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APPENDIX 1.

HONOR CODE

I. Mission

The ADA University is a community of students, staff, faculty and administrators united by the common goal of promoting excellence in education, research and service. ADA University strives to provide state-of-the-art facilities and excellent environment for its community members to engage in an inspiring and dynamic learning process. The University places a high value and emphasis on the academic success and achievements of its community members.

However, this must be achieved only in an environment guided by academic honesty, integrity, and a commitment to personal and mutual accountability.

The University's philosophy is centered on the idea that academic integrity and honesty should be promoted not by the use of sanctions and threats, but rather, by instilling an academic culture that embraces these values in their own right. During the pre-curriculum phase, incoming students will devote a considerable length of time discussing generally accepted standards of academic integrity so as to avoid any possible misunderstandings or unintended violations of the codes of proper academic conduct.

The Honor Code contains a list of academic rules and procedures essential to guiding the conduct of students, staff, faculty and administrators alike. The sanctions contained in this guide are intended only as a last resort, allowing ADA University to defend itself and its reputation against violations of these generally accepted standards of proper academic conduct.

II. Principles of Academic Integrity and Honesty

- a. **Do Not Lie!** Purposefully providing false information and gaining an advantage or avoiding consequences by lying, falsification, deception, or fraud is not acceptable behavior at ADA University.
- b. **Do Not Cheat!** Violating the rules of the exams, tests, and other assignments as well as accepting unauthorized help is not acceptable behavior at ADA University.
- c. **Do Not Plagiarize!** Using someone else's intellectual work without giving proper credit to the author and submitting the same paper for two or more classes is not acceptable behavior at ADA University.
- d. **Do Not Discriminate!** Discrimination based on race, gender, ethnicity, religious affiliation, sexual orientation, or disabilities is not acceptable behavior at ADA University.
- e. **Do Not Help Others Violate** These Principles

III. Reporting Violations of the ADA Honor Code

- a. Students, staff and faculty who have become aware of possible violations of the ADA University Honor Code are expected to report these cases to the Dean of the appropriate school with the utmost urgency. This should be done orally or in writing, providing as many details as possible.
- b. Such reports to the Dean are normally adequate for reporting purposes. If taking reporting actions, any student, staff or faculty member should take appropriate account of the circumstances at the time. Any unnecessary disruption of classes or examinations underway should be avoided.
- c. The Dean will maintain the utmost confidentiality concerning such reports and will take precautions to ensure the anonymity of his/her source. The Dean shall submit the case to the Honor Committee for hearing, save in cases when the student admits the violation of the Honor Code.
- d. All written assignments at ADA University will be checked, if necessary, by an anti-plagiarism program. Should the report on the submitted assignment indicate a possible violation of the Honor Code, the relevant faculty member is required to provide the Dean with a copy of that report.
- e. The allegation of a faculty member's violation shall be reported to the Dean who will subsequently report it to the Vice Rector of Academic Affairs. The Vice Rector of Academic Affairs shall form the Honor Committee. The Vice Rector shall take into account potential conflicts of interests when appointing Committee members.

IV. The Honor Committee

- a. The Honor Committee is charged with hearing cases of alleged violations of the ADA University Honor Code.
- b. Student members of the Honor Committee shall be selected by Dean from members of current Undergraduate and/or Graduate Student Governments.
- c. Faculty members of the Honor Committee shall be appointed by the Vice Rector of Academic Affairs.
- d. When hearing cases of alleged violations of the Code by students, the Committee shall be composed as follows: three (3) faculty representing minimum two different Schools and three (3) student members. The student members of the Committee shall be appointed by the Dean from the full list of members of Graduate and Undergraduate Student Governments to serve as a jury duty. The Dean shall take into account potential conflict of interests when appointing student Committee members. Dean reserves the right to select Graduate Government members for hearings of alleged violations by undergraduate students and vice versa select Undergraduate Government members for hearings of alleged violations by graduate students. Hearings of alleged violations by students are chaired by the Dean, whose task it is to ensure that proper procedures are adhered to. At no point shall the Dean express his/her views of the merits of the case. The Dean has a casting vote right in cases

when the Committee is tied.

- e. When hearing cases of alleged violations of the Code by faculty members the Committee shall be composed as follows: The Dean of the appropriate school (1), three (3) faculty members and two (2) senior administrators. Hearings of alleged violations by students are chaired by the Vice Rector of Academic Affairs, whose task it is to ensure that proper procedures are adhered to. At no point, shall the Vice Rector of Academic Affairs express his/her views of the merits of the case. The Vice Rector has a casting vote right in cases when the Committee is tied.
- f. Each member of the Honor Committee is required to pledge to keep the matter under investigation confidential. Members are required to make conflicts of interest known to the Dean and/or Vice Rector prior to the first hearing. In case of a conflict of interests, the member in question shall be replaced by another member for the duration of the case.
- g. The Dean and/or Vice Rector shall appoint a Secretary of the Honor Committee hearing, who shall maintain minutes of the hearing and advise faculty members on previous cases of violations of the code. The minutes of the hearing shall be signed by the Secretary, the Dean/Vice Rector and committee members.
- h. Serving on the Honor Committee is a voluntary activity. The committee member may voluntarily resign by giving advance written notice to the committee.
- i. Contacting members of the Honor Committee for the purpose of influencing their decision is prohibited and considered in itself a violation of the Honor Code.

V. Investigation Procedures

- a. Investigation must be conducted in a timely manner. Persons under investigation have the right to attend the hearings of the committee and defend themselves. If relevant, the Faculty member, responsible for the grading of the paper or exam can be invited to attend the hearings. Date, time, and location of the hearing are announced to the members of the committee as well as the interested persons five (5) days in advance. If a person under investigation fails to appear without a valid cause, the hearing may proceed nevertheless.
- b. Hearings must be conducted in an atmosphere of free debate, analysis, and decision-making. They are closed to the public. Members of the committee are free to ask any questions related to the case. Witnesses might be called to the hearing sessions to ensure a more detailed investigation of the case.
- c. The Committee shall strive to decide with unanimity. Should this not prove possible, decisions will be taken by a simple majority. A quorum will be a simple majority of the committee members. Dissenting members have the right to have their views entered into the minutes.
- d. At all times, the members of the Committee shall guarantee the complete confidentiality of the proceedings. The documents relating to the investigation shall remain sealed at all times in the Dean's office. It is illegal to tamper with these papers or distribute them without the written consent of the Dean.

- e. Both students and faculty have the right to appeal the case to the Rector. Appeals must be made in writing within one (1) week of the decision of the Honor Committee. If the Rector considers the appeal to be grounded, a second hearing is organized with an Ad Hoc Honor Committee consisting of members not familiar with the case. Decisions passed after the second hearing are final.
- f. The relevant faculty member and the dean shall invite the alleged offender to discuss the details of the allegation. The faculty and the dean shall invite the student to admit the allegation. In case the student admits the allegations of the Honor Code violation, he/she shall sign the “Honor Code Violation Form” attesting to the fact of violation. The faculty member and the dean subsequently will decide on the applicable sanction, as outlined in Article 5.g below. If a student rejects the allegations, the faculty member and the dean must forthwith refer the case for investigation by the Honor Committee.
- g. First-time offenders shall fail the course and receive a written warning. Second-time offenders shall be suspended from University for one semester. Third-time offenders shall be permanently expelled from the University. Student found in violation of ADA Honor Code will not be eligible for scholarships, readmission, participation in exchange programs, and Teaching Assistantship contracting.
- h. ADA University will implement a “Forgiveness Principle” for its students. Forgiveness Period is applied for the first semester at ADA University. First-time offenders during Forgiveness Period shall fail the component grade and receive a written warning. A first offence committed during the Forgiveness Period will not have any further implications. Second offence committed during the Forgiveness period will be treated the same way as the first offence in a regular study period and will be sanctioned based on rules indicated in above Clause (g).
- i. The decision of the Committee concerning the sanctions to be applied against the student shall be passed on to the Dean, who shall implement Committee’s decision. Should the student have withdrawn from the class or the University prior to the completion of the investigation, the sanctions will be imposed, nevertheless.
- j. The Decision of the Committee concerning the Honor Code violation by the faculty member shall be passed on to the Rector who, in case of violation, shall decide on the sanctions to be applied. In case of the first time offenders, the Rector shall issue a written warning. The second time offenders may expect their employment contract to be prematurely terminated, subject to the requirements of the Labor Code of The Republic of Azerbaijan and other applicable legislation.

VI. Amendments to the ADA University Honor Code

The ADA University Honor Code can be amended through a vote of the University Senate. Amendments to the Honor Code must be approved by a 2/3 majority of the Senate members.

VII. Pledge

- a. All students, staff and faculty of ADA University community will be asked to sign a copy of the Honor Code.
- b. All students, staff and faculty must be prepared to take the following pledge:
“As a member of the ADA University community, I will not engage in any behavior that will violate the Honor Code, nor will I tolerate others doing so. I will do everything in my power to uphold an atmosphere of honesty and integrity at ADA University and will encourage others to behave likewise.”

VIII. The Honor Code Agreement

Having read the ADA University Honor Code, I understand and accept my responsibility to uphold the Honor Code at all times.

Name: _____

Signature: _____

Date: _____

APPENDIX 2.

CHARTER OF ADA UNIVERSITY

1. General Provisions

- 1.1.ADA University (hereinafter referred to as University) was established under the decree dated January 13th, 2014 by the President of the Republic of Azerbaijan.
- 1.2.The University is the legal heir of the Diplomatic Academy of the Ministry of Foreign Affairs of the Republic Azerbaijan and Information Technologies University. The University functions under the Ministry of Foreign Affairs of the Republic of Azerbaijan.
- 1.3.The University is the state higher education institution implementing personnel training at all levels of higher education, offering higher and additional education programs, carrying out fundamental and applied scientific research.
- 1.4.The University is a legal entity; it has its own independent balance, property under its ownership and disposal, treasury and bank accounts, flag, seal with the image of the coat of arms of the Republic of Azerbaijan and the name of the University engraved on it, stamps, individual logo and letterheads.
- 1.5.In its activities, the University is guided by the Constitution of the Republic of Azerbaijan, international treaties to which the Republic of Azerbaijan is a Party, the laws of the Republic of Azerbaijan, decrees and resolutions of the President of the Republic of Azerbaijan, decrees and resolutions of the Cabinet of ministers of the Republic of Azerbaijan, and this Charter.
- 1.6.As provided by the Law on Education of the Republic of Azerbaijan and this Charter, the University is free to choose and recruit personnel and to perform activities in education, scientific, material, technical and other areas.
- 1.7.The University has the right to conclude agreements, to establish education unions and associations and to become a member of such organizations.
- 1.8.The University is located in the city of Baku

2. Structure and Governance of the University

- 2.1 The University establishes its structure independently and forms various internal organizational units which include: institutions, branches, faculties, chairs, departments, libraries, research and innovation centers, laboratories, student dormitories, sports centers, guest houses, canteens and other organizational units. In accordance with its profile, the University can establish production plants, a pilot preschool and general education institutions.
- 2.2 Authorities of the organizational units of the Universities that are not legal entities are established by statutes approved by the Rector of the University (hereinafter referred to as the Rector).

- 2.3 The Structure of the University is approved by the Rector as advised by the University Senate. Heads of the organizational units and branches of the University are assigned by the Rector.
- 2.4 Within the limits of state education standards arising from international agreements to which the Republic of Azerbaijan is a Party, the University is free in the development of academic programs, their assessment and the conduction of research.
- 2.5 The supreme governing body of the University is the Senate (hereinafter referred to as the Senate). The Senate oversees general and academic-educational activities of the University and specifies the directions of these activities. Major areas under the control of the Senate include: the specification of the educational, academic, research and international activities of the University, the approval of strategic and annual action plans, development of the basics of library and IT services, the approval of names and purposeful scholarships, the establishment of the rules for student-career management and for organization of alumni relations, and the awarding academic degrees and names and conferring the name of honorary doctor of the University. Moreover, the Senate hears annual reports of the Rector and deans, and proposes changes and additions to the University Charter. Members of the Senate are elected for two years.
- 2.6 The supreme advisory body of the University is the Board of Trustees of the University (hereinafter referred to as the Board of Trustees). The Board of Trustees advises on the strategic activity of the University and its direction.

The Board of Trustees is composed of at least 9 persons.

The Board includes permanent and elected members. The Minister of External Affairs, The Minister of Education of the Republic of Azerbaijan, and the Rector of the University are permanent members to the Board of Trustees. Other members of the Board of Trustees are elected for the term of two years at its annual meeting. Areas of competence and activity of the Board of Trustees as well as the rules for the organization of its activity are established by the Statute on the Board of Trustees of the University adopted at the meeting of the Board and approved by the Rector.

2.7 The Board of Trustees:

- 2.7.1 gives suggestions as to the strategic development direction of the University; supports the raising of additional funds for the University and the improvement of its material and technical base;
- 2.7.2 gives suggestions for the investment of resources accrued in the permanent fund of the University and for gaining additional benefits;
- 2.7.3 hears the Rector's reports on the annual budget of the University and its implementation, activities of the University, disposal of its property and annual audit results of the University;
- 2.7.4 takes the initiative for the introduction of best trends in the area of education, strengthens the international relations of the University and assists in the formation and development of its brand.
- 2.8 The activities of the University are led by the Rector. The Rector is assigned to the position and dismissed by the President of the Republic of Azerbaijan. In the absence of the Rector,

the activity of the University is led by the provost authorized by the Rector.

2.9 Rector:

- 2.9.1 leads academic, educational, training, research, production, financial, economic and other activities of the University and bears full responsibility for its activities;
 - 2.9.2 represents the University in relations with state bodies and organizations and other local and international organizations;
 - 2.9.3 approves deals, grants powers of attorney, and opens accounts at banks and other credit establishments on behalf of the University;
 - 2.9.4 gives orders, decrees and other written directions of which the implementation is mandatory;
 - 2.9.5 approves decisions made by the Senate and complies with the recommendations of the Board of Trustees;
 - 2.9.6 approves labor and other contracts with employees, and organizes their remuneration and professional development;
 - 2.9.7 approves the administrative and functional management structure and staff schedule of the University, assigns the provosts and approves the deans to the positions as advised by the Senate, establishes competences of employees and approves job descriptions.
 - 2.9.8 approves statutes governing the activities of the organizational units of the University and internal disciplinary regulations;
 - 2.9.9 organizes inventory at the University, oversees the use of material resources, signs reports to be submitted to financial and tax bodies, and within the limits of his/her competence gives directions on the property and resources of the University;
 - 2.9.10 controls the permanent fund and all areas of activity of the University;
 - 2.9.11 establishes the international relations of the University and oversees its membership to organizations and unions, as well as its activities or representation overseas;
 - 2.9.12 settles other issues related to the activities of the University.
- 2.10 Governance of the University is regulated by this Charter. The Ministry of External Affairs of the Republic of Azerbaijan can give suggestions to the University in connection with relevant personnel training, strengthening of the international reputation, enhancing the activity of the University, as well as attracting foreign students to the University and other issues. Relationships of the University with the Ministry of External Affairs of the Republic of Azerbaijan are established by agreement.
- 2.11 The University is entitled to have proprietary rights and private non-property rights, to establish permanent funds, research and innovation centers and to manage such funds and centers on the basis of free market principle.
- 2.12 The Establishment and functioning of the units of political parties and religious institutions at the University is not allowed.

3.Areas of Activity

- 3.1 The University has the right to conclude agreements with legal entities and natural persons and render remunerated services under these agreements.
- 3.2 The University performs activities and services (including remunerated) in following areas:
 - 3.2.1 the establishment and teaching of academic programs for various professions and specialist training;
 - 3.2.2 the carrying out of fundamental and applied scientific research in the areas of science and training of academic-pedagogical personnel;
 - 3.2.3 the teaching foreign languages, executive education and additional education in other areas;
 - 3.2.4 the carrying out fundamental and applied scientific research in the areas of pedagogics, individual development and education management. With this aim in view, it may establish preschool and general education programs satisfying modern requirements and conduct teaching and training at pilot preschool and general education institutions.
 - 3.2.5 the establishment of research and innovation center, training of highly qualified specialists at this center, improvement of science and education, acquisition of intellectual property rights with the help of this center;
 - 3.2.6 conducting consulting and marketing services in engineering, information technologies, business and education management, public and international relations and other areas in line with the University profile;
 - 3.2.7 the implementation of purposeful programs and projects financed by state bodies, legal entities and natural persons and international organizations;
 - 3.2.8 performing cultural and enlightenment services;
 - 3.2.9 rendering medical and preventive services for employees of the University, its teaching staff and students;
 - 3.2.10 rendering a sports and physical training service;
 - 3.2.11 the conduction of scientific conferences, workshops, symposiums and forums;
 - 3.2.12 the organization, management and proposal of printing, publishing, audio, video and multimedia works;
 - 3.2.13 strengthening the international reputation and activity of the University by means of foundations and research centers functioning overseas, attracting foreign students to the University, and arranging overseas practical training of University students, student and teacher exchange with international educational institutions, and the organization of joint publications and events;
 - 3.2.14 the organization and management of a student dormitory, hotel for the guests of the University and housing services for administrative and teaching staff;
 - 3.2.15 the organization and management of service at the canteen;

- 3.2.16 the organization of economic work;
- 3.2.17 the performance of other legal services.

4. Admission to the University

- 4.1. Students are enrolled in the University by the State Students Admission Commission of the Republic of Azerbaijan on the basis of results achieved by undergraduate applicants at knowledge assessment tests
- 4.2. Citizens of the Republic of Azerbaijan are admitted to the University in the manner prescribed by the State Students Admission Committee of the Republic of Azerbaijan and by taking features of the area into account.
- 4.3. Foreigners and stateless persons are admitted to the University on the basis of international agreements to which the Republic of Azerbaijan is a Party, as well as the agreement signed between the University and the foreigner or stateless person.
- 4.4. The University submits its suggestions on admission plans to the Cabinet of Ministers of the Republic of Azerbaijan. The Cabinet of Ministers of the Republic of Azerbaijan submits its suggestions on admission plans to the Committee of Education under the President of the Republic of Azerbaijan. The University admission plan is established by the Committee of Education under the President of the Republic of Azerbaijan.
- 4.5. The University establishes the admission plan for additional education independently.
- 4.6. Education at the University is fee-based.

5. Academic Activity and Organization of Education

- 5.1 Science, training and education at the University serves the following purposes;
 - 5.1.1. satisfying individual's intellectual, cultural and spiritual needs by means of science and education;
 - 5.1.2. satisfying state and public need by highly educated, qualified human resources meeting modern requirements;
 - 5.1.3. protecting, promoting and increasing moral, cultural and scientific values;
 - 5.1.4. increasing students' practical and theoretical knowledge in various specialties, strengthening their research and analytical skills, providing them with the opportunity to learn a foreign language, shaping their career preparation, communication and other skills;
 - 5.1.5. strengthening students' and employee's sense of patriotism, citizenship and social responsibility;

- 5.1.6. providing foreign citizens with the possibility to receive high level education, to become familiar with the intellectual, cultural, moral heritage and values of Azerbaijan, assisting with their professional development;
 - 5.1.7. training academic and pedagogical personnel in line with the University profile, continuous improvement of their academic capacity and professionalism.
- 5.2 With the view of implementation of the tasks foreseen by Clause 5.1 of this Charter, the University organizes education as follows:
- 5.2.1. establishes and teaches Bachelor's, Master's, and Doctorate programs for various specialties
 - 5.2.2 establishes and teaches additional education programs for professional development and continued education purposes;
 - 5.2.3 establishes and teaches preschool and general education programs at pilot preschool and general education institutions functioning under the University.
- 5.3 Within the limits of the education standards arising from international agreements to which the Republic of Azerbaijan is a Party, the University is free to make and implement the following decisions in connection with all education levels and programs:
- 5.3.1. determining term of education at all levels of education;
 - 5.3.2. organization, occasional improvement and monitoring of academic programs, processes, textbooks and training aids;
 - 5.3.3 determining education program and annual schedule of exams and tests;
 - 5.3.4. determining the form, methods and means of education;
 - 5.3.5. assessing the knowledge and business qualities of students and audience on the basis of the results of education;

Decisions foreseen by Clause 5.3 of this Charter on levels of education, specialties and programs are implemented on the basis of the plan developed by the Senate and approved by the Rector. 5.4. Education at the University is conducted in English and Azerbaijani. Other foreign languages can be taught at the University. The language of an academic program or for teaching a discipline is determined by the Senate of the University as advised by the corresponding faculty. Students completing Bachelor's or Master's higher education programs and passing final state attestation shall receive the document in state approved format on completion of the University – a diploma. Appendix to this diploma indicates the disciplines studied by the student, credits earned and grades.

- 5.4 Persons completing doctorate education and awarded with a corresponding academic degree shall receive the document in state approved single form, certifying the obtained academic degree as provided by Statute on the Rules for Conferring Academic Degrees and Names approved by the Decree no.857, dated February 21, 2003 of the President of the Republic of Azerbaijan.

6. Academic Activity

- 6.1. At the University, the training of specialists is realized as guided by the principle of unity of science and education.
- 6.2. The Thematic plan of the scientific research work and related reports are approved by the scientific councils of academic departments and faculties.
- 6.3. Scientific activity is an integral part of the work of the teaching staff.
- 6.4. Scientific research is carried out at the University funded by the state budget, various funds, and extra- budgetary resources of the University as well as the resources received from orders, grants and donations.
- 6.5. At the University, academic and scientific-pedagogical personnel is trained through postgraduate program, assigning those willing to receive academic degrees to scientific and research institutions and by providing leaves of absences for completing research work.
- 6.6. At the University, academic degrees are awarded by means of thesis defending. Associate professor and doctor academic degrees are conferred to University personnel pursuant to the Statute on the Rules for Conferring Academic Degrees and Names approved by decree no.857, dated February 21, 2003 of the President of the Republic of Azerbaijan, according to the results achieved in the area of scientific and pedagogical activity.
- 6.7. The University is entitled to award an honorary professor (doctor) degree. Criteria and rules for conferring honorary professor (doctor) degrees are approved by the Rector. Decisions on the conferring of honorary professor (doctor) degrees are made by the Senate.

7. Financial and Economic activity

- 7.1. Sources of income of the University are as follows:
 - 7.1.1. public funds;
 - 7.1.2. income received from the fee-based education;
 - 7.1.3. Profit gained by the University from the services performed in accordance with the Section 3 of this Charter;
 - 7.1.4. annual subsidies allocated by the foundations established by the University;
 - 7.1.5. grants by legal entities and natural persons including foreign legal entities and natural persons, as well as international organizations, inherited resources, donations, sponsorship and other aids;
 - 7.1.6. Resources obtained from the sale or leasing of the physically and morally depreciated equipment, vehicles and other property not suitable for education purposes under the ownership of the University;
 - 7.1.7. other legal resources.
- 7.2. Property of the University comprises the property granted to it by state or municipality,

given under its ownership or disposal by legal entities and natural persons, the property obtained as a result of its activity as well as its intellectual property products and other legal assets. The University bears responsibility for the maintenance, protection and efficient use of the property under its ownership and disposal. Property management activity of the University is performed under the supervision of the Rector. As the result of rendered services, the University can procure movables or immovable property, new technology, vehicles and other legal property. Property obtained by the University at the expense of resources received from extra-budgetary sources or donations is pertained to the ownership of the University.

- 7.3. Income and resources obtained by the University are allocated to the development of science and education, establishment of a permanent fund, libraries, library facilities, student scholarships, professional development and material incentive of the scientific-pedagogical and administrative personnel. The University independently determines the areas for expenditure of the income and resources it has obtained, defines the specific weight of the allocations for material incentive of University employees and can establish foundation for the social protection of its employees.
- 7.4. With the view of realizing its objectives and tasks, the University can establish foundations in the Republic of Azerbaijan and overseas. The objective of the foundations is to ensure the financial independence of the University from the state budget and its future financial stability. Property of the foundations is formed on the account of donations, grants and other legal sources. Income and resources obtained by the University can be directly transferred to these foundations. Profit and resources obtained by foundations can be used only for the purposes of the University.
- 7.5. The University can establish research and innovation centers within its material and technical base. These centers are aimed at research and development functions towards carrying out of fundamental and applied scientific researches in various areas of science and education, improving science and education in the country and obtaining intellectual property rights. Profit and resources obtained by research and innovation centers can be used only for the purposes of the University.
- 7.6. With the view of gaining additional profit, the University can be engaged in entrepreneurship activity foreseen by this Charter and the Law on Education of the Republic of Azerbaijan.
- 7.7. The University does not aim at gaining direct income.

8. International Relations of the University in the Area of Education

- 8.1 As provided by the Law on Education of the Republic of Azerbaijan and in accordance with its areas of activity, the University can establish direct relations with scientific and educational institutions, organizations, international organizations and foundations of foreign countries, conclude bilateral and multilateral cooperation agreements, join governmental and nongovernmental organizations (unions, associations etc.) and realize other forms of cooperation.

- 8.2 The University has the right to implement international and joint educational programs. Specialist training within these academic programs is governed according to agreements and this Charter.
- 8.3 The University can establish branches and representative offices, research centers and foundations with legal entity status within and outside the borders of the Republic of Azerbaijan in accordance with the Civil Code of the Republic of Azerbaijan, Law on Education of the Republic of Azerbaijan and by complying with the terms specified by international agreements to which the Republic of Azerbaijan is a Party. The University is free to establish research centers and foundations overseas. The University can allocate financial resources from its budget for financing such research centers and foundations. Overseas branches and representative offices of the University are launched after coordination with the Cabinet of Ministers of the Republic of Azerbaijan.
- 8.4. Overseas branches and representative offices of the University function in accordance with the international agreements to which the Republic of Azerbaijan is a Party and unless otherwise provided, pursuant to the legislation of the given country and consistent with the Statute on Branches and Representative Offices approved by the University.

9. Reorganization and Liquidation of the University

- 9.1 The University is reorganized and liquidated by the President of the Republic of Azerbaijan.
- 9.2 In case of liquidation, property of the University is disposed of as provided by the Civil Code of the Republic of Azerbaijan

APPENDIX 3.

BY-LAWS OF UNIVERSITY SENATE

Article 1. General Provisions

- 1.1. The present by-laws regulate the mandate of the University Senate (hereinafter referred to as Senate) of ADA University (hereinafter referred to as ADA), establish its functions, organizational structure, rights and responsibilities.
- 1.2. The Senate shall be a governing body of ADA University performing oversight and policy-making functions, as stipulated in Article 2.1 of the Charter of ADA University. The Senate shall also serve as an ultimate body overseeing academic and faculty affairs, including scholarly and research activities, as stipulated in Article 2.11 of the Charter of ADA University. It shall be a primary venue for discussion of university-wide issues and shall enable communication among various constituencies at ADA University. The Senate provides a forum for considering matters directly related to the well-being of the ADA community.
- 1.3. These By-Laws and membership of the Senate are approved by the Rector of ADA University. The Rector of ADA University shall serve as a Chairperson of the Senate meeting. In the event of the Rector's absence or at the discretion of the Rector, the Senate meetings shall be chaired by one of the Vice Rectors.
- 1.4. The meetings of Senate shall be held at least three times during an academic year, i.e. at the beginning of fall and spring semesters respectively and before graduation. The Senate meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Senate is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting.
- 1.5. The Chairperson of the Senate may call extraordinary and/or special meetings. Such meetings may also be requested by at least 50 (fifty) percent of the Senate members.
- 1.6. Except for extraordinary meetings, members shall be notified in writing, including an agenda and relevant documents one week before any meeting.
- 1.7. Senate members may invite to the meetings other persons, including but not limited to ADA staff, provided these invited guests have a proven competence to contribute something relevant to the agenda and/or subject matter under consideration in that particular meeting. Invited persons may take part in Senate discussions without the right to vote.
- 1.8. Any Senate member may be appointed by the Senate to serve as a Secretary. Such member shall be appointed as a Secretary by a simple majority vote of members present at the Senate meeting. The Secretary shall prepare the agenda and organize Senate meetings, hold and maintain the minutes of the meeting. Both the Secretary and the Chairperson of the Senate shall sign the Minutes.
- 1.9. Overseeing the implementation of and compliance with the Senate resolutions shall be delegated to an appropriate Vice Rector and/or Dean responsible for the subject matter

resolved. Such Vice Rector and/or Dean is obliged to report the results of the task implemented to the Chairperson and Secretary of the Senate in writing. The latter shall file said report and enter its update into the minutes of the consequent Senate meeting.

Article 2. Functions and Mandate of the Senate

The Senate shall perform the following functions:

- 2.1. Academic Affairs. Review, approve and oversee degree and non-degree, fulltime and part-time, and continuing education programs; their launch and/or expansion, curricula, standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty; graduation requirements; quality control and assurance mechanisms and plans; activities of centers for research and teaching excellence; and other significant matters, pertaining to the academic mission of the University.
- 2.2. Admission, Marketing and Financial Aid. Review, approve and oversee admission strategy and marketing plan, annual enrollment plan and enrollment management, financial aid policies, procedures and packages, including those related to all scholarships, fellowships, student loans and other awards.
- 2.3. International Strategy. Review, approve and oversee international strategy of ADA University, including partnership and exchange programs, international fellowships, outreach initiatives, programs and activities. Ratify MOUs and significant contracts on joint projects with the international and domestic institutions before signing by the Rector.
- 2.4. Library and Information Services. Review, approve and oversee library and information services budget, its development, management and expansion plans.
- 2.5. Information Technologies and Services. Review, approve and oversee information technologies and services, their budget, continuous innovation, use and expansion.
- 2.6. Research Strategy. Recommend priority areas of research at ADA University; approve and oversee development, expansion and management of academic and policy research; appropriate their annual budget; oversee and monitor proper use of all research budget.
- 2.7. Financial Planning and Resource Mobilization. Approve appropriation of annual budget of the university. Review timely reports on financial standing and economic activity of the university, its relevant organizations. Review and approve reports about analysis, monitoring and implementation of the annual budget and relevant audited statements.
- 2.8. Student Affairs, Career Management and Alumni Relations. Review, approve and oversee all activities related to student life and diversity at ADA University, including, but not limited to student governance, clubs and initiatives, career management and alumni relations. Hear reports of student government representatives on recommendations relating to continuous improvement of student life, student body and diversity at ADA University.
- 2.9. Strategic and Operational Plan. Approve a medium-term Strategic Plan as well as an annual Operational Plan of ADA University.

- 2.10. Organizational Structure. Establish, rename and reorganize structural units of ADA University subject to approval by the Rector. Define annual operational targets of structural units of ADA University for the next year.
- 2.11. Policies and Procedures. Review and approve internal policies and procedures related to administration, human resources and faculty.
- 2.12. Honorary Degrees. Review, approve and confer honorary degrees.
- 2.13. Academic Appointments. Recommend academic appointments and promotions to the Rector.
- 2.14. Named Scholarships. Establish named scholarships or grants as well as criteria for their award to students and PhD candidates.
- 2.15. Report of Deans. Hear reports of Deans on activity of the schools of the university, including teaching, scholarship and service, and recommend improvements or modifications thereof. Review and approve the end-of-year report of the Deans about the status of their school.
- 2.16. Report of Rector. Hear the end-of-year report of the Rector about the activity of the ADA University
- 2.17. Amendments. Review and approve amendments to ADA Charter, functions and responsibilities of structural units of ADA University, internal rules and regulations for code of conduct for students, faculty and staff.
- 2.18. External Service. Review and approve recommendations on education policy; review and oversee the participation and any contribution of ADA University to Government commissions, working groups and committees while they develop a national education strategy, as well as policies and regulations.
- 2.19. All issues relating to academic affairs shall not be considered at the Senate without prior discussion by and agreement thereof the two Standing Committees of the Senate – Deans Council and Committee on Faculty Affairs. Any member of the Senate can initiate all other issues, except those of academic affairs where abovementioned committees have the first right of consideration before such matter is discussed in the University Senate.

Article 3. Organizational Structure

- 3.1. Term of service of the Senate shall be 2 (two) years. Early reorganization of the Senate shall be carried out by the request of at least 2/3 (two-thirds) of its members.
- 3.2. Senate shall be comprised of permanent, appointed and elected members. Permanent members of the Senate shall include Rector (chair), Vice-Rectors, Deans. The Rector, at his/her own discretion, may appoint 2 (two) members of the Senate. Elected members shall comprise faculty members elected from each school/program. Each school/program will elect 2 (two) faculty members to sit in the Senate. President and Vice President of the Student Government are non-voting members, except those matters concerning student affairs and student life.
- 3.3. In the event a Senate member resigns or his/her membership is otherwise terminated, the vacancy shall be filled by his/her replacement (if he/she is the permanent member), appointed

(if he/she is the appointed member), or elected member (if he /she is a faculty member). In case of the latter, school shall elect the replacement.

- 3.4. Members of the Senate shall be elected/appointed before the end of May with their two-year term starting formally on September 1 and ending on August 31 two years hence. Nominations shall be submitted before May 1, elections/appointments shall be completed before May 25, the final membership shall be announced before May 30.
- 3.5. Elected members shall have served a minimum of three consecutive years at ADA University before election/appointment.
- 3.6. The meeting of the Senate shall be valid only if not less than 2/3 (two-thirds) of the Senate members are present at the meeting (quorum).
- 3.7. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Senate shall be adopted by open voting and require the vote of a simple majority of Senate members present at the Senate Meeting. If the votes are evenly split, the Chairperson shall have a casting vote.
- 3.8. The Rector of ADA University has a veto right over decisions and resolutions of the Senate. Decisions and resolutions of the Senate come into force only after approval by the Rector, thereafter, are obligatory for all categories of employees and students.
- 3.9. If the Rector finds that the decision made by the Senate needs further improvement and/or conflicts with the ADA University Charter and/or the legislation of the Republic of Azerbaijan, he/she may suspend it and send it for a further consideration at a subsequent meeting of the Senate.
- 3.10. The University Senate shall have two standing committees - Deans Council and Committee on Faculty Affairs.
 - 3.10.1 Deans Council is an executive committee of the University Senate whose duties and responsibilities include everything pertaining to the scope of the University Senate.
 - 3.10.2. Committee on Faculty Affairs' duties and responsibilities include recommendations related to faculty recruitment, appointment, retention, development and promotion; issues of faculty grievance; research strategy; standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty, and other significant matters pertaining to the academic mission of the University. Committee submits its recommendations related to these duties and responsibilities to the Deans Council for further consideration and actions.
- 3.11. The Senate may also establish ad hoc committees in such areas as student affairs, human resources, finance and development with a specified mandate to address specific issues of concern to the Senate.

Article 4. The Rights and Duties

4.1. The chairperson of the Senate has the right to:

- call the meetings of the Senate;
- involve members of the Senate and other employees of ADA University in preparation of issues to be discussed at the meeting;
- submit for consideration of the members of the Senate the issues which have not been stipulated in the agenda of the Senate;
- submit proposals to the Senate concerning the improvement of the Senate and the university as a whole;
- approve the composition of the Senate;
- review proposed amendments and changes to these by-laws.

4.2. The chairperson of the Senate is obliged to:

- carry out a routine planning of the work of the Senate;
- ensure an enabling environment for the members of the Senate to work effectively in accordance with these By-Laws, ADA University Charter and the legislation of the Republic of Azerbaijan;
- submit annual report on ADA University activities to the Senate.

4.3. The Secretary of the Senate has the right to:

- task members of the Senate to prepare documentations and explanations of issues to be submitted for the next meeting;
- maintain records of and report regularly about compliance with the decisions of the Senate.

4.4. The Secretary of the Senate is obliged to:

- call for an agenda of items for discussion at subsequent Senate meeting;
- announce the date and location of the meeting of the Senate as well as meeting agenda not less than one week before the holding of the meeting;
- record and report to the Chairman the attendance of the members of the Senate;
- keep a record of meeting minutes signed and documented in accordance with these By-Laws;
- collect information about the status of implementing tasks assigned by the Senate to members of the Senate as well as other staff and faculty.

4.5. The Members of the Senate have the right to:

- inquire and inform other members about compliance with Senate dictates;
- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Senate itself;
- participate in developing strategic and operational plans of ADA University.

4.6. The Members of the Senate are obliged to:

- fully adhere to their fiduciary duty as a member of the ADA University
- Senate, take an active part in making decisions and assist in the implementation of various issues discussed at the Senate meeting when appropriate;
- fulfill in a timely fashion the tasks requested by the Chairperson of the Senate;
- participate at the meetings and other activities of the Senate;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

5.1. The current by-laws may be amended and changed by a request in writing form the Chairperson and/or more than 50 (fifty) percent of members of the Senate. The Chairperson of the Senate shall present the proposed amendment at the next regular meeting of the Senate.

5.2. The Rector has a right to review proposed amendments and changes before the discussion at the Senate.

5.3. The voting process will be conducted as per quorum and voting procedures of the Senate stipulated in these by-laws.

5.4. After the decision of the Senate, the amendment and changes shall be ratified by the Rector of ADA University.

5.5. The Secretary is responsible for keeping the original version and new version of these by-laws, including any decisions made by the Senate.

(1) Early termination of the membership may be because of decision of the Honor Committee.

APPENDIX 4.

BY-LAWS OF SENATE COMMITTEES

By-Laws of Deans' Council

Article 1. General Provisions

- 1.1. The present by-laws regulate the mandate of the Deans' Council of ADA University Senate, and establish its functions, organizational structure, rights and responsibilities.
- 1.2. The Senate approves the By-Laws and membership of the Council.
- 1.3. Meetings of the Council shall be held at least once in a month during an academic year. The Council shall be in recess during summer. The Council meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Council is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting. Members shall be notified in writing, including an agenda and relevant documents one week before any meeting.

Article 2. Functions and Mandate of the Council

- 2.1. The Deans Council is the Executive Committee of the University Senate, hence, shall be responsible for planning, management and implementation of all areas stipulated in Article 2.0 of the University Senate By-Laws.

Article 3. Organizational Structure

- 3.1. The Deans Council shall be comprised of the Vice Rector of Academic Affairs, Deans, Program Directors and Director of Enrollment Management.
- 3.2. The Chair of the Deans Council is elected for a term of one semester from among the deans of schools.
- 3.3. Term of service of the Deans Council shall be permanent, as long as the member keeps his/her administrative position.
- 3.4. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Deans Council shall be adopted by open voting and require the vote of a simple majority. Afterwards, decisions and proposals are submitted to the Chairperson of the University Senate for review and approval.

Article 4. The Rights and Duties

4.1. The chairperson of the Deans Council has the right to:

- call the meetings of the Deans Council;
- define the agenda;
- involve other employees of ADA University in preparation of issues to be discussed at the meeting.

4.2. The chairperson of the Deans Council is obliged to:

- carry out a routine planning of the work of the Council;
- ensure an enabling environment for the members of the Council to work effectively.

4.3. The Members of the Deans Council have the right to:

- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Deans Council itself.

4.4. The Members of the Deans Council are obliged to:

- fully adhere to their fiduciary duty as a member of the Council, take an active part in making decisions and assist in the implementation of various issues discussed at the Council meeting when appropriate;
- fulfill in a timely fashion the tasks requested by the Chairperson of the Council;
- participate at the meetings and other activities of the Council;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

5.1. The current by-laws may be amended and changed by a request in writing from the Chairperson and/or more than 50 (fifty) percent of members of the University Senate. The Chairperson of the University Senate shall present the proposed amendment at the next regular meeting of the Senate.

5.2. The Rector and members of the Deans Council have a right to review proposed amendments and changes before the discussion at the University Senate.

5.3. The voting process will be conducted as per quorum and voting procedures of the University Senate as stipulated in its by-laws.

By-Laws of The Committee of Faculty Affairs

Article 1. General Provisions

- 1.1. The present by-laws regulate the mandate of the Committee of Faculty Affairs (hereinafter referred to as Committee) of ADA University Senate, and establish its functions, organizational structure, rights and responsibilities.
- 1.2. The Senate approves the By-Laws and membership of the Committee.
- 1.3. Meetings of Committee shall be held at least once in a month during an academic year. The Committee shall be in recess during summer. The Committee meeting shall be held in accordance with an agenda announced in advance of each meeting. The Agenda of the Committee is discussed and accepted at the beginning of the meeting by a simple majority of those present in the meeting. Members shall be notified in writing, including an agenda and relevant documents one week before any meeting.

Article 2. Functions and Mandate of the Committee

- 2.1. The Committee of Faculty Affairs is a standing committee of the University Senate, hence, shall be responsible for review and recommendation of all matters related to academic affairs as stipulated in Article 2.0 of the University Senate By-Laws.
 - 2.1.1. **Academic Affairs.** Review and recommend degree and non-degree, full-time and part-time, and continuing education programs; their launch and/or expansion, curricula, standards of scholarship and instruction, academic policies and regulations; student academic performance and retention; matters of academic integrity and honesty; graduation requirements; quality control and assurance mechanisms and plans; activities of centers for research and teaching excellence; and other significant matters, pertaining to the academic mission of the University.
 - 2.1.2. **Research Strategy.** Recommend priority areas of research at ADA University, as well as development and expansion of academic and policy research.
 - 2.1.3. **Academic Appointments.** Review and recommend faculty for appointment; review and recommend policy and processes on academic hiring, retention, promotions, and appointments.
- 2.2. The Committee shall submit the relevant recommendations to the Deans Council for further consideration by the Deans Council, thereafter, by the University Senate.

Article 3. Organizational Structure

- 3.1. The Committee shall be comprised of faculty members representing each school and program, who have been elected to and serve on the University Senate.
- 3.2. The Chair of the Committee is elected for a term of one semester from among its members.
- 3.3. Term of service of the Committee shall be two years.
- 3.4. Unless expressly stated otherwise, all decisions, proposals, recommendations of the Committee shall be adopted by open voting and require the vote of a simple majority. Afterwards, decisions and proposals are submitted to the Chairperson of the Deans Council for review and approval.

Article 4. The Rights and Duties

4.1. The chairperson of the Committee has the right to:

- call the meetings of the Committee;
- define the agenda;
- involve other employees of ADA University in preparation of issues to be discussed at the meeting.

4.2. The chairperson of the Committee is obliged to:

- carry out a routine planning of the work of the Committee;
- ensure an enabling environment for the members of the Committee to work effectively.

4.3. The Members of the Committee have the right to:

- inquire and respond to pertinent information concerning activities of the schools, departments, and academic units as well as administrative staff and faculty;
- propose suggestions to improve the work of ADA University, as well as the Committee itself.

4.4. The Members of the Committee are obliged to:

- fully adhere to their fiduciary duty as a member of the Committee, take an active part in making decisions and assist in the implementation of various issues discussed at the Committee meeting when appropriate;

- fulfill in a timely fashion the tasks requested by the Chairperson of the Committee;
- participate at the meetings and other activities of the Committee;
- observe the code of conduct and ADA University Honor Code.

Article 5. Amendments and Changes

- 5.1. The current by-laws may be amended and changed by a request in writing from the Chairperson and/or more than 50 (fifty) percent of members of the University Senate. The Chairperson of the University Senate shall present the proposed amendment at the next regular meeting of the Senate.
- 5.2. The Rector and members of the Committee have a right to review proposed amendments and changes before the discussion at the University Senate.
- 5.3. The voting process will be conducted as per quorum and voting procedures of the University Senate as stipulated in its by-laws.

APPENDIX 5.

PROFESSOR OF PRACTICE

Introduction

Training of professionals in modern university education requires of not only transferring academic knowledge, but also introducing them to sustainability, entrepreneurialism, communication, teamwork, and leadership. Meeting this new and growing demand is usually maintained by welcoming “professors of practice”, who are outstanding successful individuals, possessing extensive expertise from and/or demonstrating managerial experience in the worlds of practice, policy, law, industry, business, governance, etc. The exemplary list of professionals, eligible for the position of professor of practice, may include, *inter alia*, the former high level public officials, the former CEOs or C-level executives of major companies, top policy makers, managing partners, accomplished and well-recognized experts in their respective fields, and so on.

Title Description

Professor of practice is a full-time non-tenure-track faculty position for professionals, who are fit for academic appointments and focused solely, or mostly, on teaching with little or no expectation of engagement in research. Professor of practice is generally required to participate in departmental and institutional structures of faculty governance, though they are not entitled to serve as department chairs (*e.g.*, dean or program director) except for executive and clinical programs. Professor of practice is equally protected under the conditions of academic freedom, and enjoys right to voting, to have reasonably equal salaries, to get leaves, to have job security and to have research support. Furthermore, professor of practice is entitled to spend some reasonable amount of time in practice outside of university hours.

Term of Appointment

The length of the term of appointment shall normally be for a fixed term of one year. Subsequent appointment is subject to satisfactory service and is limited to a maximum period of ten years. Professors of practice cannot exceed 20 percent of entire faculty in each academic unit at ADA University.

Hiring Criteria

Developing criteria for hiring professor of practice shall be left to each academic unit (*e.g.*, schools and programs). However, a university degree, outstanding practical (international) experience (minimum of 10 years), knowledge of a foreign language, high moral standards shall be regarded as general requirements for hiring professor of practice. Advanced academic degrees (master and PhD degrees), pedagogical experience and research capacities shall be considered as advantages.

Position Responsibilities

Teaching 5 courses per academic year

- Providing regular office hours
- Participating in school's governance
- Providing service to the university and community
- Other relevant responsibilities delegated by an academic unit.

Academic Performance

The academic performance of professor of practice is regularly evaluated according to criteria appropriate to their positions.

Salaries and Benefits

The salaries and benefits offered under this position shall be in approximate range of those who are in tenured and probationary faculty positions in different academic units of ADA University.

APPENDIX 6

CORE COMPETENCIES AND LEARNING OUTCOMES

Outcome Images of Our Students

The ideal graduates of ADA will be educated through curriculum built around a triad of rigorous major study, functional enablers, and general education, provided with experiential learning opportunities through projects and trained to become high-impact graduates. The outcome images of these students are, therefore:

1. Highly Intellectual Solution Providers
2. Close Collaborators
3. Effective Communicators
4. Ethical Citizens

Firstly, producing high impact graduates entails admitting the most qualified students that have potential to excel in academically rigorous curricula, developing these students into the country's core manpower with critical thinking, analytical and problem solving skills, and ultimately delivering these students to the job market in all sectors of economy – industry, government, research or academic institutions – to effectively apply their knowledge and skills.

Secondly, ADA aspires to produce 'high impact' graduates, rather than merely makers. High impact graduates are professionals, who are capable of applying their knowledge to solve problems and design processes requiring more sophisticated training and skills compared to makers whose main functions are carrying out specific tasks. For makers to become high impact professionals, it takes skills and knowledge build-up. The academic programs at ADA should adopt a project-based learning approach to prepare our students to become high impact graduates upon graduation.

Core Competencies and Learning Outcomes

ADA University has developed a set of Core Competencies which derive from and are consistent with our mission, outcome images and strategy. Competence is defined as a specific skill and body of knowledge, and the student's ability to demonstrate that learning in assessment while at university and in workplace upon graduation.

Each core competence, then, describes the desired Learning Outcome that students should be able to accomplish when they graduate, regardless of their program. Some institutions use learning objective and learning outcome interchangeably. We prefer to use learning outcome because of its direct focus on the result of the student learning.

- **Outcome Image: Highly Intellectual Solution Providers**

Competence 1. Content Knowledge with Critical Thinking

Learning outcome: The ability to develop a knowledge of content literature in a subject area; apply knowledge in own subject area to other areas of knowledge; identify own information needs; recognize reputable information; access, manage and create information from networks and databases; examine, analyze, synthesize, and evaluate contemporary issues both in national and global contexts.

Competence 2. Quantitative Reasoning

Learning outcome: The ability to use data to assess ideas and issues; and apply mathematical concepts to the interpretation and analysis of quantitative information; solve a wide range of problems based on such application.

Competence 3. Complex Problem Solving

Learning outcome: The ability to recognize there is a problem and tell when something is wrong or is likely to go wrong; to combine pieces of information to form general rules or conclusions and/or to apply general rules to specific problems to produce answers that make sense; to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Competence 4. Creativity

Learning outcome: The ability to come up with unusual or clever ideas about a given situation, and/or to develop original ways to solve a problem.

- **Outcome Image: Close Collaborators**

Competence 5. Diversity and Teamwork

Learning outcome: The ability to work effectively in diverse, multidisciplinary, and multicultural environments; respect and understand different opinions and perspectives; appreciate diverse cultures and viewpoints; carry out tasks collaboratively, demonstrate emotional intelligence, try to reconcile differences and share leadership.

- **Outcome Image: Effective Communicators**

Competence 6. Enhanced Communication

Learning outcome: The ability to communicate by means of spoken and written language for informational, persuasive, and expressive purposes, while also writing effectively, logically, and

clearly and employing visual aids, body language, intonation, and other non-verbal elements to support the conveyance of meaning and connection with the audience.

Competence 7. Strong Command of English

Learning outcome: The ability to use the English language confidently and competently in linguistic, cultural, social, and academic contexts; and to comprehend written sentences, paragraphs, and complex content.

Competence 8. Active Listening and Participation

Learning outcome: The ability to give full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, not interrupting at inappropriate times and participating in class discussions by offering arguments with weight.

- **Outcome Image: Ethical Citizens**

Competence 9. Ethics and Self Reflection

Learning outcome: The ability to identify ethical issues and address these issues in a socially responsible manner; act with integrity; examine own values and understand oneself in the context of society.

Competence 10. Civic Engagement

Learning outcome: The ability to actively look for ways to help people; demonstrate knowledge of and respect for society; and act responsibly in regards to the public interest and social justice.

Faculty are expected to map these competencies and outcomes to their course objectives and assessment criteria.

APPENDIX 7.

FACULTY RECOGNITION AWARD

Policy and Procedures

“Best Müəllim” Faculty Recognition Award is for the purpose of rewarding exceptional performance in teaching, recognizing specific accomplishments of the faculty member. It is designed to complement the annual faculty performance evaluation and provide a financial reward to a select few who have outperformed and exceeded expectations during the academic year.

“Outstanding Müəllim and Alim” Award will annually honor 1 faculty member of ADA University who demonstrates distinguished achievements in teaching and scholarship.

The annual faculty performance evaluation will serve as the primary method for assessing and rewarding faculty members. Deans/Program Directors are responsible for evaluating faculty members’ performance and for nominating teachers for a recognition award. Faculty with a “Teaching Effectiveness” block rating of 125 and higher for the evaluated period are eligible to be nominated for “Best Müəllim” award. Several faculty members can be nominated, 3 candidates from each School (1 candidate from the School of Education) will be selected for “Best Müəllim” award. In exceptional cases, awards to more than 3 candidates may be considered.

Only 1 nomination for “Outstanding Müəllim and Alim” Award will be accepted from each School. Candidates should present records of scholarly activity for the evaluated period - minimum one publication or acceptance about publication in a peer-reviewed journal with impact factor 0.5 or above (including multiple author papers). For SITE faculty only, presenting and publishing in proceedings of a reputable conference with acceptance rate of 10% or lower may be considered as minimum requirement as well.

“Outstanding Müəllim and Alim” nominees will be considered by the Committee for “Best Müəllim” award as well.

Deans/Program Directors should provide written justification regarding nominated faculty members’ performance during the evaluated period and explain how that performance translates into an award decision.

All nominations will be reviewed by the Faculty Affairs Committee, Vice Rector of Academic Affairs and Rector, and a final decision on approved recognition awards will be presented in written form to each School.

The value of “Best Müəllim” award is 1200 AZN, “Outstanding Müəllim and Alim” award – 2400 AZN.

Awards will be presented every September at the ADA University Honor Code ceremony.

APPENDIX 8.

RESEARCH REWARD PROGRAM

The Research Reward Program aims at honoring the efforts of ADA University researchers and encouraging them to contribute actively toward achieving internationally recognized research excellence and elevating ADA University's academic rank.

The reward program is valid for the period of one academic year¹.The scheme for rewarding faculty publications is described below

Eligibility

1. Only ADA full-time faculty may apply for monetary remuneration.
2. The authors should clearly indicate ADA University as their affiliation
3. The following research outputs will be rewarded within the policy:
 - Research article in a journal indexed in SSCI or SCI/SCIE
 - Book published in A or B categories publishing houses (see Annex 1)
4. Amounts of the rewards for publication and co-authoring are indicated below:

Books

- Book in Category A – 2500 AZN
- Book in Category B – 1500 AZN

Journal Articles

Reward for each journal publication will be calculated based on the following formula:

Reward = minimum of $[(IF/IF_m)^{1.5} \times 1,000AZN]$ and $[5,000AZN]$ where

IF: impact factor of the journal

IF_m: median impact factor of the discipline

¹ The Reward program will be applied for all publications starting from Fall 2020

Rationale of the formula

- Each reward is proportional to the impact factor of the journal.
- Impact factors are adjusted based on the median impact factor of the discipline.
- Publishing in high impact factor journals should get higher reward.
- There is a cap on the maximum possible award.

NOTE: Since the exponent (1.5) hurts the reward for publications that have adjusted impact factor lower than 1, exponent is removed for such cases.²

Adjustments to journal publication reward based on co-authorship:

- If two authors from ADA publish jointly, calculated reward is increased by 50% and shared equally among ADA University authors (i.e. if there are 2 authors from ADA University, each author receives amount equivalent to 75% of the calculated reward and if there are 3 authors from ADA University, each author receives amount equivalent to 50% of the calculated reward and so on.)
- If there are more than 2 authors in the published paper, calculated reward will be discounted: for the publication with 3 authors by 10%, 4 authors by 20% and so on with 10% increments for each additional author.

APPENDIX 9.

FACULTY RESEARCH AND DEVELOPMENT FUND

The purpose of the Faculty Research and Development Fund is to incentivize new faculty and provide standing faculty with a dedicated uniform source of funding to pursue research activities and professional development.

Each newly joining or having no publication record (meeting the minimum requirements) faculty member in the rank of Assistant or Associate Professor is entitled to a base level research fund:

- Each faculty member in the rank of Assistant Professor is entitled to 1,500 AZN
- Each faculty member in the rank of Associate Professor is entitled to 2,500 AZN

Each faculty member in the rank of Assistant or Associate Professor, who fulfills the minimum requirements during annual evaluation and whose teaching load does not increase due to research inactivity, is entitled to merit-based funding in the amount of up to 4,000 AZN for Assistant Professors and up to 5,000 AZN for Associate Professors.

Funding can be used for research activities including:

- Costs associated with publication (e.g. editing, proofreading costs, open access fee)
- Costs associated with research activities (e.g. conducting surveys, experiments, purchase of specialized software and databases, materials, supplies, data collection and analysis costs)
- Conference presentation (travel, registration fees)

Conference travel awards are intended to defray the cost of travel to present research papers at professional conferences in their field. The use of funds requires the presentation of papers at the conferences

All items purchased with funding are property of ADA University. All payments will be made by the University. No reimbursement will be made if the faculty member has paid for any expenses. No retroactive requests are granted.

Faculty are requested to also pursue external sources of funding.

Submission requirements

Faculty applying for research grant are required to submit a proposal to the Dean, including:

- a clear indication of the significance of the research

- a clear statement of objectives timeline and expected outcome
- an itemized budget with supporting justification of expenses
- any additional documentation to support the request
- information on other support for project, if available

Faculty who wish to apply for conference travel support are required to provide the following:

- a description of the conference
- a copy of the proposal submitted to the conference
- a proof of participation (acceptance letter)
- an estimated budget

Submissions will be accepted on a rolling basis. Faculty are requested to submit the components of their application electronically as one PDF file to the Deans. Deans should send their award nominations to Faculty Affairs. Final selection will be made by the University-wide Committee.

Review process

Proposals will be reviewed, and recommendations will be brought by a faculty panel and the Dean for the final approval of the Vice Rector of Academic Affairs.

Reporting

Faculty members are expected to submit a short report on the activities and outcomes facilitated by the received funds within 30 days of the end of the grant period. All future grants are contingent on the submission of the reports. Any funds remaining at the end of the grant period are returned to Faculty Research and Development Fund.

Research Seminar Funds

Each School receives funds per year for organizing research seminars, which includes invitation of the faculty members from other universities to give a research presentation and a lecture/workshop for ADA students and external audience. A short report on the activities and outcomes should be submitted within 30 days of the activity date.

Research Reward Program

The Research Reward Program aims at honoring the efforts of ADA University researchers and encouraging them to contribute actively toward achieving internationally recognized research excellence and elevating ADA University's academic rank (for details please see Research Reward Policy)

Erasmus Staff Mobility for teaching

Faculty mobility allows ADA University full-time teaching staff to teach at a partner higher education institution abroad.

Objectives

- Encourage faculty members to broaden and enrich the range and content of courses offered
- Promote exchange of expertise and experience on pedagogical methods
- Support the professional development of faculty members with a view to innovate and improve the quality of teaching
- Create links between higher education institutions, consolidate and enlarge relationships among departments and prepare future cooperation projects

Application procedure

Calls for applications will be sent out to all faculty members. Interested faculty members should apply using ADA online application form.

Selection

Evaluation of applications will be conducted by the Evaluation Committee, which shall be comprised of no less than three members. The Evaluation Committee evaluates and scores each application. Each application is evaluated against the selection criteria.

The overall purpose of the evaluation process is to analyze the application, relative to the objectives of Faculty Mobility Program, and to assign the appropriate score to each evaluation criterion. The applicants with the highest overall scores receive grants. In case more than 1 applicant receives the same score:

Priority is given to faculty who has no prior or less participation in Faculty Mobility Program.

Priority is given to the applicant who has more years of teaching experience at ADA University.

Funding

Erasmus+ program offers a daily subsistence allowance and a fixed amount for travel support (independent of the price of plane tickets). The travel amount is calculated by using the Distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

The calculated distance corresponds to the round-trip.

Professional Development

Faculty applying for participation in professional workshops/seminars are requested to explain how this opportunity would further their professional and scholarly work. Funding can be used for activities including:

- Professional workshops/seminars
- Professional licenses or certification fees, membership in professional organizations

A short report on the activities and outcomes should be submitted within 30 days of the activity date.

APPENDIX 10.

COURSE LOAD

Course Load for Faculty members holding Assistant and Associate Professor position

- Regular teaching load of a faculty member holding the rank of *Assistant Professor* position is *6 courses* per academic year.
- Regular teaching load of a faculty member holding the rank of *Associate Professor* position is *5 courses* per academic year.
- The teaching load of an Assistant Professor, who shows no record of publication that meets *minimum requirements (explained below)* for the last *three academic years*, increases to *7 courses* in the next academic year.
 - If this faculty member, publishes a paper that meets minimum requirements during the next 2 academic years, his/her teaching load decreases to 6 courses per year.
 - If this faculty member does not show any record of publication for the next 2 academic years, his/her teaching load increases to 8 courses in the next academic year, which can be reduced one at a time for each publication that meets minimum requirements.
- The teaching load of an Associate Professor, who shows no record of publication that meets *minimum requirements (explained below)* for the last *four academic years*, increases to *6 courses* in the next academic year.
 - If this faculty member, publishes a paper that meets minimum requirements during the next 4 academic years, his/her teaching load decreases to 5 courses per year.
 - If this faculty member does not show any record of publication for the next 4 academic years, his/her teaching load increases to 7 courses in the next academic year, which can be reduced one at a time for each publication that meets minimum requirements.

Definition of minimum requirements

A publication by a faculty member should be in a peer reviewed journal with certain impact factor: the minimum impact factor requirement varies across disciplines. Based on the JCR statistics², minimum requirements across the disciplines are set in the following way:

- The formula used is as follows: pick the discipline A which has the lowest median impact factor of IF_A and set the minimum requirement of 0.25 for that program.

² In order not to adjust the minimum requirements every year, this statistic can be calculated based on 5-year impact factor and used for the next 5 years.

- For any other discipline B with median impact factor of IF_B , we adjust the minimum requirement as follows:
- Minimum requirement for discipline B = $(IF_B/IF_A)*0.25$

For SITE faculty only, presenting and publishing in proceedings of a reputable conference with acceptance rate of 10% or lower will be counted as minimum requirement as well.

APPENDIX 11.

JOINT LECTURE MODEL

Definition

Joint lecture is a model that can be used in situations where several sections of one course is being offered. The class meetings in this model are arranged as below for a typical 6-credit course, that usually meets twice a week during a regular Fall and Spring term.

1. First class meeting is joint online lecture: here all CRNs of the course meet online
2. Second class meeting is seminar: here each CRN meets separately either online or face-to-face.

Note: Courses that require teaching of heavy practical skills can use JLM with additional (third) class meeting (seminar). Additional meeting times can be scheduled for other courses, too.

Joint lecture model (JLM) can be used with below conditions:

- Course must be offered in Year 1 or Year 2 according to the relevant Program of Study (PoS).
- Course must be offered at undergraduate level.
- Schools must include JLM course requests into Course Offerings for each term. JLM requests are collected by the Office of Admissions and Student Records and approved by the Office of Academic Affairs.

Teaching load of faculty who is assigned a course using JLM will be calculated with below conditions:

- Teaching load is considered to be 8 hours per week for one section (CRN), divided equally between teaching time and student load. One section/CRN with no class meeting time is considered as 0.5 load. One class meeting time without student load is considered as 0.25 load.
- Load sections= $CRN \times 0.5 + \text{class meeting times} \times 0.25$
- Additional meeting times will be included into teaching load calculation.

APPENDIX 12.

EXAM RULES AND REGULATIONS

These regulations apply to all in-class undergraduate and graduate exams.

1. Students must be on time for all examinations. Students who arrive late may be admitted to the examination room with no additional time given;
2. Students are not permitted to wear coats, scarves, hats or outdoor clothes during exams. The professor/proctor will request that students remove any clothing of this type for the duration of the examination. Moreover, this kind of clothing may not be put on the desk;
3. All mobile/smart devices must be off or switched to silent with no vibration and put face/screen down on professor/proctor's desk. Failure to observe this requirement will be treated as a violation of Honor Code;
4. Students must bring their own pens, pencils, and any other required equipment to each examination;
5. Students are not allowed to bring papers to the examination. Exam sheets will be provided by the University;
6. For examinations requiring the use of a calculator, unless otherwise specified by the examiner, only non-programmable, non-text storing calculators are permitted;
7. Talking or communicating in any other way with other students is forbidden during the exam period. Failure to observe this requirement will be treated as a violation of Honor Code;
8. The professor/proctor has the authority to assign to or change seats of the students;
9. It is strictly forbidden for students to be in possession of any notes, documents or unauthorized material; Failure to observe this requirement will be treated as a violation of Honor Code;
10. In open-book exams, the students are not allowed to bring any materials other than those permitted by the professor of the course. The professor will send the list of permitted materials prior to the exam;
11. Students are not allowed to bring food into the exam as it could disrupt others;
12. If a student suspects that there is a printing error in exam paper, he/she should consult the professor/proctor;
13. If students have any question, any point to make, they should raise their hand and wait for the professor/proctor to approach them. They are not allowed to talk to anyone else;

14. Students are not allowed to leave the examination room during the first 30 minutes of the exam; Students are to stop writing immediately when told to do so at the end of the exam;
15. Students are not permitted to leave the examination room unless they finish their exams. In exceptional circumstances they may be allowed to leave the room under the conditions set by the professor/proctor;
16. Students bear responsibility for the consequences of illegible writing; What cannot be read, will be assumed to be incorrect;
17. Take-home exams must be submitted through software-assisted plagiarism detectors electronically (regardless of the hardcopy policy of the professor). If the students fail to do so for a legitimate reason, the professors must make sure to check the papers through such programs;
18. The students are expected to be familiar with the Honor Code of the ADA University and all other documents relevant to the conduct of the exams;
19. In case of suspected violation of Honor Code, a student will be given a first oral warning, their seat may be changed; With the second warning, the test papers shall be taken, and test results annulled. The name will be reported to the administration and be referred to the ADA Honor Code Committee; Penalties for misconduct will be a zero on this exam, a fail grade in the course, and/or other disciplinary action that may be applied by the ADA Honor Code Committee;
20. The course professor may include exam rules and regulations in addition to the rules listed above. In case any of the additional rules and regulations defined by the professor are in contradiction with the ADA University Exam Rules and Regulations, the latter will prevail.

Online Exams Regulations

This document is not intended to replace the current Exam Rules and Regulations. The intention is to provide the regulations for making online exams to run as close to the rules as possible.

This document applies to all exams as defined below, no matter what their grade weight is. Failure to observe these regulations will be generally treated as a violation of the Honor Code.

Definition

Online exams can be classified into different groups by one or more criteria listed below:

- On-campus or Outside-campus
- Synchronous or Asynchronous
- Proctored or Non-Proctored
- Computer-based or Paper-based
- Written or Oral

Synchronous online exam: online exam that requires the students to be connected and sit the test within the defined relatively ‘short’ time period. The ‘short’ time period is defined to be about 2 hours maximum.

This document is regulating Outside-campus Synchronous Proctored online, Computer-based, Paper-based and Oral exams.

Regulations

Online exams are creating challenges for ensuring the adherence to Exam Rules in Regulations as they are more prone to cheating. Thus, there is a great shift of responsibility to the side of students both from technical and behavioral perspective. The following additional regulations are applied:

1. Students are responsible to ensure that the required technological capability e.g. computer, camera, Internet connection, etc. is in place.
 - The general premise is that if in on-site exams the physical ability to be in the exam is required for passing, in online exams certain technological capability is required. Academic Policies and Procedures regulate the cases of excused ‘absence’.
 - Students are strongly recommended to have a backup option of more reliable Internet connection e.g. mobile hotspot.
2. Students are expected to be familiar with the technology and procedures ahead of the time, so any technical problems are communicated to the professor of the course on a timely manner, to be resolved with IT Helpdesk.
3. Students are responsible to ensure all required software is properly installed on the computer they use to sit an online exam.
 - The approved tools for online proctoring are Respondus® LockDown Browser

together with Monitor that work with Blackboard® learning management system the university uses. While LockDown Browser prevents the student from using additional applications and functionality on their computers, Respondus Monitor uses their camera and microphone to record the environment and flag any potentially suspicious behavior.

- Microsoft® Teams and Zoom videoconferencing software can be used, too.
4. Students bear responsibility for ensuring that nobody else is using their credential to enter the software systems used for online exams. Failure to observe this requirement will be treated as a violation of the Honor Code.
 5. Students are responsible to ensure the environment e.g., lighting, camera angle, etc. is meeting the requirements of online proctoring. They should be ready to show 360-degree view of the environment any time before, during and right after the exam. Their microphone should be open all the time.
 6. Students are expected to be ready for additional proctoring requirements, for example: submitting the screenshots of their computer desktop, arranging a second camera for additional monitoring and live feedback, etc.
 7. Computer-based online exams will run as Blackboard tests with the following options on:
 - Display After: The questions will be released/visible right after the start of the exam.
 - Randomize Questions: The questions will be selected randomly for each student.
 - One at a Time: The questions are not visible at once, shown one question at a time.
 - Not showing right or incorrect answers at the end of the test.
 - Additional options may include: Password-protection, Prohibit Backtracking that prevents changing the answer to a question that has already been submitted, etc.
 8. Paper-based online exams will start and finish in Blackboard as per the following scenario:
 - In case of handwritten paper-based online exam, students will prepare empty white papers for their notes and will make sure to put their name on each page.
 - They will open the Blackboard test to see the questions on the screen, and then will write down answers on paper, finally will enter the answers to the system.
 - Once finished working, the student will have to show the pages to the camera for confirmation and verification.
 - Students will have to scan the papers as multiple-page PDF file, using a recommended mobile application as per the course professor's instruction, and upload it through a separate Blackboard assignment that is due short time i.e., 15 minutes after the end of the exam.
 - Alternatively, they may be required to submit a Microsoft® Word document with

their answers.

9. Faculty reserve the right to use other mechanisms in addition to the previous models, including but not limited to oral online verification exam. Oral online verification exam will be conducted with following conditions:

- This stage will serve as a verification step for previous (written) exam result(s).
- It will be done via live face-to-face on-screen communication with the course professor(s) and it will be recorded.
- It will be based on the questions of the same level of difficulty and covering the same content as in the written exam the grade for which is being verified.
- This stage may be applied to any student regardless of their academic performance.

It must be noted that “the course professor may include exam rules and regulations in addition to the rules listed above”, as per the Exam Rules and Regulations.

APPENDIX 13.

STUDENT CODE OF CONDUCT

ADA University as an educational institution has a set of standards, attributes, and purposes essential to its existence and well-functioning. We ensure access and opportunity for every ADA University student to obtain their educational objectives within a safe, healthy, inclusive, intellectually rich educational environment throughout their time at the University. The Student Code of Conduct capitalizes on ADA University's commitment to promote intellectual development, sense of ethical citizenship, and personal responsibility of its students.

Students of ADA University are expected to act in accordance with the following outcome images in consideration of best skills and knowledge vested in them:

- Highly Intellectual Solution Providers
- Close Collaborators
- Effective Communicators
- Ethical Citizens

ADA University expects all its students to show respect to one another, ADA faculty, administration, and staff. The current Student Code of Conduct is a University's policy of non-academic violations and applies to all students, student organizations, clubs and other student bodies of the University. It sets forth acts constituting both acceptable and unacceptable behavior and conduct for ADA University students. ADA University is a world-class educational entity and one of the country's prominent institutions which regularly hosts many events, official delegations, distinguished guests and country-wide conferences, therefore, students at ADA University are expected to adhere to the norms of ethical behavior and respect each other in order to maintain the image of the University.

The Current Code of Conduct implies disciplinary actions for all alleged on-campus misconduct. However, the University may consider disciplinary actions for off-campus offenses that are directly affecting the ADA community, its students, officials of the University, breaches of the national law, and if student's misconduct negatively affects pursuit of ADA's mission and its image. The University will take any breach of the Code of Conduct seriously and exercise disciplinary measures when required.

1. Expected behavior

Students admitted to ADA University accept the responsibility to familiarize themselves with and adhere to high standards of honor and ethical citizenship. Any proven failure to meet these obligations will justify appropriate disciplinary procedures. ADA University expects its students to:

- 1.1. Behave in a responsible manner and communicate in a way that does not offend or discriminate others;
- 1.2. Help fostering mutual respect and understanding between all members of ADA University community;
- 1.3. Follow all formal instructions, policies and procedures issued by the University authority including Library, Administrative, IT and other policies accessible to all students through the Office of Student Services;
- 1.4. Adhere to University's Safety policies by observing fire alarms and related evacuation procedures;
- 1.5. Adhere to ADA University's Acceptable IT Use Policy while using technological property of the University (computers, printers, smart boards, etc.);
- 1.6. ADA University is an educational entity and hosts many official guests, events and delegations on a regular basis. Therefore, we value ADA students adhering to the norms of behavior and dress code to protect personal and University's reputation. Students are expected to give preference to smart casual, business and semi-business attire;
- 1.7. Respect RSVP/sign-up policies at official events and activities. In the case of an inability to attend, please, inform the responsible staff member in advance;
- 1.8. Switch off all mobile phones and other electronic devices during classes and/or put on silent mode when attending major campus events;
- 1.9. Arrive on time for scheduled classes and academic programs. For more details, please, read course syllabi to familiarize yourself with attendance policy of a particular faculty member;
- 1.10. Unless there is a prior written permission of an instructor and other students, no video or audio recording of a class may take place. This does not apply to security cameras throughout the campus;
- 1.11. Only bottled drinks may be taken into classrooms. No food is permitted in the classrooms;
- 1.12. Assist the University efforts to keep all premises clean and neat;
- 1.13. Carry responsibility for their personal belongings and should keep valuable items with them at all times. ADA University does not carry responsibility for items left unattended. Any found property must be brought to Lost and Found Desk located in Building B;
- 1.14. Use and show their ADA University ID card when entering/leaving University premises and whenever requested by the Security team;
- 1.15. Request a permission and inform the Security team at least one day before they plan to

bring in visitor(s) to the Campus. All visitors and guests must register in accordance with the Guest Policy and General Administrative rules of the University in advance and obtain a visitor pass at the Welcome Center before they may enter the Campus (Student Guest Request Form is available under Policies section on the official website of ADA University);

- 1.16. Ensure fair access to computers, classrooms, common spaces and dining areas to all members of ADA University community. Personal belongings should not be used to reserve seats for longer periods. Any unattended items will be immediately removed by the Security team and discarded;
- 1.17. Comply with all requests from professors/faculty and Administration of the University in a timely and respectful manner;
- 1.18. Communicate and immediately disclose to University Administration if charged with illegal offenses outside of ADA University.

2. Unacceptable behavior

Below inappropriate behavior constitutes a serious misconduct that is likely to lead to disciplinary measures:

- 2.1. Engagement in any behavior that prevents or disrupts teaching, learning, and administration of ADA University activities;
- 2.2. Involvement in any conduct at or outside of the University which may discredit the University or violate laws of the Republic of Azerbaijan;
- 2.3. Littering (throwing cigarette butts, food wrappers, paper, cans, bottles, etc.) around the campus and within its premises is strictly prohibited. No food is allowed inside the classrooms and event halls;
- 2.4. Violence against any other person, including any kind of insult, bullying, threatening or physical assault;
- 2.5. Misconduct that threatens others' safety and well-being;
- 2.6. Exercising lewd or abusive language and behavior towards any other student, administrative staff, professors of the University within and outside of campus including social media and emails;
- 2.7. Sexual harassment, assault as well as engagement in any acts of public display of affection at the University;
- 2.8. Smoking on campus is allowed only at the designated areas and strictly prohibited inside the buildings and other premises of ADA University;
- 2.9. Bringing, consuming, distributing or selling alcoholic beverages, illegal drugs, guns and other controlled substances or gunpowder and cold weapons;
- 2.10. Appearing in classes, events and on campus under the affect of alcohol, illegal drugs and other controlled substances;

- 2.11. Entering Health Center and using medicines without prior approval of a medical staff;
- 2.12. Theft, inspection, faking and/or duplicating ideas that are property of others (including email accounts) or of the University;
- 2.13. Invasion and abuse of fellow students', faculty, staff and University administration email accounts and personal social media accounts;
- 2.14. Damaging and attempting to destroy property of University, including learning devices, furniture, equipment, other devices and services;
- 2.15. Invasion and abuse of University's or its partner organizations' confidential materials, networks, software, cloud software, student/course information systems, mailing lists and accounts;
- 2.16. Unauthorized use of another person's account to access the University information systems for any intention and reason or providing access to their own account to unauthorized persons;
- 2.17. Intentionally using University property/premises for personal goals and interests, thus, limiting equal access of other students and University administration to common spaces;
- 2.18. Gambling within ADA University premises is strictly prohibited;
- 2.19. Unauthorized use of University's name, logo, copy right materials, and/or other attributes associated with the image of the University. Any intention to use University's official attributes should get prior authorization through the Branding & Communications Office;
- 2.20. Misuse of mailing lists for personal purposes, promotion and mass e-mailing;
- 2.21. Providing and using false information or falsified identification documents;
- 2.22. Interfering with class time, teaching, University events and other official activities, thus, preventing to run activities in a professional and timely manner;
- 2.23. Lending University ID card to another person to enter campus and its premises;
- 2.24. Entering and attempting to enter University using an ID card of another student or staff/faculty member;
- 2.25. Attempting and brining any unauthorized guests to ADA University including trespassing into campus with a friend/guest in the car without prior registration;
- 2.26. Bringing pets and animals to ADA University unless holding a special permission to an activity that involves animals;
- 2.27. Breaches of ADA University's official policies and regulations;
- 2.28. Violation of any disciplinary sanction imposed as a result of infractions of the Student Code of Conduct rules.

Investigation Procedures and Sanctions

Reporting Violations

1. Any student, staff and faculty who have become aware of possible violations of the ADA University Student Code of Conduct by any student, recognized student club, student body or organization is expected to report the case to the Manager, Office of Student Services with the utmost urgency. This should be done in writing, providing as many details as possible;
2. Such reports to the Student Services are normally adequate for reporting purposes. If taking reporting actions, any student, staff or faculty member should take appropriate account of the circumstances at the time;
3. Manager, Office of Student Services is expected to maintain the utmost confidentiality concerning such reports and shall guarantee the anonymity of his/her source at all times. Manager shall submit the case to the Office of Executive Vice Rector for hearing and decision-making unless otherwise decided.

Fair Processing & Case Resolutions

1. Student violations of the Code of Conduct (paragraph 2, points 2.2, 2.4, 2.5, 2.6, 2.9, 2.10, 2.12, 2.13, 2.15, 2.17, 2.26, 2.27) that may result in suspension and dismissal from the University, are to be investigated by the University Conduct Committee at Disciplinary Hearings with final approval of sanctions by the Rector;
2. Student violations of the Code of Conduct that require disciplinary probation, reprimand and restitution (paragraph 2, points: 2.1, 2.3, 2.7, 2.8, 2.11, 2.14, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.25) are subject to investigation and processing by the Office of Student Services and submission of proposed sanctions to the Executive Vice- Rector for final approval;
3. ADA University reserves the right to re-consider appropriate sanction and investigation procedures assigned according to the severity of the misconduct and its overall effect on the University community;
4. ADA University may withhold student diploma or terminate official recognition of a student club/organization until the case is being investigated and final decision is made;
5. Students shall not have right to withdraw or request a transfer from the University until under hearing and investigation of a conduct breach;
6. Students may appeal the imposition of a Committee decision for misconduct to the Rector only based on substantially valid arguments and evidences. Appeals must be made in writing within one (1) week of the decision of the Conduct Committee. If the Executive Vice Rector considers the appeal to be grounded it is presented to the Rector's consideration. Decisions confirmed by the Rector are considered final.

Conduct Committee

1. The Conduct Committee is in charge of hearing cases of alleged violations of the ADA University Code of Conduct;
2. The Committee shall be chaired by the Executive Vice – Rector and consist of Vice-Rector for Academic Affairs, Dean of the School (respective to the student’s study program); Associate Vice Rector for Student Services; one student representative appointed from each currently serving Undergraduate and Graduate Student Governments;
3. Chair of the Conduct Committee ensures smooth and fair processing of hearing and investigation procedures with no right of voting;
4. Each member of the Conduct Committee is required to pledge to keep the matter under investigation confidential;
5. In case accused student fails to appear at the hearing, the committee may make a decision based on the available information. Should there exist any force major cause for the accused student preventing to attend the hearing, a new date may be set for the meeting at the decision of the Conduct Committee members.
6. Executive Vice Rector shall appoint a Secretary of the Conduct Committee hearing, who shall maintain minutes of the hearing. The minutes of the hearing shall be signed by the Secretary, the Executive Vice Rector and all committee members;
7. Decisions by the Conduct Committee on the case of violation shall be communicated to the violator not later than 3 business days after the hearing day by the Executive Vice Rector or any other official member of the Conduct Committee assigned by the Executive Vice Rector;
8. Contacting members of the Conduct Committee for the purpose of influencing their decision is prohibited and considered in itself a violation of the University Honor Code and the Student Code of Conduct.

Sanctions

1. Reprimand: is a formal written sanction that the student’s behavior is unacceptable, and its continuation will result in more serious consequences;
2. Disciplinary probation: a student status assigned for a certain period of time until any repetitive breaches of the Code. The duration of disciplinary probation may vary between one semester, one academic year up until the termination of an official student status at the University. Students on disciplinary probation may not run for or hold student club/organization chair and co-chairmanships, Student Government positions, or mentor roles;
3. Suspension: temporary exclusion from the classes, activities, events and premises of the University within a certain period of time indicated in the suspension letter. The sanction is to be permanently recorded on the student’s academic transcript;
4. Expulsion: a permanent termination of student status considering expulsion from all

University classes, events, activities, and premises. The sanction is to be permanently recorded on student's academic transcript;

5. Restitution: a reimbursement of a damage costs resulted in breaches of the Code of Conduct such as vandalism, damaging equipment, furniture, University assets, services, smoking, violating driving/parking rules and littering in University premises.

APPENDIX 14.

EVALUATION OF ACADEMIC PERFORMANCE

Judgment regarding standards of evaluation for a student's academic performance is a faculty responsibility. Students should consult the policy on Student Academic Grievances for any matters of concern. No single grading component of courses taught at ADA University shall exceed the 40% of the overall course grade.

Class Attendance

Individual instructors may have different attendance requirements; it is the student's responsibility to check each course syllabus to determine policy and to speak to instructors regarding absences. Absences may adversely affect a student's grade. Students are required to make-up all work missed because of absence by the end of the term. If the student cannot complete the work by the end of the term, he/she may receive an Incomplete grade only at the instructor's discretion.

Students who miss more than twenty-five percent (25%) of classes will be assigned FX as a grade.

EAPP Class Attendance

EAPP class attendance policy excuses from two to four student absences per 7.5-week session, and four to eight absences per a 15-week session. See the table below:

Number of classes per level		Number of excused absences
7.5-week session	32-36	2
	50-54	4
15-week session	45-60	4
	90	8

Ten percent (10%) of the total course grade will depend upon physical attendance in class. For each additional absence, a student will lose 2.5 percent of his/her overall grade. In other words, four (4) absences extra to the excused absences will exhaust all 10 percent allocated for attendance.

Tardiness: EAPP students are responsible for arriving in class on time. Albeit the instructor may allow said student into the class, late arrival by 5 minutes or more is considered as a complete absence.

Final Exam Policy

- Students are expected to take final exams at the times scheduled by the Office of Student Records and Registration.
- Students with two exams scheduled for the same time, and students with three or more final exams on a given day should submit a request to reschedule an exam to the Dean's office of their academic unit.
- This request must be submitted via email no later than 3 days after the announcement of exam dates.
- Provided an exam can be rescheduled, the exam from the class with the lowest enrolment will be rescheduled.
- All rescheduled exams must occur during the final exam period.
- Unexcused absences at final exams may result in a failure for the course or similar substantial penalty.
- Students must follow any additional policies or procedures for final exams set by individual academic units.

Students are entitled to receive their final grades 96 hours after the completion of the exam period.

Repetition of Courses

Repeating courses can have academic and financial implications for the student.

- Graduate students must repeat courses with a grade of "C-" and below.
- Undergraduate students must repeat major core courses with a grade below "C-".
- EAPP students must repeat a level with an overall grade below "C".
- Withdrawal from a course counts as an attempt, but it is excluded in the Repeat process.

Students must contact their Academic Advisor as well as the Office of Student Accounts for

additional information and assistance before deciding to repeat a course.

EAPP students have two (2) attempts to pass the same level. EAPP students are not eligible for a withdrawal.

Students are responsible for determining any academic or financial implications for repeating courses. In the context of this policy, passing a course includes meeting any stipulations needed to satisfy a University or major requirement.

Grades for each attempt of the same course are recorded on transcript, but only the highest grade and the credit associated with that grade will count toward the major GPA requirements. W is excluded in the Repeat process. Courses that are not identical in course subject and course number will appear on the transcript and each grade will be calculated in the student's GPA.

Grading System

Grades Calculated in Grade Point Average

GRADE	GRADE POINTS	GRADE SCALE PERCENTAGE	GRADE NAME
A	4.00	94-100	Excellent
A-	3.67	90-93	
B+	3.33	87-89	Good
B	3.00	83-86	
B-	2.67	80-82	
C+	2.33	77-79	Satisfactory
C	2.00	73-76	
C-	1.67	70-72	
D+	1.33	67-69	Poor
D	1.00	60-66	
F	0.00	00-59	Fail - Academic
FX	0.00	00	Fail - Administrative

Academic Fail (F): Academic Fail indicates the student's continuous enrolment in the course did not satisfy the Instructor's summative requirements for passing the course.

Administrative Fail (FX): The instructor assigns Administrative Fail in lieu of a grade of F

(Academic Fail) when a student never attended or ceased attending the class or violated Honor Code.

Final numeric grades for courses are mathematically rounded before assignment of the relevant letter grade. For example, a total numeric of 93,45 will be rounded to 93 and will be assigned a letter grade of “A-”; a total numeric of 93,50 will be rounded to 94 and will be assigned a letter grade of “A”; a total numeric of 93,51 will be rounded to 94 and will be assigned a letter grade of “A”.

Grades excluded from the GPA calculation as the result of course substitution or course waiver will be printed on the transcript with an asterisk.

Additional Posting Symbols for Grades in Courses

N – No grade or invalid grade submitted. It is assigned by the academic unit or appropriate administrative officer when an expected final grade has not been received before the grade posting deadline. The academic unit and the Office of Student Records and are expected to secure an appropriate final grade within one semester.

Grades Not Calculated in Grade Point Average

I – Incomplete

O – Audit (no credit)

P – Pass

W – Withdrawal from course (assigned when a student, under regulations governing changes in registration, withdraws, or is administratively withdrawn from a course after the final date for adding a course)

ZO – Administrative Withdrawal from audit

ZX – Administrative Fail in Pass/Fail Course

FZ – Academic Fail in Pass/Fail Course

Pass/Fail Grades

A grade of Pass indicates performance at a certain level:

- ***Undergraduate students***: no less than letter grade “C-” on a conventional grading scale.
 - ***Graduate students***: no less than letter grade C on a conventional grading scale.
- Pass/Fail grades are not calculated in the GPA.

Students may select a set number of courses with Pass/Fail grade.

- **Undergraduate students:** no more than two Pass/Fail courses during their studies.
- **Graduate students:** no more than one Pass/Fail course during their studies. In any given semester, students may select only one pass/fail course.

The functional enablers (PDEV coded courses), Thesis, and Capstone project are not included in the rules above.

Incomplete Grades

At their discretion and before the end of the semester, professors may give an Incomplete status for a grade when a student, who could otherwise pass a course, is prevented from completing it during the semester due to extenuating circumstances.

The instructor must provide in writing to the student the conditions for satisfying the Incomplete and submit the Incomplete Grade form to the Office of Admissions and Student Records. Those conditions must include what work needs to be completed, when the work must be completed, and what the course grade will be if the student fails to complete that work. All incomplete coursework must be completed before the end of the following semester absent an agreement to the contrary.

Instructors will submit the grade of “I” and the conditions for completion to the Office of Admissions and Student Records when submitting all other final grades for the course.

The Office of Admissions and Student Records will assign the default grade of F automatically if students do not meet the conditions or if they are separated from the University.

Students on academic probation may not receive an Incomplete. Multiple outstanding Incomplete grades may affect the student’s ability to maintain Good Academic Standing.

Students may not retroactively withdraw from any course where an Incomplete grade has been recorded.

An Incomplete may not stand as a permanent grade and must be resolved no later than the end of the next semester. In addition, students will not be allowed to graduate while an Incomplete grade remains unresolved. Graduation may be delayed to the next graduation date in this case.

Grades for Thesis

Thesis credits are graded as Pass or Fail. Grades associated with Thesis course (P or FZ) affect student’s cumulative credits but are not used in computing the GPA.

At their discretion and before the end of the semester, professors may give an Incomplete status for a grade when a student, who could otherwise pass a course, is prevented from completing

it during the semester due to extenuating circumstances.

An Incomplete may not stand as a permanent grade and must be resolved no later than the end of the next semester. Students requesting extension for one more semester will have financial implications and must get the approval of academic unit. In addition, students will not be allowed to graduate while an Incomplete grade remains unresolved. Graduation may be delayed to the next graduation date in this case.

In case a student fails Thesis, he/she will not be able to graduate.

Latin Honors

To be eligible for Latin Honors at graduation, undergraduate and graduate students must achieve the requisite cumulative GPA as indicated below.

Cum Laude	3.50-3.74
Magna Cum Laude	3.75-3.89
Summa Cum Laude	3.90 or higher

Latin Honors are calculated and recorded on the transcript by the Office of Admissions and Student Records upon graduation. Honors for State Diplomas require minimum 3.80 Cumulative GPA.

Student Academic Grievances

In cases of complaint or disagreement over academic matters not resolved by consultation among the parties, the University provides the student the right to initiate a grievance procedure, as described in the Student Academic Grievance Policy, attached herewith.