



# **ASIAN UNIVERSITY FOR WOMEN**

**University Handbook  
2019-2020**

**August 1, 2019**

**Version Control Table**

<b>Version Number/Date</b>	<b>Reviewed by</b>	<b>Next Action</b>
Version 1 AY 2016-2017	Approved by AUW Board of Trustees	Updates for AY2017-2018
Version 2 AY2017-2018	AUW Management – factual updates	Updates for AY2018-2019
Version 3 AY2018-2019	AUW Management – factual updates	Updates for AY2019-2020
Version 4 AY 2019/20	AUW Management – factual updates	Updates for AY2020-2021

### **VALIDITY OF THE UNIVERSITY HANDBOOK**

The University Handbook is adopted by the Board of Trustees as a general guideline of the organization and operations of the University and is valid from the time of publication. It is subject to periodic review by the Board of Trustees and factual and minor updates by the university management. Such updates will be circulated to all faculty, students and staff, and incorporated in the Handbook at the beginning of each Academic Year. Questions and suggestions about the University Handbook should be directed to the University Registrar.

## Preamble

In furtherance to the “Recitals” stated in the AUW Charter<sup>1</sup>,

1. There exists an urgent need to create and sustain centers of excellence in education for Asian women in general and in particular for women from the rural, poor<sup>2</sup> and other disadvantaged populations.
2. The Government of Bangladesh places high priority on improving the condition of women and on strengthening the quality of education as a means of advancing national development and desires to host and support the University in Bangladesh.
3. The International Support Committee and the Foundation desire to establish and maintain the University as a high quality university accessible to talented Asian women in general and in particular women from the rural, poor or any other disadvantaged background.
4. The Government of Bangladesh, the International Support Committee, and the Foundation entered into a Binding Memorandum of Understanding, dated as of January 31, 2002, as amended. The Binding Memorandum of Understanding, as amended, contains provisions with respect to non-expropriation, choice of law, arbitration, and confidential information that will survive any termination of the Binding Memorandum of Understanding and the ratification and enactment into law of this Charter by the Parliament of Bangladesh.

The Government of Bangladesh, through an Act of Parliament, adopted the AUW Charter on October 8, 2006.

The AUW Charter is a public document, available at <http://www.auw.edu.bd/about/auw-charter/>

As per Article 3 of the AUW Charter, the University:

- a. The University is an institution of higher education for women in liberal arts and sciences and other selected programs approved by the Board of Trustees. The University strives to (1) identify exceptional talent among Asian women, particularly those from rural, poor or any other disadvantaged background, (2) assist these women in their preparation for university entrance, and then (3) recruit them for and provide them with an education of high quality and relevance at the University.
- b. The University is a body corporate having perpetual succession and common seal with power to engage in any lawful act or activity for which a body corporate may be organized under the laws of Bangladesh. Including without limitation, to acquire, hold, and dispose of both movable and immovable property and to sue and be sued in its name. The University is an autonomous and international center for research, education, training, and outreach. The University has authority to grant academic degrees, honors, and honorary degrees and to seek and obtain accreditation from any academic accrediting organization inside or outside Bangladesh.
- c. The University will establish and maintain the first campus of the University in Bangladesh and may, from time to time, establish and maintain outreach programs, support organizations, affiliated entities, or other campuses in Bangladesh or elsewhere.
- d. The University will admit women students from all Asian countries. It will recruit a minimum of 25% of the women from amongst the students who are Bangladeshi Nationals.
- e. The University is a non-profit organization. All income or property of the University will be used in attaining and promoting the educational purposes, activities, and objectives for which the University is established as provided in this Charter. No part of the income or property of the University may directly or indirectly be paid or transferred otherwise than for valuable and sufficient consideration to any of its Trustees or employees by way of dividend, gift, division, or otherwise in any manner by way of profit. The University may compensate its Trustees, employees, and independent contractors for services rendered to the University.

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<sup>1</sup><http://www.auw.edu.bd/about/auw-charter/>

<sup>2</sup>For the purpose of this Handbook, further in the text students from ‘poor’ background will be referred to as students from disadvantaged socio-economic background

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## Definitions

Capitalized terms used in the University Handbook have the meanings assigned to them as follows:

Academic Actions	Formal steps taken by the University in cases where students do not meet the standards set out in academic policies and regulations.
Academic Board	The chief AUW academic governance body which approves academic policies and regulations, oversees the academic standards and quality University and authorizes academic wards of the University, and provides advice to the Vice Chancellor on the strategic direction of the AUW's academic activities.
Academic Community	All faculty members of AUW in pre-access, access and undergraduate
Academic Programs	Taught programs which comprise of formal classroom engagement and lead to a certificate or credit toward graduation.
Academic Support Staff	Staff who provide direct support for teaching and learning.
Access Academy (AA)	Academic Program offered prior to entry to the Undergraduate Program.
Accreditation	Formal process of by which colleges, universities and other institutions of higher learning are evaluated
Alumnae	All graduates of AUW Academic Programs
Alumnae Association	Organization of AUW graduates established to support a life-long engagement the University, its students, and among graduates.
AUW	Asian University for Women.
AUW Charter	Official founding document of the University, adopted by the Parliament of Bangladesh (Asian University for Women Act 2006)
Board of Trustees	University governing body
Chancellor	Titular head of the University, non-executive.
Commencement	Official ceremony held to award AUW Degrees.
Degree Programs	Academic Programs that lead to a formal academic award (Bachelor's, Master's, Doctoral Degree, Honorary Degree).
Employees	All staff under employment contract with AUW.
Faculty	All academic staff under employment contract with AUW.
General Education Core Program	Credit-bearing toward a Degree, common to all students.
Handbook	A formal document containing University policies and guidelines.
Pathways for Promise	Academic Program offered prior to students' entry into Access Academy.
Policy	An official document of the University outlining sets of rules, approved by the Board of Trustees.
Pre-Access Academy (PAA)	Academic Program offered prior to students' entry into Access Academy.
Professional Training Programs	Programs offered by the University for specific training purposes.
Registrar	Chief Operating Officer of the University
Senior Officer	An employee of the University authorized to represent the University signing formal documents and attending official occasions. The officers are the Vice-Chancellor, the Dean of Academic Affairs, the University Registrar and the Chief Finance Officer.
Staff	Administrative employees of the University.
Students	Formally admitted and enrolled at the University.
The University	A legal entity established under the AUW Charter.
Transcript	An official document issued by the Academic Registry of AUW, with course details, grades and Grade Point Average.
Trustee	A member of the AUW Board of Trustees
Vice Chancellor	The chief executive officer of the University.



## Chapter I: Mission, Vision and Goals

Founded in 2008, the Asian University for Women (AUW) is an independent, international university in Chittagong, Bangladesh, seeking to educate a new generation of leaders in Asia. AUW admits students solely on the basis of merit, regardless of their family's income level, and most are on full scholarship, with many as the first in their family to attend university. AUW offers two one-year, pre-collegiate bridge programs called Pathways for Promise, and the Access Academy, as well as a three-year undergraduate program based in the Liberal Arts and Sciences tradition. The University is committed to achieving the graduation of generations of women leaders who will tackle their countries' social, economic, and political issues while collaborating across cultural, ethnic, and religious lines.

### Mission

The founding mission of AUW, as defined in the AUW Charter, is to improve the condition of Asian women in general and in particular women from rural, poor and other disadvantaged populations, including those who are refugees or otherwise deemed to be stateless, by creating and sustaining and institution of higher education for women in the liberal arts, sciences, and other selected programs approved by the Board of Trustees. [*By-Laws of the Asian University for Women*, January 1, 2012]

### Vision

The Asian University for Women seeks to graduate women who will be skilled and innovative professionals, service-oriented leaders in the businesses and communities in which they will work and live, and promoters of intercultural understanding and sustainable human and economic development in Asia and throughout the world.

### Goals

1. To educate Asian women to become highly motivated and effective professionals, leaders, and service-oriented citizens;
2. To provide a vibrant and diverse residential learning community where highly talented women and those with uncommon potential from many cultural and religious backgrounds can grow both intellectually and personally;
3. To create a student-focused learning environment where the humanities and natural and social sciences establish a broad base of inquiry, where disciplinary and independent studies provide learning depth, and where applied studies in both the general studies and majors' curricula require students to link theoretical understanding with contemporary issues and challenges facing Asia and the world;
4. To focus student learning on the acquisition of intellectual abilities, reflective personal growth, leadership abilities, and a service-oriented outlook.

As an institution of higher education, AUW further commits to:

1. Education offerings, based on the Liberal Arts tradition, in Social Sciences and Sciences of relevance to the region, comprised of:
  - a. Degree Programs at Bachelor's, Master's and Doctoral level;
  - b. Academic Programs to enhance the students' preparedness for university-level study;
  - c. Professional Training Programs to serve the needs of women employment and equitable career development in the region;
2. Producing new knowledge in the fields of humanities, science and social science, through scholarship, research, publications and other forms of dissemination;
3. Engaging the Academic Community and its Alumni in a lifelong cycle of learning, social outreach, and service for the improvement of the condition of Asian women and communities in the developing countries of Asia;

4. Preparing Students to acquire, expand and apply knowledge in their chosen fields of study;
5. Developing in Students and Employees the core characteristics as embodied in the AUW “Core Curriculum”
  - a. (General Education Requirement);
6. Providing Students and Employees with the learning skills for long-term personal and professional development;
7. Enabling Students and Employees to learn and communicate in an English language environment;
8. Promoting intellectual, cultural and scientific collaboration with national and international partners; and
9. Promoting Bangladesh and Asia’s intellectual competitiveness in the region and beyond.

## Chapter II: Underlying Principles and Identity

### Underlying Principles

AUW is based upon the principles of academic rigor, institutional integrity and personal honesty.

The University is established on the basis of the fundamental principle of academic freedom. In accordance with this principle, all members of the academic community of the University, including, without limitation, administrators, officers, faculty members, and other teaching, research or library staff members, technicians, experts, and students, have the right to freedom of opinion, belief, and expression in teaching, studying, speaking, conducting research, and publishing the results of research or opinion or analysis or any other scholarly, academic, or other publications. [AUW Charter, Article 5.b.]

AUW’s curriculum, teaching and research contents, programs, goals and priorities will not be offensive to any religious, cultural and social beliefs & values. [AUW Charter, Article 5.c.]

### Management Principles

1. **Not-for-profit** or the principle of an education institution where its main objective is to not seek profit. All income or property of the education institution is reinvested attaining and promoting the educational purposes, activities, and objectives for which the University is established;
2. **Quality**, or the principle that all systemic activities of the education institution fulfil or exceed the internal or external standards set by the Board of Trustees, donors, accreditation bodies or professional accreditation organizations; and take account of external good practice.
3. **Accountability**, or the principle ensuring the capacity and commitment of the education institution to be accountable for all the activities implemented for the stakeholders, in accordance with the AUW Charter, University rules and regulations;
4. **Transparency**, or openness and the capacity of the education institution to present information that is relevant in a timely manner, in accordance with the rules and regulations, as well as reporting standards, that are valid for the stakeholders; and
5. **Non-discrimination**, or the principle ensuring that AUW provides equal opportunity to all Students and Employees, regardless of racial, ethnic, national, political or religious affiliation or background, disabilities, age, gender and sexual orientation, in administering its educational, admissions, employment, scholarship and other policies or University administered programs.

### Quality Assurance and Institutional Effectiveness

In fulfillment of its overall Mission, Vision and Goals, AUW will comply with the AUW Charter and demonstrate public accountability for the quality of education in keeping with its university status; establish an effective organizational structure, with deliberative and consultative mechanisms, and management systems for self-evaluation and external review or audit.

## Identity

AUW is an autonomous institution [AUW Charter, Article 5.a.], established through an Act of the Parliament of the Republic of Bangladesh (the Asian University for Women Act 2006). It adheres to best practice in international education, with a specific focus on the education needs of Asian women, through a purpose-designed General Education Core Program in the liberal arts and sciences. The medium of instruction at AUW is English.

## Logo

AUW has a logo as follows:



The AUW logo is officially registered by the United States Patent and Trademark Office as of July 28, 2015. The Registration Certificate is available at:

<https://docs.google.com/document/d/1G82-fSC1S44HD6vtc7cEJgD1lb65RkKm2aLiiNYjOJM/pub>

The logo design is based on a flowering lotus, found in the flora of many East and South-East Asian countries, a symbol of the talent and promise embodied by AUW students.

Templates of official AUW letterhead, power point presentation, degree and certificate parchments, business cards, and other University stationery will be approved by the Board of Trustees.

Unauthorized use of the logo or university stationery bearing the logo is strictly prohibited.

## Academic Attire

On formal occasions, such as University Commencement, graduating Students, members of the Board of Trustees, the Chancellor, the Vice-Chancellor, the Registrar and the faculty wear an academic gown and cap.

The AUW academic attire is approved by the Board of Trustees on the advice of the Academic Council.

## Chapter III: University Governance

As per AUW Charter,

### Board of Trustees

The Board of Trustees governs the University under the AUW Charter, determines the University's teaching and research content, programs, its goals and priorities, determines the means the University will devote to achieve its goals and priorities, determines the University's academic organization and policies with respect to hiring, retention, promotion, and termination of faculty and other employees, admission, retention, graduation, and expulsion of students, fees and rates of tuition, academic discipline, certification, examination, award of monetary scholarships or grants, award of academic degrees, honorary degrees and any other recognitions, prizes or awards, and accreditation. [AUW Charter, Article 5.a. page 8992]

## Functions of the Board of Trustees

The direction, management, and administration of the affairs of the University are overseen by the Board of Trustees. , , the Board of Trustees has power to:

1. do and perform all acts that the Board of Trustees considers appropriate for the attainment of any or all of the purposes, activities and objectives for which the University is established as provided in the AUW Charter;
2. exercise all powers of the University under the AUW Charter;
3. supervise the affairs of the University;
4. produce, take, receive, lease, take by gift, devise or bequest, or otherwise acquire, own, hold, improve, use, and otherwise deal in real or personal property or any interest in real or personal property;
5. sell, convey, mortgage, pledge, lease, exchange, transfer, and otherwise dispose of all or any part of the University's assets, except the Campus Land;
6. purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, use, employ, sell, mortgage, lend, pledge, or otherwise dispose of, and otherwise use and deal in and with, shares or other interests in, or obligations of, other domestic or foreign corporations and obligations of the Government of Bangladesh or any other government, state, territory, governmental district or municipality, or any instrumentality of any government;
7. enter into contracts and incur liabilities;
8. determine the teaching and research content and programs of the University and its goals and priorities;
9. determine the terms of any participation of students in the governance of the University;
10. establish the University's departments, schools, and any other units of academic or administrative organization;
11. determine the University's policies with respect to admission, retention, graduation, and expulsion of students;
12. determine the University's policies with respect to fees, rates of tuition, academic discipline, certification, examination, award of monetary scholarships or grants, award of academic degrees, honorary degrees and any other recognitions, prizes, or awards and accreditation; due care shall be given to the poor students in granting scholarship or to the exemption of tuition fees;
13. approve courses of studies and research work and other related activities to be conducted in the University;
14. authorize the University to request and receive funds from aid-giving agencies, governments, foundations and other governmental and non-governmental institutions, and individuals;
15. authorize the University to borrow money or raise loans in accordance with the applicable laws and regulations of the countries in which the funds are borrowed;
16. appoint the Chancellor and the Vice Chancellor and terminate the services of either of them;
17. establish all positions in the University that the Board of Trustees considers appropriate to be established by the Board of Trustees;
18. appoint or promote persons to, or terminate persons from, all positions in the University that the Board of Trustees deems appropriate to be appointed, promoted or terminated by the Board of Trustees;
19. delegate to the Vice Chancellor or any other Officer of the University authority to establish all positions in the University that the Board of Trustees considers appropriate to be established by the Vice Chancellor or other Officer of the University;
20. delegate to the Vice Chancellor or any other Officer of the University authority to appoint or promote persons to, or terminate persons from, all positions in the University that the Board of Trustees deems appropriate to be appointed, promoted, or terminated by the Vice Chancellor or other Officer of the University;
21. determine employment policies and practices of the University, including, without limitation, policies with
  - a. respect to hiring, retention, compensation, promotion, privileges, and termination of employees and any
  - b. policies under which the Board of Trustees may grant and revoke, or delegate to the Vice Chancellor the
  - c. authority to grant and revoke, academic tenure of faculty members, other teaching, research or library staff
  - d. members, technicians, and experts; and
22. examine and approve the budget for the University on an annual basis or on any longer or shorter periodic
  - a. basis that the Board of Trustees deems appropriate. The University will inform the Ministry of Education from
  - b. time to time of the academic and financial activities as and when necessary. [AUW Charter, Article 5.g.]

## Board of Trustees Members

The Board of Trustees shall consist of no fewer than nine (9) persons and no more than twenty-two (22) persons (each a Trustee), including two Government of Bangladesh officials serving as *ex officio* members, with the number of persons who shall constitute the entire Board being fixed by resolution of the Board from time to time so long as it also conforms to the provisions set forth in the AUW Charter. [*By-Laws of the Asian University for Women*, January 1, 2012, Section 2]

Current list of Board of Trustee members is available at <https://asian-university.org/who-we-are/governance/>

## Operation of the Board of Trustees

The operation of the Board of Trustees, including Trustee elections, term of service, meetings and documentation, standing committees, advisory boards and advisory committees, are set out in a separate document, *By-Laws of the Asian University for Women*, adopted January 1, 2012.

## Standing Committees of the Board of Trustees

The Board of Trustees has established Standing Committees to review and discuss University matters between regular Board meetings, and report to the Board of recommendations and interim decisions made. The role and responsibility of each Standing Committee is defined in the *By-Laws of the Asian University for Women*, January 1, 2012, Article III].

## Chief Patron of the University

The Prime Minister of the People's Republic of Bangladesh is the Chief Patron of the University. [*AUW Charter*, Article 5.f.]

## Advisory Committees and Advisory Boards

Consultative advisory committees and/or advisory boards, together with sub-committees and sub-boards thereof (collectively, the Advisory Committees and Advisory Boards) may be appointed by the Executive Committee of the Advisory Committees or Advisory Boards shall have only the role assigned to them by the Board. [*By-Laws of the Asian University for Women*, January 1, 2012, Article IV]

### Council of Patrons

<https://asian-university.org/who-we-are/governance/>

### Bangladesh Board of Advisors

<https://asian-university.org/who-we-are/governance/>

## Chapter IV: AUW Support Foundation

The AUW Support Foundation, a 501(c)(3)-registered nonprofit organization based in Cambridge, Massachusetts, US, is the principal source of funding mobilization for the Asian University for Women in Chittagong, Bangladesh.

### Board of Directors of the AUW Support Foundation :

<https://asian-university.org/who-we-are/governance/>

## Chapter V: Academic Council

The role of the Academic Council is to approve academic policies, oversee the academic standards and quality of the academic activity, authorize awards of the University, and provide advice to the Vice Chancellor on the strategic direction of the AUW's academic activities.

### Purpose

The Academic Council is responsible for overseeing academic governance and the student experience:

### Terms of Reference

Subject to the requirements of validation and accrediting bodies, the Academic Council is responsible for:

- directing the University's Academic Strategy;
- constituting external academic panels and working groups as appropriate;
- setting mechanisms for assuring quality and standards of the provision;
- approving and regulating schemes of study and assessment leading to University awards;
- granting degrees, honorary degrees, diplomas, certificates and other academic awards to persons who have pursued a scheme of study approved by the Academic Council.
- prescribing conditions under which persons may be admitted to the University and any scheme of study or research, and to determine by Regulations or otherwise, the conditions under which students shall be permitted to continue their studies in the University;
- approving the regulations;
- regulating the discipline of students of the University;
- receiving reports of the proceedings of its sub- committees and to give directions to, and consider recommendations from such committees;
- considering the development of the academic activities of the University and the resources needed to support them, and for advising the Vice- Chancellor and the Board of Trustees accordingly;
- advising on such other matters as the Trustees or the Vice-Chancellor may refer to the Academic Council;
- establishing such committees as it considers necessary for carrying out its responsibilities, and may delegate powers to such committees provided that each establishment and delegation is approved by the Vice-Chancellor and the Board of Trustees. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic Council.

### Composition

#### Voting Members:

Vice Chancellor (Chair)  
Dean of Faculty and Academic Affairs (Vice Chair)  
Full time UG Faculty  
Student Government Representative

#### Co-opted non-voting members:

University Registrar (Secretary to the Council)  
Chief Financial Officer  
Access Academy Director  
Pathways for Promise Director  
Head of Academic Registry

## Voting rights and quorum

Voting members have equal voting rights, but the Chair has the casting vote. Co-opted non-voting members are invited to attend meetings of the Academic Council in professional expert capacity and to advise on implications of policy deliberations in matters of budget, infrastructure, and implementation. No business will be transacted at any meeting of the Board unless a quorum is present. The quorum is one-half of the voting members of the Academic Council.

## Frequency of meetings

Three per year

## Standing Committees of the Academic Council

The Academic Council will establish Standing Committees to review and discuss academic matters between regular meetings, and report to the Board with specific recommendations.

1. Learning, Teaching and Quality Assurance Committee
2. Research and Ethics Committee (formerly Institutional Review Board)
3. Student Experience Committee
5. Academic Actions Committee.

All members of the Academic Council are expected to participate in the Standing Committees, with a maximum of three (3) Committee memberships. Committee membership will be confirmed at the beginning of each academic year, on a rotating basis and based on experience and expertise.

Academic Council Standing Committees may co-opt heads of administrative departments, and additional members of the Student Government. The Vice-Chancellor will appoint a Chair for the Committee and the University Registrar will appoint a Secretary.. Academic Council and its committees and working groups will follow the operational standards and guidelines approved by Academic Council in March 2019.

## Chapter VI: University Leadership

### The Chancellor and the Vice-Chancellor

The Chancellor is the titular head of the University and may not serve as an Officer of the University. The Vice Chancellor is responsible to the Board of Trustees for the leadership of teaching, research and other activities of the University.. The Chancellor and the Vice-Chancellor will also have such powers that the Board of Trustees deems appropriate to for delegation providing that such powers do not conflict with law, the *AUW Charter*, and the *By-Laws of the Asian University for Women*, or the best interests of the University. [*By-Laws of the Asian University for Women*, January 1, 2012, Article V]

The Chancellor and the Vice-Chancellor are appointed by the Board of Trustees. The Vice-Chancellor reports to the Board of Trustees.

### Dean of Faculty and Academic Affairs

The Dean of Faculty and Academic Affairs is responsible for the development and oversight of all academic areas—the Undergraduate Program, Access Academy, Pathways for Promise, the Summer School, Study Abroad Program, external reviews of all academic programs and centers; oversight and monitoring of student learning objectives and

outcome assessment for all programs at the university; faculty recruitment, hiring, development, mentoring, and evaluation; creating an annual budget for academic programs; building new, and strengthening existing, partnerships with other universities; assessing admissions methods and policies to ensure AUW's commitment to preparing women from all strata, and particularly students from disadvantaged socio-economic background, is fully realized.

The Dean of Faculty and Academic Affairs reports to the Vice-Chancellor and is appointed by the Board of Trustees.

## University Registrar

The University Registrar is responsible for the supervision and management of all administrative and operational functions and support services. The University Registrar develops and implements operational plans for the support services. The Registrar co-ordinates relations and communications with the offices of the Government of Bangladesh, ensures all AUW policies and practices (including tax payments, payroll processing, etc.) are compliant with the laws and regulations of the of the People's Republic of Bangladesh; oversees AUW's risk management functions. Subject to the decisions of the Board of Trustees and the Vice-Chancellor, the University Registrar has to power to enter into agreements, sign official and legal documents and authenticate records on behalf of the University.

The University Registrar serves as the Secretary to the Board of Trustees.

The University Registrar reports to the Vice Chancellor and is appointed by the Board of Trustees.

## Chief Financial Officer

The Chief Financial Officer is responsible for the financial and accounting operations of the University, budget preparation and execution after Board of Trustees approval, financial control and oversight of the appropriate use of University resources. The Chief Financial Officer supervises cash management, accounting, financial aid and student disbursements, internal and external audits, as well as functions related to University controller

The Chief Financial Officer reports to the Vice Chancellor and is appointed by the Board of Trustees.

## Officers of the University

The Vice Chancellor, the Dean of Faculty and Academic Affairs, the University Registrar and the Chief Financial Officer, are the Officers of the University for all official purposes and carry specific executive responsibilities delegated to them by the Board of Trustees.

Collectively they form the University Executive, which provides day-to-day support to the Vice Chancellor in fulfilling the management duties and responsibilities of the University leadership.

## Chapter VII: Academic Organization

The University's academic organization is structured around non-degree and degree academic programs, as approved by the Board of Trustees.

### Non-Degree Academic Programs

The University offers two (2) academic programs designed for students who need additional English language training (Pathways for Promise/Pre-Access Academy), and for students who need enhancement of learning skills and preparation for an international English-taught undergraduate curriculum (Access Academy). Both programs last one academic year each, and are entry points for students, depending on their admissions assessment. Normally, students will progress from Pathways for Promise into Access Academy, and into the Undergraduate Program. Students who do not meet the requirements to progress into the next level may exit the program with a Certificate of Attendance and transcript of courses taken.



Non-degree academic programs are approved by the Board of Trustees, and led by Program Directors who report to the Dean of Faculty.

## **Degree Programs**

The University offers Degree Programs leading to the Bachelor of Arts and Bachelor of Science, in selected social sciences and sciences. Degree Programs build upon a liberal arts core curriculum, General Education Requirement, offered in the first and second year of undergraduate study. Students select a Major (at the end of the first undergraduate year, with options to select a Minor or free elective courses in fulfillment of degree credit requirements.

The General Education Requirement, Major and Minor mandatory courses, and elective courses are structured in specific Degree Plans, which are used to advise students and audit toward the fulfillment of degree requirement and graduation.

Degree programs are led by Heads of Program appointed by the Vice Chancellor from within the faculty for a fixed term of service of two (2) years, which can be renewed once. Heads of Program report to the Dean of Faculty.

Each study program is coordinated by a Program Coordinator appointed from within the faculty for a fixed term of service of two (2) years, which can be renewed once. Program Coordinators report to the respective Program Chairs.

## **Other Special Programs**

The University may introduce other Special Programs. Such programs may be offered as non-degree or credit-bearing toward a degree, for varying duration and purposes.

## **Academic Policies and Regulations**

Academic policies and regulations are managed by the Dean of Faculty and Academic Affairs and the University Registrar under the oversight of Academic Council. The University Registrar is the source of guidance on the interpretation of policies and regulations.

## **Academic Year**

The academic process of AUW is organized on the basis of an Academic Year, which normally begins in late August and ends in July of the following year. The Academic Year consists of three semesters: Fall Semester (Semester I), Winter Semester (Semester II) and Summer Semesters. The Fall and the Winter Semesters last up to 16 weeks, with a semester break. The Summer Semesters may last up to 5 weeks and will be organized around specific national holidays.

## **Academic Calendar**

The University will publish an annual Academic Calendar, including the duration of each semester, important dates for Orientation, Registration, Add/Drop of Courses, major University events, and Public Holidays. All members of the University are required to observe the Academic Calendar and plan accordingly.

The Academic Calendar is managed by the Dean of Faculty and Academic Affairs and the University Registrar under the oversight of Academic Council.

## **Chapter VIII: Academic Support Units**

Faculty and Students have access to specific Academic Support Units of the University in order to fulfill their teaching and learning objectives. Academic Support Units are led by Heads or Coordinators, who report to the Dean of Faculty and Academic Affairs.

## **Academic Registry Office**

The Academic Registry Office is responsible for maintaining all student records, as well as records of faculty courses and teaching assignments. The Academic Registry manages course collection, scheduling, registration, add/drop and withdrawal of courses, following approval from the Dean of Faculty and Academic Affairs. In conjunction with Program Heads and Program Coordinators, the Academic Registry conducts audits on student fulfillment of credits toward degree and graduation and advises of issues related to insufficient credit, attendance, withdrawal and other matters related to the implementation of the University Academic Policies.

The Academic Registry Office is responsible for classroom reservation, providing logistical support for conducting classes and other academic activities, scheduling, final exams, maintains student records of enrollment, attendance and graduation. Academic Registry Office is the only office of the University authorized to issue official Transcripts, Diplomas and Degree parchments.

## **University Library**

The AUW Library supports the University's mission and vision by providing access to print and online collections that foster learning, teaching, and research. The library also seeks to enrich the life of the AUW community by providing practical information, and resources for recreational reading and intellectual exploration and growth.

## **Physical Education Curriculum**

Undergraduate students are required to complete three (3) semesters of physical education in order to graduate. Students enrolled in Pre-Access Academy and Access Academy also participate in regular physical education classes.

## **Writing Center**

The AUW Writing Center works with all students at any time during the writing process, providing one-on-one instruction and group workshops to enable students to become confident writers.

## **Science and Mathematics Center**

Learning and understanding science and mathematics are essential in the liberal arts education framework because it prepares students with the proper mindset and skills to solve, analyze, and understand real life problems. The mission of AUW Science & Math Center (SMC) is to help all the students who have difficulty in solving scientific and mathematical problems in their courses and to provide a safe space among peers for the ease of learning.

## **Center for Teaching and Scholarship**

The Center for Teaching and Scholarship provides support and service for faculty members to develop their teaching (e.g. course design, pedagogical skills, and assessment) and scholarship (e.g. publishing, grant writing, research collaborations). The Center for Teaching and Scholarship is led by a Coordinator, appointed from among the faculty members on a rotating basis for a term of two (2) years, and extended for a maximum of one more term.

## **Laboratories and Special Facilities**

The University maintains Laboratories and Special Facilities required for teaching and research in the sciences, as well as social sciences. The Laboratories are managed by Lab Technicians who report to the Program Chair. Special Facilities for teaching and research may be established from time to time on the request of the Program Chairs and approval from the Board of Trustees, subject to budget availability.

## Teaching Assistants

AUW faculty may use the help of Teaching Assistants from among the senior undergraduate students, or specialist Teaching Assistants as required by their subject and approved by the Dean of Faculty and Academic Affairs.

## Faculty Support Office

The Faculty Support Office manages logistical support for faculty from the point of hiring, to arrival and orientation to the campus and residential procedures, including faculty residential housekeeping and carries out a range of administrative duties in support of the Dean of Faculty and Academic Affairs and the University Registrar. The Faculty Support Office also coordinates to major university-level events, such as the Commencement Ceremony.

## Chapter IX: Admissions Office

### Admissions Office

The Admissions Office is responsible for the recruitment of students to AUW and the admissions process leading to an offer of admission and enrollment. AUW recruits students from the entire Asian continent, with a specific focus on its mission and vision. As such, AUW must maintain a wide network of contacts and organizations willing to support its recruitment efforts. The Admissions Office is responsible for developing and maintaining the University recruitment network, liaising with individual contacts and agents, organizing recruitment outreach and events and collecting all applications to AUW. In addition, the Admissions Office conducts admissions examinations, assessment of applicant documents and making official offers of admission.

The Admissions Office is the only office of the University authorized to issue an offer of admission to AUW.

The Admissions Office follows the University Admissions Policy.

The Admissions Office is led by a Director of Admissions who reports to the Vice-Chancellor and maintains an operational link to the University Registrar. The Director of Marketing & Student Recruitment also reports to the Vice-Chancellor with an operational link to the University Registrar.

## Chapter X: Students

### Student Admissions

AUW admits female students only, who are citizens of Bangladesh or foreign nationals, as students, in accordance with the AUW Admissions Policy.

AUW is committed to providing higher education to Asian students who have demonstrated potential but may not have the financial ability to enroll, in particular women from the rural, of disadvantaged socio-economic background, as well as other disadvantaged populations. AUW also admits Students who are able to support themselves financially.

In admitting students to the University, AUW shall adhere to its non-discrimination principles.

### Student Status

Student status is granted to Students who enroll in any of the AUW Academic Programs as non-degree or degree Students.

Students admitted for study at the University who are nationals of countries other than Bangladesh, and their spouses and/or dependents, are subject to the Government of Bangladesh immigration rules and regulations. Foreign nationals will be required to obtain a visa from the Bangladesh Embassies in their respective countries, or if there is no Bangladesh Embassy present in the relevant country, from any other Bangladesh Embassy or upon arrival at an international airport in Bangladesh. In each case, the visa will have to be obtained for the entire duration of the period of study at one time or more than once for which the University has admitted the relevant student. However, terms

and conditions of visa issuance may be regulated by any relevant visa agreement between Bangladesh and the country of the student's nationality. [AUW Charter, Article 9]

The provisions for Student enrollment, progression and graduation are regulated by the AUW Academic Policies and Regulations

## Cancellation of Student Status

AUW may cancel the Student status in the case of:

1. death;
2. withdrawal based on personal request;
3. expiration of the prescribed period of study without completion of the requirements;
4. proven involvement in criminal actions; and
5. proven violation of AUW Policies.

The provisions for the cancellation of student status are defined in the policies and regulations for student discipline and academic actions.

## Student Rights

AUW students have the right to,

1. academic freedom, with the responsibility to pursue the academic discourse in an academic program, based on the AUW academic norms, Honor Code and regulations;
2. participate in a comprehensive learning experience, focused on knowledge acquisition, personal development, the development of skills and competencies, and character formation;
3. use AUW facilities and infrastructure within the boundary of pursuing a meaningful learning experience;
4. receive guidance from academic advisors and faculty members responsible for a particular Academic Program;
5. receive information related to enrollment, progress, and achievement during the course of the study;
6. receive support related to personal development, student activities, residential life, counseling and career guidance;
7. complete study earlier than the period prescribed, if the student meets the requirements for credit recognition and transfer, and applicable AUW Academic Policies and Regulations.
8. provide feedback on their student experience in AUW; and
9. participate through election in the Student Government.

## Student Responsibilities

AUW Students are responsible for:

1. upholding the AUW mission, vision and goals;
2. maintaining good academic environment and campus life by respecting cultural diversity and differences of every individual on campus;
3. complying with AUW statute, rules and policies;
4. fulfilling the standards for continuous registration and showing evidence of satisfactory progress;
5. respecting and appreciating the distinctive AUW curriculum based upon liberal arts education;
6. guarding the reputation and credibility of AUW;
7. maintaining the proper use of AUW facilities and infrastructure;
8. paying fees and fines that are levied and regulated by the AUW policies and procedures; and,
9. treating AUW staff and property with respect.

## Academic Honor Code

AUW Students must observe the Academic Honor Code published in the *Student Handbook*. Students who violate the Code will be sanctioned in accordance with the disciplinary procedures and Academic Actions regulations.

Students are prohibited from conducting activities which disturb the academic process and environment, including but not limited to violence, defamation, destructive actions, harassment and bullying. Sanctions will be determined by the University in accordance with the disciplinary procedures.

## Student Clubs

Student clubs may be established based on student initiatives, interests and special projects. Student clubs support the development of students' skills and experience of leadership, teamwork, service, fostering commitment to AUW's principles, social values and community development. The Office of Student Activities supports the establishment and operation of student clubs.

## Student Government

AUW Students elect a Student Government as their representative body. Student participation in the governance bodies of the University is selected from among the members of the Student Government.

The Student Government is a self-governing organization, representing the interests of AUW Students. The government body is made up of five elected members (President, Vice President, Secretary, Treasurer, and Access Academy representative) and a class representative for each class represented in the AUW student body (UG 1/2/3/4, AA and PAA). The elections are facilitated by The Office of Student Activities each year.

The Student Government, advised by the Office of Student Activities and a faculty or staff advisor (nominated by Student Government officials), works with students and administration to improve the quality of student life at AUW.

## Alumnae

The University is developing an alumnae network as a means of keeping in touch with former students.

## Chapter XI: Student Support Units

AUW Students have access to specific Student Support Units of the University in order to fulfill their learning and personal development objectives. Student Support Units are supervised by the Dean of Students, who works closely to the University Registrar.

All student-related policies, as well as information about University Services for Students, are published annually in the *Student Handbook*.

## Office of Student Activities

The Office of Student Activities strives to meet the personal development and social needs of Students through co-curricular and extra-curricular activities including Student Clubs and Organizations, events, student publications, and supporting the work of the Student Government.

## Office of Residential Life

In recognition of the wide range of educational and social benefits derived from living in campus housing, AUW provides residential facilities for its students. All services related to student residential arrangements, policies and discipline matters are handled by the Residential Life Office which, in coordination with other Support Units, looks after the welfare, security and protocol matters.

## Career Development Center

The Career Development Center is designed to assist AUW Students with the professional skills and knowledge necessary for success in the workplace. The Center is a strong advocate of experiential education and professional development through arranging career planning workshops, internships, part-time jobs, and other forms of workplace experience. Professional experience outside the classroom environment complements each student's academic endeavors.

## Center for International Programs

AUW Students may participate in international study programs as well as exchange study programs facilitated by the University. AUW may also host exchange or visiting students from other universities. The Center for International Programs manages international study Student placements and exchanges, maintains all relevant institutional agreements, and provides advising to students participating in exchange programs.

## Chapter XII: Institutional Support Units

AUW provides a range of support services that enable its campus to function as a self-contained and organized community. Support services are available for all AUW community members, and are supervised by the University Registrar.

### Communications Office

The Communications Office is responsible for managing formal internal and external communications, maintaining the information on the AUW website, producing AUW promotional materials, catalogs, printed publications and AUW gift items. The Communications Office is the custodian of the use of the AUW logo, letterhead, and other AUW brand documents and items.

### Human Resources

The Human Resources Office is responsible for all matters related to employment at AUW, including managing the recruitment of faculty and staff, interviews and decisions, making offers of employment and issuing the contracts. Further, the Human Resources Office facilitates new employees' orientation, performance appraisal, organization development, and termination procedures. The Human Resources office manages employee benefits, such as annual leave, promotion, salary scale development, health plans, retirement plans, compensatory leave and pay, leave of absence, and other benefits.

The Human Resources Office is the only office authorized to issue employment contracts, official notices and termination documents.

The Human Resources Office follows the employment policies specified in the *AUW Faculty Handbook* and the *AUW Staff Handbook*.

### Information Technology

The Information Technology Office is responsible for the development and maintenance of the University Information Technology infrastructure, including but not limited to hardware and software, institutional licenses, Internet services provision, telephone services provision, access to the AUW email system and information databases, IT security and information distribution lists.

### Buildings and Facilities Management

AUW's campus comprises academic facilities, facilities for academic support, students, and institutional support, and residential facilities for students and faculty. The Maintenance Office is responsible for the regular upkeep and maintenance of all facilities, renovation, cleaning, supplies, and fire safety.

## Security and Protocol Office

The Security and Protocol Office is responsible for the overall safety and security of AUW students, faculty, staff and property. All security matters, both external and internal, including, but not limited, to security clearance of staff and students, handling of security matters arisen out of Government security and law enforcing agencies are handled by the Security Office. This Office maintains a 24/7 Security Control Room and subcontracted security guards who are available on campus on a 24-hour basis. The Security Office provides regular trainings on fire safety, earthquake safety and emergency evacuation and ensures execution of the same in time of need.

The Security and Protocol Office is assigned to dealing with all protocol matters, including obtaining visa for faculty, staff and students from the local visa office and providing necessary protocol to guests visiting AUW.

The Security and Protocol Office maintains a regular contact with the Chittagong Police and other law enforcement agencies and follows the Security Protocols adopted by the University.

## Food Services

AUW provides cooked meals on campus for its students, faculty and staff. A cafeteria, café and catered services are available to all members of the AUW community.

## Transportation Services

AUW provides transportation for members of its community who undertake organized participation in outdoor events, travel on business, or commute on a daily basis to and from the faculty residential facilities. Transportation schedules are available for each semester; special transportation requests can be directed to the Transport Office. While detailing a transport, official requirement will get priority.

## Procurement

Procurement of goods and services for the university is conducted in an open and competitive environment to ensure that prices paid are fair and reasonable. Purchasing activities are conducted in central Procurement Services and, with prior approval, by academic and administrative employees. Purchasing activities include obligations for proper transaction documentation, ethical behavior, adherence to government regulations, and compliance with university policies.

Procurement Services provides support to the university community in the selection, acquisition, use and disposal of goods and services by:

- a. Maximizing the university's purchasing power by focusing on strategic sourcing and obtaining the best value
- b. Leveraging its expertise in contract negotiations and supplier management to advantage the university
- c. Ensuring that purchases are made in accordance with all applicable university laws and policies
- d. Minimizing risk exposure while maintaining flexibility in procurement activity

## Health and Wellness Center

AUW maintains a Health and Wellness Center on campus. The center supports the wellbeing of the AUW community utilizing the concepts of primary health care to promote the physical and psycho-social wellbeing of the community. Trained and licensed physicians, nurses and psychologists provide a comprehensive array of health resources to support students, faculty and staff.

In addition, the center provides quality professional counseling and psychosocial support to students challenged by personal and situational issues which impact on their student experience. Counselors are Psychologist with extensive experience and training in counseling.

A detailed description of the services offered by the Health and Wellness Center, office hours, and contact details for doctor and nurses is published in the *Student Handbook*.

## Chapter XIII: Finance and Accounting

The Finance Office is responsible for all day-to-day transactional accounting for the University, establishing university accounting standards and procedures, creating and maintaining financial policies, ensuring statutory compliance, collection and accounting of fees, payroll processing, preparation of annual and long term budgets for the university, preparation of periodical financial statements, and establishing proper controls to ensure appropriate use of University resources.

Approval from Finance Office is always required before incurring any expenditure on behalf of the University.

## Chapter XIV: Human Resources Management

AUW is a multinational and multicultural community, employing faculty and staff on the basis of competitive selection procedures. As an organization, AUW is committed to best practice in organization development, professional development, nurturing talent and providing opportunities for growth.

The management of the AUW Human Resources is the responsibility of the Vice Chancellor and the University Registrar in accordance with the *Faculty Handbook* and *Staff Handbook*, approved by the Board of Trustees.

### Faculty

Faculty represent the academic staff of the University who are engaged in teaching, research, and administration. Faculty are responsible for the planning and delivery of all academic activities and educational process, such as course development, teaching, student advising, thesis supervision, research activities and activities related to academic governance and University service.

AUW faculty may be appointed on a full-time or part-time (adjunct) basis, and as visiting faculty.

Each faculty is assigned an academic rank on the basis of their qualifications and relevant professional experience, as follows: Professor, Associate Professor, Assistant Professor, and Instructor.

The appointment procedures are outlined in the Staff Handbook.

### Academic Support Staff

Academic Support Staff have the primary responsibility for facilitating the improvement and enhancement of academic activities. Academic Support Staff are appointed as Laboratory Assistants/Technicians, Teaching Assistants, Librarians, and other Academic Support Staff as may be required in the delivery of the learning and teaching process at AUW. The appointment procedures are outlined in the Staff Handbook.

### Administrative Staff

Administrative Staff have the primary responsibility for the planning and delivery of all administrative functions of the University. The appointment procedures are outlined in the Staff Handbook.

### Visa and Work Permit for Foreign Nationals

Faculty members, other teaching, research or library staff members, technicians, experts, administrators, officers, and other employees of the University, who are nationals of countries other than Bangladesh, and their spouses and dependents, will be accorded visa as per visa agreement between Bangladesh and the respective country. In accordance with the law of the land, the Government of Bangladesh will grant work permits or visas or both, as applicable, as per existing rules of the Government of Bangladesh. Foreign nationals will be required to obtain work permits or visas or both, as applicable, from the Bangladesh Embassies in their respective countries, or if there is no Bangladesh Embassy present in the relevant country, then from any other Bangladesh Embassy or upon arrival at an relevant employment contract. The foreign nationals will be engaged by the University solely in activities for which the visa or work permit is issued. [AUW Charter, Article 8]. As a matter of University policy, no pay or benefits will be made unless and until proper visa is granted to foreign nationals by the Bangladesh Government. If the visa is delayed,



the employment start date will be delayed accordingly. If the visa is not obtained within a reasonable time period, the employment offer will be null and void.

## Chapter XV: Financial Resources Management

The management of the AUW Financial Resources is the responsibility of the Chief Financial Officer in accordance with the policies and requirements of the Board of Trustees.

### Source of Funds

AUW is financed through gifts and bequests, grants, tuition fees from students, income from services, research grants, and other sources as approved by the Board of Trustees.

Support in the form of gifts, bequests and grants is provided by the AUW Support Foundation, in compliance with applicable legislation.

Tuition fees are collected from Students and participants in short courses, special programs, online courses, professional development programs, seminars and other academic activities as defined by the Board of Trustees.

Other income may be generated through AUW's collaborative work with aid agencies, other universities, research or capacity development grants; or loans from the government agencies or financial institutions.

### Financial Management

AUW's funds are managed by the University, based on the principles of fairness, efficiency, transparency and public accountability, and in compliance with the requirements determined by the Board of Trustees. The mechanism of managing revenues and expenditures is stipulated in the AUW Financial Policy, approved by the Board of Trustees. Funds sourced from Student tuition fees will be allocated to the educational operation and the development of education quality, as regulated by the Board of Trustees.

### Budget

AUW will develop an annual budget and rolling long-term financial projections on the basis of its Strategic Development Plan, approved by the Board of Trustees. The preparation of the AUW budget shall be a strategy-driven consultative process, based on affordability and accountability. The annual budget will become valid only after the approval of the Trustees.

## Chapter XVI: Buildings and Facilities Management

The management of the AUW buildings and facilities is the responsibility of the University Registrar, in accordance with the requirements of the Board of Trustees.

AUW shall provide facilities and infrastructure suitable for the education process. Such facilities may be used only for the purpose of academic activities, research, and University service, as well as residential purposes of Students, Faculty and Staff.

## Chapter XVII: Document Management

The management of official AUW documents is the responsibility of the University Registrar. AUW will develop a document management policy and a document repository.

The document management policy will stipulate what documents are considered official University documents, define which documents are considered as permanent, as confidential, and set a document retention period for all documents. Further, the policy will define retention of documents stored in individual email accounts.

In addition, the document management policy will define the data management process with regard to student data, employee data, financial data, and institutional operations data, to be generated and aggregated for management and reporting purposes.

## Chapter XVIII: Intellectual Property

AUW conducts academic and scholarly activities that advance scientific knowledge, theories, concepts, methodologies, models or new information in the knowledge field. The output of such activities constitutes intellectual property.

The ownership of intellectual property, including curriculum material, course syllabi, publications, products, discoveries, and its rights, shall be governed by an Intellectual Property Rights Policy, approved by the Board of Trustees.

## Chapter XIX: Quality Assurance and Institutional Effectiveness

In achieving its overall Mission, Vision and Goals, AUW is accountable for the quality of the education it provides, ensuring effective organization structure, deliberative and consultative mechanisms, and management systems for self-evaluation and external audit, in keeping with its university status.

Through its *AUW Charter*, AUW functions as an autonomous institution exempt from national accreditation requirements as stipulated by the Bangladesh Ministry of Education or the University Grants Commission. The University is applying for accreditation from the New England Commission.

The Quality Assurance Agency for Higher Education in the United Kingdom defines “quality assurance” as:

The systematic monitoring and evaluation of learning and teaching, and the processes that support them, to make sure that the standards of academic awards meet the expectations set out in the Quality Code, and that the quality of the student learning experience is being safeguarded and improved.  
[<http://www.qaa.ac.uk/about-us/glossary?Category=Q#182>]

Accreditation agencies in the United States commonly use the term “institutional effectiveness”. One example comes from the Southern Commission on Schools and Colleges (SACS), defined as:

Institutional effectiveness is the systematic, explicit, and documented process of measuring performance against mission in all aspects of an institution. The purpose of this Core Requirement is to assure that the institution has an appropriate approach to effectiveness that supports its mission. A commitment to continuous improvement is at the heart of an ongoing planning and evaluation process. It is a continuous, cyclical process that is participative, flexible, relevant, and responsive. The approach to institutional effectiveness includes all programs, services, and constituencies and is strongly linked to the decision-making process at all levels, including the institution’s budgeting process.  
[<https://www.valdosta.edu/administration/university-assessment-committee/documents/sacsprinciples.pdf>]

Institutional Effectiveness is also a major Standard of Accreditation where,

the institute identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results in each of the following areas:

- a. educational programs, to include student learning outcomes
- b. administrative support services
- c. academic and student support services
- d. research within its mission, if appropriate
- e. community/public service within its mission, if appropriate

Other examples abound from Europe (European Association for Quality Assurance in Higher Education (ENQA) ), from among the six accreditation agencies in the United States, and from the mature Quality Assurance system (QAA) of the United Kingdom.

The initial task of the Learning and Teaching, and Quality Assurance Committee of the AUW Academic Board will be to collect examples of best practice and draft an AUW Quality Assurance Handbook, following agreed institutional priorities and principles.

## Quality Assurance and Institutional Effectiveness Functions

As an example, the functions of Quality Assurance and Institutional Effectiveness may include:

1. Compliance with international benchmarks;
2. Application for, or maintenance of, licensing and accreditation;
3. Development and review AUW's Quality Standards Policy and Procedures;
4. Providing evidence and data collection, collation, analysis and reporting on quality;
5. Guidelines on quality assurance and enhancement action plans by all units, monitoring progress and closing steps;
6. Liaison with external quality assurance bodies;
7. Commissioning of external evaluations;
8. Ensuring the operation of an externally benchmarked Quality Assurance System for support and administrative services;
9. Liaison with national and international partners on quality assurance matters including credit recognition and awards.

## Chapter XX: Planning and Internal Audit

Quality assurance and institutional effectiveness depend on a process of internal planning derived from an overall Strategic Development Plan.

Until such a plan is approved by the Board of Trustees, the Vice Chancellor will ask each unit of the University to develop an annual plan of actions that demonstrates accountability to the University's mission, vision and goals. Annual plans must contain specific measurable outcomes and concrete steps to achieve these outcomes. Annual Plans will be discussed with each relevant supervisor and reported to the University Executive Management. Once approved by the Vice Chancellor, these plans will become the basis of budget development and performance management.

AUW will establish an internal audit process to evaluate and improve the effectiveness of risk management, control and governance processes. Independence is essential to the effectiveness of the Internal Audit function and hence the Internal Auditor reports to the Audit Committee of the Board of Trustees. The scope of Internal Audit covers all the activities of the University. It includes all the University's operations, resources, staff and services although does not extend to the academic process.

## Chapter XXI: Amendments and Other Provisions

The University Handbook is approved by the Board of Trustees, and may be amended from time to time based on institutional development, executive decisions and decisions of the Board of Trustees or through operational amendments agreed by the University Executive. Amendments will be reflected in the University Handbook on an annual basis, subject to the approval of the Board of Trustees, prior to the beginning of each Academic Year

Matters which are not mentioned in the University Handbook should be referred to the Vice Chancellor.

## Chapter XXII: Organization Chart

