of classrooms; the scheduling of part time teachers and visiting lecturers must be done in consultation with the Vice Chancellor;
6. To supervise the scholarship program of the University, administering the policies developed in the University Board meeting and authorized by the Administrative Committee;
7. To represent the University at such meetings as may be designated by the Vice Chancellor;
8. To clarify academic regulations;
9. To supervise, in consultation with the Vice Chancellor, the editing of the official University Bulletin; to prepare the academic calendar of events for approval by the Administrative Committee;
10. To work with the Vice Chancellor in building up the spiritual life of the institution.

### ***In Relation to the Vice Chancellor of the University:***

1. To assist the Vice Chancellor in the coordination of the instructional faculties;
2. To prepare budget recommendations for academic activities in consultation with the faculty deans and present these to the Vice Chancellor;
3. To consult with the Vice Chancellor in planning the in-service training of the teaching staff;
4. To report regularly to the Vice Chancellor regarding the academic work of each teacher;

5. To assist the Vice Chancellor in planning for graduation exercises;
6. To present to the Vice Chancellor the needs for new buildings, new equipment, renovation, and remodeling.

***In Relation to the Director for Admissions and Academic Records***

1. To counsel with the Director for Admissions and Academic Records concerning the evaluation of transfer credits;
2. To have oversight of the registration procedure, to approve the registration of each student, and, with the Director for Admissions and Academic Records, to approve changes in registration.

***In Relation to Instruction at the University***

1. To study means, methods, and materials of instruction, and encourage the teachers to increase their efficiency in all instructional areas;
2. To direct in the study of course content and faculty requirements for concentrations, majors and minors, as submitted by the University Senate to the faculty;
3. To research problems of the teaching staff, organizational relationships, and student personnel;
4. To improve the level of teaching efficiency through: (i) Directing in-service training for the university teaching staff, (ii) Appraising syllabi and consulting with the teachers concerning the same, and (iii) recommending speakers from off-campus.

***In Relation to the Faculty Deans***

1. To counsel with the Vice Chancellor and the Faculty Deans as to what courses shall be offered in each Faculty each year, and to arrange with the Deans for the teaching of various courses so as to insure proper balance and coordination;
2. To assist each Faculty in obtaining instructional materials, equipment, and supplies;

3. To promote a high standard of class work by visiting classes when feasible and to counsel with teachers and faculty dean regarding the work of the faculty;
4. To hold conferences with the Faculty deans and teachers for the purpose of encouraging and maintaining the highest standards of instruction, and to keep a record of such visits and conferences.

***In Relation to the Faculty***

1. To encourage all staff members to participate in the programs of the university;
2. To direct the program of academic orientation for new appointees to the Faculty;
3. To guide and advise teachers in the matter of student discipline;
4. To acquaint the teachers with plans for academic development;
5. To encourage academic excellence and creativity through individual and cooperative experimentation by teachers;
6. To coordinate the policy regarding class absences for each faculty member;
7. To counsel with professors in the assigning of grades;
8. To counsel with professors regarding student failures;
9. To encourage professors to join professional organizations and to prepare teachers' membership in learned societies;
10. To recommend to the Vice Chancellor teachers to be sent to meetings pertinent to University instruction;
11. To keep on file personal folders of each Faculty member;
12. To make available for the Faculty; standardized tests, curriculum specialists, and specialist in other areas of learning;
13. To encourage teachers' meetings in the various Faculties;
14. To encourage professional study and reading by the teaching and library staffs;
15. To explain to each faculty member the policy for making up missed classes due to a professor's absences.

***In Relation to the Library***

1. To supervise the development, the growth, and other related activities of the Library;
2. To serve as the Chairperson for the Library Committee.

***In Relation to Students***

1. To counsel with the students concerning academic matters;
2. To organize the University classes and recommend to the Vice Chancellor and the Administrative Committee the names of class sponsors;
3. To organize and direct the chapel programs on campus.

**The Deputy Vice Chancellor for Finance**

The Deputy Vice Chancellor for Finance is the chief financial officer of the University, and reports to the Vice Chancellor. He shall have general charge of the financial administration of the University, the physical properties, and the industries. His duties and responsibilities are as follows:

***In Relation to the University***

1. To act as the officer-in-charge in the absence of the Vice Chancellor and the Deputy Vice Chancellor for Academics;
2. To provide for the safekeeping of all funds, securities, and other valuables of the institution;
3. To give general supervision to matters pertaining to finance, including the offices of the treasurer, the accountant and cashier;
4. To designate the place and manner in which the financial records shall be kept;
5. To provide for the payment of all bills and accounts and to secure the proper discounts;
6. To serve as purchasing agent of the university;

7. To act as custodian of all property and equipment belongings to the University;
8. To supervise the management of the auxiliary business activities operated by the University;
9. To prepare in counsel with the Vice Chancellor the annual budget and other financial business reports for the Board and other agencies;
10. To prepare cost studies on all enterprises;
11. To supervise the editing of the official University Faculty and Staff Handbook;
12. To manage the investments of funds under direction of the Board or the Administrative Committee and to account for all investments;
13. To cover all buildings and equipments with adequate insurance;
14. To give general supervision to the maintenance of houses and apartments belonging to the University;
15. To supervise the safety programs of the University;
16. To direct in the disposal of all salvage material;
17. To approve all expenditures for which a general or specific appropriation has been made by the Board/Administrative Committee as evidenced by its records;
18. To approve all major acquisitions for equipment and supplies for all departments of the University;
19. To keep records of institutional property which reflect the value of said property and to keep records of who is responsible for the same property;
20. To conduct projects and institutional research related to the administration of the University business;
21. To initiate recommendations for policies relating to business management;
22. To arrange and make provision for finances for off-campus programs of a promotional nature in which students or staff members are involved;
23. To order academic regalia for the faculty as may be required;
24. To maintain records of sponsorship of faculty members in their academic programs.

### ***In Relation to the Student***

1. To collect student fees and other institutional revenues;
2. To determine the financial acceptability of students' applications and to approve the personal budget of each one accepted;
3. To assist and approve students in their employment plans;
4. To keep a record of student loan funds;
5. To assume the responsibility by ordering academic regalia for students as may be required.

### ***In Relation to Faculty Deans***

1. To require of all Faculty Deans at least annually, to submit a full inventory of the property belonging to the University which is under their immediate control;
2. To inform Faculty Deans of their budgets for each year.

### ***In Relation to New Faculty/Staff Members***

1. To assure that adequate housing is prepared in advance for the new faculty/staff member;
2. To make an appointment with the new faculty/staff member shortly after his/her arrival to orient them on all pertinent financial policies and procedures;
3. To explain the procedure for ordering textbooks;
4. To provide information on how to secure classroom supplies and equipment.

### ***In Relation to Auxiliary and Industrial Development (whenever applicable)***

1. To secure periodic reports from the managers of the auxiliary and industrial departments of the University;

2. To recommend to the Vice Chancellor and Board/Administrative Committee the names of qualified persons to serve as industrial superintendents.

### ***In Relation to the Vice Chancellor***

1. To counsel with the Vice Chancellor on all matters concerning financial operations;
2. To supervise, in cooperation with the Vice Chancellor, the erection of new buildings.

### **Associates in Administration**

The associates in administration are the Director in charge of Student services, The Director for Development, the Director of Admission and Academic Records (Registrar), the Director Quality Assurance, the Director of Research and Publication and the Chaplain. The terms of office of these administrators are according to ECD policy.

### **The Director for Student Affairs**

The Director in charge of Student Affairs reports to the Vice Chancellor for activities pertaining directly to the students. His duties and responsibilities are as follows:

### ***General***

1. To administer the rules as voted by the faculty and printed in the Student Handbook or as otherwise published;
2. To serve as chair of the Disciplinary Committee;
3. To serve as the presiding officer in the absence of the Vice Chancellor, the Deputy Vice Chancellor for Academics, and the Deputy Vice Chancellor for Finance;
4. To represent the University as designated by the Vice Chancellor;
5. To administer the Citizenship Grading Systems;



6. To supervise the editing of the Student Handbook;
7. To supervise the Social Activities Committee;
8. To administer the Chapel Absence System.

***In Relation to the Vice Chancellor of the University***

1. To work with the Vice-Chancellor to promote the spiritual life of the institution;
2. To prepare a budget for the operation of the dormitories in consultation with the Residence Hall Personnel;
3. To serve as a member of the Administrative Committee.

***In Relation to the Residence Hall Personnel***

1. To organize and chair the Residence Hall Personnel Council which includes the Assistant residence Hall Personnel;
2. To plan with the Residence Hall Personnel and the Director for the Admissions and Academic Records Department in regard to housing;
3. To prepare a budget for the maintenance of the dormitories;
4. To cooperate with the Residence Hall Personnel in making requests for additional housing or major repairs.

***In Relation to the Students***

1. To serve as counsellor to the students;
2. To serve as the liaison with the student association;
3. To work with the deans in the planning of dormitory housing;
4. To receive requests for married student housing and present these requests to the Administrative Committee.

**The Director for Development**

The Director of Development reports to the Vice Chancellor. In carrying out his/her responsibilities he/she is expected to:

1. Develop and implement programs pertaining to areas of planned giving, endowment funds, foundations and donor funds in accordance with the missions, aims and objectives as well as the strategic plan of the University.
2. Design and maintain programs and activities that boost the image of the University so as to attract and retain quality staff, faculty and students.
3. Monitor and coordinate the infra structural developments of the University based on the Master Plan, including coordination of site visits by contractors as well as receiving progress reports on ongoing construction projects.
4. Develop systems that will facilitate the preparation and submission of grant proposals from both academic and non-academic staff.
5. Mobilize, build and strengthen the network of individuals, alumni, corporations and organizations that give to the development of AUCA.
6. Implement a comprehensive alumni and donor annual fund program.
7. Act as liaison between funding sources and the University and maintain personal contacts with representatives of funding sources. This includes stewardship of foundations and corporations that have provided support for institution projects.
8. Supervise the production of materials and activities intended for public relations and fund raising as well as working out damage control programs for situations that may require such.
9. Supervise development and public relations support staff as well as volunteers in implementation of any program designed to generate income, recruit students or enhance the image of the University.
10. Liaise with the Business Manager in the proper use of donated funds, timely completion of projects, proper documentation and reporting of such.
11. Promote, supervise and bring in deferred and present gifts for the use and benefits of AUCA to assure a viable future for the University.
12. Conduct research as well as collaborations with embassies and missions that will help in development of funding requests from various departments of the

institution including funding for needy and worthy students. As required provide reports on fund-raising activities on behalf on the University.

13. Identify and solicit from foundations and organizations whose funding areas match specific institutional goals.
14. Work with the Vice Chancellor for linking up with potential donors, attending meetings, and preparing reports as required.
15. Initiate development projects that link the University to the community and industry<sup>7</sup> as well as assist in the facilitation of attachments of university students to industries.
16. Develop, implement, and coordinate strategies for recruitment of students as a major contributing factor for development and sustenance of the University.
17. Participate in University Council, Administrative Council, Academic Council and other committees as directed by the Vice Chancellor, providing information on the development activities and counsel on policies and practices that influence public opinion and support.
18. Any other duties as assigned by the Vice Chancellor.

### **The Director for Admissions and Academic Records**

The Director for Admissions and Academic Records reports to the Deputy Vice Chancellor Academics. It shall be the function of the Director for Admissions and Academic Records Department to prepare, distribute and preserve the academic records of the University, to administer enrolment and registration procedures, and to enforce such other academic policies as the Administrative Committee may prescribe, by authorization of the Vice Chancellor. His duties and responsibilities areas are as follows:

#### ***In Relation to Records, Reports, and Other Data***

1. To maintain cumulative records of admissions, enrolment, registration, attendance and academic grades;
2. To prepare official progress grade reports and transcripts, and to prepare credit points for GPA purposes and interschool credit transfers;

3. To organize educational data for statistical and other uses, and assist in making studies from the education and personnel data in his office;
4. To assist the Vice Chancellor in the collection of data regarding faculty, training, experience, and publications;
5. To prepare, on request, the necessary scholastic reports and attendance reports as may be required by denominational agencies and sponsors;
6. To assist the Vice Chancellor in the collection of names and preparation of lists of prospective students;
7. To plan and administer the freshmen orientation program of the University;
8. To serve as secretary of all faculty meetings (except in the Administrative Committee) and distribute the minutes to all university officers and faculty members.

***In Relation to Requirements***

1. To administer the entrance and admission requirements under the terms of faculty policies or practices currently in force;
2. To administer the curriculum standards and requirements currently in force, as published in the official bulletin of the University or approved amendments to the bulletin;
3. To check requirements for certificates, diplomas, and degrees and to recommend candidates to graduation.

***In Relation to the Faculty***

1. To support the faculty in matters of student discipline;
2. To provide the faculty with information for student advisement and remedial services.

### ***In Relation to the Deputy Vice Chancellor for Academics***

1. To plan, in cooperation with the Deputy Vice-Chancellor for Academics, the orientation of freshmen, including testing services;
2. To advise and assist the Deputy Vice-Chancellor for Academics in counselling students with scholarship deficiencies;
3. To cooperate with the Deputy Vice-Chancellor for Academics in controlling the curricular, extracurricular, and work loads of each student;
4. To work very closely with the Deputy Vice-Chancellor for Academics and the Director in charge of Student Affairs in properly communicating to parents the academic and social status of students.

### ***In Relation to the Student***

1. To assist the student in special problems of an educational nature;
2. To evaluate secondary school credits and transfer credits in counsel with the Faculty Deans and, in counsel with the Deputy Vice Chancellor for Academics, to present irregular cases to the Senate;
3. To correspond with prospective students, to distribute application blanks, publicity materials, etc;
4. To receive the students' applications, collect the references, grades and other pertinent data;
5. To prepare the annual student roster;
6. To ascertain and notify students who are candidates for graduation;
7. To acquaint the advisors with information that may be of assistance in their counselling services;
8. To assist the Vice Chancellor in planning for such special events as graduation, University visitation days, conference weekends, and such other events involving student recruitment;
9. To prepare an annual academic analysis and student evaluation for the University officers.

10. To cooperate with the Deputy Vice Chancellor for Academics in setting up registration procedures, and preparing classroom assignments
11. To serve as secretary to the academic committee
12. To assist the Deputy Vice Chancellor for Academics in the preparation of the University bulletin.

### **The Director for Academic Quality**

The Director for Academic Quality reports to the Deputy Vice Chancellor for Academics in all matters pertaining to quality assurance and enhancement of the academic programs of the university. In coordination with the respective administrative officers and associates, his duties and responsibilities are:

1. To outline the quality assurance system, policy and responsibility;
2. To ensure that quality assurance is in place in the provision and design of programmes of study;
3. To periodically review established courses and programmes;
4. To assess quality assurance in teaching, learning, research, and communications;
5. To ensure that quality assurance is practice in relation to academic staff – staff appointment procedures, staff development and training, staff appraisal, promotion, evaluation of teaching quality, etc.
6. To put in place quality assurance in relation to assessments;
7. To put in place mechanisms for quality assurance in the validation of courses, internal and external to the institution;
8. Verification, feedback and enhancement through external examiners, appointment of external examiners, student evaluation of course and programmes, staff/student liaison committees and views of professional and external bodies;
9. Academic problem identification, actions taken and outcomes;

10. Ensure that academic quality assurance and enhancements are integrated in all future developments plans of the University including resource innovation, research and scholarship;
11. Convene the staff that will form the steering groups preparing for the audit/subject review. This group should take overall responsibility for the preparations for all accreditation visits including preparation of the self-evaluation/ self-study/ briefing paper.

### **The Director for Research and Publications**

The Director of Research and Publication reports to the Deputy Vice Chancellor for Academics in all matters pertaining to research and publication. In coordination with the respective administrative officers and associates, his duties and responsibilities are to:

1. Serve as a member and secretary of Faculty Research and Professional Growth Committee, and member of Academic Committee;
2. Execute such policies and regulations governing research may be assigned to him/her by the Deputy Vice Chancellor for Academics;
3. Prepare the annual report on research to the Deputy Vice-Chancellor for Academics;
4. Assist the Deputy Vice-Chancellor for Academics in orienting new faculty appointees;
5. Process research and professional growth applications;
6. Carry out any other duties pertaining to research as shall be prescribed by the University from time to time.

### **The Director of Marketing and Communications**

The Director of Marketing and Communications is responsible for developing and implementing the long-term marketing & communication strategy for AUCA's brand, which promotes its unique position in the marketplace. Responsibilities include planning, development and implementation of all AUCA marketing strategies and marketing communications, both external and internal. He oversees and coordinates development and implementation of support materials and services in the area of marketing and

communications; coordinates the efforts and activities directed at positioning AUCA in the marketplace.

### **Duties and Responsibilities**

1. Reflect, articulate, and promote the mission, vision and identity of AUCA.
2. Develop and advise on communication strategies and coordinate AUCA's marketing activities.
3. Be responsible for creating, implementing and measuring the success of a comprehensive marketing and communications plan to promote and position AUCA's image within the marketplace and the general public, and facilitate internal and external communications.
4. Manage and coordinate the strategic and creative design of AUCA marketing and communications activities, content and materials:
  - Admissions/Enrollment Management;
  - Website, Social Media, video production,
  - Institutional Advancement;
  - Conference Services;
  - Media Relations;
5. Develop and coordinate programs, technical assistance and resource materials to assist various departments in the marketing and communications activities geared towards boosting enrollments.
6. Develop university brand manual/policy and build institutional brand awareness and positioning
7. Develop and implement the university communication policy
8. Develop university digital marketing strategies
9. Develop and regularly review the university service charter
10. Coordinate/supervise the development of digital marketing materials that can be easily shared across various digital platforms
11. Oversee social media marketing strategies and content marketing production.



12. Manage AUCA online presence through social media platforms like Twitter, YouTube, Instagram, Facebook, Flickr, TikTok etc
13. Develop, implement and monitor AUCA marketing strategies and marketing plan.
14. Coordinate the design, production and distribution of all university publications, including AUCA magazine (bi-annual).
15. Brand and corporate style/identity: coordinate the appearance of all AUCA print and electronic materials such as letterhead, use of logo, brochures, and uniformity in the use of fonts, logos, and visuals)
16. Ensure the university's visibility in all its forms.
17. Spearhead the execution of marketing and advertising campaigns, including test and control group segmentation, testing, tracking, results reporting, analyses, and recommendations
18. Coordinate media relations: media interest in AUCA and ensure regular contact with target media.
19. Relationships: advise and support the Vice Chancellor's office in networking, acquiring and managing partnerships endeavors.
20. Carry out communication and marketing needs assessment and monitor trends
21. Lead special projects as assigned, such as special events, branding and communication campaign/plan.
22. Advise on mechanisms and best practices to ensure customer care and service delivery
23. Develop and coordinate means to seek regular input from the university's key constituencies regarding the quality of programs and services and the institution's relevance.

## **ACADEMIC STAFF (FACULTY MEMBERS)**

### **The Faculty Dean**

The Faculty Dean reports to the Deputy Vice Chancellor for Academics. The duties and responsibilities of the Faculty Dean are as follows:

***In Relation to the Administration***

1. To bring to the Administration, through the Deputy Vice Chancellor for Academics, the needs of the faculty as they pertain to equipment and facilities;
2. To cooperate with the Deputy Vice Chancellor for Academics in the selection of candidates for teaching positions in the faculties;
3. To initiate recommendations to the Deputy Vice Chancellor for Academics concerning the academic rank of staff members;
4. To cooperate with the Deputy Vice Chancellor for Academics in selecting other persons than staff members to be employed in the faculty;
5. To initiate recommendations to the Deputy Vice Chancellor for Academics concerning the estimated budget needs of the faculty;
6. To assist the administrative staff in the planning of new buildings and equipment that would affect their faculties;
7. To recommend to the Deputy Vice Chancellor for Academics repairs and alterations which are needed in their faculties;
8. To assist in the formulation of recommendations concerning the requirements for concentrations, majors, and minors in the faculty.

***In Relation to the Faculty:***

1. To approve the offering of new courses or the delegating of courses in the faculty and to recommend this to the Deputy Vice Chancellor for Academics, who will present this recommendation to AUCA ADCOM or Senate for final approval;
2. To initiate recommendations to the Deputy Vice Chancellor for Academics for the assignment of faculty members to teach various courses in the faculty;
3. To initiate recommendations to the Deputy Vice Chancellor for Academics for the courses to be offered each year in the faculty;
4. To recommend the time schedule for courses in the faculty;
5. To recommend the purchase of university library books;

6. To request faculty supplies;
7. To check shipments received on order;
8. To assist in the formulation and administration of instructional policies;
9. To direct in the formulation and administration of the faculty objectives;
10. To approve the syllabi of all courses taught in the faculty;
11. To serve on committees involving academic policies;
12. To coordinate the educational and instructional activities of the faculty;
13. To teach such classes as are deemed advisable in counsel with the Deputy Vice Chancellor for Academics;
14. To supervise representation of the faculty in publicity material and at educational meetings;
15. To serve as curator for educational equipment specifically mean for the faculty;
16. To direct in the interpretation of the general objectives of the University to the faculty;
17. To study the needs and interests of the teachers in his faculty;
18. To leave the teacher free to carry out any responsibility delegated to him;
19. To encourage creativity and new approaches by teachers in his faculty;
20. To prepare budget estimates for his faculty and to expend funds allocated to the faculty properly.

### **Head of Ddepartment**

The Head of Department reports to the Faculty Dean. The following are his/her duties and responsibilities:

1. Carry out supervision at the level of the Department regarding the transmission of curricula in concerned disciplines;
2. Plan and propose the purchase of required material, volumes, journals, etc.;
3. Ensure the management of teaching, administrative and technical staff as well as students of the department;
4. Organize seminars and conferences within the Department;

5. Ensure the integration of research in teaching by focusing mainly on collective and interdependent research and coordinating students' research in concerned disciplines;
6. Ensure the maintenance and optimal use of equipment and products of the department;
7. Foster the excellence of programs and courses within the department;
8. Plan courses according to the academic calendar;
9. Propose to the Faculty Council teaching workload according to established general criteria;
10. Consider all matters relating to the discipline of students of the Department.

### **The Chief Librarian**

The Chief Librarian reports to the Deputy Vice Chancellor for Academics for the operation and maintenance of the library. His responsibilities and duties are as follows:

#### ***General***

1. To make plans for integrating and correlating the library with the instructional activities and needs of the curriculum;
2. To assist in determining the University Educational Policy by making recommendations to the Senate;
3. To study book lists and book reviews for the purpose of directing book purchases;
4. To direct the classification and cataloguing of books;
5. To supervise the keeping of records of periodicals and serial publications;
6. To secure inter-library loans;
7. To complete bibliographies;
8. To keep records, compile statistics, and make reports to the Administration relative to the use made of the library;
9. To keep a full record of purchases in the form of receiving tickets, the originals of these should be transmitted to the business office for payments;

10. To collect and remit all fines to the business office;
11. To make library materials and facilities available for use;
12. To stimulate voluntary and recreational reading;
13. To supervise and coordinate the order for textbooks.

***In Relation to the Deputy Vice Chancellor for Academics***

1. To consult with the Deputy Vice Chancellor for Academics regularly on all matters regarding library operation and activities.

***In Relation to the Library Committee***

1. To serve as secretary of the Library Committee;
2. To prepare the library budget request and submit it to the library committee for approval;
3. To purchase books, periodicals, and supplies in accordance with the library budgets as approved by the Board/Administrative Committee;
4. To plan in conjunction with the Library Committee, the allocations of the book fund among the several faculties;
5. To plan improvement of library services assisted by the Library Committee;
6. To furnish the Library Committee with information about the needs and progress of the library;
7. To work with the Vice Chancellor in ordering of books and materials.

***In Relation to the Faculty***

1. To publicize the facilities and interpret the policies of the library to the faculty;
2. To develop a good working relationship between the faculty and library staff;
3. To visit any classroom on invitation of the teacher and teach the proper usage of the library;

4. To execute such policies and regulations of the faculty as may be delegated to the librarian;
5. To formulate rules and regulations concerning the use of the library subject to approval by the faculty;
6. To order library books with the assistance of the faculty;
7. To direct the attention of the faculty members to new publications in their fields and to new titles currently received in the library.

### **The University teacher**

The University Teacher reports to the Faculty Dean. His duties and responsibilities are as follows:

#### ***In Relation to the Administration***

1. To evince a spirit of loyalty to and cooperation with the administration;
2. To give faithful service on committees and extra-curricular activities that may be assigned to him;
3. To assist in the counselling of students;
4. To attend faculty and staff meetings, assemblies, vespers, graduation exercises, and such other regularly designated public functions as may be reasonably expected by the University administration;
5. To assist the Administrative Officers in the interpretation and application of policies and objectives;
6. To assist in the formulation of policies and objectives;
7. To conduct research programs on the effectiveness of the scholastic program and policies;
8. To make such reports to the administration as are called for from time to time;
9. To notify the Deputy Vice-Chancellor for Academics concerning changes in class schedule;

10. To conduct all of his activities in harmony with the policies of the Seventh-day Adventist Church;
11. To submit grade reports punctually as required;
12. To represent the University at such meetings as may be designated by the Vice Chancellor;
13. To support the administration in their need to uphold all the rules and regulations listed in the Student Handbook. Each faculty member and administrator has the responsibility to work with the Student Affairs personnel in upholding the standards of the university and of the Seventh-day Adventist Church.

***In Relation to the Faculty Dean***

1. To channel all requests for instructional materials and other concerns through the Faculty Dean.

***In Relation to the Library***

1. To explain the intelligent use of library resources and techniques to his students;
2. To ascertain whether the materials he has asked his students to use are in the library and whether they are available in sufficient quantity;
3. To know the books available in the library within his subject field;
4. To inform the librarian of his needs;
5. To turn in lists for the reserve shelf at least one week before the assignment is due.

***In Relation to Teaching Assignments***

1. To maintain professional efficiency by personal study, professional growth, research, and attendance at professional meetings;

2. To prepare and update syllabi;
3. To prepare courses consistent with the philosophy, objectives, and curricula of the University;
4. To keep abreast of developments in his discipline by reading articles in professional journals;
5. To define the specific value the student should get from his course;
6. To keep abreast of the best methods and practices of teaching;
7. To apply the objectives of the University to classroom instruction.

### ***In Relation to his Colleagues***

1. To integrate the content of his courses with the instruction in other areas or to correlate the subject matter in various fields.

### ***In Relation to the Student***

1. To be alert to the learning difficulties of each student;
2. To adapt various methods of teaching to various types of minds;
3. To devote the best skills to less gifted students;
4. To keep accurate records of class attendance;
5. To foster high ideals and a high level of scholarship;
6. To create an appetite for learning, as well as to develop a sense of personal responsibility and the ability to think and evaluate critically;
7. To teach towards definite objectives against which achievement can be periodically checked;
8. To impress the philosophy and objectives of the University upon the minds of his students by integration of the objectives in the subject matter of his courses;
9. To give to his students the spiritual significance of the subject matter taught and to serve as a spiritual role model before his students at all times.



### ***In Relation to the Community***

1. To participate in community campaigns and programs to uplift humanity;
2. To participate (whenever possible and when not inimical to his interests) in other community activities.

### **Secretary of the Faculty (Secretary of the Dean)**

The Secretary of the Faculty (Secretary of the Dean) reports to the Faculty Dean. His/her duties and responsibilities are as follows:

1. Complete formalities in relation to requisitions of the faculty and ensure the follow-up;
2. Regularly record marks of students of the Faculty;
3. Avail information, documentation and didactic materials for Lecturers, researchers and students of the Faculty;
4. Collect the information concerning the Faculty and communicate it to his superiors in the department;
5. Ensure the security of didactic material of Faculty
6. Receive and orient visitors of the Faculty;
7. Liaise between the Dean and the administrative and financial services;
8. Write minutes of the department sand faculty meetings;
9. Prepare teaching schedules of the Faculty;
10. Record and keep the archives of the Faculty.

### **Examinations Officer**

The Examination Officer reports to the Director of Admission and Records. His/her duties and responsibilities are as follows:

1. Disseminating information concerning examination;

2. Processing requisitions concerning procurement of examination office equipment and supplies;
3. Supervision of examination office staff;
4. Ensuring that the examination hall/halls is/are ready for examination;
5. Preparing the examination timetable in consultation with the Deputy Vice Chancellor for Academics;
6. Receiving moderated examinations from Heads of Department for photocopying;
7. Keeping photocopying examinations and availing the same to invigilators on the examination day;
8. Receiving invigilation reports from the invigilators and transmitting to the Deputy Vice Chancellor for Academics those that need action;
9. Attending to examination related problems;
10. Carrying out any other related assignments by the Deputy Vice Chancellor for Academics.

## **NON ACADEMIC STAFF**

### **Architect**

The Architect reports to the Director of Development. His main duties are all matter about construction.

### **Church Pastor**

The Church Pastor reports to the Vice Chancellor for the management of the University Church and assist the Chaplain to act as the Spiritual Counsellor for the University family and other AUCA church members.

## **Human Resource Director**

The Human Resource Director reports to the Vice Chancellor and responsible for a wide range of personnel functions including the following:

1. Assists in recruitment by soliciting candidates through advertisements, job postings, and industry contacts. Such assistance shall include:
  - a. Interviewing applicants
  - b. Processing applications (including screening)
  - c. Testing of applicants
  - d. Processing the employment of successful applicants
  - e. Monitoring of employee classifications
2. Recommends to the administrative committee through the non-academic appointments and promotions committee, the employment of personnel;
3. Coordinates with the department chairpersons and Faculty Deans, the orientation of new employees regarding Employment Policies;
4. Maintains employee service records (retirement plan records) for all employees (salaried and hourly rated);
5. Handles retirement counseling and applications;
6. Designs instruments for appraisal, promotion, and deployment of staff and faculty in liaison with the Deputy Vice Chancellor for Academics;
7. Reviews staff salaries, terms/conditions of service and other related benefits and recommends any changes which can promote performance;
8. Processes and coordinates leave applications, e.g. annual, sick, compassionate, etc. and maintains proper records pertaining to the same;
9. Processes terminations and retirements and any other related issues;
10. Receives, interprets and implements current labour regulations from the Central and Local Governments; educates the workers and provides linkage for the same;
11. Coordinates with the department heads the job descriptions for non-academic employees;

12. Documents and processes information on employees from the available sources for required purposes e.g. alien registration, etc.
13. Works in cooperation with the payroll department and legal advisers in the verification and defense of workers' compensation cases;
14. Maintains and updates Conflict of Interest records of all employees;
15. Coordinates with the administration, moving and housing arrangements for employees;
16. Services as a member of the following committees:
  - a. Non-Academic Appointments and Promotions committee(Secretary)
  - b. Academic Appointments and Promotions committee
  - c. Staff Social Committee
17. Coordinates morning devotion for workers in the Administration Building;
18. Coordinates the Risk Management Services for the University including the Personal Insurance Applications;
19. Coordinates training and development of staff;
20. Coordinates safety and health issues;
21. Any other duties as may be assigned by the Vice Chancellor.

### **The University Chaplain**

The University Chaplain reports to the Vice Chancellor on the management of the University Church and acts as the spiritual counsellor for the University family.

### **Career Advisory Center Manager**

The Career Advisory Center Manager report to the Director for Student Services and He/ She is responsible for providing Career Education Services His duties and responsibilities are as follows:

***In relation to the Director for Student Affairs***

1. Preparer and conduct a career day ceremonies;
2. Raise awareness of career advisory centre within the institution and outside of the institution using flyers, pamphlets, newsletter and website, presentations in the meetings;
3. Establish a school-Focused orientation/induction program in the institution;
4. Help students who need clarification on how to write cover letters, application letter, resume (CV) and grant proposals;
5. Provide career guidance and counseling to the students who want to undertake a business plan;
6. Submit a quarterly report and six month progress report for the activities.

***In relation to the Vice Chancellor***

1. Provide an advocacy related to career services
2. Develop links with Rwanda Development Board to ensure the integration of career education in the institution.
3. Submit a quarterly report and six month progress report for activities

***In relation to the Deputy Vice Chancellor for Finance***

1. Make annual budget for Career Advisory Center ;
2. Submit a financial report.

***In relation to the Deputy Vice Chancellor for Academics***

1. Conduct a research on the need of labor market in the community;
2. To publish findings and ensure that recommendations are transmitted to the decision makers in the institution;
3. Make a career advisory Centre a resource centre for Labor market, PDP and employability;

4. Participate in curriculum review by providing update information on the need to the labor market;
5. Develop a labor market Information system to promote internship and graduate into employment;
6. To align on Personal Development Planning (PDP) Module at National Level and introduce PDP and Employability into Curriculum and to lecturers;
7. Send a copy of the quarterly report and six-month progress report for the activities

***In relation to the Director for Development***

1. The creation of the Career projects this can contribute to the development of career services in the institution.
2. Send a copy of the quarterly report and six month progress report for the activities

***In relation to the Director for the Career Education Advisory Services (CEAS) at Rwanda Development Board (RDB)***

1. Attend meetings, seminars, and other programs planned for career services at national level;
2. Use internet-based Project Management Collaboration System;
3. Ensure that the Director for CEAS is notified of their intention to not attend any meeting or carry out agreed action point or intentions;
4. Send a copy of the quarterly report and six-month progress report for the activities

**The Chief Accountant**

The Chief Accountant reports to the Deputy Vice Chancellor for Finance. He/she is responsible for the day-to-day financial matters on campus and for keeping accounts under the supervision of the Deputy Vice Chancellor for Finance. His duties and responsibilities are as follows:

***In Relation to the Deputy Vice Chancellor for Finance***

1. To supervise/maintain an adequate system of accounting records in harmony with denominational policies;
2. To be responsible for maintaining and preserving all accounting records, vouchers, books, and ledgers as directed by the Deputy Vice-Chancellor for Finance;
3. To handle such other duties as may be assigned by the Deputy Vice-Chancellor for Finance.

***In Relation to the University***

1. To establish and maintain internal control and audit faculty/departmental records. He is responsible to the Deputy Vice Chancellor for Finance to check all supply inventories and prevent misappropriation of property by employees regardless of position held in the organization;
2. To make out purchase orders for requisitions approved by the Deputy Vice Chancellor for Finance;
3. To make cost studies and financial analyses as requested by the Deputy Vice Chancellor for Finance;
4. To prepare legal and denominational reports;
5. To prepare bank deposits;
6. To maintain proper accounts of transactions with vendors;
7. To prepare monthly payroll payments;
8. To reconcile and audit bank statements;
9. To receive and store office supplies and dispense them among the faculties/departments and make proper charges thereon;
10. To prepare monthly financial statement in harmony with denominational policies;
11. To prepare personal monthly statements for all university personnel.

### *In relation to the Students*

1. To accumulate and compile data which relates to accounts of students, workers, and customers, and prepare and mail monthly statements, and to follow up for collecting according to the pre-planned agreements;
2. To make adjustments in student accounts as provided for in the University financial bulletin;
3. To supervise and advise concerning financial operations of student organizations and issue a monthly report to the sponsor of each student organization;
4. To advise the students to save money in a secure bank if possible.

### **IT Manager**

The IT Manager reports to the Deputy Vice Chancellor for Finance. The following are his/her duties and responsibilities:

1. Overseeing the maintenance and update of the ICT infrastructure of the University - specifically –
2. managing the computer networks (wireless and wired) – both Servers and Client computers
3. ensuring network security including virus protection
4. website development and maintenance,
5. Oversee computer labs supervision,
6. Support faculty and staff computers, printers, projectors, scanners, and other peripheral devices.
7. Offering support for online registration application and other similar application used at the University.
8. Research new ICT needed to improve the operations of the University.
9. Other duties assigned by supervisor.



## **Part 11**

### **UNIVERSITY STANDING COMMITTEES**

Standing committees are appointed by the administration to interpret and study matters pertaining to the administrative, instructional, financial and developmental functions of the University and to promote the philosophy and objectives of its program.

Each committee should distribute the official minutes of the committee to all members of the committee and to the Vice Chancellor of the University.

Minutes of all standing committees are open to faculty and staff in the office of the Vice Chancellor. The Vice Chancellor is an ex-officio member of all faculty committees.

### **AUTHORIZED STANDING COMMITTEES**

#### **The Administrative Committee**

The Administrative Committee serve as the principal University Committee responsible for the overall, day to day operation of the University. The Administrative Committee serves in a processing capacity in all matters that are the responsibility of the University Board. It serves in a legislative and/or delegated capacity in all other matters.

#### ***Members:***

1. The Vice Chancellor of the University (Chairperson)
2. The Deputy Vice Chancellor for Academics (Secretary)
3. The Deputy Vice Chancellor for Finance
4. The Director for Admissions and Academic Records
5. The Director for Student Affairs
5. The Director for Development and Industry
6. The Director for Academic Quality Assurance
7. The Director for Research and Publications

8. The University Chaplain
9. One Dean of Faculty elected annually by his peers
10. One member of the teaching staff elected annually by his peers

***Functions and Responsibilities:***

Functions and Responsibilities	Authority
1. To approve the following University publications before they are submitted to the Board: University Bulletin, Faculty and Staff Handbook, Student Handbook, and Publication Handbook.	Power to Recommend
2. To approve the University budget each year before it is submitted to the Board.	Power to Recommend
3. To approve the hiring or removal of all regular university personnel before their names are submitted to the Board.	Power to Recommend
4. To approve all promotions in academic rank before they are submitted to the Board.	Power to Recommend
5. To approve any change in curricula and academic programs before submitting them to the Board.	Power to Recommend
6. To recommend the University Master Plan before it is submitted to the Board.	Power to Act
7. To recommend all building projects before they are sent to the Board.	Power to Act
8. To approve the establishment or elimination of all University industries before submitting their cases to the Board.	Power to Act
9. To help find solutions to the day-by-day problems of the University.	Power to Act

10. To approve or reject all major expenditures not controlled by the voted University budget.	Power to Act
11. To approve the budget each year, for all entities within the University.	Power to Act
12. To approve the University work program.	Power to Act
13. To approve all security policies on campus.	Power to Act
14. To approve any special education projects on campus.	Power to Act

## **The Senate**

### ***Committee Members***

1. The Vice Chancellor (Chairman)
2. The Deputy Vice Chancellor for Academics (Vice-Chairman)
3. The Deputy Vice Chancellor for Finance
4. The Director for Admissions and Academic Records Department/Registrar (Secretary)
5. The Director for Student Affairs
6. The Director for Development
7. The University Chaplain
8. The Director for Research and Publication
9. The Director for Quality Assurance
10. All Deans of Faculties,
11. All Department Heads
12. One lecturer by faculty

***Functions and Responsibilities***

Functions and Responsibilities	Authority
1. To provide a platform for the exchange of information and ideas relevant to the activities of the University. Personnel are encouraged to express their viewpoints and make recommendations to the administration.	Power to Act
2. To provide a forum for the presentation of special topics pertaining to professional growth and educational development. Each meeting begins with a meditation and prayer to encourage spiritual growth and fulfilment.	Power to Act
3. To approve all academic programs (concentrations, majors and minors) whether on the graduate or undergraduate level before they are submitted to the Board.	Power to Recommend
4. To approve all student rules and regulations as they appear in the Student Handbook before being submitted to the Senate.	Power to Recommend
5. To approve all Continuing Education projects and general development in the local community.	Power to Act
6. To approve all academic awards.	Power to Act

## Academic Standard Committee

### *Committee Members:*

1. The Deputy Vice Chancellor for Academics (Chairman)
2. The Director for the Admissions and Academic Records (Secretary)
3. The Vice Chancellor
4. The Director in charge of Student Affairs
5. All Deans of Faculty
6. The Director for Academic Quality Assurance
7. The Director of research and publication
8. One Professor (selected annually)
9. Two representatives of the students selected annually

### *Functions and Responsibilities:*

Functions and Responsibilities	Authority
1. To counsel the Deputy Vice Chancellor for Academics and the Director for the Admissions and Academic Records department in the interpretation and execution of academic matters.	Power to Recommend
2. To make recommendations to the teaching corps that will help to assure academic excellence in the various faculties.	Power to Recommend
3. To counsel individual students in matters concerning academic policies.	Power to Act
4. To generate and approve all the general education, general degree and graduation requirements as published in the University bulletin.	Power to Act
5. To recommend to the general Faculty the establishment or	Power to

cancellation of all academic programs.	Recommend
6. To implement all new Board decision concerning new academic programs	Power to Act
7. To approve: (a) the creation of new courses, (b) changes in existing courses and (c) the cancellation of any existing courses/programs.	Power to Recommend
8. To approve university grading policies.	Power to Act
9. To conduct confidential evaluation of university professors and to make recommendations to the Administrative Committee for their promotion.	Power to Recommend
10. To keep all professors informed (particularly new professors), concerning the procedures used in providing advancement in academic rank.	Power to Act
11. To assist the Deputy Vice Chancellor for Academics in providing seminars and training sessions to help young teachers to become better acquainted with the University and to inspire them in the art of teaching.	Power to Act
12. To plan, organize and coordinate all the continuing education offerings within the surrounding community subject to approval by the appropriate committee: (a) The concept of the project must be approved by the Administrative Committee, (b) All Academic matters must be approved by the Senate, and (c) All Financial matters must be approved by the Finance Committee.	Power to Recommend

<p>13. To plan, organize and coordinate continuing education activities for the wives of the University personnel and married students who may benefit from primary or secondary education. (a) The concept of the project must then be approved by the Administrative Committee and (b) All Financial matters must be approved by the Finance Committee.</p>	<p>Power to Recommend</p>
<p>14. Admissions: (a) To make changes in matters pertaining to admission policies, (b) To approve all entries in the bulletin pertaining to admission regulations and policies, and (c) To approve or reject all requests for admission to the University based on current University admission policy.</p>	<p>Power to Act</p>

**Faculty meeting**

*Members*

1. Dean of the Faculty
2. Heads of Departments
3. All teaching staff of the faculty
4. The secretary of the faculty

**Department meeting**

*Members*

1. Head of the department
2. All teaching staff in the department

## Library Committee

### *Committee Members*

1. Deputy Vice Chancellor for Academics (Chairman)
2. Chief Librarian (Secretary)
3. Vice Chancellor
4. Deputy Vice Chancellor for Finance
5. All Deans of Faculties
6. Director of Research and Publication
7. Director of Academic Quality Assurance
8. One senior student (selected annually)

### *Functions and Responsibilities*

Functions and Responsibilities	Authority
1. To study the needs and functions of the library and to provide direction in the running of same.	Power to Act
2. To study the financial needs of the library and to recommend appropriate solutions to the administration by means of the Finance Committee.	Power to Recommend
3. To approve the utilization of library funds for the purchase of books and periodicals by the different schools.	Power to Act
4. To control the selection of general books and periodicals for the library.	Power to Act



## Finance Committee

### *Committee Membership*

1. Deputy Vice Chancellor for Finance (Chairman)
2. Chief Accountant (Secretary)
3. Vice Chancellor
4. Deputy Vice Chancellor for Academics
5. Director in charge of Student Affairs

### *Functions and Responsibilities*

Functions and Responsibilities	Authority
1. To be responsible for analyzing the financial needs of the University and keep the administration abreast of all financial problems.	Power to Act
2. To approve the budget presented by the Deputy Vice Chancellor for Finance and Chief Accountant before it is presented to the Administrative Committee and the Board.	Power to Refer
3. To approve or reject requested expenses not found in the approved budget and to indicate the sources of funds to which said expenses could be charged. The approval of major expenses must be referred to the Administrative Committee.	Power to Act
4. To establish school fees, tuition and salaries as well as to generate financial policy for the University. Approval shall be by the Administrative Committee and the Board.	Power to Refer

5. To implement the budget as approved by the Board assuring that all University entities remain within their budget.	Power to Act
6. To carry out financial policy established by the Administrative Committee and the Board in matters of student finances.	Power to Act
7. To award student financial aid according to Finance Committee policies and based on student's final needs.	Power to Act
8. To plan all matters pertaining to the establishment, functioning and maintenance of the telephone/communication systems.	Power to Act

## **Student Affairs Committee**

### ***Committee Member***

1. Director in charge of Student Affairs (Chairman)
2. Assistant of the Director of student affairs (Secretary)
3. Vice Chancellor
4. Deputy Vice Chancellor for Academics
5. University Chaplain
6. Cultural and Recreational Activities Committee Chairperson
7. One lecturer selected annually by the administrative Committee
8. Two students selected annually

### ***Functions and Responsibilities***

Functions and Responsibilities	Authority
1. To prepare the Student Handbook including all non-academic rules and regulations and recommend same to the General Faculty for ultimate presentation to the Board.	Power to Refer

2. To implement, disseminate, and enforce the rules and regulations in the Student Handbook.	Power to Act
3. To approve all exceptions to the rules and regulations of the Student Handbook.	Power to Act
4. To supervise all non-academic student services with the exception of the University industries, the Cafeteria and student labour.	Power to Act
5. Discipline Functions and Responsibilities:	
a. To assess culpability and to assign appropriate discipline.	Power to Act
b. To recommend appropriate changes to the Student Handbook.	Power to Recommend

## **Student Discipline Committee**

### ***Members***

1. A member of faculty appointed annually by the Vice Chancellor, (Chairman)
2. Dean of Students, (Secretary)
3. A faculty representative from each Faculty
4. Assistant of the Director of student's affairs

### ***Functions and Responsibilities***

1. To deal with discipline cases of students and recommended to the Administrative Board any disciplinary measure that require suspension.
2. To recommended to the General Faculty Assembly through the Administrative Board, dismissal of a student.
3. To decide other forms of disciplinary action against a student.

## Cultural and Recreational Activities Committee

### *Committee Members*

1. Chairperson (Appointed by the ADCOM)
2. Assistant of the Director for student affairs (Secretary)
3. Director for Student Affairs
4. University Chaplain
5. Three students (one single male student, one single female student and one married student)

### *Functions and Responsibilities*

Functions and Responsibilities	Authority
1. To promote social and recreational activities among the members of the University family including films, videos, recreational programs as well as cultural and artistic performances.	Power to Act
2. To assure the maintenance of Adventist standards in all social recreational activities planned and executed. This includes the previewing of all films, videos and musical programs, etc	Power to Act
3. To prepare and implement appropriate plans for all special holidays and events.	Power to Act
4. To recommend to the Student Affairs Committee a calendar of social and cultural events for the entire year.	Power to Recommend

## **Spiritual Life Committee**

### ***Committee Members***

1. Pastor (Chairman)
2. Dean of the Faculty of Theology (Vice-Chairman)
3. Church Pastor (secretary)
4. Director for Student Services
5. Church Director of Music
6. Church Director of Lay Activities
7. Church Youth Coordinator
8. One student (selected annually)

### ***Functions and Responsibilities***

Functions and Responsibilities	Authority
1. To help create a program of evangelism within and outside the University.	Power to Act
2. To plan and approve the expenditure of the evangelism fund.	Power to Act
3. To develop and implement plans and programs for the improvement of the spiritual life on campus.	Power to Act
4. To supervise and coordinate extracurricular youth and lay activities including off campus evangelistic series.	Power to Act
5. To lead out in all spiritual activities including daily worships, weekend and mid-week prayer services.	Power to Act
6. To interact with the University Church Board in implementing on	Power to Act

campus the spiritual goals and objectives and mission of the University and that of the Seventh-day Adventist Church.	
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**University Development and Construction Committee**

***Committee Members***

1. Director for Development Department (Chairman)
2. Construction Manager/Local Builder (Secretary)
3. Vice Chancellor
4. Deputy Vice Chancellor for Finance
5. Two people appointed by the ADCOM (selected annually and varies according to the building or project under consideration)

***Functions and Responsibilities***

<b>Functions and Responsibilities</b>	<b>Authority</b>
1. To help the Vice Chancellor in the preparation of the Physical Master Plan including all drawings, plans, and written materials. Recommendations are made to the Administrative Council.	Power to Recommend
2. To involve academic, financial, student affairs and physical plant expertise within the University as well as a variety of expertise outside the University such as the Board, the Administrative Committee members and a variety of planning professionals in the development of the Campus Master Plan before it goes to the Administrative Committee and the Board.	Power to Act
3. To develop proposals pertaining to ways and means the University can promote development in the surrounding community. The committee is charged with the responsibility of collecting data and	Power to Recommend

<p>suggesting sources for possible funding. The concept of the proposal must be approved by the General Faculty and the proposal must be approved by the Administrative Committee.</p>	
<p>4. To approve all major construction plans before they are sent to the Administrative Committee and the Board.</p>	<p>Power to Act</p>
<p>5. To ensure detailed drawings and cost estimates in conjunction with the Finance Committee for each building and/or project being proposed.</p>	<p>Power to Act</p>

**Student Labor Committee**

***Members***

1. The Chaplain (Chairperson)
2. Assistant of the Director of Students' Affairs (Secretary)
3. Deputy Vice Chancellor for Finance
4. Director of Student Affairs
5. The Church Pastor
6. One student

***Functions and responsibilities***

1. To recommend policies that governs student labor including hourly rates for students.
2. To handle work related indiscipline of students.
3. To work with departments and supervisors to create work opportunities for students.
4. To recommend policies that governs Work Experience Education.

## **Admissions Committee**

### ***Members***

1. Director of Admissions and Academics Records (Chairperson)
2. Assistant Registrar (Secretary)
3. Deputy Vice Chancellor for academics
4. University Chaplain
5. Director for Student Affairs
6. Student Recruitment and alumni relations Officer
7. Academic Department Chairpersons

### ***Functions***

This committee functions as the University's Admissions Board:

1. It handles all applications for admissions to the University
2. It makes recommendations to the administrative committee from time to time on the University's admission policy including the admission requirements and procedures.

## **Faculty and Staff Social Committee**

### ***Members***

1. Appointed by the ADCOM (chairperson)
2. Director Human Resource (Secretary)
3. Director for Development
4. A representative from each faculty



### ***Functions***

1. To plan social activities for faculty and staff such as pot-lucks, outings, end of year party, etc.
2. To plan occasions at which new employees are welcomed and outgoing ones are bid farewell.

### **Faculty research and professional growth committee**

#### ***Members***

1. Director of research and publications (Chairman)
2. Director of academic quality (secretary)
3. Deputy Vice Chancellor for academics
4. Deans of Faculties
5. Deputy Vice Chancellor for Finance

All other faculty at the rank of professor (provided the number of members does not exceed fifteen)

#### ***Functions***

1. To coordinate the various research projects undertaken by individual faculty members, groups of faculty members or a department.
2. To ascertain that ethical and acceptable procedures in harmony with university standards are being followed while carrying out research.
3. To receive and evaluate research proposals intended for funding by the university.
4. To receive progress reports on university-funded research projects.
5. To encourage research.
6. To recommend to the administration the allocation of research funds.

## **Students Appeals Committee**

The Appeals Committee is comprised of three faculty members who are appointed by the Vice Chancellor when the need arises. The committee makes recommendations concerning the issue at hand, but the final decision rests with the administrative committee.

## **Non-Academic appointments and promotion of junior staff committee**

### ***Members***

1. Deputy Vice Chancellor for Finance (Chairman)
2. Director Human Resource (Secretary)
3. Librarian
4. Any others appointed by ADCOM.

### ***Functions***

1. To recommend to the Administrative Board, appointment and promotion of non-academic staff.
2. To serve as a disciplinary committee on issues related to non-academic staff and made recommendations to the ADCOM
3. Any other responsibility that the Administration may assign.

**PART 12**  
**UNIVERSITY POLICIES**

**UNIVERSITY ADMINISTRATIVE CHAIN OF COMMAND**

The presiding officer of the University is the Vice Chancellor. In his absence, the Deputy Vice Chancellor for Academics shall be in charge. In the absence of the two aforementioned individuals, the Deputy Vice Chancellor for Finance shall be in charge, and if all the above are absent the Director in charge of Student Affairs and Director for Development Department shall be in charge in that order. If all of the above are absent, the Vice Chancellor shall name a responsible member of the faculty to be in charge.

**Classification of university personnel**

**Faculty Member**

All full-time University officers, Associates in administration, Deans of the various faculties, Head of department and teachers are classified as faculty members. Visiting professors are not regarded as faculty members.

**Staff Members**

All full-time non-academic Department Heads and all non-teaching, full-time, salaried employees of the University are classified as staff members.

**General Faculty and Staff Meeting**

All Faculty and Staff members are required to attend all General Faculty Meetings called by the University Administration. Special General Faculty Meetings may be convened at the request of the Vice Chancellor.

**Academic Faculty Meetings**

All Faculty members are required to attend all Academic Faculty Meetings called by administration.

### **Secretary of Faculty Meetings**

The Secretary of all General Faculty Meeting, as well as all Academic Faculty Meetings is the Director for the Admissions and Academic Records. As far as possible, the agenda shall be provided for each member at least two days prior to the time of the meeting. The minutes shall constitute the official record of the meeting.

### **Code of Conduct**

All University administrators, faculty, and staff members shall conform to the doctrines, ethics and lifestyle of the Seventh-day Adventist Church. In addition, they are expected to meet fully the various commitments to the institution, and maintain at all times a loyalty to the SDA church.

### **Academic freedom**

Academic freedom involves the right of the teacher to inform himself, and to express responsibly his views and opinions in the areas of his academic competence, and within the frame work of the teaching and philosophy of the Seventh-day Adventist Church. The teacher is entitled to pursue research in accordance with his academic interests and duties, and is expected to demonstrate a positive image of the character of the institution and church.

### **Calls for new university personnel**

The Vice Chancellor, in collaboration with his fellow officers and the department heads involved, shall recommend to the Board/ Administrative Committee the names of new, full-time University personnel. Members of the Faculty and Staff are encouraged to recommend names to the Vice Chancellor for consideration.

### **Conditions of employment**

Each employee of the University shall be expected to sign a contract specifying the terms of employment. Unless otherwise stated in the contract, the basis of all contracts shall be a twelve-month period. Any full-time university employee may not engage in remunerative

work for any other employer on or off campus without the permission of the Administrative Committee.

### **Academic ranking and promotion**

Promotion in ranks are given to teachers who have given satisfactory evidence of their loyalty to denominational standards and teaching, who have given satisfactory proof of their ability as teachers, may be considered for promotion after they have completed the self-evaluation process.

AUCA adopts the following ranks from lowest to highest:

1. Teaching Assistant/Tutorial Assistant
2. Assistant Lecturer
3. Lecturer
4. Senior Lecturer
5. Associate Professor
6. Professor

### **Criteria for promotion in academic rank**

**Teaching Assistant:** must have earned a good Bachelor's Degree and shall serve an assigned temporally full-time contract for a maximum period of two years to show proof of plans for academic advancement as a requisite for possible renewal of employment.

**Assistant Lecturer:** must have earned a Master's degree in relevant field without relevant university level teaching experience.

### **Lecturer**

- A. Must have earned a doctorate degree in relevant field or
- B. Must have earned a master's degree in relevant field and
  - A minimum of three year of successful university teaching or its equivalent (see definition of equivalence below).
  - At least two articles in referred journal or its equivalent.

- Evidence of progress toward doctorate degree or its equivalents.

### **Senior Lecturer**

A. must have earned doctorate degree in relevant field and

- A minimum of three years' experience in teaching in university as full-time lecturer, or its equivalent.
- At least two articles published in refereed journal since the last promotion as lecturer.

**or**

B. Must have earned master's degree in relevant field and

- A minimum of six years of successful university teaching or its equivalent.
- At least three articles published in refereed journal since the last promotion as lecturer, or its equivalent.
- Is writing his/her doctoral dissertation/theses or its equivalent.

### **Associate Professor**

- Must have earned a doctorate degree in relevant field and
- Must have served as senior lecturer for three years
- At least five articles published in a refereed journal since the last promotion as senior lecturer.

### **Professor**

- Must have earned doctorate degree in relevant field
- Must have served as an associate professor
- At least five articles published in refereed journal since the last promotion as an associate professor or its equivalent.

## **Suspension or termination of the service**

1. If, for any reason, the Administrative Committee feels the appointment of a faculty member or worker should be terminated, the affected employee should be given formal notification and an explanation for the action taken two months in advance.
2. A teacher with 6 years in the University who is relieved of his employment with the institution for reasons not involving gross neglect of duty or moral misconduct, or repudiation or defiance of the standards and the teaching of the Seventh-day Adventist Church shall receive full salary and all regular allowances, refunds, etc. For three months from the day of notification of separation.
3. A faculty member may terminate his service by resignation, which should usually become effective at the end of an academic year. Notice of resignation should be given in writing at least three months before the effective date of termination; otherwise, the faculty member in question shall pay three months' salary in lieu of notice.

## **Time of Work**

Matters pertaining to leaves, holidays, vacations, maternity leaves, sick leaves, emergency leaves, and public holidays must not be in conflict with the laws of the land. University personnel are therefore requested to seek this information from the administrators who in turn will consult the ECD Policy Book and local government regulations applicable for their own case.

## **Vacations**

All vacations are processed through the Office of the Human resource service and must be voted by the Administrative Committee.

## **In-service improvement and professional growth**

1. While in the employment of the University, the employee may be given help to improve his/her skills and knowledge so as to become a more effective worker. This help may include the following:
  - a. Workers and spouses are permitted to take without charge, one class per semester while employed at the University, provided there is no conflict with the employee's work, and provided one has the approval of the Vice Chancellor and of one's Dean or Department Head.
  - b. The University will provide payment of membership dues in one approved professional society for each faculty member. Approval is given by the Administrative Committee.
  - c. The University may provide for the academic advancement of its teachers. A person must have served a minimum of three years before being eligible for financial assistance, and the selection of an individual is based on the specific needs of the University.
2. In making a request for an advanced study leave, the applicant must specify the exact time for which the leave is being requested and the educational goals which are desired. In all cases the assistance depends on the needs of the University.
3. An application for study leave is to be made to the Vice Chancellor at least one semester before the period of leave so as to give ample time to provide a substitute. Administrative Committee action is required in granting such request.



### **Procedures for handling calls to another school**

1. Calls should be handled through regular denominational channels with due consultation with the employee and the University administration. A teacher who is under obligation to serve his school may not be taken by another institution without proper arrangements and remuneration. This may not be permitted during a given school year.
2. The calling school/organization must reimburse the University for unamortized Obligations. In all cases the institutions or organizations involved in the aforementioned calls/changes of personnel should be informed of all financial commitments.

### **Grievance Policy**

A faculty member who feels aggrieved in matters relating to the terms of his employment or his working conditions, may appeal to the University Administration/ Administrative Committee. If not satisfied, he may appeal to the Board, the next level of authority.

### **Academic Matters**

The following policies and practices are given here in order to give information and guidance to members of the faculty and workers.

### **Absence from Class by Faculty Members**

1. Absence from regularly scheduled classes or examination sessions requires specific approval of the Dean of the Faculty and the Deputy Vice Chancellor for Academics. These shall be reviewed each year by the Vice Chancellor with the Deputy Vice Chancellor for Academics and the Dean of the Faculty as part of the annual teacher's report.
2. Faculty members requesting authorization to be absent from a class bear the responsibility of providing coverage for the class. Any replacement must be approved by the dean of Faculty and the Deputy Vice Chancellor for Academics well in advance. When faculty members are requested to be absent on University

business, the Vice Chancellor and the teacher will be responsible for the replacement.

### **Student Absence and Attendance Records**

1. Explanation blanks for class absences due to illness or other emergencies are presented to the teacher not later than the second-class meeting following the absence, and only after having the approval of the Preceptor, Director in charge of Student Affairs, or a Registered Medical Practitioner. These blanks are necessary to authorize the instructor to permit the student to make up tests or other assignments missed because of the absence.
2. Repeated Unexcused Absences. In cases of repeated unexcused absence (ordinarily when a student misses two or more periods in succession) are reported to the Director in charge of Student Affairs. These individuals will get in touch with student's counselor in an effort to solve the problem. If necessary, a report will be made to the Deputy Vice Chancellor for Academics.
3. Teachers are not to admit any student in any class until they have received proper class admission slips for the student from the Registrar's Office. No student is to be permitted to remain in a class unless the instructor has received a class admission slip from him. Class admission slips for which there are no corresponding class members must be returned to the office of the Director for the Admissions and Academic Records.
4. Students absenting themselves from any class period for more than fifteen minutes at the beginning, at the close, or anywhere in the period, should be marked absent.
6. Students may be kept out of classes or from work by members of the University staff only in cases of great necessity and with the permission of the Deputy Vice Chancellor for Academics. In such cases the teachers whose classes the student will miss should be notified at least one day before the absence is to occur. In no

case are students to be kept out on a day when an examination is scheduled, except for failure to pay all outstanding fees. A student is allowed twice as many absences for a course as the course has credit hours. These absences do not apply to vacation periods.

### ***Attendance Records***

- a. A record of daily class and laboratory attendance is to be kept by each instructor in each class. Each absence may be expected to reduce the student's grasp of the subject material and proportionately to lower his grade in the course. The responsibility rests with the teacher for keeping a true class attendance record and making out grades in relation thereto.
- b. Three lateness or tardiness are considered to be one absence.

### **Class accessories and office supply**

A requisition for classroom accessories and office supplies should be submitted by the dean of the Faculty to the Deputy Vice Chancellor in charge of Administration and Finance for approval.

### **Class changes**

If a change of time, room or instructor is necessary after the schedule has been published, it will be necessary to have the approval of the Dean of the Faculty and the Deputy Vice Chancellor for Academics, and an appropriate form must be completed and submitted to the Director for the Admissions and Academic Records Department.

### **Faculty class tardiness**

It is expected that all faculty members meet their schedule of classes promptly. If circumstances cause one to be unable to meet at class appointment as scheduled, he should notify the Dean of his Faculty so that the class will be supervised until arrival.

### **Commencement**

All faculty members are required to attend the baccalaureate and commencement exercises in academic regalia.

### **Committees/Committee minutes**

Copies of the minutes of the Faculty Committees are to be sent to the Office of the Deputy Vice Chancellor for Academics and the Vice Chancellor. All faculty committees are asked to meet at a regular time and place, and to notify the administration of said time and place.

### **Student work**

Any student who refuses to work or who fails to carry out the terms of his work contract is expected to appear before the Deputy Vice Chancellor for Finance before continuance in school is permitted.

### **Diplomas/Degrees**

Diplomas/Degrees may be granted to those persons who have completed satisfactorily the courses leading to the diplomas/degrees of the University and have also been duly recommended for their diplomas by their respective Faculty and approved by the General Faculty (Senate).

### **Securing of equipment**

Requests for equipment are to be submitted through the Faculty Deans and Deputy Vice Chancellor for Academics to the Vice Chancellor. Major equipment purchases are to be voted by the Administrative Committee.

### **Examination**

1. On examination days, the teacher may allow students to leave after writing the examinations but should advise the students to leave the examination hall quickly and quietly.
2. Teachers should avoid examinations during the weeks of prayer so as to help students have adequate time to attend the meetings.
3. Meetings of campus clubs or of functions sponsored by the clubs shall not occur one-week preceding semester examinations.

4. All teachers are asked to file copies of all semester examinations with the office of the examination office.

### **Field trip**

A faculty member who contemplates taking students on a field trip should complete the following steps in sequence:

1. Obtain a field trip form from the Director for the Admissions and Academic Records Department.
2. When a field trip is directly related to the instructional activities of a particular class, one must, secure approval from the respective Faculty dean and the Deputy Vice Chancellor for Academics using the form provided.
3. When the trip is an activity of a student organization, the student must use the form mentioned above to secure approval from the Deputy Vice Chancellor for Academics. The sponsor of said student organization should assure himself of the adequacy of the insurance coverage of all vehicles used for such trips.
4. If participating students will be absent from other classes, a field trip notice is necessary for each student participant. The faculty sponsor shall see that each student presents the form to each of his instructors for initializing.
5. Students who miss classes because of university-sponsored events (choral groups, etc.) will bring similar forms from the sponsoring organizations. Any student who has a current mean of less than 12.00 may not be authorized to travel.
6. The faculty and staff shall be notified at least one week in advance.

## **Grades**

1. Grades are due in the office of the Director for the Admissions and Academic Records Department not later than ten days after the period for which the semester examinations have been administered.
2. If a given student has an “Incomplete,” the teacher must include on the reverse side of the grade sheet a statement of the specific requirements which the student must complete for the removal of the “Incomplete.”

## **Grade Reports**

These reports represent the scholastic achievement of the student in his classes according to the judgement of the instructors. The class instructor bears the sole responsibility for the evaluation of each student. The registrar must receive the grades no later than 10 days after the examinations so as to provide the students and parents their grade reports no later than two weeks after the end of the examination period. The delinquency of single teacher in meeting the above deadline is sufficient to undermine the program. All teachers are kindly requested to be punctual in submitting their grades.

## **Office and Classroom Assignment**

Every effort is made to provide suitable office facilities for all regular teachers. The office assignments are made by the Deputy Vice Chancellor for Academics in consultation with his fellow officers. The class schedule is prepared by the Director for the Admissions and Academic Records department in consultation with the Deputy Vice Chancellor for Academics. If for any reason a classroom assignment is unsatisfactory, this fact should be reported immediately to the Director for the Admissions and Academic Records Department.

### **Faculty Office Hours**

Each faculty member is requested to have stated office hours published on the outer door of his office. Teachers should notify the Deputy Vice Chancellor for academics of the hours when they are available for conferences. It is expected that Teachers allow for sufficient time in their offices to help their students.

### **Ordering Books**

All books are to be ordered by the Deputy Vice Chancellor for Finance in consultation with the Deputy Vice Chancellor for Academics. It is expected that the teacher will estimate as closely as possible the number of books needed for the class to avoid excessive orders. If a desk copy is desired, indicate this to the Librarian. All books must be ordered one year in advance.

### **Ordering films and classroom materials**

All films for recreational purposes and classroom materials should be ordered through the Business Office on official purchase orders. In this way, prompt payment of all accounts will be assured. Permission must be obtained from the Deputy Vice Chancellor for Finance.

### **Recording Books**

Record books are to be obtained from the Director for the Admissions and Academic Records Department at the beginning of the school year. These record books should be returned to the same office within forty-eight hours of the graduation exercises at the end

of the school year. Teachers are expected to keep an accurate and faithful record of each student grades. Faithfulness in this matter is of the utmost importance to the student.

### **Religious Obligation**

As a Christian, Seventh-day Adventist institution, AUCA makes every effort to place spirituality in its proper place in all activities on campus. In order to achieve this, it expects that all faculty members will cooperate as much as possible by faithful attendance at all church services and at assembly exercises each week. Faculty members are encouraged to hold their membership at the University church, if possible.

### **Social Gatherings**

Sponsors of campus organizations are asked to see that no public announcements of social gatherings of their particular organization are made before the appropriate committee has provided their approval and placed the time and event on their calendar.

### **Solicitation**

The solicitation of funds and gifts locally shall be limited to persons authorized to do so by the University administration. Permission may be granted; however, this needs to be coordinated by the administration.

### **Speakers**

Invitations to speakers to appear in regularly scheduled classes should first be cleared with the Dean of the Faculty and the Deputy Vice Chancellor for Academics. It is the responsibility of the instructor to demonstrate that the material to be presented is germane to the content of the course and that the speaker has the appropriate training to speak in a university classroom.



### **Standard of Dress**

The Seventh-day Adventist Church believes that the Bible requires Christians to clothe themselves modestly and to refrain from expensive, ostentatious dress and adornment. Cooperation in this area is expected from all members of the University family.

### **Expense Report Form**

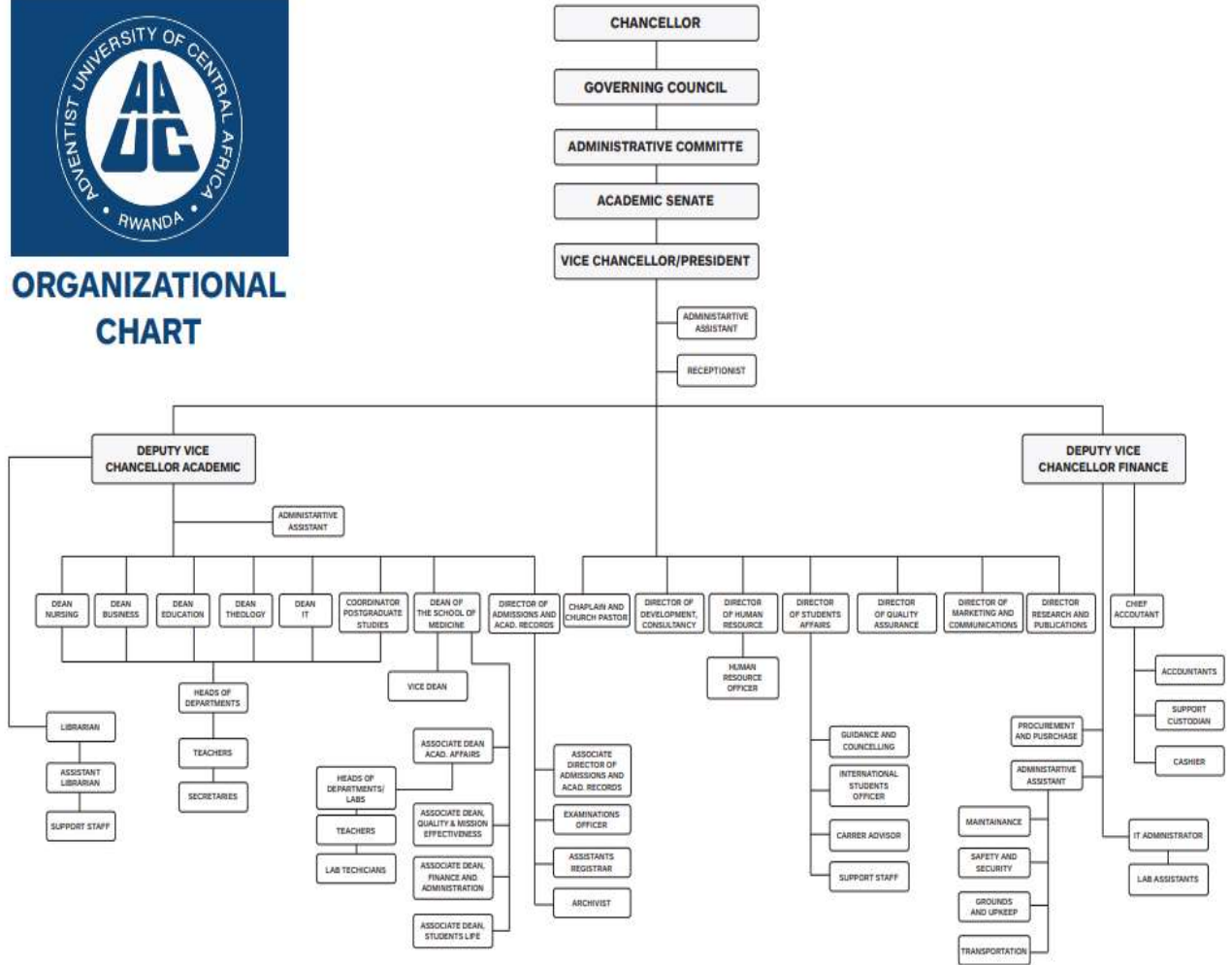
Expense report forms are obtainable at the Business office. All expense reports are to be turned in to the Business Office punctually.

### **Syllabus**

Each teacher is required to hand into the office of the Deputy Vice Chancellor for Academics a syllabus for each of his classes prior to the offering of these classes during any given term, and a copy of the course syllabus for a given course must be given to each student at the beginning of the term.



## ORGANIZATIONAL CHART



End

