

Australian University Bylaws 2023

Table of Contents

Introduction.....	6
1.1 University Vision:	8
1.2 University Mission:	8
1.3 University Values:.....	8
1.4 University Objectives:	9
1.5 Tasks and Methods:	9
Section One: Establishment and Governance	12
Chapter One: Establishment and Governance	12
Article One: The Private Universities Establishment Law	12
Article Two: The Amiri Decree to Establish the Australian University	12
Chapter Two: Organizational Structure and Governance System (Senior Management).....	12
Article One: The Organizational Structure of the University.....	12
Article Two: Governance (Senior Management).....	13
Clause One: Board of Trustees	13
Clause Two: Academic Council	15
Clause Three: College Council	17
Clause Four: Department Council	19
Section Two: Faculty Members.....	22
Chapter One: Academic Ranking	22
Chapter Two: Faculty Member Employment Criteria and Process	22
Article One: General Employment Criteria for Faculty Members	22
Article Two: Faculty Member Selection Mechanism.....	23
Clause One: Requirements for Faculty Members by Rank.....	23
Clause Two: Appointment Criteria for Non-PhD Holders or University Teaching License Holders	23
Clause Three: Faculty Members' Language Proficiency Requirements	24
Section Three: Employee System.....	26
Chapter One: Recruitment of Kuwaiti Nationals.....	26
Chapter Two: Recruitment of Non-Kuwaiti (Stateless Individuals).....	26
Chapter Three: Recruitment of non-Kuwaitis	26
Article One: Definitions	26
Clause One: Administrative Staff	26

Clause Two: Technical Staff	26
Article Two: Recruitment Mechanism	26
Article Three: Benefits and Bonuses.....	27
Article Four: Career Development.....	27
Article Five: Service Termination	27
Article Six: Staff Code of Conduct and Disciplinary Penalties.....	27
Clause One: Behavior System	27
Clause Two: Disciplinary and Grievance Procedures	27
Section Four: Degree Awarding System.....	30
Chapter One: Grading System.....	30
Article One: System Implementation.....	30
Article Two: System Provisions	30
Article Three: Pathways	31
Article Four: Approval of Study Plans.....	31
Article Five: Minimum Credit Hours.....	31
Article Six: Study Plans	31
Article Seven: Study System.....	31
Article Eight: Academic Year.....	32
Article Nine: Study Duration and Academic Load	32
Article Ten: Admissions	32
Clause One: Diploma Program Admission Requirements.....	32
Clause Two: Bachelor's Program Admission Requirements (Post-Diploma).....	32
Clause Three: Bachelor's Program Admission Requirements (4 Years).....	32
Article Eleven: Add and Drop Courses	32
Article Twelve: Attendance	33
Article Thirteen: Study Postponement	33
Article Fourteen: Academic Course Prerequisites.....	34
Article Fifteen: Academic Semester Excellence	34
Article Sixteen: Academic Advising and Responsibilities of the Advisor and Student	34
Article Seventeen: Academic Warning.....	34
Clause One: Disciplinary Actions.....	34
Clause Two: Academic Monitoring	35
Clause Three: Academic and Disciplinary Dismissal	35

Article Eighteen: Transferring Between University Programs.....	35
Clause One: Equivalency and Credit Hours Within the University	35
Clause Two: Equivalency of Subjects from Outside the University	35
Clause Three: Major Change System.....	35
Article Nineteen: Internal Scholarships (PUC)	35
Article Twenty: Financial and Tuition Fees	35
Clause One: Monitoring Students' Accounts	35
Clause Two: Determining the Tuition Fees.....	35
Article Twenty-One: Student Affairs.....	36
Clause One: Student Workers	36
Clause Two: Student Participating in Conferences, Projects and Competitions outside the University.....	36
Clause Three: Student Clubs.....	36
Article Twenty-Two: Graduation Requirements	36
Clause One: Diploma Degree	36
Clause Two: Bachelor Degree (2+2).....	36
Clause Three: Bachelor Degree (4 Years):.....	36
Fourth Clause: Other Requirements.....	36
Section Five: Financial System	38
Chapter One: Duties and Responsibilities	38
Chapter Two: Budget.....	38
Chapter Three: Expenses	39
Chapter Four: Revenue	40
Chapter Five: Acceptance of Gifts, Donations, Grants, and Endowments	41
Chapter Six: Advances and Deposits	41
Chapter Seven: Accounts, Records, and Forms.....	42
Chapter Eight: Financial Reports.....	42
Article One: Annual Financial Reports for the Private Universities Council.....	42
Article Two: Annual Financial Reports Issued by the External Auditor	42
Article Three: Annual Financial Reports for Senior Management.....	42
Chapter Nine: General Guidelines.....	42
Section Six: Purchase and Services System	45
Chapter One: Purchase Department.....	45

Article One: Purchase Department Duties and Responsibilities	45
Article Two: Supplies General Terms	45
Chapter Two: Facilities and Construction	45
Article One: Facilities Department Duties and Responsibilities	46
Article Two: Facilities General Terms.....	46
Section Seven: Teaching and Learning	48
Chapter One: Teaching and Learning Definition.....	48
Chapter Two: The Center Functions.....	48
Chapter Three: TLC Manager Appointment and Responsibilities	48
Article One: Manager Appointment Mechanism	48
Article Two: TLC Manager Selection Requirements	48
Article Three: TLC Manager Responsibilities	49
Chapter Four: Center Meetings Mechanism.....	49
Section Eight: Scientific Research	51
Chapter One: Scientific Research Center (SRC)	51
Chapter Two: Center Functions	51
Chapter Three: SRC Manager Appointment.....	51
Article One: Manager Appointment Mechanism	51
Article Two: SRC Manager Selection Requirements	51
Article Three: SRC Manager Responsibilities	52
Chapter Four: Center Meetings Mechanism.....	52
Section Nine: Information Technology.....	54
Chapter One: Information Technology Definition.....	54
Chapter Two: Information Technology Functions	54
Chapter Three: Information Technology Selection Mechanism	55
Chapter Four: Data Committee.....	55
Article One: Data Committee Definition	55
Article Two: Data Committee Members	56
Article Three: Committee Duties and Responsibilities	56
Article Four: Committee Meetings Mechanism.....	56

Introduction

The higher education system in the State of Kuwait receives special attention from all officials and parties represented at different levels, due to its impactful role in the development of the country's national plan towards a New Kuwait 2035. The Higher education institutions in Kuwait aim to achieve several goals, including:

1. Prepare highly qualified professionals in various fields to meet the needs of society.
2. Strengthen national identity and promote human-ethical values.
3. Create an academic environment that fosters creativity, excellence, innovation, and skill development.
4. Foster an appreciation for the national heritage and enriching the cultural knowledge of students.
5. Promote Arabic as a scientific language in higher education and encouraging translation from and/ to Arabic, while considering English as a supportive language.
6. Contribute to the development of knowledge in the fields of science, literature, arts, and others.
7. Develop students' proficiency in at least one foreign language within their majors and equipping them with the appropriate skills to use information technology.
8. Encourage scientific research, particularly applied research, that aim to support the development plans.
9. Enhance national capabilities that can develop, expand and share Technology.
10. Build a connection between public, private and the higher education sectors to benefit from qualified individuals who can develop these sectors through applied research.
11. Strengthen the scientific, cultural and technological cooperation within the fields of higher education and research in countries, international organizations and foreign institutions.

Based on this, the establishment of the Australian University contributes effectively to the achievement of the above set goals. The Australian University is a higher education institution licensed by the Ministry of Higher Education and accredited by the General Secretariat of the Council of Private Universities, which is owned by Abdullah Abdulmohsen Al-Sharhan Educational Group Company. The Australian University was established by the Amiri Decree No. 141 of 2003 to provide higher education programs and academic grants.

In 2003, the Australian College received its establishment by the Amiri Decree and in October 2004, it began its operation to provide accredited-practical education and training in the fields of Business, Engineering, Aviation, and Maritime.

The College has developed since its establishment to become one of the leading educational institutions in Kuwait, that contributes effectively in preparing qualified and strong workforce. It also continues to provide the labor-market with qualified graduates based on the needs of the

National Economy in Kuwait. Based on the College's performance over the years and its academic expansion through its increased number of graduates enrolled in public and private sectors, an in-depth study was conducted to transfer it from a College to a University. As a result, the Australian College was transited into a university based on the issuance of the Amiri Decree No. 3 of 2022, issued on January 22, 2022, which established the Australian University transferring all the rights and responsibilities of the Australian College of Kuwait (ACK) to the newly formed institution. The University administration has prepared the required bylaws to follow its tasks and fulfill its mission, as presented in the appendix. The AU bylaws are adjustable as approved by the University Board of Trustees. All amendments are to be safely stored and dated.

1.1 University Vision:

The vision of the university is to be recognized as one of Kuwait's leading higher education institutions, distinguished by its leadership, academic excellence, student-centered approach, and innovative research.

1.2 University Mission:

The Australian University is a private higher education institution in the State of Kuwait, offering bachelor's Degrees (0-4 years), Diplomas (0-2 years), and bridging Bachelor's Degrees (2+2) with a focus on Business, Engineering, Maritime, and Aviation disciplines. Through our dynamic programs and research-based teaching methods, we aim to develop students into socially responsible individuals who will make a positive impact both locally and regionally. We are dedicated to fostering a culture of learning, research, and innovation to advance knowledge and drive progress.

1.3 University Values:

We take PRIDE in who we are:

- **PROGRESSIVE**
We strive to be forward-thinking in all our initiatives, ensuring they contribute to the growth and success of our staff, faculty, students, and the wider community.
- **RESILIENCE & ADAPTABILITY**
We empower our students with the skills necessary to navigate an ever-evolving world, fostering resilience and adaptability as they advance in their careers and personal lives.
- **INTEGRITY**
We uphold the highest standards of integrity and fairness, guided by honesty, transparency, and mutual respect in all our actions.
- **DEDICATION**
We are committed to supporting our students, faculty, and staff in their personal and professional journeys, fostering an environment of continuous growth.
- **EXCELLENCE**
We are dedicated to providing transformative education that makes a lasting impact. Through innovative teaching methods and a diverse learning environment, we foster growth and development that changes lives.

1.4 University Objectives:

- Grow and add new programs of study that meet the demands and skills of the workplace.
- Evolve our teaching and learning to meet the needs of our students through our innovative pedagogy. We want to graduate students ready for the real world, in that they can think for themselves; adapt to new challenges; and solve problems.
- Invest further in our infrastructure and education technology tools.
- Nurture an innovative and entrepreneurship mindset.
- Foster the AU brand.
- Build an inclusive and engaging environment that unlocks human potential.
- Cement our relationship with the industrial and services' sectors and exchanging knowledge.
- Contribute to sustainable development through research that will address national priorities.
- Strengthen relationships with our national and international partners; in particular, CQUniversity.

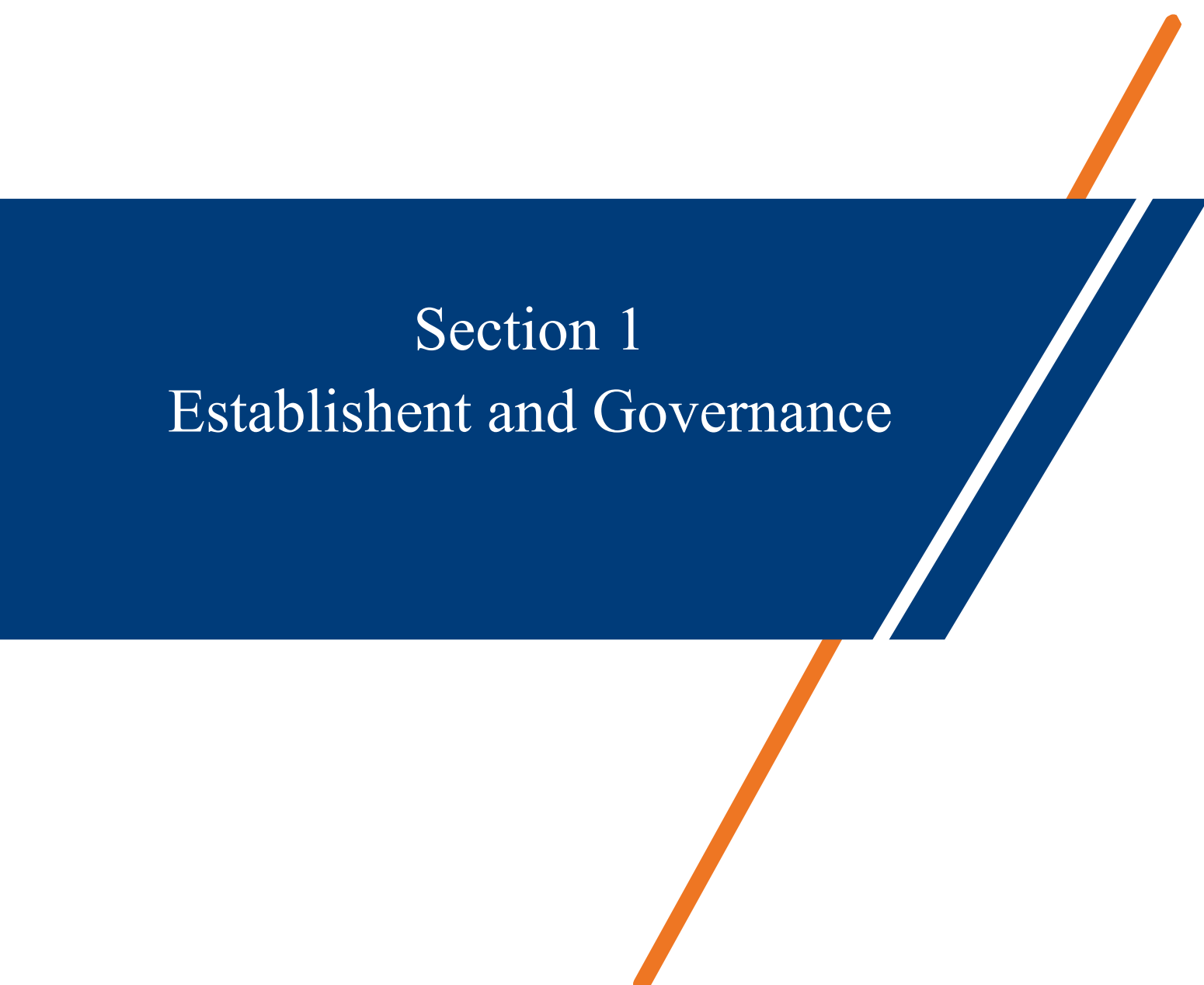
1.5 Tasks and Methods:

The University operates through three core functions: education, scientific research, and community service. To achieve these objectives, AU implements the following:

1. AU has three colleges that tend to meet the needs of the Kuwaiti market and emphasize innovation, and creativity. The colleges are College of Arts and Sciences, College of Administrative and Financial Sciences, and College of Engineering. AU will continue to introduce new academic programs that align with the latest scientific developments, technological tools and electronic libraries.
2. AU focuses on applying up-to-date study plans designed for continuous growth and development, ensuring that they remain relevant to both scientific advancements and the evolving job market.
3. Scientific research and publications are central pillars at AU as they support knowledge creation and technological innovation. AU works to translate research findings into practical innovations, further contributing to the technological development. The University plans to establish incubators to help students, graduates, and faculty members transform their research projects into tangible technological goods and services, benefiting the industrial sector with new applications.
4. AU invests in robust educational infrastructure, including a central library that participates in international training programs, state-of-the-art laboratories, and technical

workshops. The University provides modern equipment and maintains a high-speed internal network connected to the World Wide Web, ensuring easy access to information.

5. AU implements modern teaching methods to foster independent thinking, research, investigation, and creativity. This includes utilizing libraries, laboratories, open classrooms, and virtual learning platforms. New academic programs, including foreign language courses are offered, alongside comprehensive assessments of students' progress and learning outcomes.
6. The academic faculty is the cornerstone of AU's educational framework. The University focuses on recruiting distinguished faculty members and continue to support their professional development through workshops and initiatives. Faculty evaluations are conducted regularly, influencing promotions and contract renewals.
7. AU strengthens its relationships with international universities through collaboration agreements in teaching and scientific research.
8. Students are at the heart of the University's mission. AU focuses on offering a unique learning experience and applies selective criteria for student admissions.
9. AU implements semester-based and credit hours study plans that align with those of other universities in Kuwait. These plans focus on specialized academic programs taught by qualified faculty members. English is the primary language of instruction to enhance students' language proficiency and enable them to utilize global resources.
10. AU conducts self-assessments of graduating students, using the results along with academic evaluations to identify strengths and areas for improvement. This can guide the ongoing enhancement efforts in academic programs and student performance.
11. AU is committed to supporting the industrial sector through consultations aimed at improving productivity and performance.
12. AU aims to offer consultations that can improve the performance level of the workforce at the training and education center.



Section 1

Establishment and Governance

Section One: Establishment and Governance

Chapter One: Establishment and Governance

Article One: The Private Universities Establishment Law

In accordance with the Constitution of the State of Kuwait, Law No. (29) of 1966 concerning the organization of higher education and its subsequent amendments, Law No. (63) of 1982 regarding the Public Authority for Applied Education and Training and its amendments, the National Assembly approved Law No. (34) of the year 2000 to establish private universities. This law, which consists of nine articles, was ratified by the Amir of Kuwait on July 11, 2000. The law outlines the procedures for establishing private universities, the goals to be achieved, and the legal structure of these institutions. Private universities are subject to the supervision of the Ministry of Higher Education, as stipulated by the law and its executive regulations.

To provide further clarification on the establishment of private universities, the executive regulations created the Council of Private Universities. This council is tasked with overseeing the operations, management, educational facilities, faculty, student affairs, academic degrees, and general requirements of private educational institutions, as outlined in the appendix.

Article Two: The Amiri Decree to Establish the Australian University

In 2003, Amiri Decree No. (141) of 2003 was issued to establish the Australian College in Kuwait. The College began its operations under this decree. However, in 2022, Amiri Decree No. (3) for the year 2022 came into effect, transitioning the institution into a university and officially renaming it the Australian University. The University now operates under the Abdullah Al Sharhan Educational Group Company, a limited liability company.

With this transition, the Australian University acquired an independent legal identity, enabling it to manage its own finances, assume responsibilities, and represent itself in legal matters through its appointed Board of Trustees (BOT). The BOT operates according to the internal regulations of the University, ensuring the achievement of its goals and the highest standards of educational management. The Decree also specifies the academic degrees to be awarded by the University and the academic programs to be approved by the Private Universities Council (PUC).

Chapter Two: Organizational Structure and Governance System (Senior Management)

Article One: The Organizational Structure of the University

The organizational structure of the University is approved by the Board of Trustees to effectively organize operations and ensure alignment with international standards for higher education

institutions. Any amendments to the organizational structure must first be reviewed by the University President, then approved by the Chairman of the Board of Trustees, and subsequently presented at the periodic meetings of the Board of Trustees for final approval.

Article Two: Governance (Senior Management)

Governance is the foundation upon which all higher education institutions in Kuwait rely to achieve their objectives. Governance is comprised of the processes of planning, organizing, directing, controlling, and overseeing activities. The governance system ensures that administrative authority is used appropriately, strengthens the role of the Board of Trustees, and establishes internal controls and procedures. It also supports the monitoring of strategic goals, defines responsibilities, promotes transparency, integrity, accountability, and the application of quality standards.

To ensure effective governance, the University has established several key councils to coordinate its operations:

1. The Board of Trustees
2. The Academic Council
3. Colleges' Councils
4. Departments' Councils

Clause One: Board of Trustees

In accordance with Law No. 34 of the year 2000, every higher education institution in Kuwait must have a Board of Trustees. The Board holds the highest authority and is responsible for guiding the University toward achieving its mission. The Board ensures that all provisions of Law No. 34 are adhered to and implements instructions issued by the Private Universities Council of the Ministry of Higher Education in Kuwait. Additionally, the Board of Trustees is responsible for issuing the University's policies and procedures, which govern the institution's operations.

1.1 Board of Trustees Formation

The Board of Trustees (BOT) consist of no fewer than five members. Members are appointed by the Minister of Higher Education in Kuwait, following recommendations from the Private Universities Council (PUC) and the institution's owners. BOT members serve a term of four academic years, or as determined by the PUC. At the end of the term, BOT membership must be renewed or replaced in cases of retirement, resignation, or other vacancies. Resignations must be submitted in writing with a three-month notice period, becoming effective upon BOT approval.

The BOT will elect from the current members a chairman of Board of Trustees and a Vice-chairman, and this is considered effective after a PUC approval.

1.2 Board of Trustees Responsibilities

- Appointing the University President and Vice-Presidents.
- Determining University policies to support its mission.
- Evaluating the University's performance periodically.
- Approving new colleges, departments, and academic programs based on recommendations.
- Reviewing matters raised by the Chairman of BOT.
- Establishing committees with defined roles, responsibilities, and authorizations.
- Defining the President's responsibilities and authority limits.
- Appointing licensed external financial auditors.
- Approving audited financial reports and submitting them to regulatory bodies.
- Approving the University's annual budget as submitted by the Chairman of BOT.
- Accepting grants and donations.
- Discussing any other matters raised by the Chairman of BOT not related to any other authority.
- Approving the University's internal systems, including academic, administrative, research, and financial aspects.
- Proposing tuition fees and other charges to the PUC.

1.3 Board of Trustees Delegation of Authority

The BOT may form committees to assist in fulfilling its responsibilities. The committees' duties and authority are governed by conditions set forth in the committee's establishment decision.

1.4 Board of Trustees Meetings Mechanism

The BOT must hold at least four meetings per academic year and provide the meeting details (date, time, agenda, and location). Required documents and agenda items must be submitted prior to the meetings. Special meetings may be called at the request of the Chairman of the BOT or upon a written request by a number of BOT members. All meeting minutes must be documented and approved at the subsequent meeting.

1.5 Board of Trustees Chairman

- The BOT elects a Chairman and Vice-Chairman of the BOT, who serve for the same term as the voting members.
- The Chairman's duties include:
 - Leading BOT meetings.
 - Coordinating meeting dates and agenda items with the President.

- Implementing decisions approved by the BOT.
- The Vice-Chairman's will act as Chairman of BOT during the Chairman's absence.

1.6 University President

➤ University President Selection Requirements

- The University President is appointed by the BOT for a renewable term.
- The President must hold a professor rank after the PhD, from an institution accredited by the PUC and possess both academic and administrative experience necessary for managing the university's affairs.
- The appointment must be approved by the PUC.

➤ University President Responsibilities and Authority

- Responsible for the University's academic, financial, and administrative affairs.
- Submits annual reports to the Chairman of BOT on University achievements in academics, scientific research, and community service, along with observations and recommendations.
- Monitors the academic, administrative and financial affairs based on the university's bylaws, policies and procedures.
- Chairs the Academic Council meetings and endorses decisions.
- Prepares annual development plans for the University, including construction projects, and submits them to the BOT for approval.
- Prepares the University's annual budget.
- Suspend studies temporarily, but if the suspension exceeds one week, the matter is referred to the BOT for discussion and action.
- Delegates duties to Vice-Presidents, Deans, and Directors as required. For financial matters, delegation must be made through formal written communication specifying the type of financial authority granted.
- Endorse and sign academic cooperation agreements with local, regional, and international higher education institutions.

Clause Two: Academic Council

The Board of Trustees (BOT) delegates the University President with the authority to establish an Academic Council to oversee the academic affairs of the University.

2.1 Academic Council Formation

The University President chairs the Academic Council.

2.1.1 The members of the Council include:

1. Vice-Chair(s)
2. Assistant to the President for Student Affairs
3. Dean of the College of Engineering
4. Dean of the College of Business
5. Head of the English Language Program
6. Director of the School of Aviation (or their replacement)
7. Head of the Maritime Department (or their replacement)

2.1.2 Sub-committees or temporary groups may be formed as needed.

2.1.3 Other parties may be invited to attend meetings upon request from the Council Chair or members.

2.1.4 The Council Chair may invite additional participants to meetings as deemed necessary according to the agenda.

2.2 Academic Council Responsibilities

- Oversee the academic affairs of the University's colleges and programs.
- Make recommendations to support the University's strategic academic goals through reviewing the priorities and standards needed.
- Contribute to the development of educational services, scientific research, and community service.
- Review the University President's annual reports to evaluate the university progress.
- Discuss academic issues.
- Establish academic strategies, policies, and procedures.
- Review internal workflow procedures presented by the University President before submission to the BOT.
- Oversee quality assurance processes, ensure effective management of academic affairs, and coordinate all accreditation activities with relevant national and international accrediting bodies.
- Prepare new study programs and submit them to the BOT for approval.
- Discuss and approve recommendations for enhancing academic programs.
- Offer guidance and support to academic and non-academic committees upon request, in accordance with the directives issued by the President.
- Endorse decisions regarding graduates.
- Set the University's annual academic calendar, based on recommendations of the Admissions and Registration Department.
- Address any other matters as requested by the University President.

2.3 Academic Council Meetings Mechanism

- The Academic Council meets bi-weekly or as needed and is chaired by the President.
- Meeting agendas must be prepared and distributed to Council members in advance.
- All minutes from the Council meetings should be sequentially numbered and dated, and they must be approved by Council members at the next meeting.
- Meetings are confidential due to the sensitive nature of the information presented. Council members are not permitted to share meeting details without prior approval from the Council Chair.

2.4 University Vice-Presidents

➤ Vice-President Appointment Requirements

- The Vice-President is appointed by the University President, subject to BOT approval. The appointment period is renewable, and the Vice-President may be terminated for any reason.
- The Vice-President must have prior experience in the higher education sector, preferably at an accredited institution recognized by the PUC.

➤ Vice-President Responsibilities

- The Vice-President's specific duties and authority are determined by the University President.

2.5 Assistant to the President

➤ Assistant to the President Selection Requirements

- The Assistant to the President is appointed by the University President and may be terminated for any reason.
- The Assistant to the President must have relevant experience in the field.

➤ Assistant to the President Responsibilities

- Responsible for setting short-term goals and long-term strategies for the University's development.
- Any other tasks assigned by the President.

Clause Three: College Council

3.1 College Council Formation

Each college shall have a College Council, which includes the College Dean (Chair), Program Heads and a Faculty Representative from each program, selected by the college's faculty members.

3.2 College Council Responsibilities

The College Council is responsible to:

- Recommend program study plans and completion requirements.
- Discuss academic plans and enhance the college's requirements and development.
- Develop, enhance and review academic programs in alignment with the University's goals.
- Engage in research, teaching, and administrative activities within the college departments.
- Review and endorse policies and procedures.
- Ensure the maintenance of educational quality in accordance with the University's standards.
- Ensure compliance with local and international academic accreditation requirements for the college's programs.
- Discuss new appointments and promotions before submission to the Recruitment and Promotion Committee.
- Address the college's Information Technology needs.
- Review and endorse the College's policies.
- Administer the College's learning organization and coordinate between different departments.
- Form sub-committees related to the College Council's work.

3.3 College Council Meetings

- The College Council shall hold bi-weekly meetings, chaired by the College Dean. Additional meetings may be convened upon the Dean's request.

3.4 College Dean

➤ College Dean Appointment Requirements

Each college must have a dean, who must hold a professor rank after the PhD from an accredited university recognized by the PUC. They must have experience in academic, research, and administration. The Dean is appointed by the University President for a renewable term of two years.

➤ College Dean Responsibilities

- Oversee the College's academic, research, financial, and administrative affairs.
- Implement decisions made by the Academic Council, University Council, BOT, and PUC.
- Submit semester and annual reports detailing the College's achievements.

Clause Four: Department Council

4.1 Department Council Formation

Each college shall establish separate councils for each department, consisting of Department Head (Chair) and all faculty members of the department

4.2 Department Council Responsibilities

- Submitting study plan recommendations to the College Council.
- Submitting program development plans to the College Council.
- Recommending program evaluation criteria.
- Discussing departmental activities and matters related to student affairs, teaching methods, and scientific research.
- Addressing other matters as requested by the Department Head.
- Preparing exam schedules and making necessary arrangements for examination periods.
- Reviewing faculty promotion requests and submitting them to the College Council for further review.
- Distributing teaching loads and identifying departmental recruitment needs.
- Discussing the distribution of graduation projects.
- Reviewing student graduation requirements and submitting them to the College Council, which will forward them to the University Council for endorsement.
- Addressing any other matters as requested by the College or University Council.
- Preparing, implementing and following-up on department accreditation requirements.

4.3 Department Council Meetings

- The Department Council shall hold monthly meetings, chaired by the Department Head, with faculty attendance. Additional meetings may be convened upon the Department Head's request.
- Meeting agendas must be prepared and sent to all members in advance.
- All meeting minutes must be numbered and dated, and they should be endorsed by all members at the following meeting.

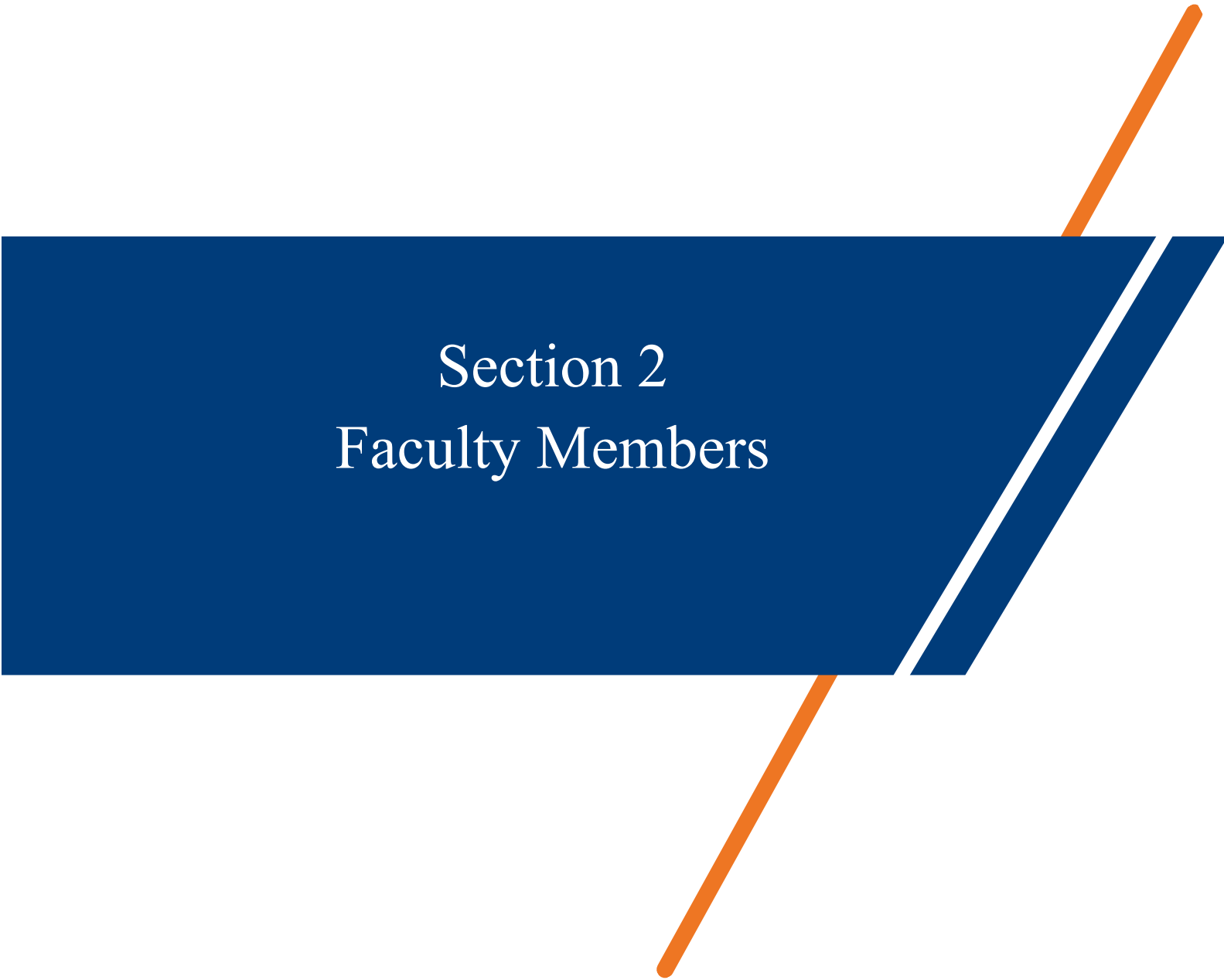
4.4 Department Head

➤ Department Head Appointment Requirements

- The Department Head must hold a PhD from an accredited university recognized by the PUC.
- The Head of the Department is nominated by the Dean of the College and approved by both the Vice President for Academic Affairs and the President of the University.

➤ **Department Head Responsibilities**

- Ensure the proper conduct of the educational process within the department.
- Participate in recruitment activities for academic and administrative positions.
- Contribute to the university's strategic planning in academic, administrative, and research affairs within the department.
- Administer study plans and projects according to local and international standards.
- Oversee the approval of department programs.
- Manage new programs and enhance current ones.
- Participate in academic administration meetings, initiatives, and related university activities.
- Monitor the department's budget.
- Promote scientific research within the department.
- Submit recommendations for departmental development.



Section 2

Faculty Members

Section Two: Faculty Members

Chapter One: Academic Ranking

The University academic ranking for the faculty members:

- Professor
- Associate Professor
- Assistant Professor
- Senior Instructor
- Instructor
- Instructor Assistant
- Lecturer

For the School of Aviation / Maritime Department:

- Senior vocational trainer
- vocational trainer
- Junior vocational trainer

Chapter Two: Faculty Member Employment Criteria and Process

Article One: General Employment Criteria for Faculty Members

- Vacancies should be identified in alignment with the institution's approved strategic plan and approved budget.
- A clear job description must be prepared for each vacancy, detailing responsibilities, qualifications, and expectations for the role.
- Candidates should be selected based on how well they meet the specified criteria in this bylaw.
- Applicants must submit at least three letters of recommendation as part of their application.
- Applicants must hold a university degree in the relevant field from an institution accredited by the PUC. This should be preceded by a high school diploma (or its equivalent) and the first university degree.
- The applicant must be in good health and free from any criminal convictions related to honor or public morals.
- The applicant's academic qualifications must be approved by the PUC.
- Faculty members are employed based on a decision from the Academic Council, which is made following recommendations from both the Department and College Councils.

Article Two: Faculty Member Selection Mechanism

Clause One: Requirements for Faculty Members by Rank

1.1 Professor Rank Appointment Criteria:

- The applicant must hold a PhD from an accredited university.
- The applicant must have served as an associate professor for at least five years at a recognized university or college.
- The applicant must have published significant scientific research within their field of specialization in refereed and indexed scientific journals.
- The applicant must have held the position of Professor at a recognized university or college.

1.2 Associate Professor Rank Appointment Criteria:

- The applicant must hold a PhD from an accredited university.
- The applicant must have served as an Assistant Professor for at least five years at a recognized university or college.
- The applicant must have published significant scientific research within their field of specialization in refereed and indexed scientific journals.
- The applicant must have held the position of Associate Professor at a recognized university or college.

1.3 Assistant Professor Rank Appointment Criteria:

- The applicant must hold a PhD from an accredited university.
- The applicant must have held the position of Assistant Professor at a recognized university or college.
- The applicant must have published significant scientific research within their field of specialization in refereed and indexed scientific journals.

Clause Two: Appointment Criteria for Non-PhD Holders or University Teaching License Holders

2.1 Four-Year University System:

- The applicant must hold a master's degree in the relevant field of specialization from an accredited university.
- The applicant must have at least five years of teaching and practical experience.
- Faculty members under this category must not exceed 15% of the total faculty employed.

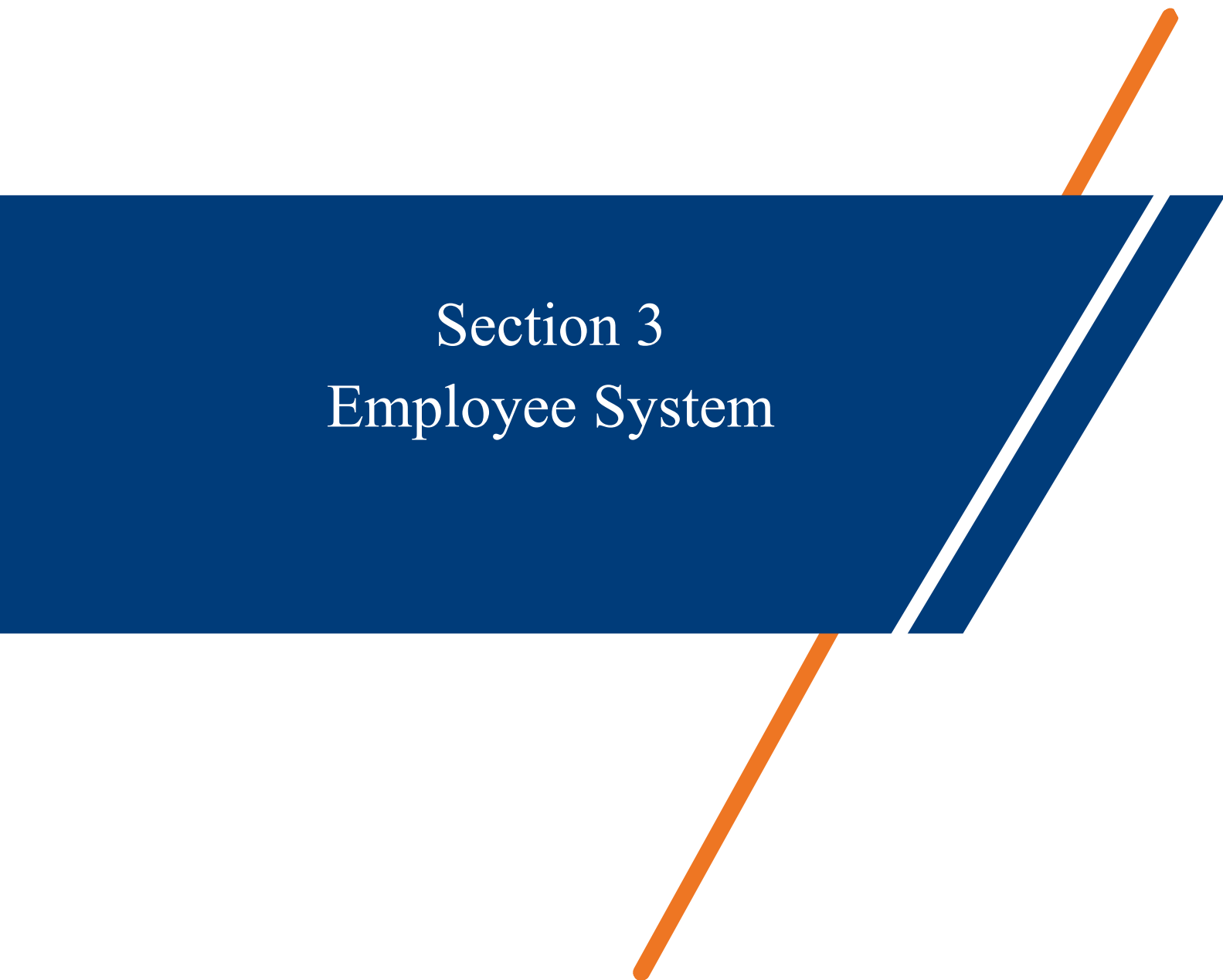
2.2 Two-Year College Post-Secondary System:

- The applicant must hold a Bachelor's degree or a university teaching license in a specific field of specialization.
- The applicant must have accreditation from the Kuwaiti Cultural Office for the obtained degree.
- The applicant must have at least five years of teaching and practical experience.
- Faculty members under this category must not exceed 25% of the total faculty employed.
- Specific degree specializations are excluded from this percentage.

Clause Three: Faculty Members' Language Proficiency Requirements

In accordance with PUC directives, all employed faculty members must score at least 6.5 on the IELTS exam or its equivalent on the TOEFL exam. Exceptions to this requirement include:

- Faculty members who completed their PhD at an English-speaking university.
- Faculty members whose native language is English.



Section 3

Employee System

Section Three: Employee System

Chapter One: Recruitment of Kuwaiti Nationals

The University prioritizes the recruitment of Kuwaiti nationals in line with Law No. 19 of 2000, which aims to support and encourage the employment of the national workforce in the private sector. As such, the employment of Kuwaiti nationals is a key focus of the University's employment strategy.

Chapter Two: Recruitment of Non-Kuwaiti (Stateless Individuals)

According to letter No. 499, dated 8 April 2009, issued by the PUC, personnel shall comply with the regulations established by the Ministry of Social Affairs and Labor. The Ministry holds the authority to define and regulate the procedures governing the recruitment of non-Kuwaitis within the private sector.

Chapter Three: Recruitment of non-Kuwaitis

Article One: Definitions

Clause One: Administrative Staff

Administrative staff at the University plays a vital role, as they are responsible for providing support and assistance to ensure the smooth operation of various academic and administrative departments.

Clause Two: Technical Staff

Technical staff are specialists in engineering and technology, providing essential support in technical systems, laboratories, and the maintenance of infrastructure at the University.

Article Two: Recruitment Mechanism

Appointments must meet the following criteria:

- The academic degree must be from a recognized university.
- Relevant prior experience in the field (if required).
- A clean conduct record.
- At least three recommendation letters must be provided.
- The applicant must be in good health and free from any criminal convictions related to honor or public morals.
- Any additional requirements as deemed necessary by the University, depending on the scope of the position.

Article Three: Benefits and Bonuses

The University offers a system of rewards for employees, which may be financial or non-financial, in recognition of work or services provided during their employment. These rewards include, but are not limited to: Basic salary, Health insurance, Housing allowance, Study allowance, Travel tickets, Paid leave, Certificates of appreciation, and Career development training courses.

Article Four: Career Development

Employee performance and productivity are evaluated annually through a performance appraisal conducted by the direct manager. Based on the evaluation and in response to the employee's development needs, the University offers professional development courses aimed at enhancing skills, increasing productivity, and advancing career paths. This process is carried out in accordance with the policies and procedures approved by the Board of Trustees (BOT).

Article Five: Service Termination

Employees may be terminated under the following circumstances:

- Acceptance of resignation
- Position is no longer required
- Inability to continue work due to health reasons (based on medical reports)
- Failure to meet hiring conditions
- Death of the employee
- Expiration of the service contract without renewal from either party

In such cases of termination, the University will follow the policies and procedures outlined in the latest Kuwaiti Labor Law regulations concerning private sector employment.

Article Six: Staff Code of Conduct and Disciplinary Penalties

Clause One: Behavior System

The University has established a set of policies and procedures that govern employee behavior. These guidelines are designed to clarify employees' responsibilities and obligations and to serve as a reference for resolving workplace issues.

Clause Two: Disciplinary and Grievance Procedures

2.1 Disciplinary System

Any violation by an employee of the University's laws, regulations, instructions, or decisions, or failure to fulfill their responsibilities, may lead to the implementation of disciplinary actions. The

disciplinary system is based on a graduated approach, and penalties for violations may include termination of employment, as detailed in the relevant policies.

2.2 Grievance System

The University has established a grievance system to handle and resolve work-related issues, disciplinary matters, and other employee concerns in a fair and timely manner.



Section 4

Degree Awarding System

Section Four: Degree Awarding System

AU offers a variety of academic programs across several fields, including engineering, business, aviation, and maritime studies, based on the granted Amiri Decree. The University stands out for its flexibility and unique educational tracks that provide students with a wide range of options to shape their academic paths.

Track One: Diploma Program (Two Years)

This track offers diploma programs in Business, Engineering, Aviation and Maritime.

The duration of study for these programs is two years, except for the School of Aviation, where the study period extends to two and a half years.

Track Two: Bachelor Programs (2+2) two-year program

Diploma holders who wish to continue their studies may apply to join the two-year bachelor's program offered in a 2+2 system in the majors Engineering, Business and Aviation.

Track Three: Bachelor Program (4 Years)

This track offers a four-year course of study and differs from the diploma program in terms of GPA admission requirements. The bachelor's program is available in several disciplines, including engineering, business administration, and aviation.

Granting Academic Qualifications

The criteria for awarding academic qualifications are composed of the following elements:

- Study Plans
- Study System
- Attendance
- Examinations
- Degree Requirements
- GPA Criteria
- Study Postponement Policies
- Honor List
- Academic Advising (including the responsibilities of both the mentor and the student)
- Graduation Procedures

Chapter One: Grading System

Article One: System Implementation

The "Australian University Graduation & Conferral Policy" is the system implemented at AU and has been officially approved by the Board of Trustees (BOT).

Article Two: System Provisions

The provisions outlined in this system apply to regular students.

Article Three: Pathways

The University offers various academic programs across the three tracks as outlined above.

Article Four: Approval of Study Plans

Study plans are developed by the Department Council and submitted for approval by the College Council. Once approved at the college level, the study plans are forwarded the Academic Council for final confirmation. Approved study plans are also submitted to the Board of Trustees (BOT) for endorsement and then sent to the Private Universities Council (PUC) for further approval and implementation.

Article Five: Minimum Credit Hours

The required minimum number of credit hours for obtaining academic degrees at AU are as follows:

- Diploma Degree (College of Engineering): 60 credit hours
- Diploma Degree (College of Business): 60 credit hours
- Diploma in Aviation: 87 credit hours
- Bachelor's degree in Engineering (2+2): 60 credit hours
- Bachelor's degree in Business administration (2+2): 60 credit hours
- Bachelor's Degree in Aviation (2+2.5): 60 credit hours
- Bachelor's Degree in Engineering (0-4): 132 credit hours
- Bachelor's Degree in Business Administration (0-4): 120 credit hours
- Bachelor's Degree in Aviation (0-4): 120 credit hours

Article Six: Study Plans

The study plans include the following components:

- University Mandatory Courses
- College Elective Courses
- Department Elective Courses
- Department Mandatory Courses
- College Requirements as specified by the College Council, including the required number of credit hours.

Article Seven: Study System

- 7.1 The required number of credit hours allows students the flexibility to choose courses outside their field of specialization, enabling them to broaden their knowledge in other areas.

- 7.1 Classroom hours are as follows: 50 minutes per class, for 16 weeks (Sunday, Tuesday, and Thursday). 75 minutes per class, for 16 weeks (Monday and Wednesday). Workshops hours are equivalent to 2-3 practical hours.

Article Eight: Academic Year

- 8.1. The academic year consists of two semesters, each lasting 16 weeks, which includes examination periods, national and public holidays.
- 8.2. The summer semester is optional and lasts for 8 weeks, including the examination period and public holidays.

Article Nine: Study Duration and Academic Load

- 9.1 The minimum academic load is 12 credit hours, and the maximum is between 18 credit hours per semester. For the summer semester, the maximum is 9 credit hours.
- 9.2 In special cases, the study load may be increased above 21 credit hours per semester and 11 credit hours for the summer semester. The load may also be reduced to less than 12 credit hours to meet graduation requirements or to accommodate special cases in the student's study plan (except for scholarship students, who must obtain the necessary approvals).
- 9.3 The minimum study period for diploma programs is two semesters, and the maximum is 8 semesters. The same applies to bachelor's programs following a diploma. For Bachelor program (0-4) the minimum is 6 semesters, and the maximum is 14 semesters.

Article Ten: Admissions

Clause One: Diploma Program Admission Requirements

A Kuwaiti secondary school certificate or its equivalent, as per the Ministry of Education and Higher Education for Private Universities, is required. Admission to scientific disciplines is limited to holders of a secondary certificate from the scientific Chapter. Admission percentages for diploma programs are determined by the University's BOT in coordination with the PUC.

Clause Two: Bachelor's Program Admission Requirements (Post-Diploma)

To be admitted to these programs, applicants must have completed the relevant diploma program in one of the following majors: College of Engineering, College of Business or School of Aviation

Clause Three: Bachelor's Program Admission Requirements (4 Years)

Admission requirements for the Bachelor program (0-4) are determined by the University's BOT in coordination with the PUC.

Article Eleven: Add and Drop Courses

- 11.1 Students may add or drop courses during the first week of the Fall and Spring semesters. For the summer semester, the add/drop period is limited to the first day of the semester. Dropped courses will not appear on the student's academic transcript.
- 11.2 Students may drop courses until the last day of the semester. However, scholarship students are only permitted to drop courses during the designated add/drop period given by PUC, in

this case the dropped courses will appear on the students' academic transcript but will not be calculated in student's GPA.

- 11.3 In all add/drop cases, the student's academic load must meet the minimum credit hour requirement as specified in the University's regulations.
- 11.4 Students may withdraw from the University during any semester or between semesters if student doesn't have any financial outstanding balance, provided they have not been subjected to any disciplinary action.
- 11.5 A student may re-enroll at the University by submitting the required application either during the semester of withdrawal or for a maximum of one semester thereafter.

Article Twelve: Attendance

- 12.1 Attendance is mandatory for all lectures, workshops, and seminars, as it is a core component of the credit hour system, which relies heavily on classroom participation.
- 12.2 A student who misses more than 15% of class time will be exempt from final exams and will receive the minimum course grade (zero).
- 12.3 Acceptable Excuses:
 - A valid excuse submitted by the student and approved by the relevant committee.
 - A medical excuse supported by official medical documentation.
 - In all cases, the student must submit their excuse for absence within three days of resuming classes.

Article Thirteen: Study Postponement

- 13.1 A student may apply to postpone their studies up to two semesters throughout their academic career, whether combined or separated. The application must be submitted to the Admission and Registration Department.
- 13.2 The request must be submitted during the first week of the semester, and no requests will be accepted after this period.
- 13.3 The application is to be submitted online by the student and must be approved by the academic advisor, department head, Dean of College, and the Admission and Registration Department.
- 13.4 Students can postpone their studies for up to two semesters throughout their academic career. There are two types of study postponement:
 - Before the Start of Classes: Does not count towards the study period.
 - After the Start of Classes: Counts towards the study period.
- 13.5 If the postponement period exceeds the allowed duration, the student's enrollment at the University will be revoked.
- 13.6 Newly enrolled or transferred students may not apply for postponement until they have completed one semester.
- 13.7 Students under academic warning are not eligible to apply for postponement.

Article Fourteen: Academic Course Prerequisites

14.1 A student may not register for any course without having completed its prerequisite.

14.2 Registration in courses without fulfilling prerequisites will be considered invalid.

Article Fifteen: Academic Semester Excellence

A student who achieves a GPA of 3.8 or higher will be placed on the Academic Semester Excellence List (Dean's List), and this will be recorded in the student's academic record.

Article Sixteen: Academic Advising and Responsibilities of the Advisor and Student

Each student is assigned an academic advisor to guide them through the academic journey, particularly during the registration period. Advisors are appointed by the Student Information Management Department at the beginning of each academic year.

- **Advisor Assignments:** Advisors with a master's degree are appointed for students in diploma programs, and advisors with a PhD are appointed for students in bachelor's programs.
- 16.1. The Admission and Registration Department refers all students to their assigned academic advisors.
- 16.2. The student will have the same academic advisor throughout their study period.
- 16.3. The academic advisor assists the student with registration, addressing academic warnings, and other matters related to their academic career.
- 16.4. Students must obtain approval from their academic advisor before adding or dropping courses.
- 16.5. To ensure successful academic advising, advisors will review the student's academic record prior to registration.
- 16.6. The academic advisor is responsible for understanding the program's study plan to guide the student's academic journey accurately.
- 16.7. A student is considered withdrawn if they fail to register for an academic semester and do not inform the University of the reason for their interruption. If the student does not register for the subsequent semester, they will be considered dismissed from the University.
- 16.8. Student Responsibilities:
- Familiarize themselves with the student handbook.
 - Follow the academic advisor's guidance and refer to the advisor for any academic issues.
 - Adhere to the dates set by the Admission and Registration Department.
 - Stay updated with registration announcements.

Article Seventeen: Academic Warning

Clause One: Disciplinary Actions

University disciplinary regulations are enforced if a student commits any violation that leads to material or moral damage. The Student Affairs Department applies the appropriate policy in accordance with the University's guidelines.

Clause Two: Academic Monitoring

A student is placed under academic monitoring if their GPA falls below 2.0/4.0.

Clause Three: Academic and Disciplinary Dismissal

A student is dismissed from the University after receiving three academic warnings. The student has the right to appeal, and the case will be reviewed by the concerned committee. Disciplinary dismissal may be for one semester or permanent, depending on the severity of the violation.

Article Eighteen: Transferring Between University Programs**Clause One: Equivalency and Credit Hours Within the University**

The University accepts equivalency requests for subjects and academic courses that align with the curriculum or study plans of the same or a different program within the College. The concerned department will evaluate these requests and determine whether the equivalency will include a grade. The process for course and credit hour equivalency is defined during the development of academic plans, taking into consideration the possibility of a student changing their major. The University sets a maximum number of subjects allowed for equivalency.

Clause Two: Equivalency of Subjects from Outside the University

The University may accept subjects from other institutions that align with its curriculum. The University determines the policy for accepting external credit hours.

Clause Three: Major Change System

A student may request to change their major in accordance with the requirements set by the Admission and Registration Department.

Article Nineteen: Internal Scholarships (PUC)

In accordance with Law No. 34/2000, Article 6, regarding internal scholarships in the State of Kuwait, the PUC issued Resolution No. 132 on May 11, 2005, forming the Internal Scholarship Committee, which is responsible for granting scholarships to students accepted into private universities in Kuwait.

Article Twenty: Financial and Tuition Fees**Clause One: Monitoring Students' Accounts**

The Finance Department monitors student accounts and payment transactions, ensuring that payment options are available for students. Students with outstanding balances will be prevented from registering for required courses. To avoid being placed on the temporary suspension list, students must pay their tuition fees on time. This suspension restricts students from obtaining official documents, viewing grades, or registering until payment is completed.

Clause Two: Determining the Tuition Fees

Tuition fees are determined by the BOT and approved by PUC. Tuition fees are calculated based on credit hours which were approved by the PUC on March 10, 2021.

Article Twenty-One: Student Affairs

Clause One: Student Workers

The University employs student workers in various departments as needed. The Student Affairs Department supervises student workers to ensure their working hours do not exceed 20 hours per week.

Clause Two: Student Participating in Conferences, Projects and Competitions outside the University

The University supports student participation in conferences, projects, and competitions held outside the University. This participation is coordinated through the Student Affairs Department, which provides financial assistance and academic supervision in collaboration with AU faculty members.

Clause Three: Student Clubs

The University encourages students to join and create new student clubs that foster intellectual, cultural, and scientific development. These clubs are administered by the Student Activities Teams and are financially and morally supported.

Article Twenty-Two: Graduation Requirements

Clause One: Diploma Degree

To graduate, a student must complete 60 credit hours with a GPA of no less than 2.0.

Clause Two: Bachelor Degree (2+2)

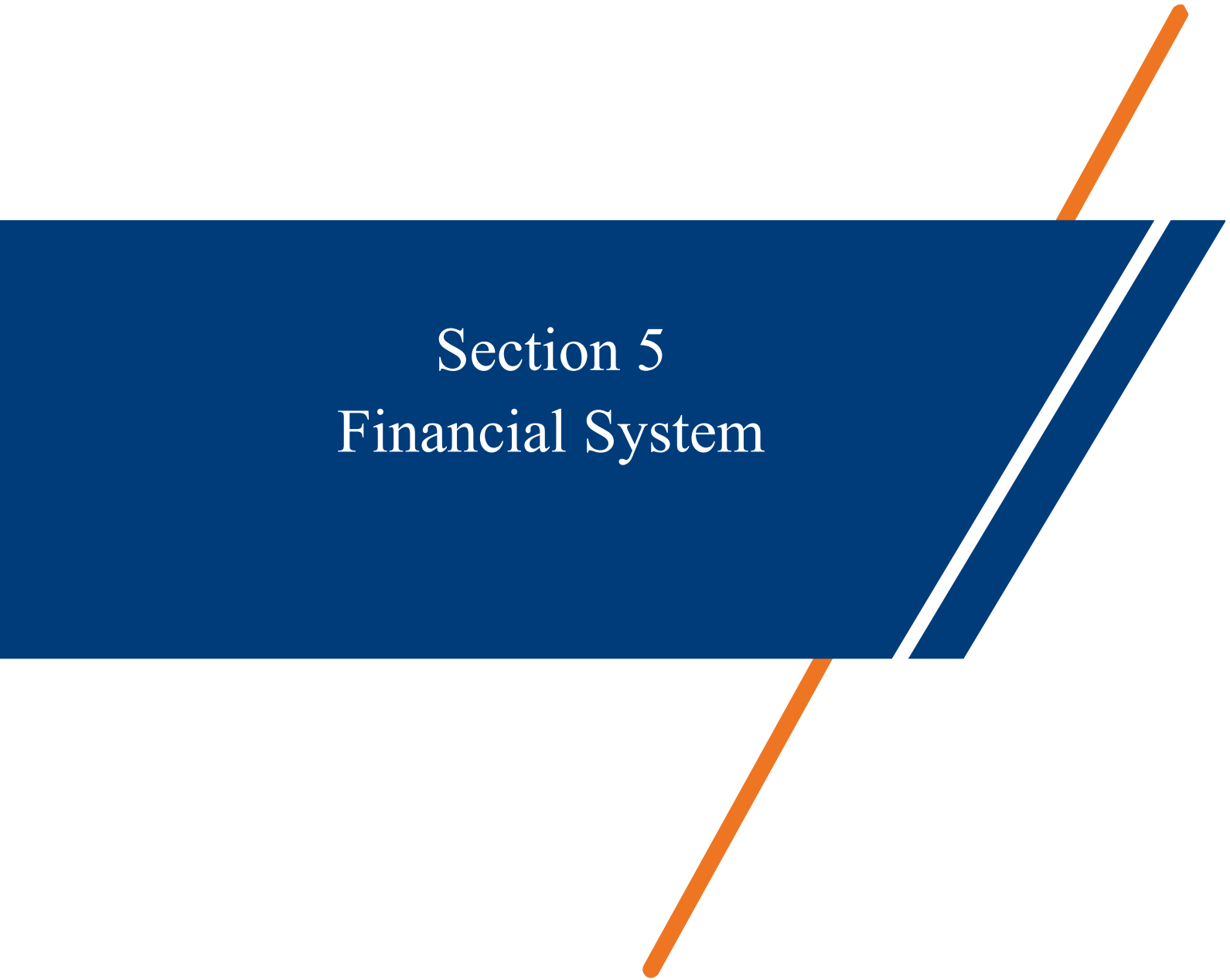
After completing the diploma degree, a student may continue into the bachelor's program, completing an additional 60 credit hours with a GPA of no less than 2.0.

Clause Three: Bachelor Degree (4 Years):

To graduate, a student must complete 132 credit hours in the College of Engineering or 120 credit hours in the College of Business and School of Aviation, with a GPA of no less than 2.0.

Fourth Clause: Other Requirements

The student must not have any actions that would prevent graduation due to violations of the University's policies and regulations.



Section 5

Financial System

Section Five: Financial System

Chapter One: Duties and Responsibilities

- The University President is responsible for managing the University's funds and disbursements in line with the annual budget. The President has the authority to delegate certain financial responsibilities to vice Presidents, deans, or directors as needed, and can revoke these delegations at any time in writing.
- The Finance Department handles all financial affairs of the University, including the collection of funds and fulfilling financial obligations, in accordance with the Private Universities Law, its executive regulations, the University's policies and regulations.
- The Director of Finance is tasked with presenting requested financial information to the University President, maintaining financial records, and ensuring proper documentation for all transactions.
- The staff in the Finance Department are responsible for executing financial tasks, managing financial entries, accounts, and records in line with university policies.
- The staff in the Finance Department are liable for any financial loss caused by negligence or error, with the University having the right to recover any such loss from the concerned staff.

Chapter Two: Budget

- The University operates with an independent budget, which is prepared and approved annually.
- The University's annual budget consists of its estimated revenue and expenses for a fiscal year that begins on the first of September and ends on the thirty-first of August of the following year.
- The budget is divided into Sections, Chapters, and articles.
- The University President issues the necessary instructions to define the procedures for preparing the annual budget and its annexes, including the date of submission, and the required accompanying data. The budget must be submitted no later than November 1st each year and presented to the Board of Trustees (BOT) for approval prior to the start of the fiscal year.
- The University President shall present the draft budget to the executive management for discussion and approval before submitting it to the Board of Trustees for ratification, at least one month prior to the start of the fiscal year.

- If the University's budget is not approved before the start of the fiscal year, expenditures may continue based on a monthly allocation issued by the University President at a rate of 1:12 of the previous year's budget, for a maximum of two months. The amounts spent in this manner shall be reconciled against the new budget once it is approved.
- No allocations in the budget or its annexes may be used for purposes other than those specified therein.
- The annual budget must be reviewed and approved each year by the University President and BOT.
- During the fiscal year, additional expenses or allocations may be added as determined by the Board of Trustees, provided that the same procedures for preparing, organizing and approving the annual budget are followed, excluding the provisions related to submission deadlines.
- Budget transfers may be made according to the following authorities:
 - From one Section to another: by decision of the Board of Trustees, upon the recommendation of the University President.
 - From one Chapter to another within the same Section: by decision of the Chair of the Board of Trustees upon the recommendation of the University President.
 - From one article to another within the same Chapter: by the decision of the University President upon the recommendation of the relevant dean or line manager.
 - In all cases of budget transfers, the Finance Department Director must ensure that such transfers do not result in additional financial obligations or require surplus funds.
- Expenditures from the budget are based on the financial disbursements authorized by the University President or by a delegated representative.

Chapter Three: Expenses

- The University President establishes a financial mechanism for managing disbursements, auditing, transactions, and expenses.
- Disbursements are made after financial documents are reviewed, audited, and approved by the Finance Department Director and the President or their delegate.
- Salaries, allowances, and wages are to be paid at the end of each month.
- The University President may authorize the disbursement of employee salaries and allowances for a period not exceeding two months during annual or summer vacations.
- Employees are paid during vacation periods, including any entitled bonuses or compensation, provided they fulfill their obligations.

- Part-time employees may also be paid, at the beginning or during the summer vacation, all salaries due to them until the end of the vacation or for any portion thereof, provided that their contracts end with the vacation and they have fulfilled all their obligations.
- Employees who leave the University may receive vacation day payments. The University President can deduct part of these payments as insurance to cover any unforeseen obligations.
- Purchases from outside Kuwait are paid through documented credits or money transfers, either as a lump sum or in installments. Guarantees are required to ensure delivery according to specifications and deadlines.
- Expenses less than 100 KD must be supported by receipts. If receipts cannot be provided, the requester must submit a declaration of the purchase, which must be approved by the University President.

Chapter Four: Revenue

- The Finance Department Director is responsible for preparing various receipt forms for specified financial values.
- All received funds are to be properly recorded in the university's accounts, with a copy of the receipt given to the payer. Receipts must be linked to the accounts of the relevant Chapters in the annual budget for the fiscal year. The President will provide instructions on how to collect, record, retain, and deposit all funds, as well as how to manage lost receipts.
- The university shall maintain separate accounts at Kuwaiti banks selected by the BOT. These accounts will hold the university's allocations as per the approved budget. The President specifies the types of spending and disbursements from these accounts. Only authorized signatories, such as the Finance Department Director and the President, are allowed to sign cheques and request exchange orders. The President can also delegate another person to handle bank transactions during their absence. All revenue will be transferred to the university's bank account.
- The university may keep cash flow not exceeding 10,000 Kuwaiti dinars, as determined by the President, except for cheques held until their due date.
- Disbursements must follow the approved budget categories as set by the BOT.
- University financial resources include:
 - Tuition fees
 - Revenue from other business ventures
 - Gifts, donations, grants, and aid, in line with university regulations

- Revenue from academic, advisory, and research activities, as well as from productive projects and university facilities.

Chapter Five: Acceptance of Gifts, Donations, Grants, and Endowments

The Ministerial Council has established criteria for accepting gifts, donations, grants, and endowments for private universities, which include the following:

- Should not conflict with the educational institution's purpose.
- All gifts, donations, grants, and endowments must be recorded in a special register.
- All forms of gifts must be deposited in a separate local university bank account.
- Donated assets should be presented to the university upon receipt.
- Disbursements must follow prescribed rules.
- Disbursements must be approved by the President.
- A financial auditor must review all donation records and submit periodic reports to the President.
- The university must adhere to these criteria when accepting gifts, donations, grants, and endowments.

Chapter Six: Advances and Deposits

- The BOT may approve advanced payments to the university based on the President's recommendation if no allocations exist in the current budget. These advances may be funded through an appendix to the budget or the next fiscal year's budget.
- The President can issue financial advances for the following reasons:
 - Salary advances for newly appointed faculty members during the first three months of their employment, not exceeding 200 Kuwaiti dinars per person, to be repaid in one installment starting from the following month's salary.
 - Permanent or temporary advances for university employees within the approved budget, to be used for official purposes.
- Any amount paid to the university that is not part of the approved budget or is intended for another party must be recorded in the Trust account. The details of such amounts shall be documented in the Trust Fund Register, and the method of receipt, recording, and disbursement shall be subject to the provisions of this system. For other trust amounts that are not returned to the University under specific conditions, their refund or disbursement shall be governed by those conditions, whether refunded in kind or through any other method that serves the interests of the University.

Chapter Seven: Accounts, Records, and Forms

- According to the law governing private universities, the university must submit its balance sheet and final accounts based on an external auditor's report. The university's capital and financial resources must be deposited in the university's bank account, and any spending from this account requires BOT approval.
- The President will issue bookkeeping instructions and any necessary amendments to the Finance Department.
- The Finance Department Director and the President will determine the forms and records required for maintaining and organizing university financial affairs.
- All university financial records must be kept for a minimum of seven years after the work concludes. Documents may be destroyed following the President's instructions or handed over to the relevant authorities for endorsement.

Chapter Eight: Financial Reports

Article One: Annual Financial Reports for the Private Universities Council

As per PUC regulation No. (6/40-3/2009), private universities must submit annual financial reports within three months after the end of the fiscal year to the General Secretariat of the Council of Private Universities. The report should be accompanied by an audit from an external auditor.

Article Two: Annual Financial Reports Issued by the External Auditor

- The university President is responsible for overseeing the university's financial affairs under the BOT's supervision. The BOT is charged with general oversight of control and funding policies.
- The BOT must ensure all necessary documents regarding revenues, debts, assets, and payments of obligations are maintained, ensuring the financial stability of the university. The BOT will regularly review financial reports submitted by the external auditor.

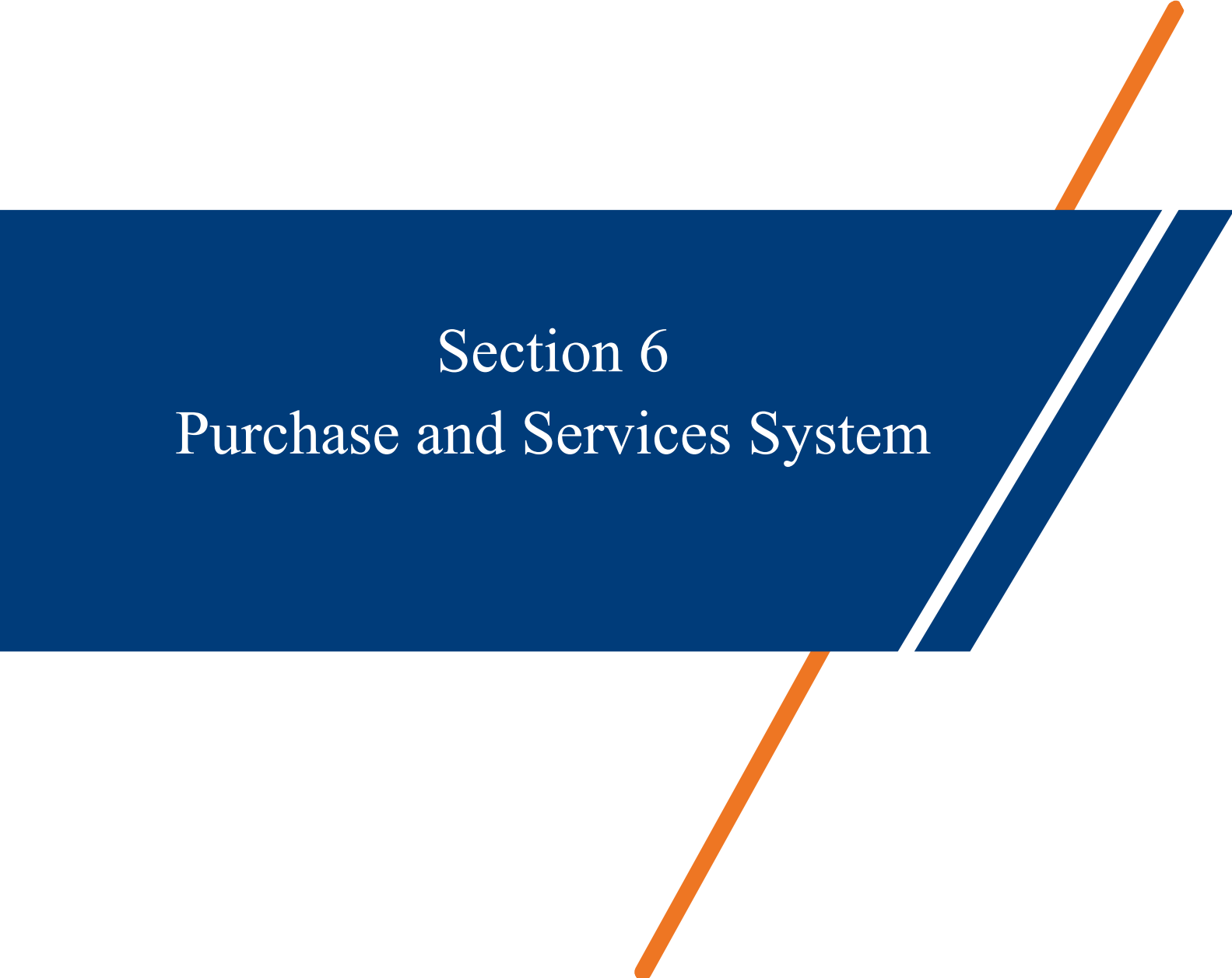
Article Three: Annual Financial Reports for Senior Management

The Finance Department Director will submit annual and semi-annual financial reports to the President, reflecting the university's financial performance. These reports will be used to evaluate financial health and identify areas for improvement. After evaluation by the President, the reports will be submitted to the BOT.

Chapter Nine: General Guidelines

- The Finance Department Director must receive a copy of every contract or agreement that grants the university any rights or obligations, or any financial responsibilities outlined in the agreement.

- Any debts, shortages, or losses in the university's cash funds will be waived at the end of the fiscal year by a decision from the BOT, regardless of their value, following the recommendation of a committee appointed by the President.
- In cases of misuse, loss, or falsification of university funds, records, books, or entries, the employee responsible must report the issue to the Finance Department Director, who will inform the President to take appropriate action.
- The President will issue guidelines on how to regulate the relationship between the university's financial systems and other departments not administratively linked to the Finance Department.



Section 6

Purchase and Services System

Section Six: Purchase and Services System

Chapter One: Purchase Department

Article One: Purchase Department Duties and Responsibilities

- The Purchase Department is responsible for securing all goods for the university. This includes examining, coding, checking, insuring, registering, organizing, and storing goods in the university warehouse. The department will also handle the maintenance, inventory, and distribution of goods, as well as monitoring the stock in the store.
- The department will communicate with both local and international suppliers to ensure the best options are chosen to meet the university's needs.
- It will establish the purchase process, including the necessary documents to be filled out and the required approvals.
- The department will work closely with the Contracts Administration Unit to draft or review contracts related to purchases requiring legal agreements.
- All purchases will follow a policy and procedures approved by the university President and the Board of Trustees (BOT).
- The Purchase Department will also follow up on general purchase requests as outlined by senior management, including coordinating the payment methods, delivery schedules, extensions, penalties, and all other related details.

Article Two: Supplies General Terms

- Members of BOT, the BOT Chairman, or any university staff are prohibited from directly or indirectly being involved in the purchase process.
- Purchases cannot be made unless allocations for them have been included in the annual budget or any of its annexes.
- All goods must be registered in an electronic database and organized within the relevant university stores.
- All goods must be entered into and issued from inventory through the supply management system, based on documents signed by the concerned parties.
- Any excess goods that are no longer required by the university may be sold. A committee, appointed by the university President, will oversee this process.

Chapter Two: Facilities and Construction

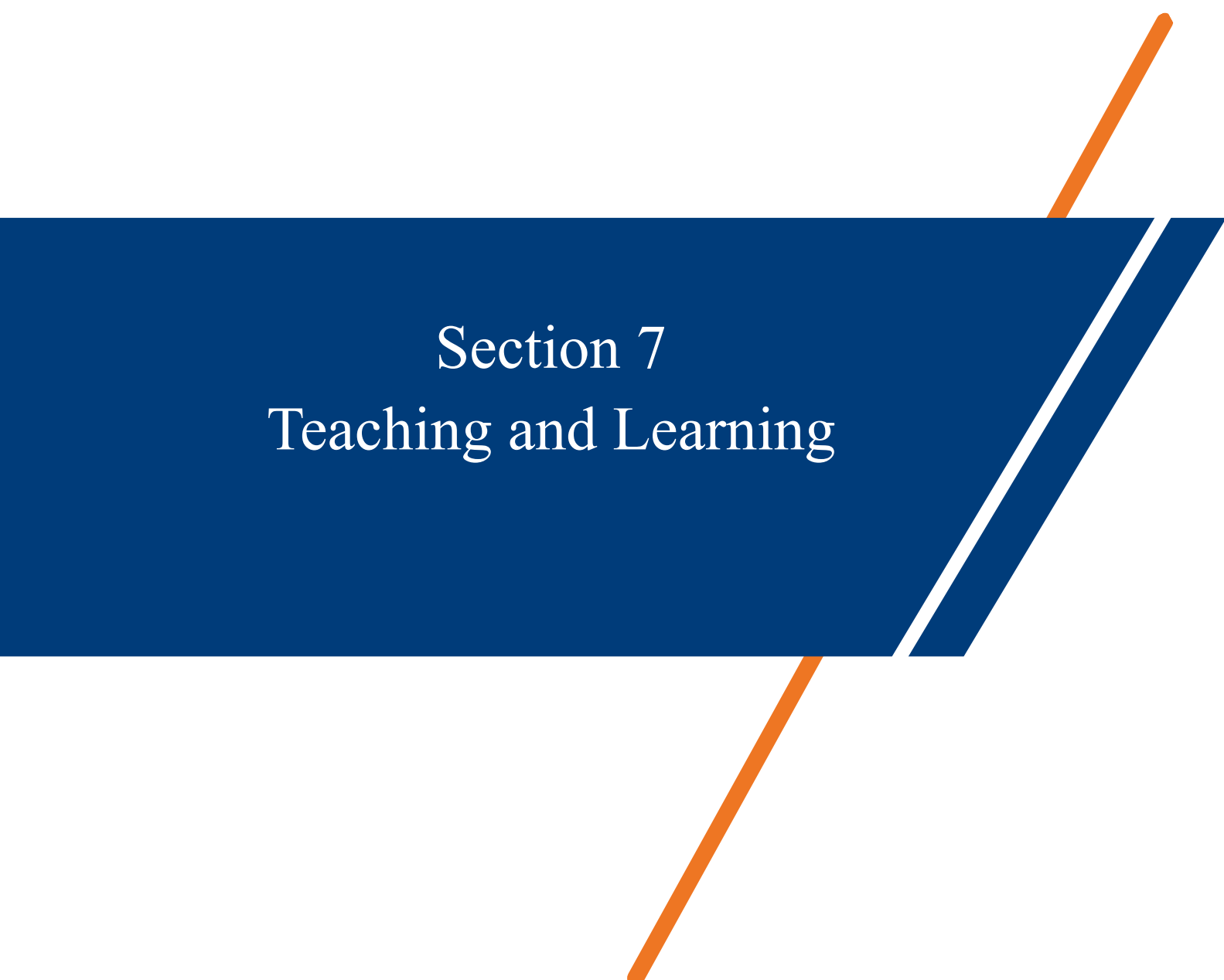
The Facilities and Construction Chapter is responsible for all services related to the planning, approval of designs, construction, and maintenance of university buildings and infrastructure.

Article One: Facilities Department Duties and Responsibilities

- The Facilities Department is tasked with maintaining university buildings and services, whether done internally or through external specialized companies.
- The department is also responsible for monitoring the services provided by approved suppliers, ensuring coordination of the payment process, delivery, completion of work, extension periods, penalties, and all related matters.

Article Two: Facilities General Terms

- No service work for university buildings may be carried out if the related expenses are not accounted for in the university's annual budget or its annexes.
- The university facilities are to be designed and equipped according to the criteria set forth by the Private Universities Council (PUC), including all required specifications for classrooms, laboratories, and other university campus facilities.



Section 7

Teaching and Learning

Section Seven: Teaching and Learning

Chapter One: Teaching and Learning Definition

The Teaching and Learning Center (TLC) is tasked with enhancing institutional knowledge aimed at promoting effective teaching and purposeful learning. The center plays a pivotal role in supporting both faculty members and students to ensure a high-quality teaching and learning experience. Through various services, including programs and workshops, the TLC contributes to improving the education quality provided by the university.

Chapter Two: The Center Functions

- Conducting questionnaires to evaluate academic programs and faculty performance, with feedback provided to the relevant departments or colleges.
- Offering annual "Excellent Academic Teaching Awards" to distinguished faculty members, recognizing their contribution to effective teaching.
- Assisting faculty members in fostering a culture of teaching and learning that focuses on qualitative teaching and the implementation of effective assessment strategies.
- Working to improve the learning environment by encouraging faculty members to explore modern teaching methods and techniques.
- Providing training and orientation to newly hired faculty members on TLC services and supporting their educational journey at the university.
- Conducting workshops and training courses on professional development, curriculum design, evaluation, and the integration of advanced technology into learning.
- Assisting in the development and implementation of advanced teaching and learning methods such as flipped classes, online courses and blended learning.

Chapter Three: TLC Manager Appointment and Responsibilities

Article One: Manager Appointment Mechanism

The Teaching and Learning Center manager is selected from among the university's faculty members. The candidate is chosen by the vice-President for academic affairs and must be approved by the university President.

Article Two: TLC Manager Selection Requirements

- Must have been employed at the university for at least two academic years.
- Must have achieved a performance appraisal score of "good" or above during their annual evaluation.

- Must have a record of good conduct during their tenure at the university, with no disciplinary penalties.

Article Three: TLC Manager Responsibilities

- Overseeing the overall functioning and operations of the Teaching and Learning Center.
- Managing the activities and services offered by the TLC to ensure the center meets its objectives.
- Holding regular meetings with the vice-President for academic affairs to discuss the center's progress, activities, and future plans.
- Representing the TLC in discussions with strategic partners and international accreditation bodies to further the center's goals.
- Providing faculty members with professional development opportunities focused on advanced technology in education.
- Organizing workshops and seminars to increase student involvement in the learning environment and improve educational practices.

Chapter Four: Center Meetings Mechanism

The TLC manager is required to hold monthly meetings with the vice-President for academic affairs to review the center's progress and ensure alignment with the academic goals and strategy.



Section 8

Scientific Research

Section Eight: Scientific Research

The university places a high value on scientific research and allocates 5% of its net profits to fund research activities.

Chapter One: Scientific Research Center (SRC)

The Scientific Research Center (SRC) is established with the goal of enhancing scientific research through collaboration, training, publication, and creative endeavors. The SRC plays a key role in advancing the university's research initiatives and fostering a culture of academic inquiry and discovery.

Chapter Two: Center Functions

The Scientific Research Center is tasked with a variety of functions that support the advancement and dissemination of scientific knowledge, including:

- Supporting and promoting groundbreaking research across various disciplines, with an emphasis on collaboration at local, regional, and international levels.
- Strengthening the research infrastructure to foster innovation and facilitate research across different fields of study.
- Spreading scientific knowledge and information throughout society by organizing awareness programs, such as seminars, workshops, and publishing research findings via websites and other publications.
- Assisting researchers in developing their capabilities and supporting them in managing and securing research scholarships.
- Establishing and maintaining strong relationships with various research funding agencies, both locally and internationally.
- Strategically investing in the promotion of scientific research and researchers, ensuring that research efforts are supported and sustained.

Chapter Three: SRC Manager Appointment

Article One: Manager Appointment Mechanism

The SRC manager is selected from among the university's faculty members. The candidate is chosen by the vice-President for academic affairs and must be approved by the university President.

Article Two: SRC Manager Selection Requirements

- The candidate must have been employed at the university for at least two academic years.
- The candidate must have received an annual appraisal score of “good” or above.

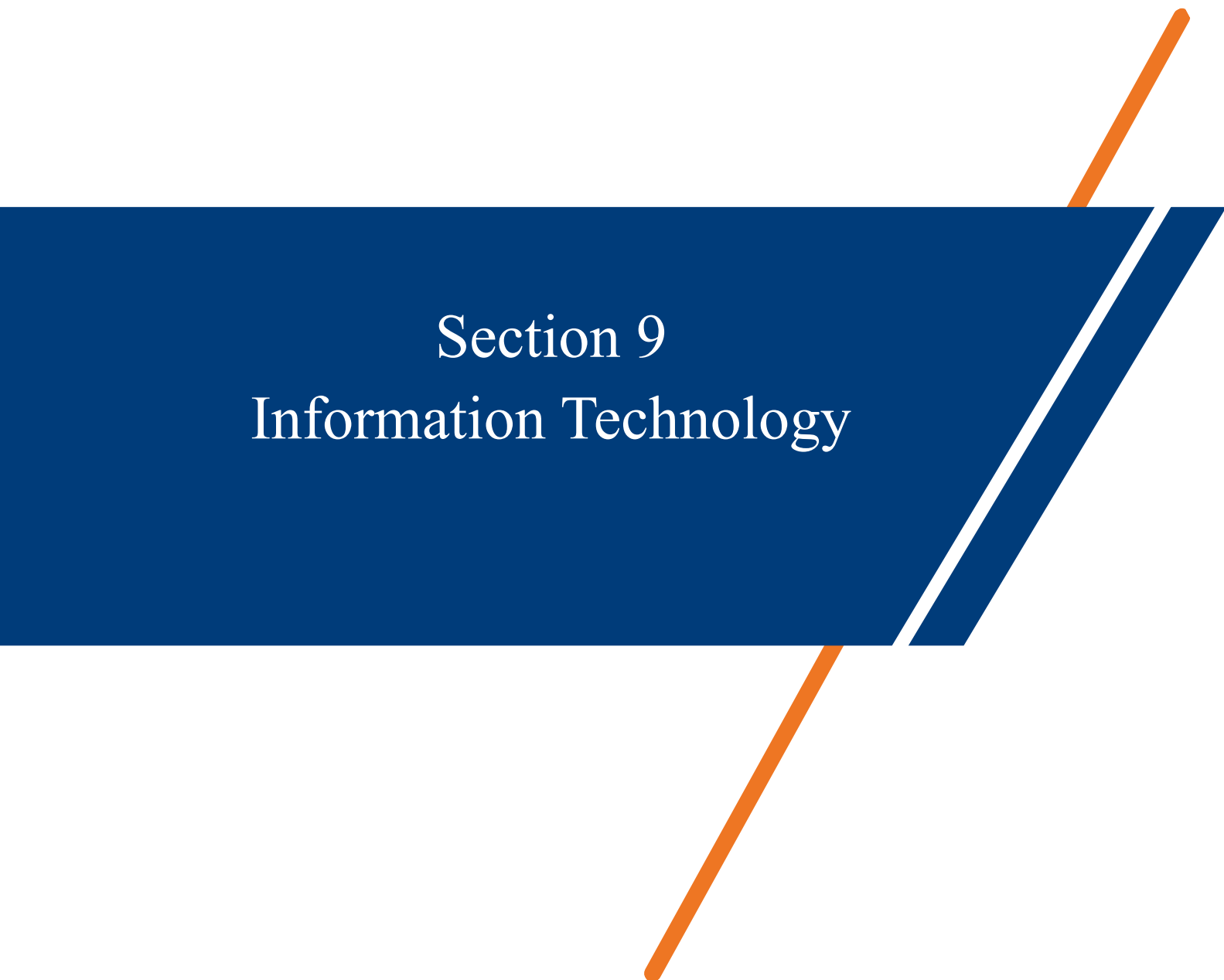
- The candidate must have demonstrated good conduct throughout their employment and have no history of disciplinary penalties.

Article Three: SRC Manager Responsibilities

- Overseeing the operations and activities of the Scientific Research Center.
- Ensuring the implementation of the university's scientific research strategy and following up on its progress.
- Conducting regular meetings with the vice-President for academic affairs to discuss the center's achievements and activities.
- Developing and managing the strategic plan for scientific research, including the evaluation and approval of research funding requests.
- Communicating with internal and external entities, such as the Kuwait Foundation for the Advancement of Sciences (KFAS), Kuwait Institute for Scientific Research (KISR), and the Kuwait Industries Union, to secure research funding.
- Submitting scientific research recommendations to the university President for approval.
- Establishing necessary procedures and regulations to manage scientific research, including support, coordination, follow-up, evaluation, and publication.
- Setting terms and conditions that protect the university's rights, as well as those of researchers, regarding scientific research outcomes, copyrights, and publishing rights.
- Discussing and managing the annual budget for scientific research activities.
- Submitting semi-annual reports on the state of scientific research at the university.
- Continuously encouraging distinguished faculty members to engage in high-quality research.
- Handling any other issues related to scientific research.

Chapter Four: Center Meetings Mechanism

The SRC manager is required to hold monthly meetings with the vice-President for academic affairs.



Section 9

Information Technology

Section Nine: Information Technology

Chapter One: Information Technology Definition

Information Technology (IT) includes a range of applications, systems, and networks that are essential for the operation of both academic and administrative departments at the university. Below are some of the systems that are employed:

1. Admission and Registration System
2. Grading System
3. Graduation System
4. Education System
5. Examination System
6. Electronic Library
7. Graduate System
8. Archiving System
9. Financial Affairs System
10. Administrative Affairs System
11. Receipts and Goods System
12. Modern Electronic Network System
13. iCloud Computing System
14. Specialized Systems Linked to the Programs Offered

Chapter Two: Information Technology Functions

- Enhances the technologies used in the educational process by providing advanced resources and tools, ensuring that the necessary infrastructure for managing the educational process is in place.
- Partnering with local and international entities to acquire software and applications that enhance the university's IT systems and services.
- Providing a technological network that adheres to both international and local standards, which supports the academic and administrative operations of the university.
- Enabling easy and effective access to academic resources, research information, and databases for students and faculty.
- Improving the electronic networks used for research and scientific experiments, providing easy access to specialized resources and publications.

- Ensuring that information is stored in a way that is both accessible and secure.
- Ensure information security is in accordance with both global and local standards.
- Guarantee safety and privacy by implementing necessary security measures to protect access to information.
- Assess and evaluate the University's IT needs to improve or develop the existing systems and software.
- Monitor technological developments and emerging trends in data management and analysis to enhance the University's infrastructure when necessary.
- Conduct periodic evaluations to identify potential data-related risks and determine necessary improvements to existing procedures and systems.
- Develop and implement contingency plans to address data-related emergencies, such as security breaches or data violations.
- Organize awareness campaigns and training for staff and students to foster an IT-conscious environment.
- Provide necessary training and support to facilitate the educational process.

Chapter Three: Information Technology Selection Mechanism

- Analyzing university operations to identify areas where IT can improve processes and efficiency.
- Setting an appropriate budget for IT purchases, ensuring that there are sufficient funds allocated for the necessary technology.
- Ensuring the selected technology is compatible with the university's existing infrastructure, such as networks, servers, and software.
- Partnering with both national and international companies to acquire software and applications that meet the university's needs.
- Ensuring that IT providers can offer strong technical support and quick resolution of any issues that arise.
- Ensuring that the selected technology adheres to high standards of security to protect sensitive data and the university's databases.

Chapter Four: Data Committee

Article One: Data Committee Definition

The Data Committee is responsible for verifying, collecting, and centralizing all information and data at the university to ensure consistency and security.

Article Two: Data Committee Members

The members of the Data Committee are selected based on their experience and expertise in the field of information technology. Temporary members may also be invited to provide input on specific issues or areas of specialization.

Article Three: Committee Duties and Responsibilities

- Developing a clear strategy and methodology for data analysis and accreditation at the university.
- Submitting reports to the university management on data management issues.
- Assisting in the design and implementation of the necessary information technology infrastructure for storing and securing data.
- Keeping the committee informed on technological developments and trends in the fields of data management and analysis.
- Handling any other issues or tasks related to the management of the university's data.

Article Four: Committee Meetings Mechanism

The Data Committee will hold at least six meetings during the academic year. The meetings will be chaired by the university President, and the members will set the schedule for the meetings.

