

# EMPLOYEE HANDBOOK

Academic Year 2026 – 2027

## Preface

Welcome to American International University.

Whether you are joining AIU for the first time or returning for another year, I am glad you are here. The work we do together, in classrooms, offices, laboratories, and support functions across this campus, is the work of building something genuinely valuable: a university that gives Kuwait's next generation of leaders and innovators the education they need to shape their country's future.

This Handbook exists because that work requires a shared understanding of what we expect from one another, what you can expect from this institution, and how we resolve the situations that inevitably arise in any workplace. It is not a document written to constrain you. It is a document written to protect you, to support you, and to be honest with you about the commitments AIU makes to every member of its community.

This Handbook covers the full range of your employment at AIU, your terms of engagement, your entitlements, your professional obligations, the standards we maintain on campus, and the processes available to you when something goes wrong. It has been developed to reflect not only AIU's own policies but also the requirements of Kuwait Labor Law, the standards of WSCUC accreditation, and the norms of international higher education. Where we have identified provisions in our earlier policies that needed updating to meet those standards, we have updated them, and we have been transparent about that.

You will find that the Handbook distinguishes clearly between provisions that apply to all staff and those that apply specifically to faculty or to administrative teams. Where a topic is covered in more detail in the Faculty Handbook or in a specific policy document, we cross-reference rather than repeat — because your time is better spent on your work than on navigating overlapping documents.

I want to be direct about what you can expect from this institution in return for your professional commitment.

A fair workplace. AIU is committed to treating every employee, regardless of nationality, gender, religion, or background, with dignity, equity, and respect. The Equal Opportunity and Non-Discrimination Policy (ADM-003) is not a formality. It describes how we expect every member of this community to treat every other member, and we take violations of it seriously.

Clear processes when things go wrong. If you experience unfair treatment, harassment, or a decision you believe was made in error, this Handbook sets out the steps available to you, from an informal conversation to a formal grievance and appeal. No employee will be disadvantaged for raising a genuine concern through proper channels. That commitment is unconditional.

Proportionate discipline, not arbitrary punishment. Our disciplinary framework exists to correct and support, not to punish. The process is structured, documented, and subject to appeal at every stage. We expect compliance with our policies, and we hold ourselves to the same standard of procedural fairness that we apply to the employees we hold accountable.

Support for your professional development. AIU invests in its people. Whether through faculty development programs, administrative training, or the resources of the Centre for Teaching and Learning, we are committed to helping you grow in your role. Our RISE Strategy 2026–2030 is built on the premise that institutional excellence and individual professional growth are not in competition, they reinforce each other.

Honest communication. This Handbook reflects our best current understanding of our policies and obligations. Where policy changes, we will communicate those changes clearly and promptly. Where we get things wrong, and no institution gets everything right, we will say so and correct course.

In return, AIU asks something straightforward of you: read this Handbook, know its contents, and hold yourself to the standards it describes.

The students who study here have placed extraordinary trust in this institution. They have invested their time, their families have invested their resources, and Kuwait has invested its hope for a generation of graduates who will lead a more diversified and innovative economy. Every employee, in every role, is part of delivering on that trust. The quality of your work, the professionalism of your conduct, and the care you bring to your interactions with students and colleagues are the substance of AIU's reputation.

We do not expect perfection. We expect honesty, effort, and a genuine commitment to the mission we share. The standards in this Handbook are not there to make your life difficult. They are there because a university, a real university, one that deserves the trust of its students and the confidence of the international academic community, has to be built on shared, enforceable commitments.

Thank you for choosing to be part of AIU. The work ahead of us is meaningful; the standards we are building toward are ambitious, and the students we serve deserve every professional commitment we bring to this campus. I look forward to the year ahead with you.

Sincerely,

Dr. Shamayel AlSabah

Vice President for Administration

American International University - Kuwait

## How to Use This Handbook

This Handbook is a living document. It will be reviewed annually and updated when policy, law, or institutional circumstances require. The most current version is always available on the AIU intranet. If you have a question about a provision, please speak with your HR Business Advisor or contact the HR Department directly. We would rather clarify a question before it becomes a problem than resolve a misunderstanding after the fact.

If you believe any provision in this Handbook is unclear, inconsistent, or falls short of the standards it should meet, I encourage you to say so. The honest feedback of employees is how institutional documents improve.

This handbook is organized into chapters, each covering a distinct domain of employee life at AIU. This Handbook governs employment policies common to all AIU employees, administrative staff and faculty alike. Certain matters specific to the faculty role, appointment ranks, promotion, workload, academic freedom, faculty governance, and the faculty performance review process, are governed by the AIU Faculty Handbook and its supporting FAC-series policies (FAC-001 through FAC-011). Where a topic is addressed in both documents, the more specific faculty provision governs faculty members; the general Employee Handbook provision governs administrative staff. Faculty members are subject to both documents and should read them together.

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

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This chapter introduces American International University (AIU) — its mission, values, strategic direction, governance, and the regulatory and accreditation framework within which all employees work. Understanding this context is essential for every member of the AIU community, regardless of role, and forms the foundation for everything described in the chapters that follow.

## 1.1 Mission, Vision, and Core Values

### 1.1.1 Mission

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

### 1.1.2 Vision

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

Institutional Tagline: Elevating Futures, One Graduate at a Time

### 1.1.3 Core Values

AIU's six core values are institutional commitments that guide how the University governs itself, how its faculty teach, and how its staff serve students. They are not aspirational phrases — they are operational expectations that apply to every employee in every role:

| Core Value          | What It Means for All Employees                                                                                                    |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Integrity           | Acting honestly in all institutional decisions, communications, and interactions — with students, colleagues, and the public.      |
| Academic Excellence | Upholding high standards in everything that touches student learning and institutional quality, even outside the classroom.        |
| Accountability      | Taking responsibility for your own work, measuring what matters, reporting honestly, and acting on evidence of needed improvement. |
| Inclusion           | Creating conditions where every student and every colleague, regardless of background or preparation, can participate and succeed. |
| Innovation          | Embracing evidence-based change, questioning inherited assumptions, and continuously improving how we work.                        |
| Community           | Serving Kuwait's students, workforce, and national development vision through our collective daily work.                           |

## 1.2 The AIU RISE Strategy 2026–2030

The AIU RISE Strategy 2026–2030 is AIU’s institutional roadmap for this strategic period. It shapes priorities across the whole university — academic and administrative — and every employee has a role in its success.

| Pillar                                     | What It Means for AIU Employees                                                                                                                                                                                                                                   |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| R<br>Research & Innovation                 | Build a structured research culture and increase AIU’s external research profile. Target: 100+ indexed publications annually by 2030. Administrative and support staff contribute by enabling researchers and maintaining an efficient institutional environment. |
| I<br>Impact & Accreditation                | Pursue WSCUC institutional accreditation — AIU’s most important quality signal. Every employee contributes by following policy, maintaining accurate records, and supporting quality assurance activities.                                                        |
| S<br>Student Success & Experience          | Grow enrollment to 5,000+ students and achieve 80%+ student satisfaction. All staff contribute through professional service, a welcoming environment, and efficient administrative support.                                                                       |
| E<br>Employability, Engagement & Community | Achieve 85%+ graduate employment within 6 months of graduation and build Kuwait community partnerships. Staff contribute through professional conduct that represents AIU externally and supports student career readiness.                                       |

The full RISE Strategy document is available on the AIU intranet.

## 1.3 About American International University

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

AIU currently serves more than 3,200 students and employs approximately 130 faculty members across five Schools. The University operates on a semester-based academic calendar aligned with US academic norms, and instruction is conducted solely in English. All academic programs are delivered on-campus.

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

- Florida State University
- The University of Utah

Additional partnerships with industry, government agencies, and civil society organizations are managed by the Office of the Vice President for University Engagement.

## 1.4 University Governance

AIU operates within a governance framework designed to ensure academic quality, institutional accountability, and compliance with Kuwaiti law and international accreditation standards. Understanding the principal governance bodies and leadership roles helps all employees know where decisions are made and who to contact.

### 1.4.1 The Board of Trustees

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

### 1.4.2 The President

The President is AIU's chief executive officer, responsible to the Board of Trustees for all institutional operations. The President provides leadership for academic programs, student affairs, research, finance, human resources, and external relations, and is the primary link between the Board and the University's academic and administrative leadership. The following units report to the President: The Office of the Legal Counsel, the Office of Accreditation and Institutional Effectiveness, The Office of Strategy, The Office of Communication and Branding, the Office of Global Excellence and the Chief Information Officer.

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

The Vice President for Academic Affairs is the chief academic officer of AIU, responsible for the quality of all academic programs; faculty recruitment, evaluation, and development; curriculum oversight; institutional effectiveness; and the WSCUC accreditation process.

### 1.4.4 Vice President for Administration

The Vice President for Administration oversees AIU's administrative and operational functions, including human resources, facilities management, and compliance with operational policies. This is the primary point of contact for employment, benefits, and campus operations matters for all staff.

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

The Vice President for Enrollment & Student Affairs is responsible for enrollment, student services, including academic advising, student counseling, wellness programs, career services, disability services, student conduct, co-curricular activities, and student organizations.

### 1.4.6 Vice President of University Engagement

The Vice President for Engagement and Partnerships is responsible for developing and managing AIU's relationships with industry, government, community organizations, and international university partners.

### 1.4.7 Assistant Vice President for Research

The Assistant Vice President for Research supports the development of AIU's research culture and infrastructure, including administering internal research funding, coordinating grant development support, managing research ethics review, and promoting faculty participation in indexed publications and conferences.

### 1.4.8 School Deans

Each of AIU's five Schools is led by a Dean who is responsible for academic quality, faculty management, program delivery, School-level budgeting, and strategic development within the School. Deans report to the VPAA.

### 1.4.9 Department Chairs

Department Chairs provide immediate academic and administrative leadership to faculty within each department or program area. Their responsibilities include scheduling, workload assignment, performance oversight, mentoring of junior faculty, and course file maintenance.

## 1.5 Schools, Departments, and Programs

AIU is organized into five Schools, each comprising one or more departments and a suite of undergraduate degree programs. Graduate programs are under development and pending PUC authorization. The five Schools are:

- School of Business
- School of Engineering and Computing
- School of Education
- School of Arts and Sciences
- School of Architecture and Design

Each School is led by a Dean and organized into departments that deliver specific degree programs. A current list of programs is available at [aiu.edu.kw](http://aiu.edu.kw) and on the AIU intranet.

## 1.6 Accreditation and Regulatory Framework

Every AIU employee contributes to the institution's accreditation readiness and regulatory compliance. Understanding the framework described in this section is part of every employee's professional responsibility.

### 1.6.1 WSCUC Accreditation

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

WSCUC evaluates institutions against four Standards

- Standard 1: Defining Institutional Mission and Acting with Integrity
- Standard 2: Achieving Educational Objectives and Student Success
- Standard 3: Assuring Resources and Organizational Structures
- Standard 4: Creating an Organization Committed to Quality Assurance and Improvement

All employees contribute to WSCUC accreditation by following institutional policy, maintaining accurate records, participating in institutional processes, and supporting a culture of continuous improvement. The President's Office coordinates the WSCUC accreditation process.

### 1.6.2 Private Universities Council (PUC)

AIU operates under the regulatory authority of Kuwait's Private Universities Council (PUC), the government body responsible for licensing and overseeing private higher education institutions in Kuwait. All AIU degree programs are PUC-approved. Institutional operations must comply with PUC requirements. In cases of genuine conflict between PUC and WSCUC requirements, applicable Kuwaiti law governs.

### 1.6.3 Program-Level Accreditations

AIU is pursuing program-level accreditations for specific programs as part of the RISE Strategy. Employees in affected Schools or support functions will be notified by the relevant Dean or VP when accreditation processes are initiated and may be asked to contribute to self-study activities or documentation.

## 1.7 Kuwait Vision 2035 and AIU's Role

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

AIU's mission, programs, and RISE Strategy are explicitly designed to support Vision 2035. Every employee, academic and administrative, contributes to this national mission through their daily work: preparing graduates for Kuwait's evolving economy, maintaining institutional quality, and upholding AIU's reputation as a trustworthy educational institution.

## 1.8 Academic Calendar

AIU operates on a semester-based academic calendar. All employees — academic and administrative — are expected to be aware of and plan around the academic calendar, as it governs institutional rhythms, deadlines, and staffing requirements.

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

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

## 1.9 Key Administrative Contacts

Employees needing assistance with academic, administrative, or operational matters should contact the following offices. Contact details (email, extension, location) are maintained in the AIU Staff Directory on the intranet.

| Office                                  | Purpose and Scope                                                                                                                                        |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Office of the President                 | Institutional leadership, Board relations, strategic matters.                                                                                            |
| Office of the VPAA                      | Academic policies, curriculum, WSCUC accreditation, faculty contracts and matters, course-related issues.                                                |
| Human Resources (VP Administration)     | Employment contracts, benefits, leave, payroll, BambooHR, visa and residency support.                                                                    |
| Assistant VP for Research               | Research funding, grant support, internal research fund, research ethics, conference travel support.                                                     |
| Office of the VPESA                     | Student conduct, student welfare, disability services, academic advising coordination, student grievances.                                               |
| Registrar                               | Course scheduling, grade submission, academic calendar, examination scheduling, student academic records.                                                |
| Library                                 | Library resources, research databases, interlibrary loan, library instruction support.                                                                   |
| IT / Technology Services                | Email, Banner (SIS), learning management system, classroom technology, equipment. See also: ADM-004.                                                     |
| Facilities Management                   | Classroom and office maintenance, parking, campus access, health and safety. See also: ADM-001.                                                          |
| Finance                                 | Budgeting, payroll administration, purchasing and payments, financial reporting, treasury operations, audit coordination, and financial policy guidance. |
| Vice President of University Engagement | Industry relations, community partnerships, international university partners, MoUs.                                                                     |

## 1.10 Diversity, Equity, and Inclusion

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

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

All employees are expected to:

- Treat colleagues, students, and visitors with respect, regardless of nationality, gender, religion, disability, or any other personal characteristic.
- Contribute to a workplace culture that is welcoming and free from harassment, discrimination, and bullying.
- Support AIU's commitment to student inclusion through professional conduct in all student-facing interactions.

Questions or concerns about discrimination, harassment, or inequitable treatment should be raised with the Vice President for Administration or the HR Department in the first instance. Any employee who believes they have been treated unfairly, discriminated against, or harassed has the right to raise a formal grievance, to receive an investigation, and to appeal any outcome. The full grievance, appeals, and discipline process, including anti-retaliation protections, is set out in Chapter 4 of this Handbook. Faculty members should refer additionally to the Faculty Handbook Chapter 9 (Section 9.6) and FAC-002.

This chapter sets out the terms and conditions governing employment at AIU for all staff, covering the probationary period, separation, contract renewal and termination, background screening, and confidentiality obligations. Faculty members should read this chapter alongside the Faculty Handbook (Chapter 2, FAC-003) and their individual employment contract, which governs their appointment in greater detail.

## 2.1 Recruitment and Selection Governance

AIU is committed to conducting recruitment and selection in a fair, transparent, consistent, and merit-based manner. Recruitment activities shall be governed by approved workforce requirements, institutional policies, and applicable laws to ensure the appointment of qualified individuals who support the University's mission and strategic objectives.

This section applies to all recruitment activities for academic, administrative, technical, and operational positions, including new appointments, replacement positions, internal transfers, promotions, and temporary assignments.

### Governing Principles

Recruitment and selection shall be based on the following principles:

- Equal opportunity and non-discrimination.
- Selection based on merit, qualifications, competencies, experience, and organizational requirements.
- Compliance with the approved organizational structure and workforce plan.
- Appropriate approval and budget authorization.
- Confidentiality throughout the recruitment process.
- Fair, objective, and documented assessment of candidates.
- Verification of employment, academic qualifications, and other credentials prior to appointment.

### Position Approval

Recruitment shall only commence after:

- The position has been approved in accordance with the University's authorization requirements.
- An approved job description exists.
- The reporting line, grade, and employment category have been confirmed.
- Budget availability has been verified.
- Human Resources has received the required recruitment authorization.

### Recruitment Process

Human Resources shall coordinate the recruitment process, which may include:

- Advertising vacancies through approved recruitment channels.
- Initial screening applications against the approved job requirements.



- Coordinating interviews and assessments.
- Conducting qualification and employment verification.
- Obtaining the required approvals before issuing an employment offer.

Recruitment procedures may vary depending on the position, while maintaining the principles of fairness, consistency, and compliance.

## Selection and Appointment

Candidates shall be evaluated against the approved requirements of the position using objective selection criteria.

Selection recommendations shall be supported by documented assessment outcomes and submitted through the appropriate approval process.

No employment offer or employment commitment shall be made before all required approvals have been obtained.

## Verification

Employment is conditional upon satisfactory verification of information provided by the candidate, which may include:

- Academic qualifications.
- Professional licenses or certifications, if required.
- Employment history.
- Reference checks.
- Eligibility to work.
- Background or regulatory checks, where applicable.

AIU reserves the right to withdraw an offer of employment or terminate employment where false, misleading, or fraudulent information is identified.

## Internal Recruitment

Where appropriate, AIU may consider qualified internal candidates for vacant positions.

Participation in an internal recruitment process does not guarantee promotion, transfer, or appointment. All candidates shall be assessed in the pool of applicants against the approved requirements of the position.

### Recruitment Records and Confidentiality

Recruitment documentation, interview records, candidate assessments, reference checks, and verification records shall be maintained by Human Resources and treated as confidential.

Access to recruitment information shall be restricted to employees directly involved in the recruitment and approval process.

## Exceptions

Any exception to the standard recruitment process, qualification requirements, grading, or compensation framework shall require documented business justification and approval by the appropriate authority.

Approval of an exception for one appointment shall not constitute a precedent for future appointments.

## 2.2 Promotion, Transfer and Change of Employment Status

AIU is committed to providing fair, transparent, and merit-based opportunities for employee career progression while ensuring organizational effectiveness, internal equity, and workforce continuity. Promotion, transfer, and changes in employment status shall be governed by approved institutional requirements, business needs, and the principles set out in this Handbook.

### Guiding Principles

Promotion, transfer, and changes in employment status shall be administered in accordance with the following principles:

- Availability of a vacancy
- Merit and demonstrated performance.
- Organizational and operational requirements.
- Internal equity and consistency.
- Competency and role readiness.
- Approved organizational structure.
- Budget availability.
- Equal opportunity and non-discrimination.

### Promotion

A promotion is the appointment of an employee to a position with greater responsibility, accountability, authority, or scope of work.

A promotion may include a change in job title, job grade, reporting relationship, compensation, or any combination thereof, as determined by the approved position.

Promotion is not an automatic entitlement, it is based on the availability of a vacancy, result of merit-based evaluation and performance.

Employees may apply for an open higher position when all the following conditions are satisfied:

- An approved organizational need or vacant position exists.
- The employee meets the minimum qualifications, experience, and competency requirements of the position.
- The employee has demonstrated sustained satisfactory performance.
- The employee has the capability and readiness to assume the responsibilities of the position.

- Budget availability has been confirmed.
- The required management approvals have been obtained.

Meeting the eligibility criteria does not guarantee an automatic offer, the results of the merit-based evaluation from among the pool of applicants shall govern the candidacy for the position.

## Merit-Based Assessment

Merit-Based assessment may take into consideration:

- Performance evaluation results.
- Knowledge, skills, and competencies.
- Leadership capability and professional conduct.
- Relevant qualifications and professional certifications.
- Experience and demonstrated achievements.
- Succession planning and organizational requirements.
- Disciplinary record, where applicable.

No single factor shall automatically determine eligibility for position candidacy.

## Transfer

AIU may transfer an employee between departments, functions, or reporting lines where required for operational needs, organizational restructuring, employee development, or business continuity.

A transfer may or may not result in a change to the employee's job title, grade, compensation, or reporting relationship.

## Acting Assignments

Where operationally required, AIU may appoint an employee to perform higher-level or additional responsibilities on a temporary basis.

Unless specifically approved by the University, an acting assignment:

- Does not constitute a permanent appointment.
- Does not create an entitlement to future appointment.
- Does not automatically result in a salary adjustment or acting allowance.

## Change of Employment Status

Changes in employment status may include:

- Promotion.
- Transfer.
- Acting assignment.

- Change of job title.
- Change of grade.
- Change of reporting line.
- Change of department or division.
- Change in employment category or work arrangement.

All changes shall be formally approved by the University Management and documented by Human Resources before becoming effective.

### Effective Date

Approved promotions, transfers, and changes in employment status shall take effect only from the date specified in the approved employment action. Unless expressly authorized by the University, no change shall be applied retrospectively.

### Exceptions

Any exception to this section shall require documented business justification and approval by the appropriate university authority.

## 2.3 Probationary Period

The probationary period is the first 100 working days of employment. During this period, either the employer or the employee may end the employment agreement without notice, subject to the following:

- An employee may not take a vacation or paid time off during the probationary period.
- Sick leave during probation shall be granted in accordance with Kuwait Labor Law, supported by valid medical certification.

For faculty appointments, the 100-working-day probationary period is further subject to the evaluation and recommendation process defined in Section 2.7 of the AIU Faculty Handbook and FAC-003, including a written Dean recommendation to the VPAA by the 80th working day. This process runs in parallel with, and does not replace, the general probationary provisions above.

## 2.4 Background Check Consent and Criminal Record Disclosure

A criminal background check is conducted on all employees prior to and during employment, to ensure the safety of students and all members of the university community. Ongoing evaluation applies to employees whose roles involve contact with students and minors. An individual determined to present a risk to students or minors will not be offered employment or, if already employed, will have their contract revoked.

If you are charged with a crime or arrested while employed by AIU, whether in Kuwait or any other jurisdiction, you must notify the HR Department immediately.

## 2.5 Confidentiality Undertaking

As stipulated in your Confidentiality Undertaking,

Employment contract and AIU's internal policies, you have an ongoing obligation of loyalty, non-disclosure of confidential information, and commitment to the University's interests.

Unless your position expressly permits otherwise AND you have received written authorization from management, your confidentiality obligation includes but is not limited to:

- Not releasing to any person, the University's files, programs, documents, work product, prices, transactions, proposals, methods, or processes.
- Not copying confidential information to non-University computers or transmitting it via mail, email, or text.
- Not orally disclosing or presenting the University's confidential information.
- Reporting any breach of confidentiality by another employee of which you become or should become aware.

By accepting employment, you acknowledge that you may become privy to the University's confidential information and that AIU has made and continues to make substantial investment in your training and professional development. The confidentiality and undertaking apply for a minimum of five (5) years following the termination or expiration of your employment. You may not engage in 'hostile competition' defined as the use of confidential or proprietary information to the detriment of the University at any time after leaving employment, whether departure is voluntary or involuntary.

## 2.6 Separation from Employment

### 2.6.1 During the Probationary Period

During the probationary period, employees may resign or be subject to termination at any time, with proper notification.

### 2.6.2 After Completion of Probation

Upon completion of the probationary period, a three-month notice period is required in all administrative staff cases of resignation or termination under an indefinite contract, as per applicable Kuwait Labor Law. Employees terminated for cause following applicable procedures may not be required to serve the notice period. Faculty cases of resignation or termination require a one regular semester (Fall or Spring) notice (See Faculty Handbook Chapter 2, Section 2.8.3 (FAC-003) Resignation; Section 2.8.4 Termination for Cause)

Resignations must be submitted in writing, in person, or by email to the HR Department. A phone call or text message is not an acceptable form of resignation.

For employees on definite contracts, the notice period specified in the employment agreement must be respected.

### 2.6.3 Flight Allowance and Return Travel on Separation

Employees entitled to a flight allowance will receive only the proportional value based on length of service at the time of separation. Employees staying in Kuwait are not eligible for the return flight allowance.

Entitlement to a return flight upon separation is governed by the employment contract and applicable Kuwait Labor Law. Neither flight tickets nor flight allowances are provided to employees who resign during the probationary period.

## 2.7 Contract Renewal and Termination

### 2.7.1 Administrative Staff - Renewal and Termination

An administrative contract may be terminated for specific written reasons including professional misconduct, poor performance, or consecutive unacceptable evaluations. Written notice will be provided in all cases.

### 2.7.2 Faculty - Renewal and Non-Renewal

Faculty contract renewal and non-renewal are governed by the Faculty Handbook and FAC-003. The following is a summary for reference; faculty must consult the Faculty Handbook for the authoritative process.

**Non-Renewal:** Where the annual performance evaluation identifies performance deficiencies, the faculty member is expected to take corrective action. If, after documented observation and support, the situation is unresolved, the relevant administrator will inform the faculty member in writing that non-renewal of the contract is being considered.

**Termination:** A faculty contract may be terminated for specific written reasons, including inappropriate or unprofessional misconduct, poor performance, consecutive unacceptable evaluations, sustained enrollment decline, or other demonstrable causes. Due process rights apply in all cases.

## 2.8 Privacy Policy

### 2.8.1 Dissemination of Information

Teaching and administrative staff are prohibited from releasing faculty, employee, or student telephone numbers, grades, or any other private information to students, individuals, or external organizations. Violations of this policy may result in disciplinary action and may constitute grounds for termination.

### 2.8.2 Photography of Students

To ensure student safety and welfare, the following protocols govern photography at AIU:

- Personal mobile phones and cameras must not be used to photograph students anywhere on or around campus.
- No photographs may be taken of students in bathrooms, changing rooms, or while dressing or undressing.
- Personal devices may not be used to record classroom activities. Only authorized University equipment may be used once the appropriate departmental authorization has been obtained.
- Only designated AIU cameras may be used for photography within the University.
- All photographs must ensure students are appropriately dressed to prevent misuse of images.
- Photographs and recordings may only be transferred to and stored on AIU computers.
- During overseas trips, field trips, sports events, or other external activities, only designated employees may operate the AIU camera.
- Photographs may not be posted on any social networking site.

- Where a student has given notice of non-consent to being photographed, the responsible employee must inform all relevant staff and make every effort to comply.

### 2.8.3 Photography of Employees

AIU reserves the right to take photographs, video recordings, and other visual or audio-visual materials on its campuses and during university-related activities for institutional, academic, promotional, marketing, and documentation purposes. Such materials may be used in alignment with institutional values and applicable law, including in official publications, websites, social media, marketing materials, and reports.

By engaging in employment with AIU and participating in university activities, employees acknowledge that they may be photographed or recorded. Employees who do not consent to the use of their image, likeness, or voice for these purposes must submit a written objection to the HR Department in advance. In the absence of a written objection, the employee is deemed to have granted full consent.

## 2.9 Kuwait Indemnity (End-of-Service Benefit)

End-of-service indemnity is paid to eligible employees at the conclusion of their service in accordance with the Kuwait Labor Law. Employees are encouraged to contact the Finance Department or HR for a calculation of their specific entitlement.

## 2.10 Work Schedule and Punctuality

All employees are required to report on time and on the days stipulated in their employment agreement, and to verify their arrival and departure using the electronic attendance system.

Administrative staff may be required to attend special campus events or University fairs outside regular hours or on non-standard days. Such attendance is mandatory.

If you are unable to arrive on time, you must notify your immediate supervisor and HR by telephone at least one hour before your shift begins. Reasons such as traffic or unreliable transport do not constitute an accepted excuse. Employees are expected to allow sufficient travel time and maintain contingency arrangements.

**Administrative Staff Tardiness Policy:** Each employee is allocated a cumulative delay allowance of three (3) hours per half fiscal year (September–February; March–August) without salary deduction. If cumulative delay exceeds three hours in a half-year period, will result in disciplinary action. (See Chapter four section 8 Regulation of Penalties).

**Pre-Approved Absences (Administrative Staff):** Each administrative staff member is allocated eight (8) hours of pre-approved non-work-related campus leave per half fiscal year (e.g., medical or embassy appointments) without salary deduction. Absences exceeding this allowance are treated as unpaid time off.

## 2.11 Saturday Work Schedule (Administrative Staff)

All administrative staff are required to work one Saturday shift per month from 9:00 AM to 12:00 PM.

Essential service departments that require consistent Saturday coverage operate on an equitable rotational schedule, within legal working hours limits.

New administrative staff must work four consecutive Saturdays upon joining, after which they transition to the standard one-Saturday-per-month schedule.

Additional Saturday assignments may be required during periods of intensive operational need, subject to Divisional Leader approval and documentation in the monthly schedule by HR.

A missed Saturday shift must be made up on the following Saturday or on a date approved by the Divisional Leader.

Department Heads are expected to be on call every Saturday.

Shift Compliance: Saturday shifts carry equal weight to weekday shifts. Failure to report for any scheduled shift without authorization is a policy violation subject to formal disciplinary action. Shift types must be approved by the Divisional Leader, supervisor, and HR Leadership. Changes to shift arrangements resulting from role changes require a formal Change in Status Letter.

## 2.12 Working Hours and Attendance

### 2.12.1 Attendance Standards and Penalties for All Employees

Consistent, punctual attendance is a core professional obligation for all AIU employees. Within any payroll period, unauthorized absences or failure to fulfil on-campus responsibilities will result in disciplinary action. (See Chapter 4 section 8 Regulation of Penalties).

An employee absent from work for seven (7) consecutive days, or twenty (20) separate days within a year, without a valid excuse may be deemed to have abandoned their position and resigned.

### 2.12.2 Administrative Staff - Working Hours

Administrative staff work Sunday through Thursday on one of the following assigned shifts, determined by departmental needs:

| Shift Type                               | Hours                                                     |
|------------------------------------------|-----------------------------------------------------------|
| Standard Shift A                         | 07:00 – 15:30                                             |
| Standard Shift B                         | 08:00 – 16:30                                             |
| Late Shift A                             | 10:00 – 18:30                                             |
| Late Shift B                             | 11:30 – 20:00                                             |
| Late Shift C                             | 12:00 – 20:30                                             |
| Late Shift D (Maintenance/Soft Services) | 13:30 – 22:00                                             |
| Saturday Shift                           | 09:00 – 12:00 (one Saturday per month; see Section 2.11)  |
| Drivers                                  | 07:00 – 17:00, Fridays off; alternating Saturdays on call |



Roles in Security, IT, and Facilities may rotate between standard and late shifts to ensure coverage. Shifts may be adjusted during Ramadan, Winter Break, University Events, or Final Exam periods; changes are communicated in advance. On-call coverage during university closures is assigned by Divisional Leaders, submitted to HR, and communicated to affected staff.

### 2.12.3 Administrative Staff - Voluntary Teaching Assignments

Administrative staff based on meeting the necessary credentialing, endorsement from the VPAA, endorsement from the relevant Vice President of the Administrative staff reporting structure and approval by the President may teach up to five (5) credit hours per term as part of their normal workload, subject to:

- Submission of a Teaching Interest Form.
- Endorsement from VP Academic Affairs and the staff member's immediate supervisor.
- Use of standardized curriculum and materials.
- No additional compensation for teaching responsibilities.
- Teaching must not interfere with primary duties. This assignment is voluntary.

### 2.12.4 Faculty - Working Hours and On-Campus Presence

Faculty members hold professional and ethical responsibility to their students, colleagues, and the institution. All faculty duties are to be completed in person on campus; physical presence is required (See Faculty Handbook Chapter 3 (FAC-005) Faculty Responsibilities; Section 3.2.6 Standard Teaching Loads; Section 3.2.9 Office Hours).

Faculty are expected to be present for all scheduled class hours, mandatory office hours, tutoring sessions, and School and committee meetings. Faculty should arrive on campus at least 30 minutes before their first class.

Faculty work is characterized by professional autonomy in scheduling research, scholarship, and preparation activities. Faculty accountability is maintained through class schedules, office hours, committee obligations, university mandate events, and annual performance review. Attendance at Professional Development Days, Returning Faculty Orientation, and other designated events is mandatory. No leave may be taken on such days except as part of a broader approved leave request that incorporates those days.

### 2.12.5 Faculty - Tardiness Sanctions

Unexcused tardiness before the start of class will be addressed through progressive, documented performance conversations, with sanctions proportionate to actual impact on students.

### 2.12.6 Faculty - Tutoring

AIU employee standard practice to designate office hours (typically 3–5 hours per week) during which faculty are available for student consultation, either in their office or a designated space.

### 2.12.7 Faculty Teaching Load

Faculty are required to teach a set load of credit hours per academic year (Fall, Spring, and summer session) as part of their contractual obligations. Teaching loads by rank are as follows:

| Academic Rank                                              | Teaching Load (Fall/Spring)                | Summer Requirement                                                                      |
|------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------|
| Full Professor / Associate Professor / Assistant Professor | 12 credit hours per semester (24 per year) | Optional, up to 6 credit hours in summer session, with university approved compensation |
| Senior Instructor / Instructor / Lab Instructor            | 15 credit hours per semester (30 per year) | Up to 6 credit hours in summer session, with university approved compensation.          |
| Foundation Program Instructors                             | 20 teaching hours per week                 | Summer session (1 recovery course or equivalent assignment)                             |
| Lab Technicians                                            | 12 credit hours per semester (24 per year) | Up to 6 credit hours in summer session                                                  |

Faculty annual summer vacation is 30 working days as per the Kuwaiti Law; hence faculty may be assigned to teach summer session. Compensation for teaching summer sessions is as per university approved compensation as is based on the student credit hour formula. Summer session assignments are distributed equitably and communicated by the School Dean in collaboration with Academic Affairs Leadership and the Registrar. The VPAA or University Leadership may assign the faculty member to an equivalent institutional project or assignment.

#### 2.12.8 Professional Consultancy

AIU permits faculty to engage in professional consulting, scholarly activities, and limited external professional engagement (commonly capped at one day per week or 20% of professional time), subject to disclosure and non-conflict requirements consistent with Faculty Handbook Section 9.5 (Professional Consultancy). This requires prior written authorization, following academic approval where applicable, and final approval by the President.

## 2.13 Leaving Campus During Working Hours

Leaving campus during working hours is not permitted without supervisor approval. Administrative staff must submit all campus-leave requests via BambooHR with a declared reason (work-related or non-work-related). Employees found off campus without prior approval are subject to disciplinary action.

## 2.14 Exit and Return Procedures (Kuwait)

All expatriate employees must submit an Exit Permit request through the Sahel application no earlier than seven calendar days and no later than five calendar days before travel. HR must be notified simultaneously via BambooHR and by email to HR Leadership and HR Administration.

The Sahel Exit Permit should cover a seven-day window beginning on the planned departure date. Allow three to four business days for HR review and approval.

Employees are encouraged to make travel arrangements that ensure return to Kuwait at least 48 hours before the start of work.

## 2.15 Missed Punches and Attendance Records

Employees are responsible for ensuring their attendance is accurately recorded each day. An automated email notification is generated following each successful punch-in or punch-out. Repeated failures to record attendance will result in disciplinary action.

## 2.16 After-Hours and Friday Campus Access

Entry to campus outside of normal working hours (after 8:30 PM) or on Fridays is not permitted without prior authorization from a supervisor. Employees requiring late access must obtain supervisor approval, including a reason for staying, and email [security@aiu.edu.kw](mailto:security@aiu.edu.kw) and [guardforce@aiu.edu.kw](mailto:guardforce@aiu.edu.kw). Security sweeps begin at 6:30 PM. Unauthorized presence on campus outside permitted hours may result in disciplinary action.

## 2.17 Admin Staff Training and Professional Development

AIU is committed to fostering a culture of continuous learning and professional development to enhance employee capability, support institutional excellence, and contribute to the achievement of the University's strategic objectives.

### Guiding Principles

Training and professional development shall be guided by the following principles:

- Alignment with AIU's strategic objectives and operational needs.
- Development of employee knowledge, skills, and competencies.
- Support for individual career growth and succession planning.
- Fair and equitable access to development opportunities.

### Training and Development Opportunities

AIU may provide or facilitate professional development opportunities, including but not limited to:

- Orientation and onboarding programs.
- Mandatory compliance training.
- Technical and functional skills development.
- Leadership and management development.
- Professional certifications.
- Workshops, seminars, and conferences.
- Teaching and learning development.
- Digital learning and self-directed learning programs.
- Other development activities approved by the University.

## Individual Development

Employees are encouraged to actively participate in professional development opportunities that support both individual career growth and the University's objectives.

Managers and supervisors should support employee development through coaching, feedback, mentoring, and appropriate learning opportunities.

## Training Approval

Participation in externally funded training, conferences, professional certifications, or development programs shall be subject to operational requirements, budget availability, and the applicable approval process.

Where the University sponsors an employee's professional development, additional conditions may apply.

## Performance and Development

Training and development needs may be identified through:

- Performance evaluations.
- Succession planning.
- Organizational capability assessments.
- Regulatory or accreditation requirements.
- Operational or strategic priorities.

Completion of training does not automatically entitle an employee to promotion, salary adjustment, or change in employment status.

## Training Records

Human Resources may maintain records of employee training, professional development activities, certifications, and other learning achievements to support workforce planning, compliance, and employee development.

## Roles and Responsibilities

Employees are responsible for actively participating in required training, applying acquired knowledge in the workplace, and maintaining any professional qualifications relevant to their role.

Managers are responsible for identifying development needs, supporting employee learning, and facilitating appropriate development opportunities.

Human Resources is responsible for planning and coordinating institutional learning and development initiatives, maintaining training records, supporting organizational capability development, and monitoring compliance with mandatory training requirements.

This chapter covers payroll procedures, financial allowances, health insurance, housing, leave entitlements, and the remote work policy. All employees should read this chapter alongside their individual employment contract and applicable Kuwait Labor Law, which are the authoritative sources for specific entitlements. Faculty members should additionally refer to Faculty Handbook Chapter 4 for the authoritative treatment of faculty compensation and benefits.

### 3.1 Payroll Policies and Procedures

Payroll is submitted to the bank electronically. All employees are required to maintain a bank account for salary transfer and must:

- Upload their IBAN and bank account number to BambooHR.
- Notify their assigned HR Business Advisor (HRBA) by email with banking details, for communication to the Finance Department.

Monthly salary is paid by direct deposit. If bank details are not submitted to BambooHR before the 20th of the month, a cheque will be issued. A maximum of two cheques may be issued while an employee sets up a bank account; thereafter, bank details must be submitted by the end of the employee's first month. AIU does not issue salary payments in cash.

If your bank account is not with AIU's partner bank, allow 2–3 business days for salary transfers to process. In all cases, allow until the third business day of the month before contacting Finance regarding delays.

December payroll is processed on the second working day after the employee's scheduled return to work in January, in line with the Finance Department's fiscal year-end closing procedures.

If you leave Kuwait on short notice, your final settlement will be processed by wire transfer. Provide accurate foreign bank account details to HR promptly to avoid delays.

Requests to change bank account information must be completed in BambooHR and emailed to the assigned HRBA by the 20th of the month.

New Overseas Employees: HR will assist new international staff in opening a salary account with AIU's partner bank. Allow up to four weeks to receive an ATM card. If no Civil ID has been issued yet, you may visit the bank in person with your passport to cash your paycheck. Work-related time off for banking is authorized during the first three months only. After that period, you are expected to use branches open outside working hours or your existing ATM card.

### 3.2 Health Insurance

All employees are automatically enrolled in Kuwait's compulsory health insurance scheme as required by law.

Employees who wish to enroll in AIU's private Group Health Insurance plan must request and complete an application form from the HR Department.

Private health insurance privileges are not guaranteed and are subject to responsible use. Employees found to have filed frivolous or excessive claims, or who have submitted false information or fraudulent claims, may be excluded from renewal under AIU's group plan at the time of annual group renewal.

## 3.3 Overseas Staff Accommodation and Housing Allowance

### 3.3.1 Initial Accommodation

Upon arrival in Kuwait, AIU provides furnished employee accommodation subject to University policy and availability. The apartment is move-in ready and includes basic amenities: bedding, towels, curtains, furniture, kitchen items, washer/dryer, stove, oven, and a small television.

### 3.3.2 Continued Occupancy

Following attainment of Kuwait residency and Civil ID within the first four months, employees may remain in AIU housing if: (a) no noise, security, or cleanliness complaints have been filed; and (b) space is available. If these conditions are not met, the employee is expected to vacate by the last day of the fourth month. Employees must maintain weekly contact with HR to provide updates on residency documentation, regardless of whether they remain in AIU housing.

### 3.3.3 Housing Allowance

Where a housing allowance is offered, it is provided to defray the majority, but not necessarily all, of accommodation costs. HR will advise the employee of the current accommodation cost and the difference payable. The total accommodation cost is deducted monthly from salary. Employees who wish to find their own accommodation must give one month's notice in writing to HR. Overseas employees accommodation subject to:

- Newly arrived overseas employees are accommodated in an available University apartment. In the event of full occupancy in the University apartments, the employee will be accommodated in a hotel for up to 30 days upon arrival.
- AIU provides transportation between the apartment/hotel and the University campus, and vice versa, for the first 14 days from the employee's official start date.
- Employees are expected to secure their own accommodation during this period.
- Where AIU accommodation is available, employees may relocate to AIU accommodation, subject to availability.
- AIU accommodation is provided at the approved monthly rental rate of KD 350.

### 3.3.4 Single Occupancy Policy

AIU accommodation is single occupancy. Employees may not invite roommates, partners, fiancés, domestic staff, or other individuals to live with them in AIU housing, whether sublet or without charge. Employees who wish to have a lawful spouse join them in AIU accommodation must submit a written request to HR at least 30 days before the desired move-in date. Violation of this policy may result in loss of housing privileges and housing allowance. An Accommodation Policy Acknowledgement and Declaration to be signed by employees upon occupying AIU accommodation.

### Accommodation Behaviour Standards

General accommodation conduct requirements, including:

- Maintaining a peaceful living environment.
- Respecting neighbours and common areas.
- Avoiding excessive noise.
- Complying with all accommodation regulations.

### 3.3.5 Cleanliness and Maintenance Standards

AIU accommodation is handed over clean and fully equipped. The same standard must be maintained throughout occupancy. Required standards include:

- Maintaining the apartment in good condition.
- Protecting University property.
- Promptly reporting damages.
- Complying with all accommodation rules.
- Kitchen and bathroom thoroughly cleaned and odour-free.
- Floors swept and mopped; all bedding and towels laundered and stored neatly.
- All dishes, utensils, appliances (washer/dryer, stove, oven, refrigerator) cleaned and free from residue.
- All bins emptied; shower glass free of calcium build-up.
- Pets are not permitted in AIU accommodation under any circumstances.

Quarterly inspections are conducted with two weeks' notice. A pre-departure inspection is conducted before summer vacation by the HR Administration Team. Cleaning fines are applied where standards are not met:

| Deduction (up to KWD) | Reason                                                       |
|-----------------------|--------------------------------------------------------------|
| 60                    | Basic cleaning of the apartment required                     |
| 100                   | Heavy-duty cleaning                                          |
| 150                   | Deep cleaning and garbage disposal                           |
| 200                   | Deep cleaning, garbage disposal, replacement furniture/items |
| 300+                  | Destruction and vandalism of the apartment                   |
| 200+                  | Apartment re-painting                                        |

Any employee who fails two inspections, or whose apartment is found in unacceptable condition during any inspection, will receive a 30-day eviction notice and will then receive the housing allowance in lieu of further AIU accommodation. Immediate eviction applies for violations of the nuisance policy in the AIU Apartment Handbook.

### 3.3.6 Maintenance and Emergency Contacts

Maintenance requests for electrical, air conditioning, or plumbing issues should first be directed to the building caretaker. For non-emergency requests, complete and email the Non-Emergency Apartment Maintenance Request Form to [hadmin@aiu.edu.kw](mailto:hadmin@aiu.edu.kw). For emergencies: Facilities WhatsApp +965 6077 6121; Facilities Manager +965 9947 2719.

### 3.3.7 Transport, Internet, and Utilities

Bus transportation is provided to all employees in AIU accommodation to and from campus for the first two weeks of employment only. Employees must use their own transport arrangements if they miss the scheduled departure. AIU does not assist with landline telephone installation; mobile phones and portable Wi-Fi devices (available from local operators) are sufficient. Electricity, water, and common building services are covered by the property owner, unless otherwise advised by AIU.

### 3.3.8 Housing Allowance in Lieu of AIU Accommodation

Employees who opt to receive the housing allowance rather than occupy AIU-provided accommodation must provide their home address to HR for emergency purposes. Employees who choose to take housing allowance accept responsibility for finding and maintaining their own accommodation.

### 3.3.9 Property Care and Check-Out

AIU accommodation must be treated with respect throughout occupancy. Care must be taken when attaching items to walls to avoid damage. At check-out, employees are required to repair any wall damage; failure to do so results in a repainting charge. A pre-check-out inspection is conducted at least 14 days before the requested check-out date to inform employees of any required remediation. A final accommodation clearance process confirming that:

- The apartment has passed the final inspection.
- All University property has been returned.
- All keys and access devices have been returned.
- Any outstanding accommodation charges have been settled before accommodation clearance is issued.

## 3.4 Sick Leave

Sick leave is authorized when an employee is unable to work due to illness or injury, supported by a certificate from a certified private or Ministry of Health facility confirming inability to work. Long-term illness may require additional medical verification and is assessed on a case-by-case basis in accordance with the University's operational needs.

Consistent attendance is an essential professional obligation. Frequent absences disrupt students and create unnecessary burden on colleagues. More than six (6) days of absence in an evaluation period may be reflected in the performance evaluation.

Excessive sick leave determined to be frivolous or fraudulent may constitute grounds for termination.

Absence immediately before or after a public holiday, or on Thursdays or Sundays, is subject to heightened scrutiny. Penalty provisions are applied to documented cases of frivolous or trivial, fraud or fraudulent medical certification.

Notification: Employees must notify their supervisor and assigned HR Business Advisor by phone between 6:00 AM and 6:45 AM on the day of absence. Faculty members must ensure substitute lesson plans are clearly identifiable and accessible on or near their desk. Instructions for the substitute, including lesson plans and materials, are the faculty member's responsibility.



Faculty Substitute Pool: When a faculty member is absent, substitutes are drawn from a pool of available faculty during their preparation periods. To distribute cover obligations equitably, the pool prioritizes faculty who have previously been absent during the academic year.

### 3.5 Unpaid Time Off

An employee may request authorized unpaid time off for personal or medical emergencies. Requests must be submitted at least ten (10) business days before the desired start date and must not coincide with public holidays. Each request requires a completed form and any necessary supporting documentation. Approval is at the supervisor's discretion and HR, subject to operational needs.

Faculty: Faculty members must complete a comprehensive form specifying class coverage details (substitute faculty, type of coverage, date, time, and class/section) signed by the Dean, and submit it to HR for final approval.

### 3.6 Maternity Leave

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

### 3.7 Annual Leave – Administrative Staff

All full-time administrative employees are eligible for 30 working days of annual leave after six months of employment. Leave may only be taken from accrued days and may not be taken in advance of accrual.

Annual leave must be used by the end of the accrual year. Unused days may be carried forward for a maximum of two (2) years only if work requirements prevented their use; no single leave request may exceed thirty (30) days.

Blackout dates are high-demand periods during which annual leave requests cannot be approved. Annual leave requests submitted less than ten (10) working days before the start date will not be approved by HR. Department coverage must be maintained at a functional level at all times.

Employees who fail to return on their approved return date without formal authorization are considered absent without notice and are subject to salary deduction and a formal warning. Repeat violations may result in termination.

Lab Technicians: Lab Technicians may schedule annual leave during approved Summer Sessions as determined by Academic Affairs. Requests must be submitted and approved in advance.

## 3.8 Faculty Absence and Leave During the Academic Year

There will be no approved leave during the final weeks of a semester, except in cases of emergency. All other faculty leave requests are subject to the general leave provisions in this chapter and to Faculty Handbook policies on academic coverage and continuity.

## 3.9 Other Types of Leave

Employees serving a notice period, whether due to resignation or termination of employment, may not utilize annual leave during the notice period unless expressly approved by the University based on operational requirements and management discretion. However, an employee serving may be absent for one day or 8 hours per week (non-work-related time off) to search for work during their notice period following termination.

### 3.9.1 Emergency Leave

Absence for personal or emergency reasons must be presented to the employee's supervisor. The supervisor and HR will review the request for final determination.

### 3.9.2 Bereavement Leave

AIU provides three (3) days of paid bereavement leave for the death of a first- or second-degree relative (parents, children, siblings, grandparents).

### 3.9.3 Professional Leave (Conferences and University Travel)

Employees wishing to attend a professional conference or undertake university business travel must contact their HR Business Advisor to obtain a travel form. The form requires supervisor approval, details of the event, evidence that attendance supports institutional goals, and an After-Action Report (AAR) upon return.

Employees applying for AIU-funded conference travel must submit the AIU Faculty Travel Application and Letter of Purpose. Approval is required from the supervisor, HR Leadership, Finance, and the President.

Faculty professional travel is governed by the Faculty Handbook Chapter 3, Section 3.3.5 (FAC-006) - Conference Travel and Research Support.

### 3.9.4 Personal Days - Administrative Staff

Administrative staff are entitled to up to four (4) personal days per fiscal year – Two per half-year (September–February; March–August). Personal days may not be accumulated, may not be taken in conjunction with public holidays or University breaks, and require approval from the employee's supervisor and HR at least three business days in advance.

### 3.9.5 Personal Days - Faculty

Faculty members are entitled to up to four (4) personal days per fiscal year, two per half-year (September–February; March–August). Personal days may not be accumulated, may not be taken in conjunction with holidays, University breaks, teaching periods, or Professional Development Days, and require supervisor approval and HR notification at least three business days in advance.

## 3.10 Public Holidays

In accordance with Kuwait Labor Law, the following holidays are observed by AIU for all employees:

- New Year's Day
- Islamic New Year
- National Day (25 February)
- Liberation Day (26 February)
- Birth of the Prophet
- Ascension of the Prophet
- Eid al-Fitr (End of Ramadan)
- Eid al-Adha (Feast of the Sacrifice)

## 3.11 Remote Work Policy

Remote work is authorized for the specific purpose of attending to visa and residency documentation requirements while outside Kuwait. In such cases, employees must submit a Remote Work Request form, provided by HR, including the applicable dates.

If approved, the employee must:

- Provide HR Administration with proof that required documents are valid, ready for processing, or actively being pursued for submission to a Kuwaiti Embassy.
- Update the HR Administration Department every day on the progress of the residency application throughout the remote work period.

Failure to continue actively pursuing residency documentation will result in revocation of remote work approval and loss of wages for the period in question.

Remote and hybrid work policies that support operational continuity, faculty research, and staff wellbeing, particularly during institutional closures or force-majeure events are regulated by the established the remote work policy eligibility criteria, approval mechanisms, and role-type exclusions (e.g., roles requiring physical presence).

AIU is committed to maintaining a professional, respectful, safe, and productive work environment. Disciplinary action is intended to address misconduct, policy violations, or unacceptable performance through a fair, consistent, and transparent process while ensuring employees are treated with dignity and afforded due process.

Every AIU employee has the right to raise a concern, file a grievance, and appeal a decision that they believe was unfair, inconsistent with institutional policy, or in violation of their rights. Equally, AIU has an obligation to maintain standards of professional conduct and to address performance or behavioral failures through a fair, transparent, and proportionate process.

This chapter sets out those rights and obligations for all employees. It describes how to raise a concern informally, how to file a formal grievance, how to appeal a disciplinary or employment decision, what the discipline process looks like, and how AIU protects employees from retaliation for using these mechanisms. Every procedure in this chapter is designed to resolve issues at the lowest possible level, as quickly as possible, and with full respect for the rights of everyone involved.

Faculty have a separate parallel grievance and due process track established in FAC-002 (Faculty Grievance and Due Process Policy) and described in Faculty Handbook Chapter 9, Section 9.6. Where this chapter and FAC-002 differ, FAC-002 governs for faculty. The discipline provisions in Section 4.8 apply to administrative staff; for faculty discipline, refer to the Faculty Corrective Action Policy (FAC-004) and Faculty Handbook Chapter 9, Section 9.3.

### 4.1 Governing Principles

All discipline, grievance, and appeal processes at AIU operate according to the following principles, which apply regardless of the seniority of the parties involved:

**Good Faith:** Every concern will be taken seriously and investigated honestly. Employees raising concerns in good faith will not be disadvantaged for doing so.

**Proportionality:** Responses to concerns and disciplinary actions will be proportionate to the nature and seriousness of the matter.

**Timeliness:** Concerns should be raised and resolved as quickly as possible. Delays damage working relationships and institutional trust.

**Confidentiality:** All grievance and disciplinary matters are handled with appropriate confidentiality. Information is shared only with those who need it to participate in the process.

**No Retaliation:** No employee will suffer adverse consequences for raising a genuine concern, participating in a grievance process, or giving evidence. Retaliation is itself a serious disciplinary matter.

**Right to Respond:** No employee will be subjected to a formal disciplinary sanction without being informed of the concern, given an opportunity to respond, and provided a written record of the decision.

**Due Process:** Every formal process includes a right of appeal to an independent reviewer. No consequential employment action is implemented while a grievance or appeal related to that action is pending and unresolved.

The grievance and appeals process in this chapter covers concerns arising from:

- Perceived unfair, inequitable, or improper treatment in the workplace.
- Alleged violations of AIU policies, employment contract terms, or applicable Kuwait Labor Law.

- Discrimination, harassment, or hostile work environment (see also ADM-003).
- Disciplinary decisions, including warnings, salary deductions, suspension, and termination.
- Employment decisions affecting terms, conditions, or continuation of employment.

This chapter does not cover:

- Disputes about the content of institutional academic policy (governed by Faculty Council through FAC-001).
- Student academic appeals (governed by STU-002).
- Faculty performance evaluation appeals (governed by FAC-007, Faculty Handbook Section 6.11).
- Faculty grievances in their capacity as faculty members (governed by FAC-002; see Faculty Handbook Section 9.6).

## 4.2 How to Raise a Concern

Before initiating a formal grievance, employees are encouraged to address concerns directly and informally. Many workplace concerns can be resolved quickly through open, respectful conversation without the need for a formal process. A formal grievance should be used when informal resolution has been attempted and failed, or when the nature of the concern makes informal resolution inappropriate (e.g., serious harassment, discrimination, or a decision made by the employee's direct supervisor).

### 4.2.1 Speak to Your Supervisor

In the first instance, raise your concern directly with your immediate supervisor. Explain the issue clearly and give your supervisor a reasonable opportunity to respond or take corrective action. This conversation should take place as soon as possible after the concern arises, ideally within 5 working days.

### 4.2.2 If Your Supervisor is the Subject of the Concern

If your concern relates to the conduct or decision of your immediate supervisor, you may bypass that level and raise the concern with the next level of management, or go directly to the HR Department.

### 4.2.3 Contact HR

The HR Department is available at any stage to provide guidance on AIU's policies and procedures, to help you understand your options, and to facilitate resolution where appropriate. Contacting HR does not automatically initiate a formal grievance; it is a support step. The University Administration takes a genuine interest in employee welfare and concerns, and HR is the institutional channel for raising concerns.

Employees who experience verbal abuse or aggressive behavior from a colleague, supervisor, or student should report the incident to HR immediately. AIU will not require an employee to continue working in direct contact with a colleague against whom a verbal abuse complaint has been made while the matter is under investigation. Where the conduct may also constitute a criminal matter under Kuwaiti law - for example, threatening behavior or criminal defamation - the matter will be referred to the relevant Kuwaiti authorities in addition to being dealt with under this chapter.

## 4.3 Formal Grievance Process

If informal resolution is not achieved within a reasonable time, or if the concern is of a nature that requires formal handling from the outset, an employee may file a formal grievance. The process below applies to all employees other than faculty (who are directed to FAC-002).

### 4.3.1 Filing a Formal Grievance

A formal grievance must be submitted in writing to the HR Department within five (5) working days of:

- The event or decision giving rise to the grievance, or
- The date on which informal resolution was attempted and found to have failed.

The written grievance must include:

- A clear description of the concern, including relevant dates, events, and the names of any individuals involved.
- A description of any informal steps already taken and their outcome.
- The remedy or outcome the employee is seeking.

Grievances that are anonymous cannot be formally investigated. However, employees may contact HR confidentially to discuss a concern without initiating a formal process.

### 4.3.2 Grievance Process Steps

| Step | Stage              | Action                                                                                                                                                                                                                                                            | Timeline                                                      |
|------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 1    | Acknowledgement    | HR acknowledges receipt of written grievance in writing.                                                                                                                                                                                                          | Within 2 working days of receipt.                             |
| 2    | Initial Review     | HR reviews the grievance for scope and completeness. If additional information is needed, HR contacts the employee. HR determines the appropriate reviewer (supervisor, Department Head, or VP Administration depending on the level of the concern).             | Within 3 working days of acknowledgement.                     |
| 3    | Investigation      | The designated reviewer investigates the grievance: reviewing documents, speaking with relevant parties, and gathering evidence. The employee is invited to present their account directly. The subject of the grievance is also given an opportunity to respond. | Completed within 5 working days of the initial review step.   |
| 4    | Decision           | The reviewer issues a written decision to the employee stating: the findings; the reasons for the decision; any action to be taken; and the right to appeal. A copy is retained in the employee's HR file.                                                        | Issued within 3 working days of completing the investigation. |
| 5    | Appeal (if needed) | If the employee is not satisfied with the decision, they may appeal in writing within 5 working days. See Section 4.5.                                                                                                                                            | See Section 4.5.                                              |

Time spent attending formally scheduled grievance hearings is with full pay.

### 4.3.3 Escalation When the Reviewer is Implicated

If the appropriate reviewer at any step is themselves the subject of the grievance, the matter is referred to the next level of authority, from supervisor to Department Head, from Department Head to VP Administration, and from VP Administration to the President. The President's decision on any matter involving the VP Administration is final at the institutional level.

### 4.3.4 Grievances Filed by Terminated Employees

A terminated employee may exercise the formal grievance procedure provided the grievance is filed within ten (10) working days of receiving written notice of termination.

Faculty Handbook Chapter 9, Section 9.6 (FAC-002). Faculty grievances follow a three-stage process: informal resolution (Dean/Chair) → formal grievance to VPAA and Faculty Grievance Committee → Presidential decision, with Board Academic Affairs Committee access where the President rejects a Grievance Committee finding on a confirmed violation.

## 4.4 Appeals Process

An employee who is dissatisfied with the outcome of a formal grievance process, or who wishes to appeal a disciplinary decision, may appeal in writing. Valid grounds for appeal are: (a) procedural irregularity that materially affected the outcome; (b) disproportionate sanction; (c) new evidence not reasonably available at the time; or (d) the decision was not supported by the evidence on the balance of probabilities. Appeals based solely on dissatisfaction with an outcome will not be upheld.

| Step | Action                                                                                                                                                                       | Timeline                                                                 |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1    | Employee submits written appeal to VP Administration, stating the specific ground(s) and supporting evidence.                                                                | Within 3 working days of the grievance decision or disciplinary outcome. |
| 2    | VP Administration acknowledges receipt.                                                                                                                                      | Within 2 working days.                                                   |
| 3    | VP Administration reviews the appeal; may convene an Appeal Panel of two or three individuals with no prior involvement.                                                     | Within 5 working days of acknowledgment.                                 |
| 4    | VP Administration (or Appeal Panel) issues a written decision confirming, modifying, or overturning the original decision, with reasons. Copy placed on the employee's file. | Within 10 working days of receipt of the appeal.                         |
| 5    | If not satisfied - or if the VP Administration was the original decision-maker - the employee may escalate in writing to the President.                                      | Within 3 working days of the VP Administration's decision.               |
| 6    | The President reviews and issues the final institutional decision.                                                                                                           | Within 10 working days of receipt.                                       |

Faculty performance evaluation appeals follow Faculty Handbook Section 6.11 (VPAA as final authority). Faculty employment and disciplinary appeals follow FAC-002 (President as final authority; Board Academic Affairs Committee access where the President rejects the committee's finding on a confirmed violation).

#### 4.4.1 Grounds for Appeal

An appeal must be based on one or more of the following grounds:

- Procedural irregularity: a material failure to follow the procedures set out in this chapter that affected the outcome.
- Disproportionate sanction: the disciplinary sanction imposed was disproportionate to the offence established.
- New evidence: evidence that was not reasonably available at the time of the original decision and which is material to the outcome.
- Decision unsupported by evidence: the decision was not supported by the evidence on the balance of probabilities.

Appeals based solely on dissatisfaction with an outcome, without one of the above grounds, will not be upheld.

### 4.5 Protection Against Retaliation

AIU strictly prohibits retaliation against any employee who:

- Raises a concern or files a grievance in good faith.
- Participates in a grievance, appeal, or disciplinary process as a witness or representative.
- Reports a suspected violation of AIU policy, Kuwait Labor Law, or applicable regulations.
- Exercises any right provided under this chapter or applicable law.

Retaliation includes, but is not limited to, adverse changes to working conditions, unwarranted disciplinary action, exclusion from activities, hostile treatment, or any other act intended to punish or deter an employee for engaging in the above activities.

Any employee who believes they have experienced retaliation should report this immediately to the HR Department or directly to the VP Administration. A retaliation complaint will be treated as a separate grievance and investigated independently of the original concern. Employees found to have engaged in retaliation will be subject to disciplinary action, up to and including termination.

The prohibition on retaliation is also governed by ADM-003 (Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy). Where a retaliation concern overlaps with discrimination or harassment, both policies apply.

### 4.6 Discrimination, Harassment, and Inequitable Treatment

AIU is committed to a workplace free from discrimination, harassment, and inequitable treatment. These concerns may be raised through the grievance process in this chapter, and are additionally governed by ADM-003 (Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy), which all employees are required to read and comply with.

If you have experienced or witnessed discrimination, harassment, or inequitable treatment on the basis of nationality, gender, religion, age, disability, marital status, or any other protected characteristic, you may:

- Speak informally with your supervisor or the HR Department as a first step.
- File a formal grievance under Section 4.4 of this chapter.



- Contact the VP Administration directly where the concern involves your immediate supervisor.

AIU will investigate all such concerns promptly, confidentially, and impartially. Findings will be communicated to the employee, and appropriate corrective action will be taken where a violation is established.

Faculty members who experience discrimination or harassment in matters related to their employment should follow the Faculty Grievance process (FAC-002) and refer to ADM-003. Academic freedom concerns follow the Academic Freedom Track of FAC-002 and ACA-002.

## 4.7 Employee Discipline

AIU's disciplinary process is corrective in nature. Its purpose is to give employees a clear opportunity to understand what is expected of them, to improve where needed, and to comply with departmental and university policies. Discipline is not intended to be punitive as a first resort. Faculty-specific regulations shall govern the investigation, review, penalties and appeal process. Where such regulations do not prescribe a specific procedure or disciplinary penalty, the regulations of penalties set out in this handbook together with the applicable provisions of Kuwait Labor Law shall apply.

### Investigation

Before disciplinary action is imposed, AIU may conduct an appropriate investigation.

The investigation may include:

- Reviewing relevant documents and evidence.
- Interviewing the employee and other relevant individuals.
- Obtaining written statements where appropriate.
- Reviewing electronic records, attendance records, or other relevant information.

Employees are expected to cooperate fully during any investigation.

### Employee Rights

During the disciplinary process, employees shall have the right to:

- Be informed of the allegations.
- Respond to the allegations and present relevant information.
- Be treated fairly and respectfully throughout the process.
- Have the matter reviewed objectively before a decision is made.
- Appeal disciplinary decisions in accordance with the University's Grievance Procedure.

### Suspension Pending Investigation

Where necessary, AIU may place an employee on temporary suspension pending completion of an investigation where the employee's continued presence may:

- Interfere with the investigation.

- Influence witnesses.
- Jeopardize evidence.
- Create operational, legal, or safety risks.

Suspension pending investigation is not a disciplinary penalty.

## Disciplinary Decision

Following completion of the investigation, the University shall determine the appropriate outcome based on the available evidence and the circumstances of the case.

All disciplinary decisions shall be documented and approved by the appropriate authority in accordance with the University's Delegation of Authority.

The table below sets out employee violations and the corresponding disciplinary penalties which shall be applied in accordance with the Kuwait Private Sector Labor Law

### 4.7.1 Regulations of Penalties

AIU adopts the disciplinary actions as stipulated in the PAM schedule, specific academic violations have disciplinary actions outlined in the faculty handbook.

PAM Chapter One: Violations related to Working Hours

| Type of Violations                                                                                                                                                                                                                                                       | Stipulated Penalty |                                 |                                 |                       |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------|---------------------------------|-----------------------|--------------------|
|                                                                                                                                                                                                                                                                          | First time         | Second time                     | Third time                      | Fourth time           | Fifth time         |
| Attendance Violations                                                                                                                                                                                                                                                    |                    |                                 |                                 |                       |                    |
| 1. Missed Punch IN/OUT                                                                                                                                                                                                                                                   | Verbal Warning     | 1 <sup>st</sup> Written Warning | 2 <sup>nd</sup> Written Warning | Quarter-day Deduction | Half-day Deduction |
| Tardy                                                                                                                                                                                                                                                                    |                    |                                 |                                 |                       |                    |
| 2. Arriving 1 to 30 minutes after the scheduled start time without prior permission or an acceptable excuse. (After the allocated 3 hours cumulative delay without payroll deduction per the first half and the second half of the Fiscal year.)                         | Verbal Warning     | 1 <sup>st</sup> Written Warning | 2 <sup>nd</sup> Written Warning | Quarter-day Deduction | Half-day Deduction |
| 3. Arriving late more than 30 minutes and up to 60 minutes after the scheduled start time without permission or an acceptable excuse (After the allocated 3 hours cumulative delay without payroll deduction per the first half and the second half of the Fiscal year.) | Written Warning    | Quarter-day Deduction           | Half-day Deduction              | One-day deduction     | Two-days deduction |

|                                                                                                                                                                                                                                                             |                       |                       |                    |                     |                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|--------------------|---------------------|-----------------------|
| 4. Arriving late more than 60 minutes after the scheduled start time without permission or an acceptable excuse.<br><br>(After the allocated 3 hours cumulative delay without payroll deduction per the first half and the second half of the Fiscal year.) | Quarter-day Deduction | Half-day Deduction    | One-day deduction  | Two-days deduction  | Three-days deduction  |
| 5. Departing or checking out before the designated time without permission or an acceptable excuse.                                                                                                                                                         | Written Warning       | Quarter-day Deduction | Half-day Deduction | One-day deduction   | Two-days deduction    |
| 6. Absence from work without permission or an acceptable excuse for less than seven consecutive days or twenty separate days throughout the year. (Below the threshold stated in Article 42.)                                                               | One-day Deduction     | One-day Deduction     | One-day Deduction  | Two-days deductions | Three-days deductions |
| In case of absence from work for seven consecutive days or twenty separate days throughout the year. The employee shall be deemed to have resigned from work.                                                                                               |                       |                       |                    |                     |                       |

#### PAM Chapter Two: Violations Related to Work Regulations

| Type of Violation                                                                                                                                                         | Stipulated Penalty    |                       |                      |                                                              |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------|--------------------------------------------------------------|------------------------|
|                                                                                                                                                                           | First time            | Second time           | Third time           | Fourth time                                                  | Fifth time             |
| 7. Receiving visitors at the workplace without prior written permission.                                                                                                  | Written Warning       | Quarter-day deduction | Half-day deduction   | One-day deduction                                            | Two-days deduction     |
| 8. Spending working time on personal or non-work-related matters.                                                                                                         | Written Warning       | Quarter-day deduction | Half-day deduction   | One-day deduction                                            | Two-days deduction     |
| 9. Failing to appear in appropriate work attire.<br>(Violation of the Dress Code)                                                                                         | Written Warning       | Quarter-day deduction | Half-day deduction   | One-day deduction                                            | Two-days deduction     |
| 10. Unauthorized, improper, unsafe, or wasteful use of University's property, equipment, facilities, vehicles, accounts, or resources.                                    | Quarter-day Deduction | Half-day deduction    | One-day deduction    | Two-days deduction                                           | Three-days deduction   |
| 11. Unauthorized entry into or access to offices, rooms, systems, records, or areas assigned to others or designated as restricted.                                       | Written Warning       | Half-day deduction    | One-day deduction    | Two-days deduction                                           | Three-days deduction   |
| 12. Knowingly falsifying, manipulating, or assisting another person to falsify attendance, departure, leave, or timekeeping records.                                      | Two-days deduction    | Three-days deduction  | Three-days deduction | Four-day deduction with Final Warning of service Termination | Termination of service |
| 13. Failure to follow University rules, approved institutional procedures, established reporting lines, or lawful work instructions, or inducing another person to do so. | Written Warning       | Two-days deduction    | Three-days deduction | Four-day deduction with Final Warning of service Termination | Termination of service |

|                                                                                                                                                                                                                                                |                      |                                                                |                        |                                                                |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------|------------------------|----------------------------------------------------------------|------------------------|
| 14. Working for another person or entity with or without wages in any capacity without written permit from the University's HR Department.                                                                                                     | Written Warning      | Two-days deduction                                             | Three-days deduction   | Four-day deduction with Final Warning of service Termination   | Termination of service |
| 15. Bringing in non-work-related pamphlets, distributing them, or pasting them on walls without permission from the University's HR Department                                                                                                 | Written Warning      | Two-days deduction                                             | Three-days deduction   | Four-day deduction with Final Warning of service Termination   | Termination of service |
| 16. Collecting monies, grants, donations or signatures without getting written permission from the University's HR Department.                                                                                                                 | One-day deduction    | Two-days deduction                                             | Three-days deduction   | Four-day deduction with Final Warning of service Termination   | Termination of service |
| 17. Squandering time with gossip and similar unproductive activities that do not further the University's mission is unacceptable.                                                                                                             | One-day deduction    | Two-days deduction                                             | Three-days deduction   | Four-day deduction with Final Warning of service Termination   | Termination of service |
| 18. Unauthorized disclosures of confidential university information, including internal communications, financial data, student or employee records, or policies, or making statements on behalf of the University without written permission. | Three-days deduction | Five-day deduction with a Final Warning of service Termination | Termination of service | —                                                              | —                      |
| 19. Removing papers or official documents from the university campus without getting written permission from university management.                                                                                                            | Three-days deduction | Five-day deduction with a Final Warning of service Termination | Termination of service | —                                                              | —                      |
| 20. Soliciting or accepting gifts, commissions, kickbacks, rewards, favors, or other benefits connected to work duties in violation of the Gifts, Ethics, or Conflict-of-Interest Policy.                                                      | Three-days deduction | Five-day deduction with a Final Warning of service Termination | Termination of service | —                                                              | —                      |
| 21. Betting, gambling, or staking at the place of work or during work or through the University systems or resources.                                                                                                                          | Three-days deduction | Five-day deduction with a Final Warning of service Termination | Termination of service | —                                                              | —                      |
| 22. Refusing to execute work instructions and orders related to work or inducing another person to refuse.                                                                                                                                     | Written Warning      | Two-days deduction                                             | Three-days deduction   | Four-day deduction with a Final Warning of service Termination | Termination of service |

|                                                                                                                                                                                                                                                    |                                                                   |                        |   |   |   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------|---|---|---|
| 23. Falsifying, fabricating, destroying, or materially altering employee, student, financial, operational, property, or other University records or data.                                                                                          | Five-day deduction with a Final Warning of service<br>Termination | Termination of service | — | — | — |
| 24. Unauthorized use, reproduction, alteration, or application of the University's letterhead, seals, signatures, stamps, credentials, logos, or official forms.                                                                                   | Five-day deduction with a Final Warning of service<br>Termination | Termination of service | — | — | — |
| 25. Abuse the authorities of the job or the name of the university for personal benefit, including soliciting loans, financial favors, or private benefits from students, employees, vendors, contractors, or parties dealing with the University. | Five-day deduction with a Final Warning of service<br>Termination | Termination of service | — | — | — |

### PAM Chapter Three: Violation related to the Performance of the Worker

| Type of Violation                                                                                        | Stipulated penalty |                   |                    |                                                                    |                                                                   |
|----------------------------------------------------------------------------------------------------------|--------------------|-------------------|--------------------|--------------------------------------------------------------------|-------------------------------------------------------------------|
|                                                                                                          | First time         | Second time       | Third time         | Fourth time                                                        | Fifth time                                                        |
| 26. Negligent failure to perform assigned duties that cause no injuries to individuals or material loss. | Written Warning    | One-day deduction | Two-days deduction | Three-days deduction                                               | Four-day deduction with a Final Warning of service<br>Termination |
| 27. Waste or negligence in the consumption of materials, supplies, utilities, or other work resources.   | Written Warning    | One-day deduction | Two-days deduction | Three-days deduction                                               | Four-day deduction with a Final Warning of service<br>Termination |
| 28. Sleeping during the official working hours.                                                          | Written Warning    | One-day deduction | Two-days deduction | Three-day deduction with a Final Warning of service<br>Termination | Termination of service                                            |
| 29. Deliberately reducing production                                                                     | Written Warning    | One-day deduction | Two-days deduction | Three-day deduction with a Final Warning of service<br>Termination | Termination of service                                            |

|                                                                                                                                                                                      |                                                                                                                  |                    |                      |                                                                |                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------|----------------------|----------------------------------------------------------------|------------------------|
| 30. Negligence in performing work that causes minor injuries to individuals or data loss, or material loss to the University's property.                                             | One-day deduction                                                                                                | Two-days deduction | Three-days deduction | Four-day deduction with a Final Warning of service Termination | Termination of service |
| 31. Gross negligence or willful misconduct that causes or creates an imminent risk of serious injury, loss of life, major operational disruption, or a large loss to the University. | Termination without remuneration while reserving the penal and/or civil rights of the University as per the law. | —                  | —                    | —                                                              | —                      |

#### PAM Chapter Four: Violations Related to Procedures of Security and Safety

| Type of Violation                                                                                                                                                                                                                                                                       | Stipulated Penalty |                      |                      |                                                                       |                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------|----------------------|-----------------------------------------------------------------------|------------------------|
|                                                                                                                                                                                                                                                                                         | First time         | Second time          | Third time           | Fourth time                                                           | Fifth time             |
| 32. Breaching of, or negligence in complying with health, safety, emergency, or protective instructions applicable to the workplace or University activities.                                                                                                                           | Written Warning    | One-day deduction    | Two-days deduction   | Three-days deduction                                                  | Four-day deduction     |
| 33. Unauthorized or improper use of the University's phone, computers, laptops, electronic devices, or e-mails contrary to the University's policies.                                                                                                                                   | Written Warning    | One-day deduction    | Two-days deduction   | Three-days deduction                                                  | Four-day deduction     |
| 34. Connecting, installing, bringing into use, or using personal devices, removable media, software, cloud services, or equipment on the University's systems without authorization.                                                                                                    | Written Warning    | One-day deduction    | Two-days deduction   | Three-days deduction                                                  | Four-day deduction     |
| 35. Allowing or assisting an unauthorized person to enter a worksite, restricted area, system, account, event, or facility without the required access authorization.                                                                                                                   | One-day deduction  | Two-days deduction   | Three-days deduction | Four-day deduction with a Final Warning of service Termination        | Termination of service |
| 36. Unjustified delay in depositing, remitting, recording, or handing over money, checks, or other financial instruments collected on behalf of the University.                                                                                                                         | Two-days deduction | Three-days deduction | Four-day deduction   | Five days deduction along with a Final Warning of service Termination | Termination of service |
| 37. Unauthorized transfer, removal, copying, transmission, or storage of the University's records, data, devices, documents, equipment, or property outside approved locations or systems, including through personal email, cloud storage, removable media, or messaging applications. | Two-days deduction | Three-days deduction | Four-day deduction   | Five days deduction with a Final Warning of service Termination       | Termination of service |

|                                                                                                                                                                                           |                                                                 |                                                                 |                        |   |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|------------------------|---|---|
| 38 Threatening, or using verbal or physical violence, or engaging in reckless conduct that materially endangers the safety of employees, students, visitors, or others at the University. | Four-day deduction                                              | Five-day deduction with Final Warning of service<br>Termination | Termination of service | — | — |
| 39 Possessing, displaying, or using a weapon at the University, except by authorized security personnel or where a lawful work tool is expressly approved.                                | Five-day deduction with Final Warning of service<br>Termination | Termination of service                                          | —                      | — | — |

## PAM Chapter Five: Violations Related to Behavior of the Employee

| Type of Violations                                                                                                                                                                                                  | Stipulated Penalty                                                                                          |                        |                      |                                                                   |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------|----------------------|-------------------------------------------------------------------|------------------------|
|                                                                                                                                                                                                                     | First time                                                                                                  | Second time            | Third time           | Fourth time                                                       | Fifth time             |
| 40. Abusive, threatening, or materially unprofessional conduct toward employees, students, suppliers, contractors, guests, or members of the public in connection with the University.                              | One-day deduction                                                                                           | Two-days deduction     | Three-days deduction | Four-day deduction with a Final Warning of service<br>Termination | Termination of service |
| 41. Work-related conduct, whether on or off University premises, that demonstrably causes substantial harm to operations, safety, legal compliance, institutional trust, or the University's legitimate reputation. | One-day deduction                                                                                           | Two days deduction     | Three days deduction | Five-day deduction with a Final Warning of service<br>Termination | Termination of service |
| 42. Feigning/Faking illness.                                                                                                                                                                                        | One day deduction                                                                                           | Two days deduction     | Three days deduction | Five-day deduction with a Final Warning of service<br>Termination | Termination of service |
| 43. Using the institution's name, position, title, systems, premises, or property for personal benefit.                                                                                                             | Five-day deduction along with a Final Warning of service<br>Termination                                     | Termination of service | —                    | —                                                                 | —                      |
| 44. Reporting to work or performing duties while materially impaired by alcohol or illegal drugs.                                                                                                                   | Termination without warning while reserving all penal and/or civil rights of the University as per the law. | —                      | —                    | —                                                                 | —                      |

|                                                                                                                                                                                                                                                                                                                                                          |                                                                                                             |                                                                         |                        |   |   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------|---|---|
| 45. Theft, attempted theft, misappropriation of the University's funds and/or its properties.                                                                                                                                                                                                                                                            | Termination without warning while reserving all penal and/or civil rights of the University as per the law. | —                                                                       | —                      | — | — |
| 47. Fraud, forgery, deception, false representation, or falsified credentials related to employment or work, including but not limited to: deliberate research fabrication, falsification, or forgery; deliberate falsification of research data or results; or deliberate material misrepresentation of scholarly credentials or output.                | Termination without warning while reserving all penal and/or civil rights of the University as per the law. | —                                                                       | —                      | — | — |
| 48. Harassment, discrimination, bullying, victimization, or retaliation prohibited by the University's policy, where the proven conduct does not constitute sexual harassment or gross misconduct                                                                                                                                                        | Three-day deduction                                                                                         | Five-day deduction together with a Final Warning of service termination | Termination of service | — | — |
| 49. Sexual harassment; severe harassment or discrimination involving abuse of authority; serious retaliation against a complainant, witness or participant in an investigation; repeated harassment following a prior final warning; or harassment that causes or creates an imminent risk of substantial harm to a student, employee or the University. | Termination without warning while reserving all penal and/or civil rights of the University as per the law. | —                                                                       | —                      | — | — |
| 50. Child or student safeguarding breach, abuse, exploitation, grooming, prohibited relationship, inappropriate contact, or other serious misuse of trust involving a student or minor.                                                                                                                                                                  | Termination without warning while reserving all penal and/or civil rights of the University as per the law. | —                                                                       | —                      | — | — |

## PAM Chapter Six: Dismissal from work

The employee shall be dismissed from work as per Article (41) of Law No 6 of 2010 concerning labor in the private sector and its amendments upon the following:

A- The Employee may be dismissed without warning and without paying end-of-service remuneration or compensation in any of the following cases:

1. If the Employee commits a fault causing substantial loss to the Employer.
2. If the Employee is found to have resorted to forgery or fraud to obtain employment.
3. If the Employee discloses any of the establishment's secrets which cause or may cause realized loss.

B- The Employee may be dismissed without warning in any of the following cases:

1. If a final judgment is entered against the employee for a criminal offense or misdemeanor involving a breach of honor and trust or morality.



2. If the employee commits an act against public morals at the workplace.
3. If the employee commits an assault upon a colleague, or upon the Employer or upon any representative of the employer during the work or by reason thereof.
4. If the employee fails to comply with any of the obligations imposed on him by virtue of the provisions of the contract and the provisions of Labor Law No. (6) of 2010 and its amendments.
5. If the employee fails to comply repeatedly with the instructions made by the Employer.

In such events, the decision of dismissal shall not result in the deprivation of the employee's end-of-service benefits.

### **PAM Chapter Seven: General Rules**

1. The provisions of Labor Law No. (6) of 2010 relating to work in the private sector and its amendments shall apply regarding whatever is not outlined in the regulation of sanctions.
2. This regulation is an inseparable part of the work contract concluded with the employee unless special conditions to the contrary are outlined in the contract.
3. It is not permitted to impose more than one penalty for the same Violation.
4. No penalty shall be imposed on the employee unless they have been informed in writing of the act attributed to them; their statements have been heard, their defense investigated, and the minutes of investigation kept in his personal file.
5. The employee shall be notified in writing of any penalty imposed on him as well as its type, degree, and reason, and all penalties shall be recorded in his file of service.
6. An employee has five (5) working days from the date of written notification of any proposed financial penalty to submit a written response before the penalty is confirmed and applied. This is a legal entitlement under Kuwait Labor Law; it is not a discretionary AIU procedure. Penalties applied without this opportunity being given are voidable.
7. If the employee is absent from work for a period of seven consecutive days or 20 separate days within a year, the employer shall have the right to consider them having resigned.
8. It is not permitted to deduct more than five days per month as a penalty from the employee's wage in the same month. If the total penalties imposed on the employee were more than five days, the extra deduction shall be transferred to the following month or months.

This chapter sets out the administrative procedures and campus conduct standards that apply to all AIU employees. It covers institutional documentation, procurement, materials management, campus access, facilities, and visitor management. Employees are expected to familiarize themselves with and comply with all provisions. Faculty members should read relevant sections alongside the Faculty Handbook references indicated throughout.

### 5.1 Institutional Documentation and Record-Keeping

AIU requires systematic documentation across academic and administrative functions as a foundation for institutional quality, WSCUC accreditation readiness, and operational accountability. This section covers the principal documentation obligations for all employees.

#### 5.1.1 Faculty Course Portfolios (Teaching Binders)

All faculty members are required to compile and submit a Teaching Binder — referred to in the Faculty Handbook as a Course E-File and Enhanced Course Portfolio — for every course taught each academic year. The Teaching Binder is both an operational record and an accreditation document. Its contents form part of the evidence base for the annual performance evaluation, program review, and WSCUC self-study activities.

##### Required Content

Every Teaching Binder must include all of the following sections:

- Course Syllabus — the approved, finalized syllabus as distributed to students on the first day of class.
- Teaching Materials — lesson plans, presentation materials, and instructional resources used in the course.
- Assessment Tools: all graded assignments, rubrics, exam papers, and project briefs.
- Student Works: anonymized samples of student work at varying performance levels (high, mid, low), with faculty feedback visible.
- Student Grades: final grade distributions and grade submission confirmation.
- Student Reports: attendance records and any student welfare referrals made during the semester.
- Course Evaluation Results: Student Evaluation of Teaching (SET) summary for the course, once released by the VPAA Office.
- Recommendations for Improvement: a faculty reflection on what worked, what required adjustment, and proposed changes to the course for the following delivery.

Faculty Handbook Chapter 3, Section 3.6.2 (Course E-File) and Chapter 6 (Enhanced Course Portfolio for annual evaluation). The Course E-File is submitted to the Department Chair within two weeks of the grade submission deadline each semester. The Enhanced Course Portfolio is submitted as part of the Annual Faculty Activity Report (AFAR) through the Faculty Activity System (FAS) by August 31 each year.

##### Submission Cycle

Faculty Teaching Binders follow a three-cycle annual submission process. Each submission is an update to the binder established at the start of the academic year, not a new document:

| Submission Cycle | Deadline    | Format & Responsible Party                                                                                                         |
|------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------|
| Fall Update      | December 15 | Digital (SharePoint) — Faculty upload; Program Coordinators, Deans, and VPAA Office review; HR verifies completion.                |
| Spring Update    | May 15      | Digital AND Physical — Faculty upload and submit physical binder; same review chain; physical binder to HR for final verification. |
| Summer Update    | July 31     | Digital (SharePoint) — Faculty upload for courses taught in the summer session.                                                    |

All academic review, quality feedback, and follow-up should sit with the Department Chair, Program Coordinator, and Dean. Faculty upload digital binders to SharePoint using the naming format prescribed by the Office of Accreditation and Institutional Effectiveness. Program Coordinators, Deans, and the VPAA Office review submissions and update the Binder Tracking Log. The Director of the Accreditation and Institutional Effectiveness verifies completion as part of the faculty check-out process. Non-submission by the stated deadline constitutes a professional obligation failure and is reflected in the annual performance evaluation.

### 5.1.2 Administrative Staff Documentation Binders

All administrative staff are required to prepare and maintain a Documentation Binder for their role, department, events, and functional responsibilities. This binder supports departmental continuity, institutional knowledge retention, and administrative audit readiness.

#### Required Content

Every Administrative Binder must include:

- Department Overview: the department's function, structure, and key responsibilities.
- Organizational Chart: the current departmental structure showing reporting lines.
- Key Projects and Deadlines: active and upcoming projects with milestones and owners.
- Meeting Schedules: regular meeting cadences, standing agendas, and minutes.
- Reports, Checklists, and Templates: standard operating documents used by the department.
- Notable Achievements and Challenges: a brief narrative of the department's performance in the covered period.

#### Submission Cycle

| Cycle          | Deadline    | Format & Process                                                                                                 |
|----------------|-------------|------------------------------------------------------------------------------------------------------------------|
| December Cycle | December 15 | Digital (SharePoint) Department/Division Heads verify; HR formal review January 4–15.                            |
| May Cycle      | May 15      | Digital AND Physical Departmental review; updated Tracker; HR formal evaluation May 16–31 with written feedback. |

All tracking, review, and submission responsibilities follow the process established in the Administrative Binder Standard Operating Procedure (SOP), available from the HR Department. Non-submission by the stated deadline may result in a formal note in the staff member's performance record.

### 5.1.3 Maintaining Accurate Personnel Records

Accurate personnel records are essential to AIU's operational and legal obligations. All employees are required to keep their records current by notifying the University through BambooHR of any changes in:

- Legal name
- Home and mailing address
- Telephone numbers
- Marital status
- Emergency contact information

Updates must be entered in BambooHR and the employee's assigned HR Business Advisor notified. Failure to maintain current records may affect the processing of benefits, emergency contact procedures, and payroll.

## 5.2 Procurement, Materials, and Supplies

### 5.2.1 Ordering Work Supplies and Equipment

Employees may make recommendations to their supervisor regarding needed work supplies, equipment, and materials. All requests require a completed Request Form, available from the Administration Office, approved by the relevant Department Supervisor before any purchase is made. Do not make any purchase in advance of approval on the assumption that you will be reimbursed.

Large orders are consolidated and submitted once per year, typically after the start of the calendar year for the following academic year. Departments should plan supply needs in advance to meet this cycle.

### 5.2.2 University-Provided Stationery and Supplies

AIU provides a standard stationery kit per classroom at the start of each academic year. The University's provision of consumable stationery supplies is limited. Requests for additional stationery beyond the initial classroom kit are accepted from administrative staff only and are subject to supervisor discretion. Faculty requiring specific materials for courses should plan through the standard procurement process in Section 5.2.1.

### 5.2.3 Teaching and Reading Materials - Selection and Compliance

All faculty and staff must ensure that reading materials, media, and resources recommended, assigned, brought into the classroom, or requested from students comply with applicable Kuwait law and AIU's Book and Reading Material Selection Policy. In accordance with Kuwait's regulatory environment, AIU operates within the legal and cultural framework of the

State of Kuwait. Faculty are responsible for ensuring that course materials comply with Kuwaiti law as it applies to content distributed within Kuwait.

Where a faculty member is uncertain whether a specific resource is compliant with applicable Kuwaiti law, they must consult the Department Chair or Dean before using or distributing the material. Any material that requires leadership review must be submitted to the Dean for assessment before use.

Consequences: Violations of the materials selection policy may result in: immediate removal of the material; a written reprimand; and, in cases of repeated non-compliance, additional disciplinary action under Chapter 4. Where a material is found to violate Kuwaiti law, the matter will be escalated to the University Board and, if necessary, to the relevant Kuwaiti authorities.

#### 5.2.4 Requesting Materials from Students

Faculty members who intend to ask students to bring personal materials to the University for use in the classroom, beyond standard stationery, must obtain supervisor (Dean or Department Chair) approval before making the request. This ensures that student costs and burdens are equitable, academically justified, and not duplicative of materials the University should be providing.

#### 5.2.5 Business Cards

Business cards represent AIU professionally and are subject to a formal approval and production process.

- **Eligibility:** Managers and above are eligible as a standard entitlement. Faculty and other staff may be eligible where there is a documented business justification. Eligibility is confirmed after completion of the probationary period.
- **Process:** Obtain the Business Card Request Form from your HR Business Advisor (HRBA). The HRBA verifies eligibility based on tenure, position, and stated justification. The completed form requires approval from the employee's supervisor, divisional head, HR, and the budget holder before processing.
- **Format:** All cards follow a standard approved AIU format. Personal mobile numbers and personal email addresses may not appear on AIU business cards.
- **Cost:** The production cost (approximately KD 30) may be charged to the requesting department's budget.
- **Delivery:** Cards are delivered within 10 working days of approved request submission.
- **Prohibited:** Employees may not print or produce their own business cards using AIU branding or logo.

### 5.3 Campus Facilities and Shared Spaces

All employees share responsibility for maintaining a professional, clean, and functional campus environment. The standards in this section apply to all staff in all campus spaces.

#### 5.3.1 Office Standards

The following standards apply to all AIU offices:

- **Lights:** Office lights must remain on throughout working hours. Switching off office lights while working in the office is prohibited.

- Food: Food may not be stored or consumed in offices or boardrooms. Food and beverages must be consumed in the designated staff pantry area only.
- Personal appliances: Personal candles, incense burners, air filters, coffee machines, hot water heaters, toaster ovens, personal heaters, and similar devices are prohibited in offices and shared kitchens.
- Wall decor: No items may be hung on the walls of offices or kitchen areas.
- Cleanliness: Employees must leave their offices in the same condition in which they found them. Spills and facilities issues must be reported to the cleaning or maintenance team promptly.

### 5.3.2 Shared Kitchen Areas

- Personal food and beverages may be stored in shared kitchens Sunday through Thursday.
- All personal food items must be removed or disposed of by end of day Thursday. Items left after this point will be disposed of by the facilities team.
- Employees must not monopolize kitchen storage (refrigerator, cabinets) beyond a fair share.
- Employees are responsible for disposing of their own waste and washing their own dishes and utensils. AIU does not provide dedicated cleaning staff for individual employee mess.
- Rotten or malodorous food must be disposed of immediately.

### 5.3.3 Classrooms, Laboratories, and Specialist Spaces

Classrooms, laboratories, and other spaces containing expensive equipment or furnishings must be kept locked when not in active use. The employee, faculty member, or supervisor responsible for securing the space is accountable for any damage, theft, or misuse that occurs while the space was in their custody and found to be unsecured. Consequences may include a written warning and financial penalty for repair or replacement costs.

### 5.3.4 Campus Furniture and Physical Environment

- Furniture movement: No employee may move campus furniture without written permission from AIU Management. Requests for furniture reconfiguration should be submitted to the Facilities Department.
- Facilities issues: Employees must report spills, damage, and maintenance needs to the cleaning or facilities team as soon as they are identified. Chronic failure to report issues that pose a safety risk may result in disciplinary action.

### 5.3.5 Penalties for Violations of Shared Space Standards

Violations of the office, kitchen, and shared space standards in this section may result in one or more of the following consequences, proportionate to the nature and severity of the violation:

- Immediate closure or lockdown of the space for a defined period.
- A formal written warning.
- A financial penalty proportionates to any damage caused.
- Permanent relocation from a private office to a shared workspace.

Any employee aware of a violation of shared space standards should report it to their supervisor. Employees who report violations in good faith will not be disadvantaged for doing so.

## 5.4 Parking

Parking on AIU's campus requires a valid AIU Parking Permit. Permit categories are assigned based on employee category. The permit must be displayed on the rear-view mirror or dashboard with the assigned number clearly visible at all times while on campus.

To obtain a parking permit, employees must complete a Vehicle Registration Form and submit it to the Security Department. No vehicle may access or use university parking without a registered permit.

All vehicle operators on university property are subject to applicable Kuwaiti traffic and parking regulations and to AIU's campus regulations. The operator of the vehicle is personally responsible for compliance.

AIU reserves the right to regulate, reallocate, or redesignate parking zones and to revoke any individual's parking privilege at any time. AIU assumes no liability for damage to vehicles in university parking areas.

Employees may not bring non-AIU passengers into campus buildings without prior leadership authorization. All guests must be processed through security at the main reception.

## 5.5 Library Services

The AIU Library is an academic resource available to all employees. Detailed faculty library services, including research databases, interlibrary loan, information literacy instruction, and research consultation, are described in the Faculty Handbook. The provisions below apply to all staff for general borrowing purposes.

| Policy                   | Detail                                                                                                                                                                                                 |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Borrowing limit          | Up to 10 items at one time                                                                                                                                                                             |
| Loan period              | 30 days, renewable before the due date                                                                                                                                                                 |
| Overdue materials        | Must be returned and all fines settled before any renewal is processed                                                                                                                                 |
| Transfer of materials    | Library materials may not be transferred between employees or to students. Items must be returned to the library and re-issued.                                                                        |
| Damaged or lost items    | The original borrower is billed for the replacement cost and a processing fee, paid through the Finance Department. The Library does not accept replacement copies.                                    |
| Summer and Winter Breaks | All borrowed items must be returned to the library before each break. Research during vacation is supported through the Library's electronic book collection, accessible via AIU Single Sign-On (SSO). |

Faculty Handbook Chapter 11, Section 11.2 (Library and Information Resources) — full faculty library services including electronic database access, research consultation, and collection development support (ACA-005).

## 5.6 Employee Identification Badges

All AIU employees must wear their AIU ID Badge visibly during working hours on campus. ID Badges may not be shared, borrowed, altered, or defaced.

| Situation                | Policy                                                     |
|--------------------------|------------------------------------------------------------|
| First lost badge         | Replacement with no charge                                 |
| Subsequent lost badges   | KD 5 replacement fee per badge                             |
| Damaged or altered badge | Must be replaced; fee applies if damage was due to misuse. |

## 5.7 Campus Access – Visitors and Children

### 5.7.1 Bringing Children to Work

Faculty and administrative staff are not permitted to bring children to the workplace without prior written approval from their supervisor. All employees are expected to maintain professional working standards. In childcare emergencies, the affected employee should contact their supervisor as soon as possible to discuss alternative arrangements. Non-employee spouses and other personal visitors must follow the visitor check-in process below.

### 5.7.2 Guidelines for Welcoming Visitors to AIU

All visitors to AIU campus (except authorized campus vendors and prospective students on designated visits) must be pre-registered. The process is as follows:

- Step 1: Pre-Registration (minimum 48 hours in advance): The hosting department or individual submits the full names of expected visitors to [Security@aiu.edu.kw](mailto:Security@aiu.edu.kw) & [reception@aiu.edu.kw](mailto:reception@aiu.edu.kw) at least 48 hours before the scheduled visit. (1) Pre-registered institutional visitors (prospective students, vendors, external speakers) who are approved at the Dean/VP level with a standard online registration form; (2) General guests (spouses, personal visitors) who sign in at security; and (3) High-security events that require coordination with Security and Reception. Delegate day-to-day academic visitor management to the School/Department level to avoid bottlenecks and support external engagement.
- Step 2: Notification on Approval: Upon approval, the hosting party sends notification emails to [security@aiu.edu.kw](mailto:security@aiu.edu.kw), [reception@aiu.edu.kw](mailto:reception@aiu.edu.kw), including: the purpose of the visit; the full names and Civil IDs of all visitors; and the planned duration of the visit.
- Step 3: Arrival: All visitors are processed through Security at the main reception upon arrival. Visitors who have not been pre-registered and approved will not be admitted. The hosting employee is responsible for any inconvenience resulting from failure to follow this process.



## 5.8 Cleanliness and Maintenance Reporting

AIU takes pride in maintaining a clean, professional campus environment. All employees share responsibility for contributing to this standard.

- Spills and messes should be reported to the cleaning team as soon as they occur. Employees are not expected to clean up after others, but should report incidents promptly.
- Employees must leave their own offices, classrooms, and shared spaces in the same condition they found them.
- Any facilities, furniture, or structural issues requiring repair must be reported to the Facilities Department without delay. Chronic failure to report issues — particularly those that pose a safety risk — may result in disciplinary action.

## 5.9 Campus Security and After-Hours Access

Campus security provisions and after-hours access policies, including the prohibition on unauthorized entry after 8:30 PM or on Fridays, the 6:30 PM daily security sweep, and the process for obtaining after-hours authorization, are set out in Chapter 2, Section 2.14 of this Handbook. Employees should refer to that section for the full provisions.

All AIU employees operate within a shared digital environment and are individually responsible for the security, accuracy, and appropriate use of institutional technology systems and data. This chapter sets out the data classification framework, institutional systems, acceptable use rules, equipment responsibilities, and communication standards that apply to every employee. It is a summary of the governing policy, the full IT Policy Manual (ADM-004) is available from the IT Department and on the AIU intranet.

Compliance with this chapter is a professional obligation. Breaches of data security or acceptable use policies may result in disciplinary action under Chapter 4, up to and including termination. Breaches that violate Kuwaiti law may be referred to the relevant authorities.

### 6.1 Governing Framework

AIU's information technology infrastructure and data governance are governed by ADM-004 (Information Systems and Technology Governance Policy). The Chief Information Officer (CIO), who reports to the President, is AIU's primary officer responsible for all IT systems, information security, data governance, and technology strategy. Day-to-day institutional data classification and access authorization are delegated to the Vice President for Administration in conjunction with the CIO.

All institutional data — regardless of format, system, or location — is subject to this chapter and to ADM-004. Institutional data includes any information that supports the mission and operation of AIU, whether held electronically or in hard copy, and whether created internally or received from external parties.

Employees with specific questions about data handling, system access, or information security should contact the IT Department or the CIO before proceeding with an uncertain practice. When in doubt, do not share, store, or transmit.

### 6.2 Institutional Data Classification

Not all institutional data carries the same risk. AIU classifies institutional data into four sensitivity levels to ensure that each category receives appropriate handling, protection, and access controls. Understanding which classification applies to data you work with is a core professional responsibility.

The three dimensions of data sensitivity are:

- Confidentiality: the risk of unauthorized disclosure, to whom and for what purpose may the data be shared?
- Integrity: the risk of inaccuracy, what is the impact on AIU and individuals if the data is incorrect?
- Availability: the risk of inaccessibility, what is the impact if authorized users cannot access the data when needed?

The four classification levels, with examples and handling requirements, are:

| Classification Level | Sensitivity | Examples                                                                                                                                                                                                                                             | Handling Requirements                                                                                                                                                                                                                                                                                                             |
|----------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Critical             | Very High   | <ul style="list-style-type: none"> <li>• Social Security Numbers</li> <li>• Credit card information</li> <li>• Passport and Civil ID numbers</li> <li>• Criminal investigative reports</li> </ul>                                                    | <ul style="list-style-type: none"> <li>• Access strictly on need-to-know basis.</li> <li>• Most stringent security controls.</li> <li>• Disclosure may attract criminal or civil penalties; risk of identity theft.</li> <li>• Authorization: VP Administration.</li> </ul>                                                       |
| Restricted           | High        | <ul style="list-style-type: none"> <li>• Student financial records</li> <li>• Student transcripts and academic records</li> <li>• Personnel disciplinary records</li> <li>• Health and medical records</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Access on need-to-know basis.</li> <li>• Legal and regulatory obligations apply.</li> <li>• Disclosure may cause civil liability.</li> <li>• Authorization: VP Administration, in conjunction with Dean or supervisor.</li> </ul>                                                        |
| AIU-Internal         | Moderate    | <ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Departmental memos</li> <li>• Committee meeting minutes</li> <li>• Operational data</li> <li>• Student demographic information</li> <li>• Unpublished research data</li> </ul> | <ul style="list-style-type: none"> <li>• Accessible to eligible employees for university business purposes only.</li> <li>• May be subject to contractual or regulatory requirements.</li> <li>• Not to be shared externally without authorization.</li> <li>• Default classification when no other level is assigned.</li> </ul> |
| Public               | Low / None  | <ul style="list-style-type: none"> <li>• University and School websites</li> <li>• News releases</li> <li>• Published course syllabi</li> <li>• Research publications</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>• No special handling required.</li> <li>• Releasable to any member of the public.</li> <li>• Few restrictions on access or distribution.</li> </ul>                                                                                                                                       |

Unless otherwise classified by the Vice President for Administration, all institutional data defaults to AIU-Internal. Data that is moved, copied, extended, or propagated retains its original classification. No individual may reclassify institutional data without VP Administration authorization.

Faculty Handbook Chapter 11, Section 11.1.3 - Data Classification and Protection. Faculty working with student records, research data, and personnel information should note: student educational records are protected by Kuwait's Personal Data Protection Law and ADM-002. Research data involving human participants is additionally governed by RES-002.

## 6.3 Data Governance – Roles and Responsibilities

### 6.3.1 Vice President for Administration

The VP Administration is AIU's institutional data steward for non-academic data and holds the following responsibilities:

- Assessing institutional risks and threats to data under their oversight.
- Classifying data at the appropriate sensitivity level.
- Approving authorization to access Restricted and Critical institutional data, in conjunction with the requester's Dean, supervisor, or relevant authority.
- Reviewing external data-sharing agreements to ensure appropriate confidentiality protections.

- Ensuring all decisions regarding the collection and use of institutional data comply with applicable Kuwaiti law, regulations, and university policy.
- Ensuring appropriate security practices are applied to all institutional data, including copies.
- Providing guidance to data users on the appropriate use of specific data sets.

### 6.3.2 All Employees - Data User Responsibilities

Every AIU employee who accesses, creates, stores, or transmits institutional data is a data user and carries the following obligations:

- Store institutional data only in authorized repositories (see Section 6.5). Ensure data is secure and access is limited to authorized users.
- Carry out all tasks related to data creation, storage, maintenance, and cataloguing in a timely and accurate manner.
- Ensure that institutional data is readily accessible to other authorized users for legitimate university business purposes — consult your supervisor on correct cataloguing practices.
- Understand the data you use. Institutional data can be complex; guard against misinterpretation or misrepresentation.
- Never access or manipulate institutional data for personal gain, personal interest, or out of curiosity unrelated to your role.
- Never knowingly falsify data, delete data that should be retained, or reproduce data that should not be reproduced.
- Report immediately to your supervisor or the Cybersecurity Department any instance in which institutional data is at risk of unauthorized access, modification, disclosure, or destruction.
- Delete data in accordance with AIU's records retention and disposition schedules when it is no longer required for administrative, legal, or historical purposes. The University Librarian manages these schedules.

## 6.4 Institutional Systems

AIU operates a suite of core institutional systems. All employees are required to use authorized systems for their designated purposes and to comply with the obligations associated with each. The primary systems are:

| System                        | Purpose                                                                                                            | Employee Obligation                                                                                                                                                                |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Canvas (LMS)                  | Learning Management System — course delivery, assignments, grading, student communication.                         | Build complete course site before semester begins. Upload syllabi. Post grades. Communicate with students through Canvas. Do not interfere with SET administration through Canvas. |
| Banner (SIS)                  | Student Information System — enrollment, registration, grades, attendance, academic standing, degree progress.     | Submit grades and attendance on schedule. All official grade entries must be through Banner.                                                                                       |
| BambooHR (HRIS)               | HR Information System — personnel records, leave requests, payroll, benefits.                                      | Submit leave requests, update personal data, and maintain banking information through BambooHR.                                                                                    |
| Faculty Activity System (FAS) | Records faculty credentials, scholarly outputs, development activities, and annual activity reports. Faculty only. | Update continuously throughout the year. FAS is the primary evidence base for performance evaluation and promotion.                                                                |
| SharePoint Document Center    | Authorized repository for all institutional documents, working drafts, archived correspondence, and reports.       | All institutional documents must be stored in SharePoint. No other storage repository is authorized for institutional data.                                                        |

Full guidance on each system, including training resources, technical support contacts, and system-specific policies, is available in the IT Policy Manual (ADM-004) and on the AIU intranet. New employees receive system access and training as part of their onboarding. Faculty receive additional Canvas and FAS training through the Returning Faculty Orientation each September.

Faculty Handbook Chapter 11, Section 11.1 full faculty system obligations including Canvas LMS requirements (Section 11.1.2), Banner grade submission deadlines, FAS update obligations for performance evaluation (Chapter 6), and research data management under RES-002.

## 6.5 Authorized Data Storage

The only authorized storage repository for AIU institutional data is the AIU SharePoint Document Center. This applies to all documents including working drafts, archived correspondence, reports, and operational files not held within a core institutional system (Banner, Canvas, BambooHR, or Oracle).

The following storage locations are explicitly prohibited for institutional data:

- Microsoft OneDrive (personal)
- Dropbox or any third-party cloud storage service
- Personal laptops or desktops
- External hard drives or USB drives
- Mobile phones or tablets outside an AIU-authorized mobile device management solution
- Email attachments as a primary storage mechanism

This prohibition applies to all copies of institutional data, regardless of format. Data that has been moved, copied, or transmitted to a non-authorized location remains AIU institutional data and must be deleted from that location.

Use of a personal laptop or any personal device for AIU work does not transfer ownership of any AIU data, records, correspondence, files, accounts, or work product to the employee. All such data, records, correspondence, files, accounts, and work product remain the sole property of AIU and must be handled only through AIU-approved systems.

## 6.6 Acceptable Use of AIU Technology

AIU computers, peripherals, networks, systems, networks, software, platforms, institutional accounts, cloud storage, electronic records, and electronic communication tools, including AIU-issued or AIU-administered email accounts, are AIU property and are provided strictly for authorized University. No personal use is permitted unless expressly authorized in writing by AIU. Personal browsing, email, chatting, downloading, installation of unauthorized software, storage of personal files, or use of AIU resources for non-University purposes is prohibited. AIU email accounts may not be used to send advertisements, solicitations, political messages, personal business communications, or other promotional materials.

### AIU Email Accounts, Electronic Resources, and Return of University Property

In accordance with Kuwait Law No. 20 of 2014 concerning Electronic Transactions, AIU email accounts, electronic messages,

electronic records, electronic documents, electronic data, electronic processing systems, cloud storage, institutional platforms, usernames, passwords, credentials, access rights, and any information created, received, stored, transmitted, processed, or accessed through AIU systems are considered AIU electronic resources and institutional records. All such accounts, systems, records, communications, files, data, and work products are and shall remain in the property of AIU, regardless of whether they are assigned to or used by an individual employee. Employee access to such resources is granted solely for authorized University business and does not create any personal ownership, personal privacy rights, or continuing right of access, subject always to applicable law.

Employees shall not transfer, assign, lend, sell, share, disclose, copy, download, forward, retain, delete, alter, archive outside AIU-approved systems, or otherwise permit unauthorized use of any AIU email account, login credential, device, system, software, file, record, electronic message, electronic document, institutional data, or electronic resource. Upon resignation, termination of employment, suspension, completion of assignment, transfer of duties, or upon AIU's request at any time, the employee must immediately return all AIU property and electronic resources to AIU's custody and control, including any AIU data stored on personal devices, personal email accounts, external drives, or other non-AIU systems. AIU may disable, preserve, access, review, transfer, reassign, archive, delete, migrate, retain, or otherwise manage such accounts, records, messages, data, and electronic resources in accordance with applicable law, University policy, operational needs, security requirements, investigations, and records-retention obligations.

The employee must not retain copies of AIU data, correspondence, files, records, electronic messages, electronic documents, or work product after the end of employment or assignment unless expressly authorized in writing by AIU. Upon request, the employee must certify that all AIU property has been returned and that any AIU data stored outside approved AIU systems has been returned, transferred to AIU, or permanently deleted as instructed by AIU.

Any unauthorized access, use, transfer, disclosure, retention, deletion, alteration, or misappropriation may result in disciplinary action, up to and including termination, and may be referred to the appropriate legal authorities where applicable.

The following table summarizes permitted and prohibited uses:

| Activity                                                                        | Status                                              | Applies To    |
|---------------------------------------------------------------------------------|-----------------------------------------------------|---------------|
| AIU systems and computers for institutional work                                | ✓ Permitted                                         | All employees |
| Personal browsing, email, or chatting on AIU systems                            | X Prohibited                                        | All employees |
| Downloading non-work files on AIU systems                                       | X Prohibited                                        | All employees |
| Using AIU email for advertisements or promotional material                      | X Prohibited                                        | All employees |
| Opinions on AIU systems presented as institutional positions                    | X Prohibited must be clearly identified as personal | All employees |
| Storing institutional data in SharePoint                                        | ✓ Authorized                                        | All employees |
| Storing institutional data in OneDrive, Dropbox, personal laptops, mobile media | X Prohibited                                        | All employees |
| Installing unauthorized software on AIU devices                                 | X Prohibited — contact IT helpdesk                  | All employees |
| Sharing passwords or access credentials                                         | X Prohibited                                        | All employees |

| Activity                                                                    | Status       | Applies To                                   |
|-----------------------------------------------------------------------------|--------------|----------------------------------------------|
| Using Canvas for formal course communications and grade posting             | ✓ Required   | Faculty                                      |
| Using personal devices to record classroom activities without authorization | X Prohibited | All employees (see Chapter 2, Section 2.7.2) |

Employees who need software installed on an AIU device must contact the IT helpdesk. Employees must never attempt to install unauthorized software. Any technology failure that affects teaching, assessment, or data security must be reported to the IT helpdesk immediately — not deferred until the situation affects students or colleagues.

All employees are required to complete mandatory annual information security awareness training before the fifth week of each academic year. Completion is tracked by the IT Department and non-completion may be noted in the performance record.

Faculty Handbook Chapter 11, Section 11.1.1 Acceptable Use; Section 11.1.2 Canvas LMS Requirements. Faculty must not interfere with SET administration through Canvas. Canvas course archives must be maintained for a minimum of three years.

## 6.7 Printing and Copying

### 6.7.1 General Printing Principles

Printing and copying on AIU equipment is restricted to essential institutional documents. The following are not permitted on AIU printers or the Copy Center:

- Material that is offensive, discriminatory, or inappropriate.
- Material for personal business use or financial gain.
- Documents requiring more than two copies (these must go through the Copy Center — see Section 6.7.2).
- Labels, envelopes, or items requiring non-standard paper.

### 6.7.2 Copy Center

Except for designated Copy Center staff, no AIU employee may operate the Copy Center's copy machines directly. All copy and print requests must go through the Copy Center process:

- Submission: Send all requests by email to [copycenter@aiu.edu.kw](mailto:copycenter@aiu.edu.kw). The AIU logo must be attached to all printing requests; requests without the logo are not accepted.
- Lead time: The Copy Center requires at least 24 hours to fulfil any request.
- Personal use: Copy Center staff are not authorized to fulfil copy requests for personal use.
- Interference: Employees must not load paper, clear paper jams, use the printer console, or remove pages from a printer mid-job. Doing so risks misplacing another user's print job. The Copy Center operator periodically collects uncollected print jobs and places them in the holding tray. Any print jobs not collected from the holding tray by end of day are discarded.

## 6.8 Telephone and Mobile Phone Use

### 6.8.1 University Telephone Lines

University telephone lines are provided for the following purposes only:

- Facilitating communication between students and faculty, and between departments.
- Intra-campus communication.
- Reporting emergencies from classrooms and campus spaces.

Personal matters may not be conducted on University telephone lines. AIU operates a limited number of incoming lines, and personal use reduces availability for institutional calls. Employees who need to deal with urgent personal matters during working hours should use their personal mobile phone during a break.

### 6.8.2 Mobile Phones During Working Hours

Mobile phones may not be used during teaching sessions, classes, or any activity where their use disrupts professional obligations. During classes and teaching sessions, mobile phones must be set to silent or the lowest possible volume. Employees whose roles require availability by phone during working hours should agree appropriate arrangements with their supervisor.

Recording of classroom activities using personal mobile phones or devices is separately governed by Chapter 2, Section 2.7.2 (Photography of Students), which requires University-equipment authorization and departmental approval. Personal recording of classroom activity is prohibited.

## 6.9 Reporting Data Security Incidents

All employees must report to their immediate supervisor and to the Cybersecurity Department any incident, actual or suspected, in which institutional data may be at risk of unauthorized access, modification, disclosure, or destruction. This includes:

- Loss or theft of a device containing institutional data.
- Accidental disclosure of data to an unauthorized party.
- Suspected unauthorized access to an AIU system or account.
- Receipt of phishing, malware, or social engineering attempts targeting AIU systems.
- Discovery of institutional data stored in an unauthorized location.

Reports should be made as soon as the incident is identified, speed of response significantly reduces the impact of a data breach. Employees will not be penalized for reporting a breach in good faith, even where they were responsible for an error that led to it.

Faculty Handbook Chapter 11, Section 11.5 (Privacy and Personal Data Protection) and ADM-002 faculty handling student



records or research participant data must report suspected breaches to both the CIO and the VPAA. Research data breaches involving human participants are additionally governed by RES-002.

## 6.10 Personal Data and Employee Privacy

AIU handles employee personal data as part of its HR, payroll, and operational functions. Employee data is managed in accordance with Kuwait's Personal Data Protection Law and AIU's Privacy and Personal Data Protection Policy (ADM-002). AIU collects only the personal data necessary for employment administration and uses it only for that purpose.

Employees have the right to:

- Access their own personnel records held by HR by submitting a written request to the HR Department.
- Request correction of inaccurate personal data.
- Be informed of how their data is being used.

Employee data is not shared with third parties without authorization, except where required by Kuwaiti law (e.g., immigration authorities, regulatory bodies, social insurance agencies). Employee photographs and recordings taken by AIU for institutional purposes are governed by Chapter 2, Section 2.7.3. For questions about how AIU holds or uses your personal data, contact the HR Department or the CIO.

## 6.11 Governing Policies and Further Reference

This chapter is a summary. Employees working with complex data, IT systems, or information security matters should consult the full governing documents:

| Policy / Document | Scope                                                                                                                                                                      |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ADM-004           | Information Systems and Technology Governance Policy — the primary governing document for all IT and data matters at AIU.                                                  |
| ADM-002           | Privacy and Personal Data Protection Policy — governs collection, storage, use, and disclosure of personal data for employees and students.                                |
| RES-002           | Research Data Management and Ethics Policy — additional requirements for data arising from research involving human participants.                                          |
| IT Policy Manual  | Comprehensive operational guidance on all AIU IT systems, security protocols, and acceptable use. Available from the IT Department and the intranet.                       |
| ACA-006           | AI Use Policy — governs responsible use of Generative AI in teaching, assessment, and research. Faculty should consult ACA-006 before incorporating AI tools into courses. |
| FAC-004           | Faculty Professional Ethics Policy — academic integrity, research misconduct, and professional conduct standards for faculty.                                              |

This chapter applies to all faculty members, ranked, visiting, adjunct, and part-time, in all teaching roles at AIU. It summarizes core teaching responsibilities, workload obligations, professional ethics, teaching resource standards, and assessment security requirements. The Faculty Handbook (particularly Chapters 3, 9, and the relevant policy codes) is the authoritative and detailed source for all provisions referenced here. Administrative staff should note this chapter as contextual background only.

Teaching at AIU is a professional calling that combines disciplinary expertise, pedagogical commitment, scholarly engagement, and ethical responsibility. The standards in this chapter are not procedural checklists they describe what it means to be a faculty member at an American-model university pursuing WSCUC accreditation. Faculty who fulfil these obligations well are the foundation of AIU's reputation, student success, and research culture.

## 7.1 Core Teaching Responsibilities

Faculty members are expected to teach courses in their department or School in accordance with institutional requirements and the standards of their discipline. Teaching is the primary professional obligation for most faculty and the domain through which AIU most directly serves its students.

### 7.1.1 Preparation and Course Delivery

Good teaching requires continual preparation and sustained intellectual effort. Faculty are expected to remain current in their disciplines, maintain scholarly credentials, and convey to students the relevance and value of their subject matter.

Core course delivery obligations include:

- Semester and lesson planning: preparing a detailed semester plan before the semester begins and submitting weekly lesson plans to the Dean or Department Chair for review by the published deadline.
- Syllabus: preparing a compliant course syllabus for every section taught, submitted to the Department Chair for review at least one week before the semester begins and distributed to students on the first day of class. The syllabus is a formal academic contract between the faculty member and enrolled students.
- Instructional design: planning classroom preparation appropriate to the course delivery method; designing assignments, rubrics, and examinations that assess the published Student Learning Outcomes.
- Student records: recording attendance at every class session in Banner/LMS; maintaining updated student grades in Banner/LMS with at least weekly updates; posting graded assignments results to students within published deadline.
- Communication: proactively contacting students regarding grades, attendance, conduct, and missing assignments.
- Presence: maintaining prompt and regular attendance at all scheduled class hours. Except in cases of acute illness or emergency, absences must be arranged in advance with Dean approval. Faculty must notify the Dean in writing no less than 24 hours before a planned absence; genuine emergencies must be reported as soon as possible.
- Curriculum materials: uploading weekly homework and classwork materials to the AIU LMS by the deadlines published each semester; making required amendments to lesson plans and assessments as directed.

Faculty Handbook Chapter 3, Sections 3.2.1 (Course Preparation and Delivery), 3.2.2 (The Course Syllabus — including all required syllabus components), 3.2.3 (Attendance and Class Management), 3.2.4 (Assessment and Grading), 3.6.2 (Course E-File requirements), and 3.6.4 (Grade Submission Deadlines). The syllabus is an official academic record retained for a minimum of five years.

### 7.1.2 Office Hours and Student Availability

All faculty members are required to hold a minimum of two (2) office hours per week per regular semester, at times accessible to enrolled students. Office hours must be posted on the course syllabus and on the faculty member's office door, held consistently throughout the semester, and made up in the same week if cancelled. Academic tutoring and mentoring are integral components of teaching responsibility — faculty are expected to be available to students for consultation and academic support.

Faculty Handbook Chapter 3, Section 3.2.9 (Office Hours and Student Availability). See also Chapter 7 (Section 2.9.6 of the Employee Handbook) for Tutoring Center hour obligations.

### 7.1.3 Assessment, Examinations, and Grading

Faculty must meet AIU's minimum requirements for the number of graded assignments, tests, and quizzes per term. Assessment obligations include:

- Submitting all major exams to the Dean's Office or VPAA Office for approval at least ten (10) calendar days before the exam date.
- Submitting review guides for exams for approval at least ten (10) calendar days before the exam; publishing review guides to students online at least seven (7) calendar days before the exam.
- Meeting all final grade submission deadlines as published in the academic calendar.
- Evaluating student performance fairly, on academic criteria only, and providing qualitative feedback on graded work within published deadline.

Faculty Handbook Chapter 3, Section 3.2.4 (Assessment and Grading) and Section 3.6.4 (Grade Submission and Deadlines). A grade change after initial Banner submission requires a Grade Change Form signed by the faculty member and approved by the Dean, submitted to the Registrar within 30 calendar days.

### 7.1.4 Student Learning Outcomes Assessment

Faculty are responsible for collecting and documenting Student Learning Outcomes (SLO/CLO) assessment evidence as part of AIU's institutional effectiveness and WSCUC accreditation cycle. This is not an optional activity, it is a WSCUC CFR 2.6 requirement and a core professional obligation. Assessment of evidence is submitted through the course e-file and the Annual Faculty Activity Report (AFAR).

Faculty Handbook Chapter 3, Section 3.2.5 (Student Learning Outcomes Assessment) and IE-001 (Institutional SLO Assessment Policy). The Assessment Coordinator for each program provides the assessment schedule, rubrics, and submission requirements at the start of each academic year.

### 7.1.5 Academic Advising

All ranked faculty members are assigned academic advising responsibilities as part of their teaching load. Advising is a teaching function, not an administrative burden. Faculty advising obligations include meeting with assigned advisees at least twice per regular semester, maintaining familiarity with degree requirements and prerequisites, referring students to appropriate support services, and documenting advising sessions in Banner SIS.

Faculty Handbook Chapter 3, Section 3.2.11 (Academic Advising). Advising loads exceeding 30 students per semester may receive a credit hour equivalency toward indirect teaching load faculty should raise this with their Department Chair.

### 7.1.6 Service Obligations

In addition to teaching, faculty carry service obligations at three levels:

- Department/Unit Service: participating fully in the work of the assigned academic unit — meetings, curriculum development, peer observation, course coordination, and student support activities.
- School and University Service: serving on School and University committees as assigned. Faculty Council participation is protected as an exercise of academic freedom (ACA-002) and recognized in performance evaluation.
- Professional Service: maintaining active engagement in the academic profession — membership in and participation in professional associations, peer review activities, and conference engagement appropriate to the discipline and rank.

Faculty Handbook Chapter 3, Sections 3.4.1–3.4.3 (Service Responsibilities). Service is evaluated as a domain in the annual performance evaluation under FAC-007.

## 7.2 Professional Conduct Standards

All faculty are subject to AIU's Faculty Professional Ethics Policy (FAC-004). The standards below apply to all professional activities, teaching, scholarship, research, supervision, service, and external activities undertaken in connection with the faculty's role. These obligations are also assessed in the annual performance evaluation under FAC-007. The authoritative source is Faculty Handbook Chapter 9; this section is a summary for reference.

### 7.2.1 Ethics Across Five Domains

| Domain                              | Core Obligations (Summary)                                                                                                                                                                                                                           |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scholarly Competence                | Maintain intellectual honesty; acknowledge all sources; never fabricate, falsify, or misrepresent data, results, or credentials; adhere to authorship conventions; secure REC approval for all human subjects' research.                             |
| Responsibilities to Students        | Encourage independent learning; evaluate students fairly and on academic merit only; maintain confidentiality of student records; maintain professional boundaries at all times; disclose the nature and expectations of each course accurately.     |
| Responsibilities to Colleagues      | Engage with intellectual honesty and respect; do not misrepresent colleagues' work or views; cooperate with institutional processes (reviews, accreditation, investigations); do not create a hostile or discriminatory work environment.            |
| Responsibilities to the Institution | Fulfil contract and policy obligations; seek prior VPAA written approval for outside employment or consultancy; represent AIU accurately externally; disclose conflicts of interest promptly (FAC-010); use AIU's name and brand only as authorized. |
| Responsibilities as a Citizen       | When engaging publicly as a private citizen, make clear you are not speaking on behalf of AIU; exercise care that public expression does not misrepresent scholarly expertise or violate professional obligations to students and colleagues.        |

Faculty Handbook Chapter 9, Sections 9.2.1–9.2.5 (FAC-004). Allegations of professional misconduct are investigated by the Ethics Review Committee (ERC) under the process in Section 9.3.

## 7.2.2 Specific Conduct Obligations

In addition to the domain standards above, all faculty must:

- Be aware of and comply with Kuwaiti law, Board of Trustees policies, and University regulations.
- Preserve the privacy of student records and protect student information from improper disclosure (see Chapter 6, Section 6.2, and ADM-002).
- Refrain from using campus mail and electronic communication systems for political or commercial purposes.
- Use technology responsibly and in accordance with Chapter 6 of this Handbook and ADM-004.
- Not furnish false information to the University, or forge, alter, or misuse University documents or identification instruments.
- Treat students, staff, and fellow faculty members with respect — abusive, unprofessional, or discriminatory treatment is a serious professional ethics violation.
- Not engage in sexual harassment. Sexual harassment is a serious violation of AIU policy and Kuwait law, subject to immediate disciplinary action including termination and referral to law enforcement.
- Not engage in plagiarism, misrepresentation, or fraud in the performance of professional responsibilities.
- Refrain from conduct involving moral turpitude: intentional conduct prohibited by law that is injurious to another person or to society and constitutes a substantial deviation from accepted professional and societal standards.

## 7.3 Teaching Load, Overload, and Underload

Faculty teaching loads are determined by academic rank and appointment type, in accordance with FAC-006 (Faculty Workload Policy). Loads may be adjusted through approved workload profiles, administrative role release, research productivity recognition, or grant-funded load buy-out. All adjustments require written VPAA approval.

### 7.3.1 Standard Teaching Loads by Rank

| Academic Rank / Category                                 | Regular Semester Load                               | Summer Session Obligation                                           |
|----------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------|
| Full Professor, Associate Professor, Assistant Professor | 12 credit hours per semester (24 per academic year) | Up to 6 credit hours contractually compensated . See Section 7.3.2. |
| Senior Instructor, Instructor, Lab Instructor            | 15 credit hours per semester (30 per academic year) | Up to 6 credit hours contractually compensated. See Section 7.3.2.  |
| Foundation Program Instructors                           | 20 teaching hours per week                          | One recovery course or equivalent institutional assignment.         |
| Lab Technicians                                          | 12 credit hours per semester (24 per academic year) | Up to 6 credit hours contractually required.                        |

Faculty Handbook Chapter 3, Sections 3.2.6 (Standard Teaching Loads) and 3.2.7 (Workload Profiles Teaching-Intensive, Standard, and Research-Active). Workload profile selection is made at the start of each academic year and recorded in the workload agreement.

### 7.3.2 Overload

Faculty may be assigned up to six (6) credit hours of overload per regular semester (Fall and Spring). Overload requires prior written VPAA approval and is compensated at the overload rate specified in the employment contract. Overload is an exception for genuine institutional need, not a routine arrangement.

Overload compensation is calculated and paid at the end of each semester based on the accumulated overload credits and the faculty member's rank-based overload rate. Where overload in a given period reaches six credit hours or more, the following mechanism applies to maintain equitable distribution:

- For a given month with 6 credit hours of overload: 3 credits are paid in that month; 3 credits are deferred to end-of-semester settlement.
- For a given month with 7 credit hours of overload: 4 credits are paid in that month; 3 credits are deferred.
- Foundation Program faculty overloads are paid monthly without deferral.
- Summer overloads are managed on a case-by-case basis in accordance with university policies.

Faculty are notified in writing at the time of any overload assignment of: (a) the total overload credits accepted; (b) the monthly payment schedule; and (c) the amount deferred to end-of-semester. This notice should be incorporated into a standard Overload Assignment Letter signed by the faculty member. The deferral mechanism should be referenced explicitly in the employment contract or Faculty Handbook, with Faculty Council review of the policy.

### 7.3.3 Underload

Where a full teaching load is unavailable due to low enrollment or program changes, the Dean, with VPAA approval, may manage the shortfall through one or more of the following:

- Assignment to courses from a different School or content area.
- Assignment to an equivalent institutional project, curriculum development task, or research initiative.
- Assignment to a part-time administrative function within the University.

Underload arrangements are documented in writing and do not reduce the faculty member's compensation unless the underload reflects a formal contract adjustment approved by the VPAA and HR.

Faculty Handbook Chapter 3, Section 3.2.8 (Overload and Underload). FAC-006 governs the overload compensation rate structure. VPAA written approval is required for all overload and underload arrangements.

## 7.4 Outside Employment, Consultancy, and Private Tutoring

### 7.4.1 Outside Employment

Full-time faculty may not engage in any additional employment or compensated professional activity outside AIU without prior written authorization, following academic approval where applicable. A request for outside employment approval must specify: the nature of the activity; the time commitment; and the basis on which there is no conflict of interest with AIU responsibilities. The President's decision is documented in writing and retained on the faculty member's personnel file.

Governing clauses are found in the Faculty Handbook Chapter 3, Section 3.6.5 (Outside Employment) and Chapter 9, Section 9.5 (Professional Consultancy Policy - FAC-011), which provides an approved framework for consultancy activity up to 20% of professional time with annual disclosure.

### 7.4.2 Private Tutoring of AIU Students

Faculty members are strictly prohibited from privately tutoring AIU students for personal compensation, regardless of department, subject area, or the form of arrangement. This prohibition protects against conflicts of interest in grading and evaluation and protects students from inequitable access to instruction.

An exception applies for tutoring delivered: (a) within the AIU on-campus Tutoring Center; or (b) within an officially licensed and AIU-endorsed external tutoring provider. When a student requests tutoring assistance, faculty must direct them to the AIU Campus Tutoring Center or an endorsed provider.

Violation of this policy may result in disciplinary action up to and including termination of employment.

Faculty Handbook Chapter 3, Section 6.24–6.27 of the Employee Handbook (source); Faculty Handbook Chapter 9, Section 9.4 (Conflict of Interest Policy - FAC-010).

## 7.5 Teaching Resources and Material Selection

Faculty members are responsible for selecting course materials that are academically appropriate, consistent with scholarly standards of the discipline, and compliant with Kuwaiti law as it applies to content distributed within Kuwait. AIU operates within the legal and regulatory framework of the State of Kuwait, and all course materials, readings, media, supplementary resources, must comply with applicable Kuwaiti law.

Where a faculty member is uncertain whether a specific resource is compliant with applicable Kuwaiti law, they must consult the Department Chair or Dean before using or distributing the material. Materials requiring leadership review must be submitted to the Dean for assessment before use or distribution in the classroom.

Consequences: Violations may result in immediate removal of the material, a written reprimand, and escalating disciplinary action under Chapter 4 for repeated non-compliance. Materials found to violate Kuwaiti law will be escalated to the University Board and, where necessary, to the relevant Kuwaiti authorities.

Faculty Handbook Chapter 9, Section 9.1 (Academic Freedom Policy — ACA-002): faculty course material selection is a protected activity. Chapter 3, Section 3.2.2 (The Course Syllabus): required and recommended texts must be listed in the approved syllabus. The Faculty Council's Curriculum and Academic Standards Committee holds authority over curriculum content standards.

## 7.6 Examination Security and Integrity

The security and integrity of examinations are the individual professional responsibility of every faculty member. AIU maintains examination security procedures that protect the academic integrity of assessments, ensure equitable outcomes for all students, and comply with WSCUC standards for assessment validity.

### 7.6.1 Faculty Responsibilities for Exam Security

Each faculty member is responsible for ensuring that examinations they set are not leaked, compromised, or accessed by unauthorized individuals. In the event that an examination is leaked, stolen, or compromised, and it is determined that the faculty member was negligent or careless in their security obligations, the faculty member will be subject to disciplinary action up to and including termination of employment. The standard of care expected is that of a diligent professional who takes reasonable precautions to safeguard assessment materials.

### 7.6.2 Semester Examination Storage

All semester examinations, including drafts, versions, and answer keys, must be stored in the Office of the Vice President for Academic Affairs (VPAA) under VPAA supervision for the period between completion and administration. Faculty must not retain copies of semester examinations outside the VPAA Office or on personal or shared devices between completion and administration.

### 7.6.3 On-Campus Grading Requirement

Faculty may not remove examination scripts from campus for grading. All examination grading must be completed on campus. Once grading is complete, examination scripts must be scanned and submitted to the VPAA Office before the faculty member leaves campus at the end of the grading day. Original scripts are retained by the VPAA Office as official academic records.

Schools are required to keep scripts in a locked, designated on-campus location when not actively grading; prohibit taking scripts to personal residences; secure digital submission of grades through Banner within the published deadline. A structured exam return and records management protocol that is operationally realistic and developed in consultation with faculty.

Faculty Handbook Chapter 3, Section 3.2.4 (Assessment and Grading) and Section 3.6.4 (Grade Submission and Deadlines). Academic integrity violations detected during grading are reported under the process in Faculty Handbook Chapter 12, Section 12.2.2.



## 7.7 Governing Policies – Quick Reference

This chapter is a Handbook summary. Faculty should consult the full governing policies — available on the AIU intranet and from the VPAA Office - for complete procedures, evidence requirements, and rights:

| Policy Code | Title                                | Scope                                                                                                                                                                     |
|-------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FAC-005     | Faculty Teaching Policy              | Course delivery standards, syllabus requirements, assessment and grading, attendance, office hours, advising — the primary governing policy for all teaching obligations. |
| FAC-004     | Faculty Professional Ethics Policy   | Professional ethics standards across five domains; misconduct investigation process; Ethics Review Committee (ERC) procedures.                                            |
| FAC-006     | Faculty Workload Policy              | Workload profiles, teaching load adjustments, overload compensation, underload management, administrative role release hours.                                             |
| FAC-007     | Faculty Performance Review Policy    | Annual performance evaluation framework, domains, evidence requirements, rating scale, and consequences.                                                                  |
| FAC-010     | Conflict of Interest Policy          | Annual COI disclosure obligations and categories of conflict.                                                                                                             |
| FAC-011     | Faculty Consultancy Policy           | Approved consultancy framework, the 20% time ceiling, and disclosure requirements.                                                                                        |
| ACA-002     | Academic Freedom Policy              | Protected activities, limits of academic freedom, and the academic freedom complaint process.                                                                             |
| ACA-006     | AI Use Policy                        | Responsible use of Generative AI in teaching, assessment, and research, including disclosure obligations to students.                                                     |
| RES-002     | Research Data Management and Ethics  | Research ethics, human subjects protection, Research Ethics Committee (REC) requirements.                                                                                 |
| IE-001      | Student Learning Outcomes Assessment | The institutional SLO/CLO/PLO/ILO assessment cycle — faculty obligations for data collection, course e-files, and ‘close-the-loop’ improvement.                           |

This chapter applies to all AIU employees, faculty, administrative staff, and any individual acting on behalf of AIU, in all interactions with students and affiliated minors. Safeguarding is not a faculty-only obligation. The specific provisions here apply to every employee regardless of role.

AIU's ability to fulfil its educational mission depends on every student feeling safe, respected, and free from inappropriate conduct by employees. The obligations in this chapter are not bureaucratic constraints — they are the institutional expression of the duty of care that every university owes to its students and to the community that trusts us with their education.

The full governing framework for student affairs is the STU policy series, available from the VPESA Office and on the AIU intranet. This chapter summarizes employee obligations under those policies.

## 8.1 Professional Boundaries with Students

All AIU employees occupy a position of authority, trust, and influence in relation to students. Maintaining clear, consistent professional boundaries is not optional, it is a core professional obligation that protects students, protects employees, and protects the institution. The standards below apply in all contexts: on campus, off campus, during and outside working hours, and in all digital environments.

### 8.1.1 Non-Fraternization Policy

AIU employees may not associate with current students or students in the process of graduating in a non-professional context. This applies whether the interaction takes place during or outside working hours, and whether on or off the AIU campus. The purpose of this policy is to maintain the professional integrity of the teaching relationship, uphold the cultural standards of Kuwait, and prevent actual or perceived conflicts of interest.

Permitted communication with students is through official AIU institutional email on academic or university-related matters only. All such communication must be transparent, respectful, and professionally bounded. Employees must actively monitor their AIU email accounts to respond to student inquiries promptly and professionally.

### 8.1.2 Definitions

For the purposes of all provisions in this chapter, the following definitions apply:

| Term                       | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Protected Person           | All enrolled AIU students, regardless of age; and any individual affiliated with or employed by the University who is under 21 years of age.                                                                                                                                                                                                                                                                                                    |
| Inappropriate Relationship | Any conduct that crosses the boundary from professional to personal, including: sharing or soliciting personal mobile numbers; giving or receiving personal gifts of any value; meeting or socializing in a non-university context; sending or receiving non-academic communications; any physical contact outside a genuine safety emergency; and other conduct that a reasonable person would recognize as exceeding professional boundaries. |
| Institutional Channel      | Official AIU email (@aiu.edu.kw). This is the only authorized channel for employee-student communication.                                                                                                                                                                                                                                                                                                                                       |

### 8.1.3 Quick-Reference Boundary Standards

The following table summarizes the specific boundary rules that apply to all employees in all interactions with students:

| Activity or Conduct                                                                | Status                                  | Reason / Note                                                                                                      |
|------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Private / personal mobile number shared with students                              | X Prohibited                            | All communication through AIU institutional email only.                                                            |
| Personal home address shared with students                                         | X Prohibited                            |                                                                                                                    |
| Accepting a student's personal mobile number                                       | X Prohibited                            |                                                                                                                    |
| Receiving or giving personal gifts to/from students                                | X Prohibited                            | Any gift of any value creates an actual or perceived conflict of interest.                                         |
| Meeting a student one-on-one in a closed office or classroom                       | X Prohibited                            | A second adult (employee) must be visibly present. Leave doors open or use glass-walled spaces.                    |
| Connecting with students on personal social media (Instagram, Facebook, TikTok, X) | X Prohibited                            | Redirect all inquiries to AIU email.                                                                               |
| Following students on LinkedIn                                                     | X Prohibited                            | If a student follows you, no communication through LinkedIn is permitted.                                          |
| Accepting student invitations to social events or home gatherings                  | X Prohibited                            | Whether on or off campus; whether during or after University hours.                                                |
| Physical contact with students                                                     | X Prohibited except emergency restraint | Any physical contact outside a genuine safety emergency is prohibited. Emergency restraint is a last resort.       |
| Non-academic communication with students via personal email or DM/IM               | X Prohibited                            |                                                                                                                    |
| 'Friending' or 'following' students on personal social platforms                   | X Prohibited                            | Students must not have access to employees' personal social media profiles.                                        |
| Communicating with students via AIU institutional email on academic matters        | ✓ Required channel                      | Prompt, professional response expected within 24 hours.                                                            |
| Holding office hours with door open or in a glass-walled space                     | ✓ Recommended practice                  | Satisfies two-person rule in practice while protecting academic confidentiality.                                   |
| Socializing with former students (graduated, no active teaching relationship)      | ✓ Permitted with discretion             | The non-fraternization policy applies to current and recently-graduating students only. Use professional judgment. |

Faculty Handbook Chapter 3, Section 3.5.1 (Relationships with Students — FAC-004); Chapter 9, Section 9.2.2 (Professional Ethics Responsibilities to Students). Romantic or personal relationships between faculty and currently enrolled students are expressly prohibited.

## 8.2 Student Meeting Protocols – The Two-Person Rule

No AIU employee may meet with a student one-on-one in a closed office or classroom. A second adult employee must be visibly present in the room, or the meeting must take place in a space with clear sightlines from outside (e.g., a glass-walled office with the blind open, or a meeting room with an open door and visible occupancy).

This rule applies regardless of the gender of the employee or student involved, and regardless of whether the meeting is for academic, administrative, or pastoral purposes. The obligation to uphold the two-person rule rests on every employee, if you are the second person present, you have an active safeguarding function, not merely a passive one.

All employees have an obligation to notify AIU management if they suspect a colleague is meeting with students in violation of this rule.

Practical guidance: Hold office hours with your office door open or in a glass-walled space. For sensitive academic conversations requiring privacy, use a meeting room with clear sightlines or arrange for a colleague to be nearby with the door ajar. Document pastoral conversations through a follow-up email to the student via AIU email immediately after the meeting, creating a transparent record.

## 8.3 Prohibited Conduct – Serious Safeguarding Violations

The following conduct constitutes a serious safeguarding violation and will result in immediate termination of employment and referral to Kuwaiti law enforcement and, where applicable, international law enforcement agencies. Termination may precede formal investigation where the conduct is directly witnessed or where sufficient grounds for concern exist:

- Developing or attempting to develop an inappropriate relationship with a student or affiliated minor as defined in Section 8.1.2.
- Any physical contact with a student outside a genuine emergency restraint situation. Physical contact in any form, including touching that violates personal space, is prohibited.
- Sexual advances, innuendo, or conduct of a sexual nature directed at or in the presence of a student.
- Comments about a student's physical appearance that are personal, evaluative, or that could reasonably be perceived as inappropriate.
- Sharing personal contact information (mobile number, home address) with students or soliciting the same from students.

Where the available information provides reasonable grounds for immediate precautionary suspension pending investigation. AIU retains the right to suspend an employee with pay pending a safeguarding investigation, and to terminate following that investigation if findings support it. Any employee who suspects that a colleague has engaged or is engaging in conduct that constitutes a serious safeguarding violation must report this to AIU management immediately. The obligation to report is unconditional. Failure to report known or suspected serious violations is itself a disciplinary matter.

## 8.4 Communication Standards – Students and Parents

### 8.4.1 Student Communication

All communication between employees and students must:

- Be conducted exclusively through official AIU institutional email addresses (@aiu.edu.kw) on both sides.
- Be limited to academic or university-related matters — transparent, respectful, and professionally bounded.
- Avoid personal, social, or informal content that could compromise professional boundaries or create the perception of favoritism.

Employees must actively monitor their AIU email and respond to student inquiries promptly and professionally. Faculty are required to return all student communications within 24 hours. If a faculty member is unable to respond directly, they must arrange for the Department Secretary or another designated contact to respond on their behalf.

Faculty Handbook Chapter 12, Section 12.1 The Faculty Role in Student Success. Faculty who consistently fail to respond to student communications are subject to disciplinary review under FAC-007 (performance evaluation) and Chapter 4 of this Handbook.

### 8.4.2 Social Media - Prohibited Connections

AIU employees are prohibited from connecting with current students on any personal social media platform, including but not limited to Instagram, Facebook, TikTok, and X (formerly Twitter). Students must not have access to an employee's personal social media profile or personal life online.

- LinkedIn: Employees may not follow students on LinkedIn. If a student follows an employee, no communication through LinkedIn is permitted. All academic or professional inquiries initiated by students through social media must be redirected to the student's AIU email.
- Institutional social media: Communication through AIU's official institutional social media accounts (where managed by designated staff) is governed separately and is not covered by this section.

### 8.4.3 Communication with Parents and Guardians

Administrative staff who regularly communicate with parents or guardians of students are required to BCC their direct supervisor on all emails sent to those individuals. This ensures that accurate and appropriate information is conveyed and that AIU management remains informed of parent/guardian communications.

Faculty who receives messages from parents or guardians through the University reception should note that these messages are conveyed by email. Communication from parents should be directed to the Registrar's Office or VPESA Office in the first instance. Where a student has given written consent for parental communication about their academic record, faculty may respond at their professional discretion within a reasonable timeframe. If the faculty member is unable to reach the individual directly, they must enlist the assistance of the Department Secretary to make contact.

## 8.5 Language and Conduct in Student Interactions

### 8.5.1 Professional Language Standards

All employees must address students with respect and professional courtesy at all times — including when reprimanding or correcting student behavior. You must be aware of your cultural surroundings and maintain culturally appropriate professional conduct.

The following are unconditionally prohibited in any setting where students are present:

- Vulgar, profane, or offensive language.
- Comments — positive or negative — about a student's physical appearance.
- Innuendo of any kind.
- Language that could reasonably be construed as a sexual overture, however indirect.

Consequences: Use of profanity or vulgar language in the classroom or any student-facing setting will result in disciplinary action. Repeat violations may result in a financial penalty of up to five (5) days' salary deduction and/or termination. Offensive language directed at students constitutes a serious professional ethics violation and will be investigated as such. Credible student complaints will be taken seriously, investigated promptly, and may result in immediate disciplinary action up to and including termination.

### 8.5.2 Physical Contact

Physical contact with students is prohibited. This prohibition covers all forms of physical contact that are not required by a genuine safety emergency.

Emergency restraint: Physical contact to prevent imminent harm to a student or another person is permitted as an absolute last resort. Any such contact must be reported to the Dean's Office and Campus Security on the same day and documented in writing within 24 hours.

### 8.5.3 Sensitive Topics

Conversations on certain topics can unintentionally become inflammatory in a diverse, culturally sensitive campus environment. Employees, in all on-campus interactions with students and colleagues, should exercise particular care and professional judgment when topics arise that are likely to generate strong personal, religious, or political reactions.

This is not a prohibition on academic inquiry or classroom discussion of substantive topics where those topics are germane to the course. It is a reminder that the campus is a shared professional space, and that employees should:

- Not initiate or escalate personal or political debates in informal settings.
- Exercise cultural sensitivity in framing and language, particularly on topics involving religion, race, and political events.
- Redirect conversations that are becoming inflammatory to appropriate channels, the classroom with a structured academic framework, or the VPESA Office for student welfare concerns.

## 8.6 Recognizing and Responding to Students in Distress

Faculty and staff regularly interact with students and may be among the first to notice signs of distress, difficulty, or a potential wellbeing concern. Faculty and staff are not expected to diagnose a student's condition or provide counselling or therapeutic support. Their responsibility is to recognize potential concerns, refer the student through the appropriate institutional pathway, and maintain confidentiality.

The Office of Student Wellbeing and Care (Wellbeing Office) serves as AIU's institutional point of contact for students requiring mental health, wellbeing, disability, or related support. In accordance with the University's established support pathways, the Wellbeing Office receives referrals and concerns from faculty, staff, and academic advisors; accepts student self-referrals; receives Care Flags from the AIU Clinic; maintains the student's confidential Support File; coordinates appropriate wellbeing support; and, where necessary, facilitates referral to disability and accessibility services or other appropriate support. Information concerning a student's mental health, disability, or support status must be treated as confidential and shared only through the authorized institutional channels.

Faculty members and academic advisors who observe signs that a student may be experiencing a mental health difficulty, disability-related barrier, or other wellbeing concern—including, but not limited to, a sudden and sustained decline in academic performance, unexplained and repeated absences, significant behavioural changes, direct disclosure by the student, or written work that raises a welfare concern—must refer the matter to the Wellbeing Office. Faculty and staff should continue to provide normal academic support but should not attempt to diagnose, counsel, or independently determine appropriate accommodations.

### 8.6.1 Indicators of Distress

The indicators below may signal that a student needs support, particularly when multiple signs are present or when a pattern represents a change from the student's normal behavior:

| Academic Indicators                                                                                                                                                                                                                                                                               | Psychosocial Indicators                                                                                                                                                                                                                                                                                                                                       | Physical Indicators                                                                                                                                                                                                                                                                                                                                                           | Safety Risk Indicators — Report Immediately                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Decline in grades</li> <li>Repeated, unusual absences</li> <li>Multiple requests for extensions</li> <li>Considering leaving school</li> <li>Disruption to the learning environment</li> <li>Inappropriate or concerning content in assignments</li> </ul> | <ul style="list-style-type: none"> <li>Persistent low mood</li> <li>Anxiety, tension, or panic attacks</li> <li>Unprovoked anger</li> <li>Impulsiveness or loss of self-control</li> <li>Confused speech or behaviour</li> <li>Hallucinations, delusions, or paranoia</li> <li>Overwhelming concern about finances, relationships, or role balance</li> </ul> | <ul style="list-style-type: none"> <li>Marked changes in physical appearance</li> <li>Excessive fatigue or low energy</li> <li>Agitated expression or movements</li> <li>Significant weight loss or gain</li> <li>Unexplained bruises, cuts, or injuries</li> <li>Physical or verbal outbursts</li> <li>Social withdrawal</li> <li>Changes in non-verbal behaviour</li> </ul> | <ul style="list-style-type: none"> <li>Statements about death, dying, or suicide</li> <li>Statements about harming others</li> <li>Physical violence (actual or threatened)</li> <li>Sexual assault (disclosed or suspected)</li> <li>Stalking or harassment</li> <li>Interpersonal violence</li> <li>Drug or alcohol intoxication on campus</li> <li>Threatening communication (verbal or written)</li> </ul> |

### 8.6.2 How to Report a Concern

Faculty members and academic advisors who identify a wellbeing concern should submit a Behavioral Concern Report to the Wellbeing Office on the same day or the following working day, through Maxient. The report should provide an objective description of what was observed and does not require the employee to make a clinical judgment. Where an employee is uncertain whether a situation warrants a report, they are encouraged to contact the Wellbeing Office for a brief confidential consultation.

Where a student is in acute distress, expresses an intention to harm themselves or others, or is otherwise in immediate danger, Campus Security must be contacted immediately and assumes primary responsibility for physical safety. The Vice President for Enrollment and Student Affairs (VPESA), or the on-call designate, must also be notified immediately, and the student must not be left alone until appropriate support arrives. Emergency services should be contacted where required. In such circumstances, information may be shared to the minimum extent necessary to protect life and safety. Following stabilization, the Wellbeing Office will ensure appropriate follow-up and continuity of care.

The Behavioral Concern Report form is available on the AIU website under Student Experience → Student Handbook → AIU Student Incident Reporting Forms → Behavioral Concern Report. Reporters should provide the information available to them and are not expected to assess, diagnose, or determine which university department should manage the concern. Once submitted, the report will be reviewed and routed to the appropriate university staff for follow-up and coordination; the reporter does not need to know which office or individual should receive the concern.

The Behavioral Concern Report is not an emergency reporting system. If there is an immediate threat to the health or safety of any individual or the university community, Campus Security must be contacted immediately.

### 8.6.3 Student Referral Directory

The following table summarizes the correct referral pathway for common student welfare and support situations:

| Student Need                                                  | Where to Refer                                                                                                            |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Academic difficulty, probation risk, poor attendance          | Faculty academic advisor → Dean's Office early alert → Student Support Services (STU-005).                                |
| Personal difficulties affecting academic performance          | Student Counselling Services - VPESA Office.                                                                              |
| Mental health concern (non-emergency)                         | Student Counselling Services - VPESA Office (STU-006). File a Behavioral Concern Report.                                  |
| Mental health crisis / imminent risk to self or others        | Campus Security immediately. Then VPESA Office. Do not leave the student alone.                                           |
| Disability accommodation needed                               | VPESA Office - Disability Services (STU-003).                                                                             |
| Financial difficulty                                          | Financial Aid Office (FIN-007); Student Support Services.                                                                 |
| Career guidance, internships                                  | Career Services Office (STU-007).                                                                                         |
| Course selection, degree planning, graduation                 | Faculty academic advisor AND Registrar's Office for official degree audits.                                               |
| Suspected academic integrity violation                        | Department Chair and Dean - Academic Integrity Incident Report form. See Faculty Handbook Chapter 12, Section 12.2.2.     |
| Disruptive or threatening behaviour in class                  | Ask student to stop / leave, then report to Dean's Office and VPESA on the same day. Campus Security for any safety risk. |
| Suspected interpersonal violence, stalking, or sexual assault | VPESA Office and Campus Security. Report does not require student consent where safety is at risk.                        |

Faculty Handbook Chapter 12 (The Faculty–Student Affairs Interface): Section 12.2 (Student Conduct and Academic Integrity), Section 12.3 (Disability Services and Accommodations STU-003), Section 12.4 (Student Mental Health and Wellness STU-006), Section 12.5 (Academic Advising referral directory), Section 12.6 (Student Grade Appeals and Academic Grievances STU-002). Faculty are not expected to provide therapeutic support refer and document.



## 8.7 Disability Services and Academic Accommodations

AIU is committed to providing equal access to education for all students, consistent with STU-003 (Disability Services and Accessibility Policy) and Kuwait's applicable legal framework. When a student is eligible for academic accommodations, they will present an official Accommodation Letter from the VPESA Office to the relevant faculty member.

Faculty obligations on receipt of an Accommodation Letter:

- Implement all accommodations specified in the Letter from the date of presentation. You may not ask the student for their diagnosis or medical information, the Letter is all the documentation required.
- Contact the VPESA Office if you are uncertain how to implement a specific accommodation in your course context. Do not decline to implement an accommodation without VPESA guidance.
- Do not retroactively apply accommodations to work submitted before the Letter was presented.

Failure to implement approved accommodations is a violation of AIU's equal opportunity policy (ADM-003) and may have legal consequences. Faculty are encouraged to apply Universal Design for Learning (UDL) principles to their course design to reduce the need for individual accommodations: providing materials in advance, captioning video content, offering multiple modes of assessment where the learning outcome permits.

Faculty Handbook Chapter 12, Section 12.3 (Disability Services and Academic Accommodations STU-003). Questions about specific accommodations should be directed to the VPESA Office, not to the student.

## 8.8 Governing Policies – Quick Reference

| Policy  | Title                                                             | Scope                                                                                             |
|---------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| STU-001 | Student Conduct and Disciplinary Policy                           | Behavioral standards for students; academic integrity violations; disruptive behavior procedures. |
| STU-002 | Student Grievance and Academic Appeals Policy                     | Student grade appeals; academic grievance process; faculty cooperation obligations.               |
| STU-003 | Disability Services and Accessibility Policy                      | Accommodation process; Accommodation Letter obligations; equal access requirements.               |
| STU-005 | Student Support Services Policy                                   | Academic difficulty referrals; early alert system.                                                |
| STU-006 | Student Mental Health and Wellness Policy                         | Counselling services; behavioral threat assessment; mental health referral process.               |
| FAC-004 | Faculty Professional Ethics Policy                                | Professional boundaries; ethics standards across five domains; misconduct investigation process.  |
| ADM-003 | Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy | Non-discrimination; anti-harassment; equal access to education; accommodation obligations.        |

This chapter applies to all AIU employees, faculty, administrative staff, and operational personnel, in all work-related settings: on campus, off campus, and online. The standards here set the baseline for the professional culture AIU expects to maintain. Where specific conduct provisions apply differently to faculty and administrative staff, this is noted. Faculty are additionally governed by FAC-004 (Faculty Professional Ethics Policy) and ACA-002 (Academic Freedom Policy).

The standards in this chapter are not aspirational, they are institutional commitments that define how AIU operates as an employer, an academic institution, and a member of the Kuwaiti community. Every employee, regardless of role or seniority, is accountable to these standards.

### 9.1 Professionalism and Collegial Conduct

All AIU employees are expected to perform their duties diligently, professionally, and ethically. The following standards apply in all work-related interactions, with students, parents, colleagues, visitors, and the general public:

- Treat every individual with dignity and courtesy. Excellent service to students, families, colleagues, and the public is a professional obligation, not a discretionary extra.
- Remain focused on work during working hours. Gossip, unproductive socializing, and activities that do not advance the University's mission are unacceptable uses of working time.
- Adhere to the professional standards of your occupation. AIU employs academic and administrative professionals; the standards of those professions apply.
- Cooperate constructively with colleagues and departments fulfilling institutional duties. Disrespect, obstruction, or hindrance of a colleague's legitimate work is treated as a serious conduct matter.
- Raise disagreements through appropriate channels — your supervisor, HR, or the relevant governance process. Public disparagement of colleagues, students, or institutional decisions is not an acceptable form of professional disagreement.

Faculty Handbook Chapter 3, Section 3.5.2 (Collegial Conduct); Chapter 9, Section 9.2.3 (FAC-004 Responsibilities to Colleagues). Faculty disagreements about academic matters should be raised through Faculty Council governance processes (FAC-001) or, where they involve employment matters, through FAC-002.

### 9.2 Social Media Conduct

AIU is committed to a professional, respectful, and responsible online presence. This section governs all employees whose identity as an AIU employee can reasonably be inferred from their social media presence, whether because they list AIU as their employer, display their real name and photograph, or represent themselves in a way that links them to the University. The following standards apply to personal social media use as well as any use of official AIU channels.

#### 9.2.1 Acceptable and Unacceptable Online Conduct

### 9.2.1 Acceptable and Unacceptable Online Conduct

| Acceptable Online Conduct                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Unacceptable Online Conduct                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Respectful, ethical, and professional interactions consistent with AIU's values.</li> <li>• Content that respects Kuwaiti cultural norms.</li> <li>• Personal posts on private accounts that do not reference or implicate AIU.</li> <li>• Identifying your AIU affiliation with a clear disclaimer that views are personal and do not represent AIU.</li> <li>• Consulting HR or your supervisor when uncertain about appropriateness of planned content.</li> </ul> | <ul style="list-style-type: none"> <li>• Connecting with, following, or accepting follow requests from students on personal accounts.</li> <li>• Discriminatory, harassing, defamatory, or offensive content about individuals or groups.</li> <li>• Disclosing institutional information: internal communications, financial data, student or employee records, policy documents.</li> <li>• Content that damages AIU's reputation: inappropriate photos, videos, or controversial posts contradicting AIU's values.</li> <li>• Misuse of AIU's name, logo, or branding.</li> <li>• Public online disputes or arguments that reflect negatively on AIU.</li> <li>• Derogatory remarks about colleagues, students, leadership, or institutional policies.</li> </ul> |

### 9.2.2 Personal Social Media Accounts - AIU Association

Employees are responsible for ensuring that any content publicly attributable to them as AIU employees meets the professional standards in this section. Where an employee is unsure whether planned content is appropriate, they should consult HR. Faculty's public expression as private citizens is protected under ACA-002 provided they make clear they are not speaking on behalf of AIU. Employees who reference AIU in their personal social media profiles or posts must include a visible disclaimer that their views are personal and do not represent AIU. Employees are encouraged to manage their privacy settings to restrict public access to personal content. Where an account is set to public and the employee is identifiable as an AIU employee, they carry a heightened responsibility for the content they post inappropriate content may be attributed to AIU regardless of whether the university is explicitly mentioned.

### 9.2.3 HR Monitoring and Reporting

Employees who observe social media conduct by a colleague that appears to violate this policy should report their concern to HR. Reports are handled confidentially and in accordance with AIU's internal procedures. HR will monitor social media trends relevant to the university's reputation and will provide periodic guidance and policy updates.

Violations of this policy are addressed through the disciplinary process in Chapter 4. Consequences range from a formal written warning for minor or isolated infractions to suspension, termination, or legal action for serious or repeated misconduct that causes demonstrable harm to AIU's reputation or that violates confidentiality agreements or Kuwaiti law.

Faculty Handbook Chapter 9, Section 9.1.2 (Academic Freedom, Public Expression as a Private Citizen): faculty are entitled to engage in public debate, civic participation, and advocacy on personal platforms, provided they make clear they are not speaking on behalf of AIU. This protection applies to content regardless of how it might affect AIU's reputation, provided it does not constitute professional misconduct under FAC-004.

## 9.3 Appearance, Dress Code, and Personal Hygiene

AIU operates in Kuwait, a conservative country with clear cultural norms around professional appearance. Employees are expected to dress and present themselves in a manner that reflects respect for Kuwaiti cultural values, projects a professional institutional image, and meets workplace health and safety requirements. These standards apply on campus, at off-campus events where employees represent AIU, and at all University-related activities.

### 9.3.1 Dress Code

AIU observes a business casual dress standard with specific requirements for faculty on teaching days. The following table summarizes what is and is not permitted:

| Permitted Attire                                                                                                                                                                                                                                                                                                                                                                                                   | Not Permitted (Campus and Off-Campus Representation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Business casual dress slacks, khaki trousers, dresses, skirts, blouses, collared shirts.</li> <li>• Faculty: formal attire on teaching days.</li> <li>• Clean jeans with no damage, Saturdays only, paired with AIU-branded or button-down / polo-style shirt.</li> <li>• Skirts and dresses: knee-length minimum.</li> <li>• Shirts: at least quarter-sleeve.</li> </ul> | <ul style="list-style-type: none"> <li>• Ripped, torn, wrinkled, or unironed items.</li> <li>• Flip-flop sandals.</li> <li>• Short shorts, short skirts, short dresses, tube tops, halter tops, revealing outfits.</li> <li>• Low-cut blouses, midriff-baring tops, sleeveless shirts.</li> <li>• Pajama pants or similar.</li> <li>• Plain T-shirts (except AIU-branded on Thursdays/Saturdays only).</li> <li>• Jeans for faculty on teaching days.</li> <li>• Dishdasha without appropriate headdress.</li> <li>• Earrings for men.</li> <li>• Visible tattoos or body/facial piercings.</li> </ul> |

Maintain a professional appearance standard that requires tattoos and piercings to be appropriate to the professional setting and respectful of Kuwaiti cultural norms. Faculty and staff in student-facing roles should ensure that visible tattoos or piercings do not display content that would be culturally offensive or inconsistent with AIU's professional image. Facial hair, where worn, should be neatly trimmed and well-groomed. Hair should be clean, neat, and professionally styled. Jewelry should be discreet and appropriate to a professional setting.

**Ramadan:** The standard of modesty expected of all employees increases during the holy month of Ramadan. Employees must ensure their attire reflects heightened sensitivity to the cultural and religious significance of this period throughout all working hours.

**Off-campus representation:** Employees attending off-campus events as representatives of AIU must dress to the same or a higher standard than on-campus requirements. All such engagements must be declared to the employee's supervisor in writing, who will inform HR.

**Non-compliance:** An employee who reports for work in attire that does not meet these standards will be asked to return home to change. Time away from campus for this purpose is treated as non-work-related time off and is not compensated.

### 9.3.2 Personal Hygiene

Maintaining high personal hygiene standards is a professional obligation and a health and wellbeing matter for all colleagues. All employees are expected to maintain daily personal hygiene routines consistent with professional standards. Where concerns about hygiene are raised — whether identified by management or brought to management's attention — these are handled with discretion and sensitivity through an Advisory Letter process, which is addressed in a private, respectful conversation between HR and the employee. Hygiene concerns are never raised publicly or in front of colleagues.

## 9.4 Sexual Harassment and Anti-Harassment

AIU is committed to maintaining a workplace and learning environment free from sexual harassment and all forms of personal harassment. Sexual harassment undermines the employment relationship, damages institutional culture, and may expose the institution and the individual to civil and criminal liability. AIU has zero tolerance for sexual harassment and will take immediate action to address any substantiated complaint.

### 9.4.1 Definition

Sexual harassment means any unwelcome sexual advances, requests for sexual favors, or other verbal, non-verbal, or physical conduct of a sexual nature, where:

- Submission to such conduct is made explicitly or implicitly a condition of employment or continued employment.
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting the individual.
- The conduct has the purpose or effect of unreasonably interfering with the individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of prohibited conduct include but are not limited to: unwanted physical contact of any kind; sexual innuendo, comments, or jokes; displaying sexually explicit material; requests for sexual favors in exchange for professional benefit; and making personal comments about a person's physical appearance in a sexualized context. The prohibition applies regardless of the gender of the parties involved.

### 9.4.2 Reporting

Any employee who experiences or witnesses sexual harassment must report it promptly. Reports may be made to any of the following:

- The Human Resources Department
- The University President
- The employee's supervisor (unless the supervisor is the subject of the complaint)
- Any member of AIU management

AIU will handle all reports with confidentiality to the maximum extent possible consistent with conducting a proper investigation. The identity of the complainant will not be disclosed unnecessarily.

### 9.4.3 Investigation and Consequences

All reports of sexual harassment are investigated promptly and impartially. The investigation process follows the procedures in Chapter 4 (Section 4.4). Where a complaint is substantiated, disciplinary action will be taken against the offending employee, up to and including immediate termination of employment and referral to Kuwaiti law enforcement. Where a complaint involves a student or minor, it is treated as a safeguarding matter under Chapter 8 and the response escalates accordingly.

#### 9.4.4 Anti-Retaliation

AIU will not tolerate retaliation against any employee who makes a complaint of sexual harassment in good faith, who participates in an investigation, or who acts as a witness. Retaliatory conduct, including adverse employment actions, hostile treatment, or any act intended to punish an employee for participating in the process, is a serious disciplinary matter and may result in termination.

Faculty Handbook Chapter 9, Section 9.2.2 (Responsibilities to Students FAC-004): romantic or personal relationships between faculty and currently enrolled students are prohibited. Sexual misconduct involving students is a safeguarding matter (Chapter 8, Section 8.3) as well as a professional ethics violation under FAC-004 and will be referred to law enforcement.

### 9.5 Fraternization Between Employees

AIU recognizes that personal relationships between colleagues can and do develop in any workplace. This policy is not intended to prevent personal relationships between employees, it is intended to ensure that such relationships do not create actual or perceived conflicts of interest that compromise the integrity of the University's operations.

#### 9.5.1 Supervisor-Subordinate Relationships

Romantic relationships between supervisors and their direct subordinates are prohibited. Such relationships compromise the objectivity required for supervising, evaluating, and mentoring a direct report, create the appearance of bias or favoritism, and undermine workplace morale and the trust of other team members.

#### 9.5.2 Disclosure Obligation

Where a romantic or close personal relationship exists between employees, even if not in a direct reporting line, and that relationship creates or has the potential to create a conflict of interest in any institutional process, both employees are required to disclose the relationship in writing to HR and the VP Administration. Failure to disclose a relationship that creates a conflict of interest is a serious policy violation and may result in disciplinary action up to and including termination.

### 9.6 Substance Use and Smoking

AIU maintains a safe, healthy, and legally compliant working environment. The following provisions are institutional policy and, in many cases, reflect requirements of Kuwaiti law.

#### 9.6.1 Alcohol and Drugs

Employees may not consume alcohol or controlled substances during employment hours or report to work under the influence of alcohol or controlled substances. The consumption or possession of alcohol is illegal in Kuwait and constitutes a criminal offence. Use or possession of illegal drugs is similarly a criminal matter under Kuwaiti law.

Violation of this policy is a serious breach of professional conduct and a criminal matter. Immediate termination and referral to Kuwaiti law enforcement will follow a substantiated violation.

**Criminal conviction:** If an employee is convicted under any criminal drug statute while employed at AIU, they must notify HR within five (5) working days of the conviction. Such a conviction constitutes grounds for termination.

**Prescription medication:** Legally prescribed medication being used for its intended purpose is not affected by this policy. Employees taking prescription medication that may impair their professional function should inform HR confidentially so that appropriate accommodations can be considered.

### 9.6.2 Smoking

AIU maintains a completely smoke-free campus. Smoking is not permitted on any University premises at any time, regardless of whether the employee is on duty. This applies to all forms of smoking and vaping. Violation of the no-smoking policy may result in disciplinary action under Chapter 4.

## 9.7 Theft, Property, and Financial Integrity

### 9.7.1 Employee Theft

AIU treats any form of employee theft, physical or intellectual, as a serious institutional violation. Theft includes the unauthorized removal or use of physical property, the use of AIU intellectual property for personal benefit, and the misappropriation of institutional resources for personal gain.

An employee found to have stolen AIU property will be referred to an investigative panel comprising the University President, the employee's immediate supervisor, and relevant members of University Administration. Where the panel determines that theft occurred, the employee's contract will be terminated and the matter referred to Kuwaiti law enforcement.

### 9.7.2 Unauthorized Borrowing of University Property

Employees may not 'borrow' AIU property without formal authorization. Where legitimate work requires taking AIU property off-campus (for example, faculty or student texts, workbooks, or audio-visual resources), written approval must be obtained from the employee's Department Chair and immediate supervisor, and the removal must be logged with the Inventory Supervisor. Unauthorized removal of AIU property is treated as theft.

### 9.7.3 Borrowing Money Between Employees

Employees are prohibited from borrowing money from or lending money to colleagues. The repayment of personal debts between colleagues creates interpersonal tensions that damage working relationships and professional performance. Contravention of this policy may result in disciplinary action up to and including termination depending on the circumstances.

## 9.8 Workplace Environment Standards

### 9.8.1 Music in the Workplace

Employees may listen to music quietly in private settings using personal devices. Music must never be played during class time, in shared workspaces where it may disturb colleagues, or at a volume that interferes with any colleague's ability to concentrate, communicate, or fulfil their professional duties. Discreet personal headphones are the appropriate device for music in shared spaces.

### 9.8.2 Use of AIU Resources

All provisions governing the use of AIU's physical resources, computing equipment, stationery, printing facilities, and institutional technology are set out in Chapter 5 (Administrative Processes) and Chapter 6 (Technology Use and Data Protection). Employees should refer to those chapters for the full provisions.

## 9.9 Meeting Standards

Meetings are a primary mechanism for institutional decision-making, coordination, and professional collaboration. All employees are expected to engage in meetings, whether in person or virtual, with the same professional standards that apply to all other work-related activities.

### 9.9.1 Code of Conduct in Meetings

| Standard                    | Expectation                                                                                                                                                                                                                   |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Preparation and punctuality | Arrive on time and prepared. Review the agenda and any pre-read materials before the meeting begins.                                                                                                                          |
| Active engagement           | Remain fully engaged throughout the meeting. Multitasking, mobile phone use, and side conversations are not permitted.                                                                                                        |
| Focused discussion          | Contributions must remain relevant to the agenda. The meeting lead may redirect off-topic discussion.                                                                                                                         |
| Respectful communication    | Communicate professionally and respectfully at all times. Interruptions, dismissive comments, and personal attacks are unacceptable and may result in removal from the meeting.                                               |
| Role acknowledgement        | Respect the authority, roles, and responsibilities of all participants. Do not speak over others or undermine the meeting lead.                                                                                               |
| Decision validity           | Only decisions formally documented in official meeting minutes and approved through proper channels constitute valid institutional decisions. Informal verbal agreements made during meetings do not bind the institution.    |
| Virtual meetings            | All conduct standards apply to virtual meetings. Join from a professional setting with camera on (unless otherwise approved). Use an appropriate virtual background. Dress professionally. Mute microphone when not speaking. |



The meeting lead is responsible for setting the agenda, maintaining focus and order, documenting outcomes, and referring persistent disruption to HR for resolution under Chapter 4.

### 9.9.2 Meeting Confidentiality

All participants in administrative, departmental, and inter-departmental meetings where confidential, sensitive, or strategic matters are discussed are bound by the following confidentiality obligations. This applies regardless of the participant's department, title, or role.

Confidential information includes, but is not limited to:

- Personnel matters, including disciplinary actions and employment recommendations.
- Student-related concerns such as academic performance, conduct issues, or records.
- Institutional strategy, restructuring plans, or programmatic changes.
- Financial data, budget discussions, or resource allocations.
- Policy developments, internal audits, and compliance-related matters.
- Any information expressly identified as confidential during the meeting.

Participants must:

- Refrain from disclosing meeting content to individuals who were not authorized participants.
- Safeguard all physical and digital copies of meeting materials.
- Avoid discussing confidential matters in public or informal settings.
- Report known or suspected breaches of meeting confidentiality to the Executive Director of Human Resources or the VP Administration.
- Share only information that has been expressly approved for release by University leadership.

Both intentional and unintentional disclosure of confidential meeting information constitute a breach of this policy.

### 9.9.3 Meeting Minutes and Official Records

Formal minutes must be taken at all administrative, departmental, and inter-departmental meetings where decisions or sensitive matters are discussed. Key requirements:

- Designated recorder: A designated individual (e.g., administrative assistant or department secretary) records key discussion points, decisions, and action items.
- Distribution: Minutes must be shared with all participants within three to five (3–5) working days of the meeting.
- Review: Participants should review minutes promptly and communicate any corrections or clarifications to the recorder within three (3) working days of distribution.
- Validity: Only decisions formally documented in the approved meeting minutes constitute valid institutional decisions. Verbal commitments, informal exchanges, or undocumented conclusions made during a meeting do not constitute authorized institutional actions and may not be acted upon without confirmation through formal channels.

Consequences for breaches of meeting confidentiality range from verbal or written warning to removal from meeting and committee participation, suspension of access to confidential information, and, in cases where external disclosure causes institutional harm, termination of employment and potential legal action.

## 9.10 Governing Policies – Quick Reference

| Policy / Document          | Scope                                                                                                                                    |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| ADM-003                    | Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy the primary policy on harassment, discrimination, and equal treatment. |
| FAC-004                    | Faculty Professional Ethics Policy ethics standards for faculty across five domains; misconduct investigation process.                   |
| ACA-002                    | Academic Freedom Policy protection of faculty expression including public commentary as private citizens.                                |
| ADM-004                    | IT and Information Governance Policy technology and social media use in the institutional context.                                       |
| Chapter 4 of this Handbook | Grievance, Appeals, and Discipline the process for raising concerns, appealing decisions, and formal discipline.                         |
| Chapter 8 of this Handbook | Student Interaction, Safeguarding, and Welfare specific standards for employee-student conduct and safeguarding.                         |
| Kuwait Labor Law           | Governing employment law for all conduct-related matters with legal dimensions (substance use, criminal conviction, discrimination).     |

### 10.1 Faculty Performance: Responsibilities and Evaluation

AIU's approach to faculty performance is governed by a comprehensive framework documented in Chapter 6 of the Faculty Handbook (FAC-007 – Faculty Performance Review Policy). This section summarizes the key responsibilities expected of all teaching faculty and describes the evaluation process, rating scale, and consequences. Faculty members are expected to familiarize themselves with the full framework in the Faculty Handbook, which is the authoritative source for procedural detail and appeals rights.

#### 10.1.1 Teaching Responsibilities

All teaching faculty are required to fulfil the following responsibilities as a condition of employment and as the foundation of their annual performance evaluation.

##### Semester and Lesson Planning

- Prepare a detailed semester plan before each semester, mapping all course material week by week.
- Submit weekly lesson plans to administration for approval within the stipulated deadline.
- Upload weekly homework and classwork materials to the AIU Learning Management System (LMS) by the deadlines published each semester.
- Make all amendments, edits, and updates to lesson plans, weekly overviews, and assessments as required by administration.

##### Student Records and Communication

- Record daily student attendance in Banner/LMS.
- Maintain updated student grades in Banner/LMS, with updates no less than weekly.
- Post student grades electronically within published deadline.
- Proactively contact students via email and telephone regarding grades, behavior, and missing assignments.

##### Assessment and Examinations

- Meet AIU's minimum requirements for the number of graded assignments, tests, and quizzes each term.
- Submit all major exams to administration at least ten (10) days before the exam date for approval.
- Submit review guides for exams at least ten (10) days before the exam date for approval, and publish these online for student access at least seven (7) days prior to the exam.
- Meet all deadlines for submitting final course grades.

### 10.1.2 Professional Responsibilities and Personal Standards

In addition to the instructional responsibilities above, faculty are expected to demonstrate the following professional standards across all aspects of their work:

|                |                                                                                                    |
|----------------|----------------------------------------------------------------------------------------------------|
| Tact           | Interacting with students, colleagues, and administration with courtesy and cultural sensitivity.  |
| Good Judgement | Making sound, considered decisions in academic and professional contexts.                          |
| Initiative     | Proactively identifying and addressing student needs and contributing to departmental improvement. |
| Flexibility    | Adapting to curriculum changes, new technologies, and evolving institutional requirements.         |
| Integrity      | Upholding academic honesty and institutional values in all professional activities.                |

These standards are assessed holistically as part of the annual evaluation process. Faculty are also expected to contribute to the broader university community through participation in committees, extracurricular activities, professional development, and scholarly growth, in line with their approved workload profile (see Faculty Handbook, Chapter 6, Section 6.4).

### 10.1.3 Performance Evaluation Framework

The full framework for faculty performance evaluation is set out in Chapter 6 of the Faculty Handbook. The following is a summary for day-to-day reference.

#### Governing Principles

The AIU Faculty Performance Review is built on eight principles that apply to every evaluation:

|                                |                                                                                                                                                     |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Evidence-Based                 | All ratings must be supported by documented evidence in the Faculty Activity System (FAS). Subjective impressions alone may not determine a rating. |
| Peer-Reviewed                  | The Performance Review Committee (PRC) — comprising faculty peers — participates in each evaluation.                                                |
| Proportionate                  | Domain weights reflect each faculty member's agreed workload profile; faculty are not penalized for domains outside their primary obligations.      |
| Developmental                  | The primary purpose of evaluation is continuous professional growth. Every evaluation must produce a forward-looking development plan.              |
| Consequential                  | Outcomes inform merit increases, contract renewal, probation, and promotion decisions under FAC-003.                                                |
| Confidential                   | All evaluation materials and outcomes are confidential and restricted to those with a legitimate institutional role.                                |
| Consistent                     | Criteria, weightings, and standards are applied uniformly across all faculty with the same workload profile within a School.                        |
| Protective of Academic Freedom | No part of the evaluation process may penalize a faculty member for the exercise of academic freedom (ACA-002).                                     |

## Evaluation Domains and Workload Profiles

Performance is assessed across four domains. Domain weights vary by each faculty member's approved workload profile, as agreed with the Department Chair at the start of each academic year and recorded in the FAS. See Faculty Handbook, Section 6.3 and 6.4 for the full domain criteria and evidence requirements.

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

Teaching effectiveness within the Teaching & Learning domain is assessed through classroom evidence (80% of the domain), Student Evaluation of Teaching (SET) results (20%), and supplementary Peer Observation of Teaching (POT) feedback. See Faculty Handbook, Section 6.3.1.

## Review Schedule by Faculty Category

The frequency and structure of evaluation varies by appointment stage. See Faculty Handbook, Section 6.2 for full details.

| Faculty Category                                     | Review Type                                  | Timing                                |
|------------------------------------------------------|----------------------------------------------|---------------------------------------|
| New faculty – first semester                         | Probationary Review                          | End of first semester                 |
| New faculty – first year                             | Full Annual Review                           | End of first year                     |
| Regular & visiting faculty                           | Full Annual Review                           | Each academic year                    |
| Administrative faculty (Deans, Chairs, Coordinators) | Full Annual Review + administrative criteria | Each academic year                    |
| Faculty on approved leave                            | Adjusted Annual Review                       | Proportional to active service period |
| Adjunct & part-time faculty                          | Simplified semester-end evaluation           | End of each semester                  |

## 10.1.4 Rating Scale and Consequences

The overall evaluation score (0–100) is calculated by multiplying each domain score by its approved weight and summing the results. The five rating categories and their employment consequences are set out below. See Faculty Handbook, Section 6.5 for the full policy.

| Rating        | Score  | Label     | Consequences                                                                                                                |
|---------------|--------|-----------|-----------------------------------------------------------------------------------------------------------------------------|
| Distinguished | 90–100 | Excellent | Eligible for merit increase, accelerated promotion consideration, priority research funding, and institutional recognition. |

| Rating          | Score | Label             | Consequences                                                                                                                                                                                         |
|-----------------|-------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meritorious     | 80–89 | Very Good         | Eligible for merit consideration and positive promotion recommendation; priority access to development opportunities.                                                                                |
| Satisfactory    | 75–79 | Satisfactory      | Meets institutional expectations. No negative employment consequences. A forward-looking development plan is recommended.                                                                            |
| Needs Attention | 60–74 | Needs Improvement | Mandatory Performance Improvement Plan (PIP) required. Contract renewal conditional on satisfactory PIP progress. Two consecutive Needs Attention ratings trigger probationary review under FAC-003. |
| Unsatisfactory  | 0–59  | Unacceptable      | Grounds for non-renewal, probationary review, or referral to FAC-004 in cases of gross failure. Appeal rights apply before any consequential action.                                                 |

Three or more consecutive Distinguished or Meritorious ratings constitute a strong positive performance record for promotion eligibility. Faculty achieving Distinguished in three consecutive years receive priority consideration for merit increases and promotion review (subject to rank eligibility under FAC-003).

### 10.1.5 Roles in the Evaluation Process

The evaluation involves four parties. Full responsibilities are specified in Faculty Handbook, Sections 6.6.1–6.6.5.

|                                    |                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Faculty Member                     | Maintain an up-to-date Faculty Activity System (FAS) profile throughout the year; agree workload profile and goals with the Department Chair; submit the Annual Faculty Activity Report (AFAR) including the Enhanced Course Portfolio and Reflection and Action Plan by 31 August each year; engage constructively with any PIP. |
| Department Chair                   | Ensure faculty understand evaluation requirements; agree workload profiles and annual goals; conduct interim check-ins; prepare a preliminary domain-level evaluation by 30 September; submit consolidated materials to the PRC by 15 October; issue a formal evaluation response after receiving the PRC report.                 |
| Performance Review Committee (PRC) | Appointed by the Dean; comprises at least three members (minimum two faculty from the relevant department and one Full Professor as Chair); reviews all FAS evidence independently and issues a committee report by 31 October.                                                                                                   |
| School Dean                        | Convene the PRC; issue the final evaluation to the faculty member by 15 November; convene a PIP meeting within three weeks where required; submit the School Evaluation Summary to the VPAA by 30 November.                                                                                                                       |
| VPAA                               | Oversee the FAS and evaluation system; compile the annual University Faculty Performance Report; serve as the final institutional appeal authority.                                                                                                                                                                               |

### 10.1.6 Annual Evaluation Timeline

The evaluation cycle covers the preceding academic year (September–August). Key dates are summarized below. The full calendar is in Faculty Handbook, Section 6.8.

| Date / Period                               | Action                                                                                     | Responsible Party          |
|---------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------|
| September (start of year)                   | Agree workload profile, domain weights, and annual goals; document in FAS.                 | Faculty & Department Chair |
| Throughout the year                         | Update FAS with all teaching, research, service, and development activities as they occur. | Faculty Member             |
| 3 weeks before semester end (each semester) | Student Evaluation of Teaching (SET) administered online.                                  | VPAA Office                |
| 31 August                                   | Faculty submit Annual Faculty Activity Report (AFAR) and supporting evidence via FAS.      | Faculty Member             |
| 30 September                                | Department Chair shares preliminary domain-level evaluation with faculty.                  | Department Chair           |
| 15 October                                  | Consolidated department materials submitted to the PRC.                                    | Department Chair           |
| 31 October                                  | PRC report submitted via FAS.                                                              | PRC Chair                  |
| 15 November                                 | Dean issues final evaluation to faculty member.                                            | School Dean                |
| 30 November                                 | School Evaluation Summary submitted to VPAA.                                               | School Dean                |
| 15 December                                 | University Faculty Performance Report submitted to President.                              | VPAA                       |

### 10.1.7 Performance Improvement Plans (PIP)

A Needs Attention rating (60–74) triggers a mandatory Performance Improvement Plan. The PIP is a structured support mechanism, not a punitive instrument, designed to provide a clear pathway to improved performance. See Faculty Handbook, Section 6.10 for the full policy.

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

- The domain(s) in which performance is below expectations.
- Specific, measurable improvement targets for the following academic year.
- The institutional support and development resources AIU will provide (e.g., CTL workshops, mentoring, reduced service load).
- The timeline for improvement and interim milestones for the mid-year check-in.
- The consequences of failing to achieve the targets, which may include non-renewal under FAC-003.

At the end of the PIP year, three outcomes are possible:

|                      |                                                                                                                                                                                   |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PIP Targets Achieved | Faculty returns to normal evaluation standing; prior Needs Attention rating is noted in the record but does not carry forward.                                                    |
| Partial Improvement  | A second PIP may be issued at the Dean's discretion, or the faculty member may receive a second consecutive Needs Attention rating, triggering probationary review under FAC-003. |
| No Improvement       | The faculty member receives an Unsatisfactory rating, which is grounds for non-renewal or probationary review under FAC-003.                                                      |

### 10.1.8 Appeals

A faculty member who disagrees with any aspect of the Dean's final evaluation may file a formal appeal. Appeals are a substantive institutional protection. The appeal process is set out in Faculty Handbook, Section 6.11 and follows these steps:

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

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

No consequential employment decision arising from the evaluation (non-renewal, probation, merit denial) may be implemented while an appeal is pending and unresolved.

### 10.1.9 Reference to the Faculty Handbook

This section provides an operational summary for employees. The Faculty Handbook is the authoritative and complete source for all aspects of the faculty performance evaluation framework, including the full evidence rubrics, administrative faculty criteria, Student Evaluation of Teaching (SET) administration and protections, Merit Increase provisions, and the complete appeals process. Faculty should refer to the following chapters and sections of the Faculty Handbook:



|                     |                                                                                                                               |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Chapter 6 (FAC-007) | Faculty Performance Review – full framework, principles, domains, evidence, rating scale, roles, timeline, PIPs, and appeals. |
| Section 6.2         | Scope: who is reviewed and when (by faculty category).                                                                        |
| Section 6.3         | Evaluation domains and evidence requirements (Teaching & Learning, Research, Service, CPD).                                   |
| Section 6.4         | Workload profiles and domain weight allocations.                                                                              |
| Section 6.5         | Rating scale and employment consequences.                                                                                     |
| Section 6.6         | Detailed roles and responsibilities for faculty, Department Chairs, PRC, Dean, and VPAA.                                      |
| Section 6.7         | Additional evaluation criteria for faculty in administrative roles (Deans, Chairs, Coordinators).                             |
| Section 6.8         | Full annual evaluation timeline.                                                                                              |
| Section 6.9         | Student Evaluation of Teaching (SET): administration, anonymity protections, and thresholds.                                  |
| Section 6.10        | Performance Improvement Plan: development, monitoring, and outcomes.                                                          |
| Section 6.11        | Full appeals process and grounds.                                                                                             |
| Section 6.12        | Merit increases.                                                                                                              |

## 10.2 Administrative Staff Performance Appraisal

### 10.2.1 Purpose and Governing Principles

The Administrative Staff Performance Appraisal system exists to ensure that every administrative employee's contribution is assessed fairly, consistently, and on the basis of documented evidence; that performance is linked transparently to development, merit, and career progression; and that AIU can demonstrate, to its own staff, that administrative performance management is as rigorous as the parallel system that governs faculty.

The system rests on five principles:

- **Objective-Based:** every employee has documented SMART objectives, set collaboratively with their supervisor at the start of each appraisal cycle.
- **Evidence-Based:** ratings are supported by documented performance evidence, not unrecorded impressions.
- **Dual-Component:** overall performance combines achievement against SMART objectives with a structured assessment of core competencies.
- **Transparent and Equitable:** the same rating scale, cycle, and appeal rights apply to all administrative staff, consistent with AIU's obligation to apply its published policies equitably.
- **Developmental:** appraisal outcomes drive training, coaching, and Performance Improvement Plans, not evaluation for its own sake.

### 10.2.2 Appraisal Cycle

- New hires: evaluated under the New Hire Performance Evaluation (NHPE) policy (Section 10.3) during the first 100 working days, then receive their first formal appraisal at the close of the probationary period.
- Year one: three formal appraisals, end of probation, mid-year, and year-end.
- Year two onward: two formal appraisals per year, mid-year and year-end, aligned to the AIU fiscal/academic year.
- SMART objectives are set or revised with the supervisor at the start of each cycle and may be adjusted mid-cycle where departmental priorities change, consistent with ongoing operational needs.

### 10.2.3 SMART Objectives

Each administrative employee's objectives must be Specific, Measurable, Achievable, Relevant, and Time-bound, and must be derived from: (a) the employee's job description, (b) the Department/Division's operational priorities for the cycle, and (c) any individual development plan in place. Objectives are documented in the appraisal system of record and signed by both employee and supervisor before the cycle begins.

### 10.2.4 Competency-Based Evaluation

In addition to objective achievement, each employee is rated against the following core competencies:

- Job Competence — ability to perform all duties in the employee's job description
- Attendance and Punctuality
- Effective Reporting
- Job Efficiency
- Proactiveness
- Contribution to the University, participation in extracurricular activities, committees, and cross-functional initiatives
- Personal traits, tact, judgment, initiative, flexibility, integrity

### 10.2.5 Overall Rating Scale

Both the SMART-objective component and the competency component are scored on the following five-point scale. The overall appraisal rating is a weighted combination of the two components, with weightings set by HR in consultation with Divisional Leaders and published prior to the start of each cycle.

| Rating | Label                | Definition                                                                                                 |
|--------|----------------------|------------------------------------------------------------------------------------------------------------|
| 5      | Outstanding          | Consistently and significantly exceeds objectives and competency expectations; a clear model for the role. |
| 4      | Exceeds Expectations | Regularly surpasses agreed objectives and demonstrates strong competency performance.                      |

| Rating | Label              | Definition                                                                                                             |
|--------|--------------------|------------------------------------------------------------------------------------------------------------------------|
| 3      | Meets Expectations | Fully achieves agreed objectives and demonstrates solid, consistent competency performance.                            |
| 2      | Needs Improvement  | Partially achieves objectives or shows inconsistent competency performance; a documented improvement plan is required. |
| 1      | Unsatisfactory     | Fails to achieve agreed objectives or core competencies; formal Performance Improvement Plan required.                 |

### 10.2.6 Roles and Responsibilities

- Employee: engages actively in objective-setting, self-assessment, and any development or improvement plan.
- Line Manager/Supervisor: sets and reviews objectives, gathers evidence throughout the cycle, conducts the formal appraisal conversation, and recommends the rating.
- Divisional/Departmental Leader: reviews and endorses ratings within their unit for consistency.
- Human Resources: owns the appraisal system and calendar, issues rating guidance and forms, ensures the process is applied consistently across departments, and processes the link between ratings and merit or development action.

### 10.2.7 Performance Improvement Plans (PIP)

An employee rated Unsatisfactory (1) or Needs Improvement (2) on either component shall be administered in accordance with the applicable provisions of this Employee Handbook or is placed on a formal Performance Improvement Plan. The PIP is issued in writing by the supervisor, endorsed by HR, and must include:

- The specific performance or competency gaps identified, with supporting evidence
- Clearly defined, time-bound improvement objectives
- Support to be provided (training, coaching, mentoring, adjusted resourcing)
- A defined review point, generally 60–90 days from PIP issuance
- The consequence of not meeting the PIP's terms, up to and including separation, consistent with AIU's Separation of Employment policy

### 10.2.8 Appeals

An employee who disagrees with an overall rating may submit a written appeal to HR within ten (10) working days of receiving the appraisal outcome. The appeal must identify the specific rating(s) contested and the basis for disagreement. HR will convene a review, comprising the Director of Human Resources and one Divisional Leader not involved in the original appraisal, within fifteen (15) working days of receipt. The review panel's decision is final and is documented in the employee's personnel file.

### 10.2.9 Link to Merit Increases and Development

Overall ratings inform merit increase recommendations, promotion consideration, and individual development and training plans, consistent with AIU's compensation and professional development policies. Employees rated Unsatisfactory are not eligible for merit increases in the relevant cycle.

### 10.2.10 Admin Staff Succession Planning

AIU may maintain a structured succession planning process to support leadership continuity, workforce stability, and the development of employees for future responsibilities.

Succession planning shall focus on positions considered critical to the University's academic, administrative, operational continuity.

The succession planning process may include:

- Identification of critical positions and key roles
- Assessment of vacancy and continuity risks
- Identification of employees with relevant experience, performance, potential, and competencies
- Evaluation of employee readiness for future responsibilities
- Development actions such as training, coaching, mentoring, job exposure, and stretch assignments
- Periodic review of succession readiness and organizational needs

Succession planning decisions shall be based on documented performance, demonstrated competencies, leadership potential, experience, conduct, and the requirements of the relevant position.

Inclusion in a succession plan does not guarantee promotion, appointment, salary adjustment, or transfer. Any future appointment remains subject to:

- Availability of an approved position
- Employee eligibility and suitability
- Successful assessment or selection
- Budget availability
- Internal equity
- Required management approvals

Human Resources shall coordinate the succession planning process in consultation with the relevant Divisional and Departmental Leaders.

Succession planning information shall be treated as confidential and accessed only by authorized employees with a legitimate business need.

Overall performance ratings may also be considered as one input into succession planning; however, performance ratings alone do not determine succession readiness or guarantee future appointments.

## 10.3 New Hire Performance Evaluations (NHPE)

The NHPE policy ensures that new hires are evaluated weekly during their first 100 working days (probation period). This policy aims to provide consistent feedback and support during the onboarding process.

## 10.4 Exit Clearance and Final Settlement

AIU requires all employees whose employment is ending to complete the formal exit clearance process before their final settlement is processed. This ensures the proper handover of duties, return of university property, settlement of outstanding obligations, and accurate calculation of final entitlements.

### Exit Clearance Requirements

Before the employee's last working day, the employee shall:

- Complete the required handover of duties and responsibilities.
- Submit a clear status report on completed, pending, and ongoing work.
- Transfer all relevant files, records, documents, and information to the designated employee or supervisor.
- Return all University property, including identification cards, keys, access cards, equipment, devices, documents, uniforms, and any other items issued by AIU.
- Settle any outstanding advances, loans, financial obligations, or other amounts due to the University.
- Complete the approved Exit Clearance Form and obtain the required departmental clearances.
- Provide any information or documents required to complete the separation process.

### Handover of Duties

The employee is responsible for ensuring an orderly and complete handover before leaving the University.

The handover may include:

- Current duties and responsibilities.
- Outstanding tasks and deadlines.
- Active projects and pending approvals.
- Important records, documents, and correspondence.
- Relevant contacts and operational information.
- Access to work-related systems through the approved process.
- Any other information required to maintain business continuity.

The employee's supervisor shall confirm that the handover has been completed satisfactorily.

## Return of University Property

All University property must be returned in an acceptable condition, subject to normal wear and tear.

Where University property is not returned, is lost, or is damaged due to the employee's negligence or misconduct, AIU may recover the applicable amount from the employee's final settlement, subject to applicable law and University procedures.

## Final Settlement

The final settlement shall be prepared after confirmation of the employee's last working day and completion of the required clearance process.

The final settlement may include, as applicable:

- Salary due up to the employee's last working day.
- Payment for eligible unused leave balances.
- End-of-service benefits.
- Approved allowances, reimbursements, or other outstanding entitlements.
- Deductions for outstanding advances, loans, overpayments, unreturned property, or other amounts due to AIU.
- Any other payment or deduction required under the employment contract, University policy, or applicable law.

## End-of-Service Benefits

End-of-service benefits shall be calculated in accordance with the employee's contract, applicable Kuwait law, length of service, and reason for separation.

Nothing in this section creates an entitlement beyond what is provided under the applicable law, employment contract, or approved University policy.

## Review and Approval

Human Resources shall verify the employee's separation details, clearance status, and final entitlements.

The Finance Department shall prepare the final settlement based on the information and approvals provided by Human Resources and the relevant departments.

The final settlement shall be subject to the applicable approval authority before payment.

## Payment of Final Settlement

The final settlement shall be processed within the period required by applicable law and AIU procedures, subject to completion of the necessary clearance and supporting documentation.

Where the settlement cannot be finalized due to missing information, unresolved obligations, or pending clearances, the employee shall be informed accordingly.

### **Final Settlement Acknowledgement**

The employee may be required to review and sign a final settlement acknowledgement confirming receipt and understanding of the settlement details.

Signing the acknowledgement shall not limit any statutory rights available to the employee under applicable law.

### **Confidentiality and Continuing Obligations**

The employees' obligations relating to confidentiality, intellectual property, data protection, and the return or deletion of University information shall continue after the end of employment, where applicable.

### **Failure to Complete Exit Clearance**

Failure to complete the required handover or clearance process may delay the administrative processing of the final settlement and may result in the recovery of any amounts lawfully due to the University.

AIU shall not withhold any statutory payment beyond what is permitted under applicable law.



# Acknowledgement

Dear AIU Employee,

This Employee Handbook provides an overview of key university policies, standards, and operating procedures. It is designed to help you understand expectations and support consistent, effective day-to-day operations.

You are responsible for reviewing and familiarizing yourself with the contents of this Handbook. Compliance with university policies is expected of all employees.

AIU may revise, amend, or update this Handbook at its discretion, as operational needs or legal requirements change. When updates are made, employees will be notified via email and the revised version will be made available.

By signing below, you acknowledge that you have received the AIU Employee Handbook and understand that it is your responsibility to comply with the policies and procedures outlined within.

\_\_\_\_\_

**Employee Name**

\_\_\_\_\_

**Date**

\_\_\_\_\_

**Job Title**

\_\_\_\_\_

**Department**

\_\_\_\_\_

**Signature**





@aiu\_kw