

Komar University of Science and Technology



FACULTY HANDBOOK

The Faculty Handbook contains the main policies approved to date by the Board of Trustees of KUST during the Board's Annual Meeting.

Version 3.0-September , 2013

FACULTY HANDBOOK

September 2013

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The Faculty Handbook

Part One: Introduction

The Faculty Handbook consists of seven parts and appendices. The Faculty Handbook contains general administration information with which every faculty member should be familiar and refer to during his/her work at the Komar University of Science and Technology (KUST). In addition to this handbook, the faculty must be familiar with other important documents such as the Student Handbook, Staff Handbook, and the bylaws of the Administration Council and Board of Trustees. Furthermore, members of the faculty should consult with their department chairs or the director of Administration and Human Resources.

1.1 Basics

1.1.A Purpose of the Handbook

The Faculty Handbook contains the main policies approved to date by the Board of Trustees of KUST. The Faculty Handbook is intended to serve as the primary reference for policies, instructions, and information pertaining to the faculty members' work at KUST. Moreover, policies contained in or amended to the KUST Faculty Handbook apply to all KUST faculties and supersede school/college statements.

1.1.B Interpretations

The policies presented in the Faculty Handbook are binding to both faculty members and administrators. Interpretation of the Faculty Handbook in specific instances and resolution of any conflicts will be made jointly by the University's Council and Board of Trustees.

1.1.C Amendments

Amendments can be made to existing policies of the Faculty Handbook as explained below. New policies take effect once announced by the President's office or the Vice Presidents' offices. New policies will appear in the next version of the Faculty Handbook. Amendments to the Faculty Handbook affect all university faculty members.

1.1.D Initiation

Proposals for amendments to the Faculty Handbook may be submitted by the President or by written petition of at least ten (10) faculty members through University Council and through its committee structure. The proposal will include the amendment and the rationale for the proposed amendment.

1.1.E Approval

Recommendations for approval of amendments proposed by the University Council are forwarded to the Board of Trustees for final action.

1.1.F Restrictions

Review by the faculty of amendments to the Faculty Handbook will not be conducted during periods when a significant portion of faculty members are absent from campus, such as during holidays and summer sessions.

1.1.G Publication and Distribution of Amendments

The office of the President has the responsibility for publishing and distributing approved amendments to this Faculty Handbook to faculty members within 30 days of the date of final approval.

1.2 The University

1.2.A Historical Preamble

The University was established and licensed by the Ministry of Higher Education and Scientific Research of the Kurdistan Regional Government in October 18, 2009 under the name of Kurdistan University of Science and Technology. The University was renamed later by the Ministry in May 7, 2012 as Komar University of Science and Technology. The University is a private institution located in the city of Sulaymani, Kurdistan-Iraq. KUST academic affairs are governed by the Board of Trustees while its financial affair by the Administration Council.

1.2.B Vision

Komar University of Science and Technology is striving to become a leading higher education institution in Kurdistan Region and Iraq by contributing to the development of the region and the nation. As a private non-governmental institution, the university seeks to serve the community through the application of advanced science and technology.

1.2.C Mission

The mission of Komar University of Science and Technology is to contribute to the advancement of society in science and technology and to prepare its graduates to assume leading roles in this endeavor.

1.2.D Objectives

KUST will achieve its mission by fulfilling the following objectives:

1. Create an environment to acquire and transfer knowledge and skills in science and technology;
2. Create an environment which encourages critical thinking and friendly faculty-student interactions;
3. Prepare students for a variety of careers in science and technology professions based on international standards and accreditation;
4. Encourage cooperation between KUST, private industry, and government to improve the quality of students' academic learning and to meet the needs of the public and private sectors;
5. Provide professional consultation to the government and the private sector;
6. Support technological development and its applications to improve the quality of life in the region and Iraq; and
7. Promote the culture of professional and ethical conduct throughout society.

1.2.E University Outcomes

Based on KUST's Mission and Objectives, graduates of KUST academic programs should demonstrate a minimum of five educational outcomes (abilities and skills) upon graduation:

1. Critical Thinking
2. Effective Communication
3. Professionalism (defined by an individual academic program)
4. Ethics
5. A Desire for Life-long learning

1.2.F University Organization

1.2.F.1 University Administration Council

The Administration Council consists of seven members who are elected from the nine owners. Their main responsibilities are as follows:

1. Approving the university's annual budget.
2. Approving construction projects.
3. Giving financial authority to the President and governing bodies.
4. Approving the joining of new owners.
5. Approving the Board of Trustees membership.
6. Approving the opening of new colleges and departments.

An updated list of the members of the Administration Council appears on the KUST's Website: www.kusts.com.

1.2.F.2 University Board of Trustees

The Board of Trustees (BOT) of KUST consists of representatives from industry, shareholders, and academia. Their main responsibilities are as follows:

- a. Approving:
 1. KUST's Mission and Objectives;
 2. New agreement and/or Memorandum of Cooperation (MOC) between KUST and higher education institutions inside and outside Kurdistan; and
 3. Policies to improve the quality of education at KUST.
- b. Making recommendations to the Administration Council concerning the following issues:
 1. Annual budget; and
 2. Proposals for new academic and service units.
- c. Making recommendations to the President on the following issues:
 1. Improving performance of offices of vice presidents on three issues: academic affairs, finance and business, and students affairs; and
 2. New policies and procedures in academic and service units.

An updated list of the members of the BOT is provided on the KUST's Website: www.kusts.com.

1.2.F.3 University President

The President of the University is the chief executive officer of the university. He/She is responsible for implementing laws and policies of the Ministry of Higher Education and Scientific Research, Administration Council and Board of Trustees and for managing faculty, staff and student affairs, as well as day-to-day activities.

1.2.F.4 University Council

The University Council is the academic, administrative, and financial body governing Komar University of Science and Technology in accordance with the University's constitution. It is comprised of the president, the deans, and the chairpersons of both the academic and non-academic departments.

1.2.G University Values and Moral Standards

The moral norm that guides conduct and performance and directs the policy at Komar University of Science and Technology (KUST) is responsible freedom. Freedom is an important experience, which the University provides for all of its members: faculty, students, administrators, and staff. Freedom is responsibly exercised when it is directed by ethical standards.

KUST recognizes the need for the development of the whole person. It maintains a comprehensive educational program ranging from classroom instruction to research and creative activities to achieve this development.

KUST provides an opportunity for students to learn to express themselves; to think critically; to gain an understanding of and respect for self and others; to understand the world, the role of science and technology, and social and cultural achievements; and to develop specialized talents for a career. This is done with a clearer understanding of the moral issues accompanying the development of knowledge and skills and their application in professional life.

KUST shares a commitment to protect the dignity of each person through academic activities, taking part in social, intellectual and physical activities whereby students find many avenues for developing their personalities as a whole.

KUST shares commitment to the rule of law and expects its members to abide by the laws of the city of Sulaymani, the Kurdistan region, and Iraq, as well as University rules and regulations.

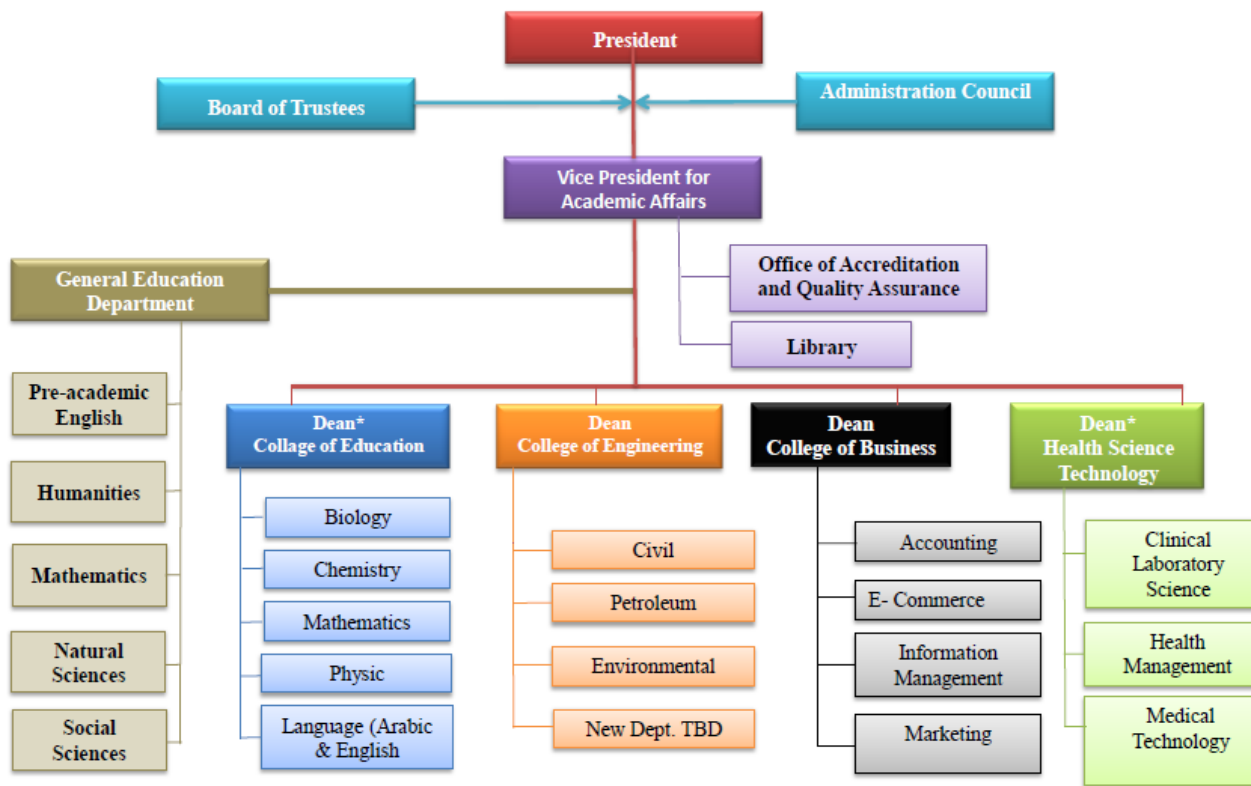
KUST aspires to excellence in its core activities of teaching, learning, creative expression, and public service and is committed to the integrity of the academic process. The Academic Honor Code is a specific manifestation of this commitment. Truthfulness in one's claims and representations and honesty in one's activities are essential in life and vocation, and the realization of truthfulness and honesty is an intrinsic part of the educational process.

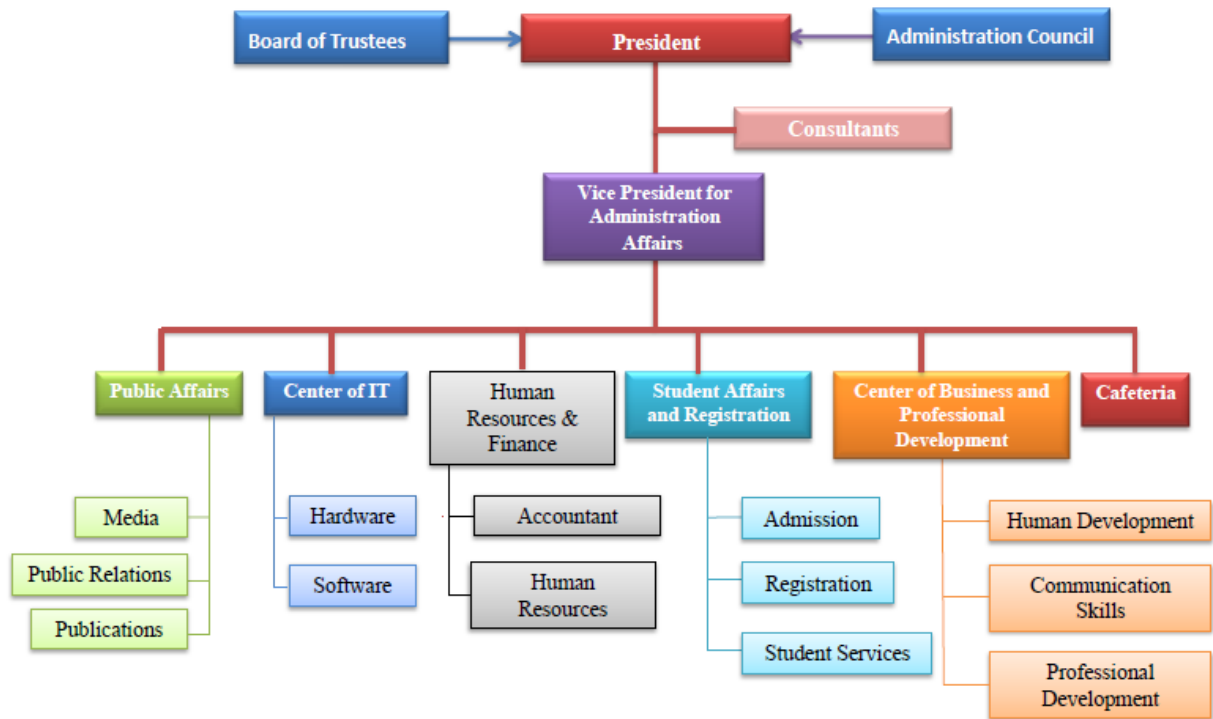
With academic freedom comes the expression of a diverse range of thoughts and ideas. Therefore, the University is committed to the principle of civil dialogue and encourages the practice of this type of freedom.

KUST is committed to non-discrimination on the bases of religion, nationality, or political affiliation. This commitment applies to students, faculty, and all other University personnel. This policy pertains to recruiting, hiring, promotions, and training.

Students are urged to use their freedom in the University community to develop habits of responsibility that will lead to the achievement of their academic goals and personal and social values.

1.2.H. University Organizational Charts (Academics and Administration)





Part Two: Faculty Ranks, Positions, and Promotions

2.1 Policies for Faculty Rank

2.1.A Assistant Lecturer

The faculty member should have the following credentials:
A similar title from an accredited higher education institution;
or
(degree/years of teaching/published papers): Master's/0/0.

2.1.B. Lecturer

The faculty member should have the following credentials:
A similar title from an accredited higher education institution;
or
a doctoral degree in the field;
or
(degree/years of teaching/published papers in international journal): Master's/3/2.

2.1.C Assistant Professor:

The faculty member should have the following credentials:
A similar title from an accredited higher education institution;
or
(degree/year of teaching/published papers in International Journal): Ph.D./5/3 or
Ph.D./4/4.

2.1.D Associate Professor

The faculty member should have the following credentials:
A similar title from an accredited higher education institution;
or
(degree/years of teaching/published papers in international journal): Ph.D./10/6 or
Ph.D./8/8.

2.1.E Professor

The faculty member should have the following credentials:
A similar title from an accredited higher education institution;
or
(degree/years of teaching/published papers in international journal): Ph.D./15/10 or
Ph.D./12/13.

2.1.F Honorary Titles

The faculty member should have the following credentials:

1. Doctoral degree in the field;
2. Eight (8) articles published in international journals;
3. Five (5) years of experience in a similar department; and
4. Contributions to the fulfillment of the KUST's mission.

2.2 Academic Positions

2.2.A Administration

A faculty member who serves 100% of his/her working time in an administrative appointment, such as President, Vice President, or Director of one of the non-academic centers.

2.2.B Administration Faculty

A faculty member who serves a certain percentage of his/her working time in an administrative appointment such as Dean, Chairperson, or Director of one of the academic centers, and the remaining time as teaching faculty.

2.2.C Full-Time Faculty

Faculty Members are expected to be in the campus 40 hours/ week (Saturday to Thursday) based on the academic schedule.

2.2.D Part-Time Faculty

A faculty member who serves less than 100% of his/her time as a teaching faculty.

2.2.E External Instructor

A faculty member who is hired to teach certain courses at the University.

2.3 Faculty Promotions

2.3.A From Assistant Lecturer to Lecturer

The faculty candidate should have the following:

1. Master's degree in the subject area;
2. Two (2) publications in scholarly journals and at least one paper published in an international journal;
3. Three (3) years of service to KUST,
4. Recommendations from the chair and dean of the department and college, respectively.

2.3.B From Lecturer to Assistant Professor

The faculty candidate should have the following:

1. Doctoral degree in the subject area;
2. Three (3) articles published in international journals after earning the doctorate;

3. Three (3) years of service to KUST;
4. Recommendations from the chair and dean of the department and college, respectively.

2.3.C From Assistant Professor to Associate Professor

The faculty should have the following:

1. Rank of Assistant Professor;
2. Three (3) articles published in international journals after earning the title of Assistant Professor;
3. Five (5) years of service to KUST;
4. Recommendations from the chair and dean of the department and college, respectively.

2.3.D From Associate Professor to Professor

The faculty should have the following:

1. Rank of Associate Professor;
2. Four (4) articles published in international journals after earning the title of Associate Professor;
3. Five (5) years of service to KUST;
4. Recommendations from the Chair and Dean of the department and college, respectively.

Part Three: Faculty Hiring and Contracts

The President on the recommendation of a College, School, Department, or other appropriate academic or administrative unit makes all appointments to faculty ranks with the concurrence of the appropriate dean. The University does not normally promote faculty at the time of initial appointment. Faculty with substantial professional experience who are new to academia maybe appointed to the rank of Associate Professor.

3.1 Policies for Hiring Faculty

3.1.A Department's Request

I. Hiring Procedure:

Based on the need of an academic department, a designated committee (college- or university-based) reviews CVs and recommend candidates for faculty positions.

1. The Office of Administration and Human Resources will conduct the following:
 - a) IELTS-based English Test (native English citizens or similar ware exempt from the test.)
 - b) ICDL-based Computer Test (Computer major or certified Microsoft Office users are exempt from the test)
 - c) Organize a short presentation (committee must attend the presentation)
2. Based on the results of (1), OAHR will send Offer Letter or Declining Letter.
3. If the candidate refuses the Offer Letter, the head of the department will either modify the Offer Letter or move to the second candidate.
4. Upon the acceptance of the offer letter, OAHR moves to Contract Process.

3.1.B Job Description

A Job Description Form must be attached to the Request Form.

3.1.C Approval and Advertisement

Upon the approval of the President, the dean of the college designs an advertisement and suggests a place (newspaper, online, etc.) to advertise it.

A copy of the advertisement and other documents should be sent to the Department of Administration and Human Resources.

3.1.D Search Committee

The department and/or college will form a committee (Search Committee Form) of at least three (3) members to

- (a) list criteria for selecting candidates;
- (b) make a short list;
- (c) interview candidates; and
- (d) make recommendations to the chair of the department.

A thorough search and careful selection precedes any recommendation of appointment from any academic unit. The length and complexity of this process depends upon the nature of the appointment. The chair of the academic unit shall consult with the faculty of the academic unit about the needs of the program, providing faculty full opportunity to help define the qualifications and to formulate the description of the position. The dean, in consultation with the academic unit faculty, shall appoint an appropriate Search Committee to fill a vacant position.

3.2 Procedures for Offering Jobs

3.2.A Equal Opportunity

The University is fully committed to equal opportunity at all levels without discrimination on the basis of race, gender, religion, age, family status, or national origin. In addition, discrimination is prohibited on any other basis prohibited by law that applies to the faculty member's employment at the University. As a university formed on American models, KUST will give priority to candidates who have substantial experience in American models of higher education. Regular faculty members are appointed to positions at the University in the following manner:

3.2.B Making an Offer

- The Search Committee submits a short list of candidates and their qualifications to the Department of Administration and Human Resources (OAHR).
- The department or college will arrange for live or online interviews.
- Based on agreed criteria, candidates will be given scores.
- OAHR sends an Offer Letter to the top candidate. If he/she refuses the offer, the OAHR will send a similar letter to the second candidate.
- When the Offer Letter is signed by both parties, KUST and the Candidate, it has the power of appointment. Therefore, both parties are bound to its terms.
- The Offer Letter must state clearly the faculty position and rank, type of contract and salary, starting and ending day for acceptance, and any other matter which is related to appointment.

3.3 Type of Contracts

All faculty contracts are for twelve (12) months. They are renewable annually unless one of the parties, KUST or the faculty member, decides not to renew the contract for another year.

3.3.A Full-Time Faculty

Full-Time faculty are faculty members who work 40 hours per week based on the work assignment. The faculty teaching load will be determined according to his/her type of position.

3.3.B Part-Time Faculty

Part-Time Faculty are faculty members who work less than 40 hours based on the work assignment. The chairperson of the department will assign the number of teaching hours.

3.3.C Temporary Contract

A Temporary Contract is given to faculty members who will work on specific assignments for a department, college, or university.

3.3.D Iraqi Labor Law

KUST follows the Iraqi labor laws established by the Ministry of Higher Education and Scientific Research.

Part Four: Faculty Rights and Responsibilities

4.1. Rights

4.1.A Non-Discrimination Policy

No officer or employee of the Komar University of Science and Technology shall discriminate against any person because of religion, national origin, age (within the constraints of Kurdistan/Iraqi labor laws), non-disqualifying handicapping condition, ethnic group, political affiliation, or gender, in any of its programs, activities, contracts, personnel administration practices, or any other actions it undertakes.

Furthermore, the University will maintain and advance those practices, processes, and circumstances that afford equal opportunity to all individuals. Without limiting this non-discrimination policy, the Komar University of Science and Technology is committed to complying with all laws that apply to a faculty member's employment at the University.

4.1.B Academic Freedom

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Hence, it is essential that faculty members are free to pursue scholarly inquiry without undue restriction and to voice and publish individual conclusions concerning the significance of evidence that they consider relevant.

4.1.C Academic Promotion

All faculty members have the right to apply for academic promotion.

4.1.D Participation in the Academic Activities

All faculty members are encouraged to participate in activities that fulfill the Mission and Objectives of KUST or those that contribute to their academic development. Faculty members must, however, complete an Academic Activity Form and obtain approval from their supervisors prior to engaging in these activities.

4.1.E Salary

Faculty salaries, according to their rank and position, are available in the Department of Administration and Human Resources. The faculty's salary starts at minimum wage. If the faculty member also serves in an administration position, then additional Administration Allowance will be added to the salary.

4.1.F Campus Housing

KUST offers a furnished apartment within the KUST Campus to the faculty member, alone, or with a spouse charges \$200 for each Apartment. To be eligible for KUST lodging, the faculty member must:

- (a) be located outside of Sulaymani prior to the contract;
- (b) be contracted for a minimum of one-semester or more; and
- (c) agree to the Housing Conditions and Rules set by the Department of Administration and Human Resources.

4.1.G Travelling

KUST pays the travel cost based on the policy of travel arrangement for the faculty member to Sulaymani. The faculty member should contact the Department of Administration and Human Resources for details. Nevertheless, to be eligible for travel cost coverage, the faculty member must:

- (a) be located outside of Sulaymani prior to the contract;
- (b) be contracted for two-semester;
- (c) have all documents (transcripts) certified by the Government;
- (d) agree to the Traveling Conditions and Rules established by the Department of Administration and Human Resources.

4.1.H Health Allowance

KUST has made an agreement with local Shorish hospital which is the nearest place to the current KUST campus to have health treatment of all KUST members, KUST's contribution is upto \$1000.

For any medical treatment, you may follow the instructions stated below:

- 1- Asking for medical Form from office of Admin & HR
- 2- HR office will fill the form , then the form should be taken to the hospital.
- 3- The service of treatment includes (Dentistry, Optical, General Health except Gynecology).
- 4- Bringing back the receipt to HR office to refund the user.
- 5- Shorsh Hospital will be available from (8:00 am to 12:00pm).

4.1.I Types of Leave

Faculty members have several options for leave based on their rights and needs:

Sick Leave: Faculty members have Ten (10) days paid sick leave per year. If the faculty member is ill for more than two (2) days, he/she must provide a statement from the physician. If the limit of paid sick leave exceeds the Ten days, then the faculty may take another Ten Unpaid sick leave based on the physician report.

Normal Leave: Faculty's paid leave is organized as follows:

- Renewal Faculty has 60 days, which is equal to 343 hours.
- New Faculty has 30 days, which is equal to 172 hours.
- Admin Faculty is 45 days, which is equal to 240 hours.

Leave without Pay: Faculty members may request Leave without Pay to attend any activity outside KUST, if they do not affect the faculty member's regular responsibilities.

For each type of leave, the faculty member must complete the Leave Form and obtain proper approval from his/her supervisor 24 hours before the time of leave (excluding sick and emergency leaves).

4.1.J Holidays

In addition to the types of leave mentioned in 4.1.I, faculty members have paid holidays as mentioned in University calendar , Holiday will be according to the Calendar , based on HR order , coordination with President Office and Head sections.

The general guidelines for the holidays are as follows:

- (a) The dates of the Eid al-Fiter and Eid al-Azha change from year-to-year; therefore, the Department of Administration and Human Resources will announce the starting and ending date of the holiday.
- (b) Faculty members should not schedule exams on the day before or after the holiday.
- (c) Holidays should not reduce the total number of instructional weeks, which are fifteen (15) weeks.
- (d) If the holiday overlaps with the weekend, it will not be substituted by a working day.
- (e) If any working day occurs between two holiday dates, it will be counted as regular leave and should be substituted by another working day.
- (f) Any holidays which are ordered by the Government and University must comply all KUST members and it should be substituted by another working day.

4.1.K Compensation for extra Teaching or Service Assignments

The fees per credit hours is calculated based on \$150 per credit hour for 16 weeks regardless to the instructor rank.

4.1.L Participation in Development Programs

KUST encourages faculty members to participate in development programs, which are offered by the University and external organizations to sharpen their professional skills in instructional methods, computing, etc.

Grant Programs: Faculty members at KUST should keep abreast of developments and innovative teaching methods in their fields. The University provides in-service training and travel funds to assist faculty in attending important professional and industrial conferences and encourages faculty members to take advantage of these professional development opportunities. Provisions for faculty development are contingent upon the financial condition and constraints of the University.

Instructional Training: Faculty members at KUST should remain informed of new instructional methods at the university level. Faculty should participate in KUST's Instructional Training courses designed to improve their instructional abilities.

4.1.M Appeal

4.1.M.1 Appeal Definition

1. An appeal is a written request for review of a decision made by a person (or group of persons) acting in an official University capacity. The decision must have directly affected the academic activities of the appellant as an individual. Dissatisfaction with a departmental, college, or University policy or practice is not grounds for appeal.
2. The purpose of the appeal process is to determine whether **appropriate procedures** were followed in making certain academic decisions, rather than to re-evaluate the

merits of the decisions, themselves. The standard for upholding the appeal shall be limited to determining whether there were procedural errors (such as the failure to bring proper facts and criteria to bear on a decision, or the introduction of improper facts and criteria, or the existence of other procedural defects) that substantially affected the outcome to the detriment of the appellant.

3. It is important that the appeal be carried out with flexibility and in an atmosphere of collegiality, and participants should attempt to resolve the dispute informally before beginning the appeal process.
4. The appellant should file his or her appeal within three (3) days of being notified of the decision.
5. All information related to the appeal shall remain confidential.

4.1.M.2 Appeal Procedures

Step 1. The faculty member must complete an Appeal Form and submit it to the President's Office within three (3) days of being notified of the decision. The appellant must also submit the following documents:

- (a) a copy of the statement regarding the decision;
- (b) a statement concerning the inappropriate procedures which were followed in making decision; and
- (c) a statement concerning the faculty member's attempt to resolve the issue within the academic unit, the outcomes thereof, and the date(s).

Step 2 The President forms an appeal committee consisting of one to three persons.

Step 3. The Appeal Committee investigates whether or not inappropriate procedures took place.

Step 4. The Appeal Committee submits its findings to the President.

The Appeal Committee must conclude its work within 15 days of its formation.

4.2 Responsibilities

Faculty members are required to be available on campus during the academic year as specified in the academic calendar. The duties of a faculty member shall consist of those responsibilities assigned by an appropriate administrator; monitoring and implementing safety policies in the classroom and laboratory; and monitoring and implementing ethical codes across the campus. Faculty members are expected to participate fully in the teaching during each regular term of the academic year. Teaching assignments, schedules, and other instructional responsibilities shall be performed under the direction of the supervising administrator. Teaching, research, and service shall be subject to evaluations by appropriate administrators and shall be considered in performance-based decisions relating to compensation, retention, promotion, termination, and renewal/extension.

4.2.A Responsibility as Teacher

KUST is a bachelor degree awarding institution; therefore, the faculty member's primary duty is teaching. Allocation of teaching loads is determined by the department Chair in consultation with the Dean and with the concurrence of the President, college and department courses. Faculty members should have a minimum teaching load according to their administration positions:

Appendix 1: Distribution of Teaching Load verses Course Preparation

Table for full-time faculty teaching load

Number of Preparation	Number of Credit Hours	Services (3 hours /week)	Office Hours 2/preparation/section	OR	Number of Credit Hours	Services (3 hours /week)	Office Hours
One	15	0	(2+?)		12	3	5
Two	12	0	4		9	3	4
Three	9	0	6		6	3	6

Course Preparation: It includes course preparation, presentation by PowerPoint, developing and conducting assessments, preparing in-class and out-class activities, preparing tests and exams and reporting absence and grades to the Office of Student Affairs and Registration.

Number of Credit Hours: It is calculated based on:

- Each 50 minutes in class per week for 15 instructional weeks is equivalent to one credit hour.
- Each 180 minutes in Lab per week for 15 instructional weeks is equivalent to two credit hours without assistant and one credit hour with assistant.

Example:

Instructor who teaches one PHY 1405 with a lab counts as 10 credit hours, the remaining load is 5 hours. Instructor who teaches kurdology with 5 sections counts as 10 credit hours, the remaining load is 5 hours.

Compensation of extra teaching hours:

The fees per credit hours is calculated based on \$150 per credit hour for 16 weeks regardless to the instructor rank.

Example

Type of Preparations	Credit hours	Office hours	Amount in US\$ per month
One	3	2	450
One	6	3	750
Two	6	4	900

Services: It includes serving in committees and activities not listed in Course Preparation.

Office Hours: Each faculty maintains Office hours to assist students of the taught courses. They are calculated based on a minimum of 2 hours per course.

The faculty member accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, and to practice intellectual honesty. As teachers, faculty members are responsible for the following:

1. To be engaged in the education of undergraduate students, as appropriate to the mission of each School/College and/or Department.
2. To conduct each course they have been assigned to teach in general conformity with the content, format, and official description of the course as established by the faculty of the academic unit and approved by the Dean and the President.
3. To meet and conduct classes and final exams, as well as evaluating final projects at all regularly scheduled times and places. The pertinent administrators or a duly-appointed representative may authorize a member of the faculty to be absent from classes or to reschedule the work for reasons of health or when in the best interests of the University.
4. To encourage in students the free pursuit of learning.
5. To strive to obtain and transfer the best scholarly standards of the discipline.
6. To demonstrate respect for students as individuals and their privacy in academic matters.
7. To adhere to the proper role of intellectual guide and advisor.
8. To adhere to local cultural traditions, morals, and ethics.
9. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflects their true merit.
10. To notify as promptly as possible the Chair/Director of the unit whenever emergencies occur.
11. To commit to discharging duties and responsibilities primarily on the campus as appropriate to the mission of each University or academic unit.
12. To be available for advising an individual student throughout the semester by means of regularly scheduled office hours or appointments.
13. To give and supervise tests and exams during given time periods.
14. To make up for missed classes.

4.2.B Other Academic Activities

Faculty members are encouraged to participate in the following:

1. Training courses offered to the public through the Center of Business and Professional Development.
2. Consultation services to governmental departments and private industry.
3. Activities that serve to develop their professional societies.

These activities must obtain authorization from the proper administrator and be announced.

4.2.C Academic Ethics and Responsibilities

KUST recognizes and supports the principle that faculty members who speak or write as private citizens should be free from institutional censorship or discipline. However, a faculty member's special position in the community imposes particular obligations and serious responsibilities regarding conduct and behavior and requires that he/she act in the best interests of the profession and the institution. To address these issues, KUST has

developed a policy on academic freedom, ethics and responsibility, and honesty and integrity in teaching and research.

4.2.C.1 Faculty ethical obligations and responsibilities to the students of KUST

1. Faculty members shall foster scholarly values in students, including academic honesty, the free pursuit of learning, and the exercise of academic freedom.
2. Faculty members shall act professionally in their academic relationships with students.
3. Faculty members shall exercise critical self-discipline and judgment in using, extending, and transmitting knowledge.
4. Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into teaching inappropriate matter or material unrelated to the subject.
5. Faculty members must maintain respect for students' cultures and beliefs and for students as individuals, given their role as intellectual guides and counselors.
6. Faculty members must assure that evaluations of students reflect true merit. Faculty members must avoid taking any action that would compromise the honesty and equity of the evaluations.
7. Faculty members shall be available at reasonable intervals to students for consultation on course-work through posted office hours.
8. Faculty members shall duly acknowledge the contribution of students to their scholarship and research.
9. Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of students.
10. Counseling of students on nonacademic issues should be professional, confidential and within the capabilities of the professor. Students who have serious and sensitive matters, especially if they are related to a specific culture, religion or custom, should be referred to professional counselors available in Student Services.

4.2.C.2 Faculty ethical obligations and responsibilities to other members of the Community of KUST

Faculty members shall not engage in any exploitation, harassment, or discriminatory treatment of any members of the university community.

1. Faculty members shall acknowledge the academic contributions of others and strive to be objective in their professional judgment of colleagues. Clearances must be obtained from the relevant persons when appropriate to the norms of the discipline, and digital and archival material must be used in accordance with the rules of the source.
2. Faculty members who are in a supervisory position shall abide by the rules and policies of the current KUST-HR (Human Resources) manual.

4.2.C.3 Faculty ethical obligations and responsibilities to KUST as an Institution

1. In determining the amount (if any) and character of work done outside of the institution, faculty members shall recognize that their primary responsibilities are to the institution. Such outside work shall be consistent with University regulations. Faculty members may follow subsidiary interests, but these must be revealed to the institution and must never compromise their freedom and willingness to draw intellectually honest conclusions.

2. When considering the interruption or termination of their service, faculty members shall take into account the effect of their decision upon the institution and give notice of their intentions as per their contract.
3. Faculty members shall accept their share of faculty responsibilities for contributing to the governance of the institution.

4.2.C.4 Faculty ethical obligations and responsibilities to their Profession

1. The fundamental responsibilities of a faculty member as a teacher and scholar include the following: a) maintenance of competence in one's field of specialization, including appearances in the public arena such as discussions, lectures, consulting, publications and/or participation in professional organizations and meetings; b) exhibition of such professional competence in the classroom, studio, library or laboratory; and c) fostering honest academic conduct as specified in the university regulations.
2. The demonstration of professional integrity by a faculty member includes recognition that society at large will judge the profession as well as the institution by his/her statements and behavior. Therefore, the faculty member should strive to be accurate, to exercise appropriate restraint, to be willing to listen to and show respect to members of the society at large who express different opinions. Faculty members should make every effort to indicate that they are not speaking or acting for the School/College or the University when speaking or acting as private persons.
3. Scholarly conduct must avoid fabrications, falsifications, plagiarism, and other practices that deviate from accepted scholarly work.
4. Faculty members must apply scholarly rigor and integrity in obtaining, recording, and analyzing data, as well as in reporting and publishing results;
5. Faculty members undertaking research should do so in a manner consistent with professional honesty and within the public interest. Research should be designed to enhance knowledge in a particular field of scholarship and should demonstrate sound methodology, accuracy, and factual integrity.
6. Faculty members must use funds designated for research purposes in the prescribed manner.
7. Faculty members must comply with relevant statutes or regulations for the protection and welfare of researchers, human subjects, the public, laboratory animals, and the environment.
8. It is the duty of faculty members doing research, teaching, laboratory/studio exercises, or other activities to protect the privacy of others, to avoid causing mental or physical harm, and to promote safe and healthy working practices and environments.

Part Five: Performance Evaluation

Purpose: Faculty performance evaluations are conducted periodically to support and encourage excellence by recognizing and rewarding outstanding academic performance; to provide guidance to faculty members regarding professional improvement and development; and to obtain information relevant to contract renewal/extension, promotion, termination, or merit pay decisions.

5.1 Information and Materials Required for Faculty Performance Evaluation

Evaluation should be based on the professional responsibilities of the faculty member in the areas of teaching, scholarly activities, and university and external services.

Responsibility of the Faculty: The faculty member must prepare a file of Annual Activities Form to include the following:

- (a) Cover sheet should include the reason for submission, list of materials, places for signatures of the applicant, chair/dean, and vice president/president;
- (b) Copy of the Employment Contract;
- (c) Copy of Job Description and Work Assignment;
- (d) List of courses taught since employment and student enrollment in each course;
- (e) Copy of course assessments, teaching evaluations, and contributions to enhancement of the learning outcomes within the department;
- (f) Summary of other assignments (what, when, and the outcomes) within KUST;
- (g) Summary of other assignments (what, when, and the outcomes) outside KUST.

Responsibility of the Chair/Dean:

1. The head of the academic unit of the faculty shall ensure that the submitted information is accurate and current.
2. Within 30 days, the head of the academic unit must return the file to the faculty member if the file is missing any items listed above (a) to (g) or contains any inaccurate information.
3. He/she must make recommendations to the vice president/ president for their final approval or disapproval.
4. Upon receiving the approval or disapproval from the vice president/president, the head will inform the faculty member within seven working days.

5.2 Relative Weights of the Main Performance Areas

Although it is not appropriate to assign a specific weight to each of the main performance areas across the university, there are general guidelines:

1. Percentage of time devoted to each of the main responsibilities of the faculty as stated in the Assignment Sheet;
2. Standard of completion of these responsibilities (very poor, poor, satisfactory, good, and very good);
3. Quality of collegial relationships (poor, good);
4. Receipt of any “Warning Letter” from the superior for violating codes or rules and/or for not fulfilling an assignment according to expectations;

5. Receipt of a “Letter of Thanks” from the superior for serving the department, college, and/or university in addition to ordinary duties/assignments.

Each faculty member should discuss the appropriate weights for his/her case with the chair/ director of the academic unit at the beginning of the upcoming evaluation period.

The weights could change from year to year to accommodate the particular needs of the faculty member and the academic unit. If a faculty member does not formally negotiate specific weights with the academic unit chair/director at the start of the evaluation period, the default weights are 80 % for teaching, 10 % for scholarly activities, and 10 % for university and external service unless otherwise defined by the unit. The Dean must approve the distributions of weights in all academic units. Weights that are outside the above-mentioned limits must be approved by the President.

5.3 Evaluation of Teaching

5.3.A Teaching Activities

Teaching includes educational activities that directly involve students. Activities in this area may include classroom instruction; advising; developing and testing new educational methods; developing and testing new evaluation methods; developing, testing and teaching new courses; serving as a course coordinator; and/or revising and improving existing courses. Teaching should be evaluated using multiple measures, which may include student surveys, peer evaluations, evaluations by Department Chairs/Directors of academic units, preparation of students for subsequent classes, teaching portfolios, and other appropriate means.

5.3.B Instructor Course Evaluations

Students’ surveys and faculty class visit reports, although imperfect, provide useful measures and observations about the manner in which a faculty member’s teaching is received and perceived by students. Summary data of student surveys on the teacher and the course should be included in the application file.

5.3.C Quality Assurance of Learning

Faculty members must participate in quality assurance policies and procedures, which contribute to assuring the quality of the courses and their learning objectives, the academic learning outcomes, and program educational objectives, as well as the departmental mission and vision. The annual report issued by the Office of Accreditation and Quality Assurance should serve as a supporting document to the individual faculty member’s contributions.

5.4 Scholarly Activities

While there is no concise definition of what may constitute evidence of scholarly activities, it is generally recognized that a scholar has critical command of his or her field of study, as well as broad cultural interests. As evidence of scholarly activities, creative work may include, but is not limited to, literary publications, drawings, paintings, models, exhibitions, installations, digital creations and built work, as well as work and publications authored by the candidate. Assessment of creative work will be through examination of the normal products of such activity.

The highest indication of scholarly activities is the development, presentation, and documented acceptance of original work in the professional community. Excellence in scholarly activities typically reveals itself as continuing scholarly work documented primarily in publications appearing in relevant journals, in the form of books published by companies respected in the professional community, or adjudicated exhibitions of creative works. Citation of a candidate's work in the professional literature is another indicator of scholarly standing.

The publication of a textbook can be considered either in the category of teaching or of scholarly activities, depending upon the nature of the textbook and the contributions it makes to the field. A judgment on this matter should be requested from the outside evaluators as part of their written statements.

5.5 Services

Service is non-remunerated work other than teaching or scholarly activity on behalf of the University or external to the University. Below are examples of service to the University. The University commends faculty for undertaking a variety of volunteer work external to the University, but, to be included in the evaluation for rolling contract or promotion, it must be related to the faculty member's professional expertise.

Evidence of professional service may include but is not limited to the following:

- (a) Chairing of professional sessions at internationally recognized conferences.
- (b) Serving on editorial boards of scholarly publications recognized in the profession.

Evidence of administrative and committee work may include but is not limited to the following:

1. Serving on the KUST standing committees or Ad-hoc committees;
2. Contributing to university committees, measured by the number of committees; type of committees, their importance and meeting frequency, and the applicant's effectiveness;
3. Contributing to curriculum and program/division development and course design;
4. Contributing to students' study programs (advising, consultation, field visits, securing training opportunities and joint projects with industry, etc.);
5. Professional consulting work within the university;
6. Contributing to consultation and service center work (joining in visits, securing projects, conducting workshops and seminars, etc.);
7. Performing administrative duties;
8. Contributing to student activities (societies, organizations, seminars, recruitment activities, etc.);
9. Contributing to the wider community, local society, and professional organizations as related to discipline;
10. Contributing through the initiation or maintenance of links between the University and external groups such as graduates, professional organizations, and government organizations.

Since an applicant's record of relevant service may not always be known and may thus be easily overlooked, it is important to direct particular attention to this category in the preparation of the file.

Part Six: Separation Policies and Procedures

6.1 Resignation

Faculty members may resign from KUST.

1. Resignation is governed by the following procedures.

There are two types of resignations: unharmed resignation and harmed resignation.

- a- Unharmed Resignation: The unharmed resignation occurs when the faculty resigns by the end of the semester or when he has no teaching responsibilities during the semester.
 - b- Harmed Resignation: The harmed resignation occurs when a faculty resigns during the semester and has a teaching responsibilities, not given tests, or final exam according to the syllabus, or not passing grades to OSAR according to the instructions.
- 1- Instructions for Unharmed Resignation: Faculty has the right for the followings:
 - a. Keeping salaries and one-half of the cost of air ticket.
 - b. Faculty has no right of paid-leave.
 - 2- Instructions for harmed Resignation: The University Council may decide on one or more of the following actions:
 - a. Faculty should be charged a total fees collected by the students for the courses or labs taught by the faculty.
 - b. Faculty should return to the University the amount paid for the ticket, salaries paid from starting the semester to the resignation date.
 - c. If faculty refrained from paying the amount mentioned in (a) and (b), KUST will sue the faculty for the amount in the local court in Sulaymani.
 - d. faculty might be prevented from traveling outside of Kurdistan until the case is resolved.

6.1.A Letter of Resignation

The Letter of Resignation should contain the following:

- a) the faculty member must clearly state the reason for the resignation;
- b) explain how the resignation will not harm the department, college or university; and
- c) the effective date must be at the end of semester.

6.1.B Acceptance or Refusal of Resignation

The head of the department, dean, or president will weigh the following factors prior to accepting the resignation:

1. teaching load: the resignation should not affect the continuation of class and
2. administration responsibilities: the resignation should not affect continuation of any administration task or the implementation of a project.

The president has the right to accept or refuse the resignation. In the case of a refusal, reasons should be stated.

6.1.C Procedures

The following procedures are followed prior to, during, and after resignation:

Step 1: Prior to resignation, the faculty member must schedule a meeting with a direct supervisor (chair/dean) to discuss his/her intention to submit the resignation;

Step 2: If the supervisor cannot change the faculty member's decision, the faculty member should submit the Letter of Resignation including the items listed in 6.1.A;

Step 3: The supervisor will submit his/her comments about items listed in 6.1.B; if there are difficulties in fulfilling them, the supervisor should work with the faculty member to resolve them;

Step 4: When the paperwork is completed, it is submitted to the President for his/her final decision;

Step 5: If the resignation is accepted, then the paperwork will be transferred to the Department of Administration and Human Resources to process the termination of the contract of employment; if the resignation is refused, then the paperwork will be returned to the department/college.

6.2 Dismissal

Dismissal is the termination of employment of a faculty member of KUST before the term of appointment has expired. The University has the right to end the contract of a faculty member if he/she has violated one of the principles of professional conduct and ethics listed in 4.2.C. The direct supervisor must show evidence of the violation and give the faculty member a chance to dispute the decision. If the supervisor is not convinced by the faculty member's explanation, he/she will draft a Letter of Dismissal to the President for his/her approval.

6.2.A Letter of Dismissal

The Letter of Dismissal should include the following:

- a. A clearly stated reason for the dismissal;
- b. An explanation concerning how the dismissal will not harm the department, college, or university; and
- c. The date of effectiveness.

6.2.B Procedures

The following procedures are used prior to, during, and after dismissal:

Step 1: Prior to dismissal, the supervisor must schedule a meeting with the faculty member informing him/her about the violation and the department's intention to send him/her a Letter of Dismissal;

Step 2: The supervisor should submit the Letter of Dismissal, which should include items listed in 6.2.A,

Step 3: When the paperwork is completed, it will be submitted to the President for his/her final decision,

Step 4: When the dismissal is approved, the paperwork will be transferred to the Department of Administration and Human Resources to process the termination of the contract of employment.

Part Seven: Grievance Code

This chapter provides the Grievance Code under which a faculty member who has a complaint against an administrative action or individual(s) in the academic unit, the unit or the central administration is able to seek a remedy within the University. A grievance procedure is a very serious matter and should not be entered into lightly. As responsible citizens of the University community, faculty members should proceed with good faith and should make a sincere effort to resolve disputes before resorting to the grievance process. Furthermore, resorting to the grievance process should occur only for those cases stated within Section 7.1, the Definition of a Grievance.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rules of evidence that are applicable in a court of law. To the extent that any provision of this Code conflicts with any applicable law, the applicable law prevails.

Before pursuing remedies outside the University, a faculty member is obligated to the KUST procedures outlined in this Code.

7.1 Definition of a Grievance

A grievance is a formal complaint by a member of the faculty that his or her terms or conditions of employment at the Komar University of Science and Technology, or ability to act in his or her professional or academic capacity at the University has been significantly impaired due to serious violations as a result of one or more of the items listed in (1) through (3) below. A grievance is not an opportunity for a faculty member to express disagreement over the judgment rendered by an administrator or committee; rather, it provides the opportunity to redress one of the following:

1. Violation of academic freedom as defined in Faculty Rights;
2. Violation or misapplication of an applicable University contractual provision, practice, procedure, regulation or rule;
3. Violation of accepted standards of behavior in the workplace of the University as stated in the Faculty Handbook.

The aggrieved faculty member must demonstrate the occurrence of procedural or factual errors in the case.

7.2 Applicability

Individuals in the following positions may not grieve under this code: all administrators, including the President, deans, associate deans, department chairs and directors.

7.3 Procedures

Step 1. The aggrieved faculty member must complete the Grievance Form and submit it to the President's Office within seven (7) days of having attempted to resolve the issue with his/her academic unit. On the Form, he/she must include:

- (a) The type of violation supported by documents;
- (b) A description of the attempt to resolve the issue within the academic unit, outcomes, and date(s); and

- (c) A letter from the director (chair or dean) explaining his/her view of the violation and reasons for not resolving the issue.

Step 2. The President forms a grievance committee of three persons as follows:

- (a) One faculty member from the aggrieved faculty member's academic unit;
- (b) One faculty member from another academic unit; and
- (c) The Director of the Department of Administration and Human Resources.

Step 3. The Grievance Committee will interview the aggrieved faculty member and the head of his/her academic unit and check the accuracy of the information included on the Grievance Form and in the letter from his/her academic unit.

Step 4. The Grievance Committee makes a recommendation to the President.

The Grievance Committee must conclude its work within 15 days from its formation.

7.4 Decision

The President will make a decision within 7 days after receiving the recommendation from the Grievance Committee.

Appendices

A. Department Chair Policies

B. Honorary Titles

C. Consulting Policies

D. Copyright and Patents Policy

E. Forms

1. Position Request Form
2. Job Description Form
3. Search Committee Form
4. Academic Activity Form
5. Lodging Conditions and Rules
6. Travel Conditions and Rules
7. Appeal Form
8. Leave Form
9. Grievance Form

Appendix A: Department Chairs Policy

The department chair is ultimately responsible for the department and is accountable to the dean and to the department faculty and staff. In meeting her/his responsibilities, the department chair consults with and engages the faculty of the department as a part of the overall shared governance of KUST.

The responsibilities of the department chair are broad and differ in detail from one college or school to another and from one department to another. The following are generally descriptive; individual colleges and departments may wish to further articulate responsibilities within this framework.

A. 1. Accountability

1. Personnel evaluations and recommendations
 - a) Faculty evaluations and recommendations (annual, contract extensions, promotions);
 - b) Staff evaluations (annual);
 - c) Faculty hiring – the precise role of the department chair differs among the colleges/schools, but the chair is responsible for providing input to the dean as requested by the dean.
2. Curricula facilitation and development
 - a) Currency and relevance (keeping current with trends and issues in the discipline, including courses, programs, pedagogy, and uses of technology);
 - b) Assessment.
3. Budget implementation
 - a) Developing departmental budget recommendations in consultation with departmental faculty;
 - b) Overseeing the budget and keeping faculty apprised of its utilization.
4. Strategic planning – in collaboration with departmental faculty and in conjunction with college/school planning.
5. Faculty development – encouraging, facilitating, and mentoring both instructional and scholarly development of faculty.

A. 2. Specific responsibilities related to management

1. Effectively and efficiently managing human, fiscal, and physical resources, including
 - a) Establishing and maintaining within the department an environment of shared purpose and responsibility;
 - b) Planning and anticipating faculty and space needs, developing teaching assignments and class schedules, and overseeing space utilization;
 - c) Assigning/delegating departmental responsibilities with consideration given to service interests solicited from the departmental faculty;
 - d) Ensuring that university policies, procedures, and processes are followed.
2. Addressing student issues and concerns.
3. Serving as a communication conduit (both directions) between the dean and the department. (This includes faculty seeking clarification or resolutions through the department chair.)

A. 3. Contractual conditions

1. The department chair serves at the discretion of the dean, but is appointed and retained in consultation with continuing departmental faculty. Such consultation includes the individual departmental faculty providing to the Dean an indication of the suitability of the candidate or incumbent for the position of department chair.
2. External candidates for department chair normally will be brought to campus for interviews.
3. The term is for three years and renewable in three-year increments. The dean evaluates the department chair annually, and an in-depth review of performance is conducted by the dean in consultation with the departmental faculty toward the end of each three-year term.
4. The department chair is an administrative-faculty member; therefore,
 - The salary will be negotiated by the dean with the President's approval;
 - Department chairs are expected to teach according to rules provided in the Faculty Handbook;
 - Department chairs are not eligible for overload payments and compensation;
 - Department chairs are eligible for academic title and salary promotion according to the rules given in the Faculty Handbook.

Appendix B: Honorary Titles

B. 1. Definition

An honorary title is bestowed by the Board of Trustees to a faculty member who has exceptional merit as evidenced by a high level of international recognition of his/her scholarship. The title is bestowed by the Board of Trustees upon the recommendation of the President in accordance with the procedures described below.

B. 2. Eligibility Criteria

The nominee must be an employee of the University at the time of nomination and hold the rank of Assistant Professor or above at the time of recognition.

B. 3. Nomination Process

Nominations for the title normally originate in the nominee's department. Nominations must be accompanied by supporting documentation, including a current *curriculum vita* and a nomination letter describing why the candidate deserves such an honor. If the President concurs in a positive recommendation following the evaluation process outlined below, the nomination is presented to the Board of Trustees.

B. 4. Privileges

Privileges of the honored faculty will be decided by the University Council.

Appendix C: Consulting Policies

C.1. Policy:

To serve the community as stated in the KUST Objectives, KUST should provide service to governmental and industrial departments and companies. KUST's faculty members are encouraged to participate in these consulting services. The Center of Business and Professional Development (CBPD) represents KUST in this business.

C.2. Procedures

1. CBPD submits a Consulting Form to the President with the following information:
 - a. Type of consulting;
 - b. Relevance of the consulting to the KUST Objectives;
 - c. Time and day(s) of Consultations;
 - d. Length of Consultations;
 - e. A list KUST personnel and their role in Consulting;
 - f. A list of KUST facilities and equipments used during the Consulting;
 - g. A list of benefits to the faculties or personnel, CBPD and/or university.
2. If the Consulting Form is approved, the CBPD will draft a contract with the client.
3. The President of the University, or his/her designee, may sign a consultancy agreement.
4. The signed consultancy agreement is distributed internally as follows: the President's Office, CBPD, and Finance Department.

C. 3. Activities not considered consulting:

Several types of faculty activity, other than regular KUST activities, are not considered consulting in Kurdistan or elsewhere and are not subject to this policy:

Publication: Scholarly communications in the form of books, movies, television productions, art works, etc., although frequently resulting in financial profit for a faculty member and for another party (e.g., publisher), are not viewed as consulting.

Professional Service (professional affiliation): Unpaid services on national commissions, governmental agencies and boards, granting agency peer-group review panels, as well as service on visiting committees or advisory groups to other universities and analogous bodies are not considered consulting.

The distinction between these activities and consulting is that they are public or university service. Although an honorarium or equivalent sometimes is made to the faculty member, service activities are not undertaken for personal financial gain and do not fall within the consulting category.

Appendix D: Copyright and Patents Policy

D. 1. Copyright

The University believes that the publishable work of its faculty, staff, and student body should be available to all interested scholars. The University also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and independent labors. Occasionally, however, faculty and staff produce materials as a result of specific University assignments. In such cases, the University reserves the right to determine whether or not the material will be copyrighted and in whose name, as well as what rights, if any, the author will retain to the materials. Normally, when materials published under the University's copyright are distributed or sold for educational or scientific purposes only, the author receives no payments. If the materials are marketed commercially, however, the author often receives royalty payments based upon an agreed rate.

Any arrangement relating to copyright matters involving a sponsored project must be referred to the President. Some sponsors have established regulations governing the copyright and/or publication of the results of investigations they finance. Before entering a sponsored project, an understanding among the principal investigator, the University, and the sponsor should be reached regarding the rights to any copyrightable materials produced by the project.

Traditionally, the right of first publication is the property of the author unless the terms of the grant or contract specify otherwise. Copyrights secured for the University or any of its units are placed in the name of the University and become University property. The President will provide interested persons with information concerning the procedures to be followed in applying for a copyright.

The KUST owns the copyrights to all multimedia and distance education products and courses produced by KUST full-time faculty members as part of their assigned teaching load at KUST. The University reserves the rights to all electronic and computer-based instructional materials produced and delivered by faculty while employed at KUST.

Furthermore, KUST shall have the right to use the course materials developed by KUST faculty as it deems necessary and maintains the right to reproduce, update, distribute, transmit, alter, and prepare derivative works based on the course materials. KUST may indefinitely retain copies of the course materials for archival purposes and make them available to any other institutions, universities, or persons it deems appropriate. KUST faculty members shall not include in the content of multimedia, electronic, computer-based, or distance education courses developed while employed at KUST any content that constitutes libel, invasion of privacy, infringement of copyright or literary rights, or that otherwise violates the legal rights of any persons under Kurdistan Region and Iraq. Multimedia and distance education courses, as well as all electronic and computer-based courses created by KUST faculty members while employed by KUST are to be treated as "work-for-hire" by KUST under the U.S. Copyright Act. KUST faculty members may, however, use these materials for non-commercial purposes while working at KUST or after leaving KUST.

D. 2. Patents

Komar University of Science and Technology (KUST) believes that its faculty and staff should be encouraged to contribute to the development of science and technology. For this reason, it is the objective of KUST that any member of the University who invents a patentable device or procedure should benefit financially from its commercial exploitation wherever possible. While KUST could claim rights in all inventions of faculty or staff members that are in any way related to their employment, to do so would be inconsistent with that objective. At the same time, however, patentable inventions resulting from the creativity of KUST faculty and staff also may reflect significant investments of University resources. Under some circumstances, therefore, it will be appropriate for KUST to share in the proceeds of an invention's commercialization. The objective of this Patent Policy is to define the relative rights of faculty/staff inventors and KUST in a variety of different situations.

Obviously, a Policy such as this one cannot anticipate all cases that may arise or dictate exactly how each case will be categorized in terms of that Policy when it does arise. Under this Policy, such determinations are to be made by the President, acting on the advice of a standing Patent Committee, which shall have a membership of five, including no fewer than three members of the full-time faculty, one of whom shall serve as Chair. Decisions of the Patent Committee shall be made by a majority of the members present and voting at any regularly scheduled or specially called meeting, except that no decision of the Committee shall be effective unless it has the support of at least two full-time faculty members.

In order for the provisions on the division of rights in inventions outlined below to be put into effect, this Policy requires that any member of the KUST faculty or staff who believes that he or she may have devised a patentable invention, under any circumstances and without regard to whether such invention was devised on University premises or with the use of University facilities, shall immediately notify the President. The President shall submit the notification report to the Patent Committee within 30 days of receiving it, or 30 days from the start of the academic year in the event a notification is submitted between May 31 and August 30, whichever shall be longer.

The Patent Committee shall have 90 days, or in the case of a notification received by it between May 31 and August 30, until November 30, whichever shall be longer, in which to respond to a report of a possibly patentable invention by indicating into which of the categories detailed in this Policy that invention falls. During this period, the faculty/staff member may publish accounts of his or her invention, in accordance with the ordinary academic or professional practice. The President shall inform the faculty or staff member of the university's decision within 15 days from receiving the recommendation of the Patent Committee, or 15 days from the end of the specified review period of the Committee, whichever is shorter. The President's response will specify the manner in which rights in the invention shall be apportioned between the individual inventor, KUST, and any third-party grantor or sponsor.

Forms

1. Position Request Form
2. Job Description Form
3. Search Committee Form
4. Academic Activity Form
5. Lodging Conditions and Rules
6. Travel Conditions and Rules
7. Leave Form
8. Grievance Form

Faculty members must check with the Department of Administration and Human Resources to obtain copies of forms.