

Hope University College

CHARTER



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Hope University College
Addis Ababa

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The Charter of Hope University College

Preamble

Knowing that with the rapid change of knowledge, an institution of excellence is needed not only to teach what has been gained but also to take part in the generation of knowledge;

Noting that in an increasingly complex and demanding world it has become incumbent for an ancient country like Ethiopia to develop leaders who can relate to the best of the past with the challenges and opportunities of the future through the celebration of achievements on one hand and capacity for initiatives and innovation in personal, professional and public lives on the other;

Realizing that more than ever before, both national and global communities have a growing need for value-adding professionals, and it has become necessary to provide competency-based education;

Appreciating the relevance of value education in the nurture and transmission of our cherished values and in engendering passion and commitment for service beyond oneself, and for the kind of beneficence that defines success in terms of one's role in the advancement of others;

Cognizant of the stance that the application of knowledge in particularly our developing context is as pivotal as the pursuit of knowledge for knowledge's sake;

Believing that education has to also address the needs of the environment in view of the evident interdependence between man and nature and the vast distance that we have to cover in restoring the right balance in this regard to sustain meaningful and happy lives;

Aware about the special place of student-centered education, and holistic student development, in helping to bring about the kind of character, confidence and knowledgeability that we need for a viable, competitive and self renewing human capital;

Being cognizant of the prime role of education in redressing poverty after many years of work with the marginalized, and of our responsibility to avail access to quality education to needy but bright people as a way not only to help them overcome their helplessness but also to address the causes of hopelessness;

The Board of Hope Enterprises has therefore issued this charter to govern the affairs of Hope University College as a public service to society and as knowledge and values based center to develop leadership for a world of hope.

Part I

General Provisions

Title 1

Background and Establishment

Hope Enterprises or Hope is a local NGO that was established in 1971 in Addis Ababa to help the needy help themselves through basic needs, education, competence, job and business mediation and value education. As Hope was completing its 32 years of humanitarian service in 2003, it's then Executive Director, Dr. Minas Hiruy, recommended to the Board the establishment of an outstanding liberal arts university college by submitting a full-fledged proposal. After some discussion, the Board and the General Assembly of Hope accepted the proposal, establishing Hope University College as the first public benefits institution of higher learning in the country on November 25, 2003. Soon after, the Board adopted a new structure comprising the Ladders of Hope that subsumed the existing and non-college activities of Hope as one division and Hope University College as another division, opening the way for the university college to operate autonomously.

With Dr. Minas being appointed as the founding president of the university college starting from July 1, 2004, the development of the institution began to roll step by step. The city government leased to Hope five hectares of prime land in Addis Ababa for the amount of 14.95 Million Birr to build the various complexes of the university college. The master plan of the university college was designed free of charge by an international firm called Geluk Treurniet Architecten of the Netherlands and was handed over to Hope on November 11, 2004 in a ceremony in Rotterdam, where the Minister of Development Cooperation and the Ethiopian Consul were guests of honor.

Dr. Minas began the fundraising phase preparing a project proposal requiring an initial investment cost of Birr 46,124,435.00 for the construction and equipping of the university college and distributed the same to various donors. Woord & Daad, the major donor of Hope Enterprises, was the first organization that he approached for help. Woord & Daad was supportive of the proposal and decided to fund a third of the expenses provided that Hope raised the remaining funding first. This pledge was not only an important seed fund but also a motivating note to get Dr. Minas running on the fundraising trail. Dr. Minas did indeed cover a lot of funding sources within country and abroad.

The one place where Dr. Minas went to was Ethiopiaid/UK, the major donor of the Addis Ababa operations of Hope. Ethiopiaid, in turn, pledged to provide most of the remaining money, which came to be the highest amount provided by a single donor. Owing to this provision, Ethiopiaid was made the principal sponsor of Hope University College by mutual consent. Soon after, Woord & Daad released its funding in installments. Other donors such as Menlo Park Presbyterian Church, First Presbyterian Church of Fresno, Ethiopiaid/Ireland and various individuals like Ms. Sally Anderson, Mr. Henk de Pagter, Mr. Klaas de Wit and Ato Mekuria Jimma contributed what they could being featured as the rest of the founding donors to an initiative of hope that may transcend generations.

To support the proper formulation and execution of the academic plan and construction of the university college, an educational consortium on one hand and a construction consortium on the other with members from Ethiopia and abroad were set up in November 2004 and began to function with zeal meeting in the Netherlands and Ethiopia. In April 2005, Abba Architects Plc., a local architectural firm, was appointed to draw the detailed plans of the master plan of the university college, help in the selection of a building contractor and supervise the construction. The search process for a building contractor was undertaken all throughout 2006 following a competitive international tender. On December 2, 2006, Hope held a ground breaking ceremony with the President of Ethiopia, H.E. President Girma Wolde Giorgis, being the guest of honor, awarding the founding members and laying the cornerstone of the university college right on the site amidst no less than 600 guests.

Following the processes of short listing and bidding involving no less than eight building contractors, a Chinese company, China Jiangsu International Economic-Technical Cooperation Corporation, was awarded the contract on June 19, 2007, to undertake the construction of the university college within a three-year period. A project agreement between Hope on one hand and the Ministry of Education and the Disaster Prevention and Preparedness Agency of the federal government on the other was signed to get the construction started.

As the university college evolved gradually, Ethiopiaid/UK and Woord & Daad, wishing to have a mechanism to channel suggestions to help make Hope University College an institution of excellence, recommended to the Board of Hope the establishment of an advisory board constituted of two representatives from each of the cited donors and Hope and two more persons to be nominated by the principal sponsor and approved by the representatives. It was also suggested that the members of the advisory board shall be volunteers and selected on the basis of what they can contribute professionally with their term being limited to three years and with the decisions of the advisory board being made by a vote of simple majority. The Board approved the proposal on September 24, 2008 with a proviso to have an observer from its members at each meeting of the advisory board to link the

advisory board and the Board. With this decision, the advisory board became a part of the university college's governing structure.

With such background of vision, partnership and government cooperation to bring the university college to reality, the Board of Hope Enterprises had adopted the following charter as the policy and procedures to guide the operations of Hope University College.

In the meantime, the construction progressed well though by April 2009 sky rocketing inflation of building materials and variation costs raised the expenditure of the construction, equipping and furnishing to about Birr 90 million. Dr. Minas became busy in looking for the remaining funding. This effort finally paid off as Woord & Daad and Ethiopiaid/UK came up with the bulk of the fund needed and other individuals and organizations contributed what they could to close the gap. The work on the curriculum and organizational aspects of the university college also began. To help in these regards, the vice president for academic affairs and the vice president for administrative and financial affairs were hired in January 2009. Furthermore, the curriculum consortium, spearheaded by Dr. Corne Cocks and Mrs. Jolanda Berntsen of the Netherlands and the special inputs of Dr. Doug and Betty Holland of the US, who moved to Ethiopia to help us frame the curriculum helped in the development of the six departments that were subsumed in three faculties for the initial operation of the university college. At the same time, Dr. Minas wrote the draft charter and presented the same to the Advisory Board. The Advisory Board made minor modifications on the draft and the final draft was submitted to the Board, which endorsed the draft as the charter of Hope University College on June 3, 2009.

Title 2

The Values, Vision, Mission, Objectives, Strategy and Powers of Hope University College

Article 1. Values

The University College believes in goodwill to humankind and to nature and in the concretization of this concern as a step to making the world a community of hope, justice, peace and progress. The University College holds dear the advancement of liberal education as a means of personal and social transformation and regards the provision of education to all as an important public responsibility.

Article 2. Vision

The vision of the University College is to contribute to the renewal and transformation of society through knowledge and value based education and graduates who can make a difference using what they had gained in the university college.

Article 3. Mission

The University College, having a mission to provide aspiring leaders the option of pursuing world-class education without leaving their country and cultural setting, shall enable the development of leaders, who being capable of independent work, problem solving, analysis, innovation and reflection, can make a difference in the development of society and in mutually and sustainably supportive relations between man and nature.

Article 4. Objectives

The university college has the following objectives to realize the above mission.

4.1. Academic Excellence

- 4.1.1. Develop a highly competitive academic community where there is focus on learning, inquiry, reflection, intense pursuit of knowledge and intellectual achievement that is marked not only by transfer and ingestion of knowledge but also by intelligence development for the furtherance of new knowledge.

- 4.1.2. Provide an intellectual background that qualifies one for further academic and/or professional pursuits.
- 4.1.3. Enable capacity for critical thinking, personal responsibility for one's intellectual growth and maturity, skills for clear communication, keen aesthetic awareness and appreciation and understanding of key concepts within various disciplines.

4.2. Professional Capacity

- 4.2.1. Develop internationally competitive professionals in the fields of focus.
- 4.2.2. Develop professionals that can adapt their know how to local situations and make a difference in the socio-economic life of local communities.
- 4.2.3. Advance professional ethics that sustains respect and value for the profession, the professional and the community for whom who stands to serve.
- 4.2.4. Impart professional know how that adds value to student intellectual development on one hand and places of engagement at work and in private and public lives.
- 4.2.5. Yield graduates that can add value in their professional engagements, private and public lives and in society at large.

4.3. Values Maturity

- 4.3.1. Challenge students to confront their values, attitudes and behavior with an ethical spectacle that emphasizes public interest and investment in the community ahead of the pursuit of self interest.
- 4.3.2. Open up students to a well ordered value structure that emphasizes attitudinal transformation befitting of the demands of the times and the needs of communities.
- 4.3.3. Help develop a well integrated character that is highly sensitive to both rights and obligations, is committed particularly to the less fortunate and
- 4.3.4. Uphold to personal ethics abstaining from immoral behavior, dishonesty and conduct that hurts or exploits others.

4.4. Community Service

- 4.4.1. Develop an ethics of indebtedness to communities and country and commitment to service to the same.
- 4.4.2. Link the students of the university college with the community for mutual learning and progress.
- 4.4.3. Require and inspire both the faculty and students to relate their academic pursuits to the needs of the community through on going exchanges, field work and outcomes that propel and support community development and

enable the development of ideas and models that can readily be useful in both learning and development.

- 4.4.4. Develop human capital that is committed to the service of society and nature.

4.5. Research

- 4.5.1. Serve as a center of research on particularly topics that add value to community and national development.
- 4.5.2. Share findings of research with the academic community and those interested in the knowledge gained.
- 4.5.3. Experiment with research findings that can be applied for use and share the know how with those interested for replication.

4.6. Enabling Environment for Learning and Holistic Personal Development

- 4.6.1. Provide adequate, high standard and inspiring buildings and grounds, facilities, learning resources and psycho-social settings that meet the teaching, learning, administrative and student personnel requirements with transformational impacts.
- 4.6.2. Provide an inspiring and invigorating campus by putting in place an ambient, spacious, refreshing and environmentally friendly setting.

4.7. Linkage of the Graduates with the Job Market and Societal Needs

- 4.7.1. Provide opportunities for the exploration of one's interest and potential early enough so that one will pursue an area of study that is both relevant and in line with one's interest or proclivity.
- 4.7.2. Avail a linking pin with the job market through strong job placement service.
- 4.7.3. Receive feedback about the quality and relevance of the educational program from various stakeholders and the local and global market and adjust one's focus according to demands and felt needs.
- 4.7.4. Engage in an iterative process checking the validity of the institution's offerings with the changes in the knowledge industry.

4.8. Attentiveness to Nature

- 4.8.1. Underscore an appreciation for the interdependence of man and nature and instill a culture of environmental friendliness.
- 4.8.2. Emphasize the restoration and renewal of nature and help develop and promote alternative energy and survival sources that do not degrade the environment or hamper the restoration of the same.

Article 5. Gender Policy

Hope University College shall use its recruitment process to counter the imbalance of gender among beneficiaries. Accordingly, in all projects, except those induced by an emergency, Hope University College ensures that at least 50% of those selected are female. Hope University College stipulates this practice of affirmative action because of the discrimination and hardship that have often befallen girls and women. Although there have been continued appeals and legal provisions for women's rights in both public and private lives, Hope University College believes that unless specific steps are taken to correct the imbalance, female disadvantages will continue unabated.

Hope University College has adopted an equal employment opportunity policy to contribute to a meaningful reversal of the imbalance. In this regard, Hope University College shall choose the female candidate in a situation of employment or promotion where assessment results are tied with a male candidate and engage in affirmative action in beneficiary recruitment and employment. Hope University College shall also recruit women for a number of positions at all levels to maintain a happy balance. Hope University College shall have various programs of empowerment for women so that they can have the confidence to aspire for the assumption of various roles within the organization and shall stand to protect the rights accorded to them by law.

Article 6. HIV and AIDS Policy

6.1. Students and Staff

- 6.1.1. In accordance with Ethiopian law, Hope University College will not discriminate against existing or potential beneficiaries or staff members who have HIV and AIDS or are suspected with having HIV and AIDS, based on the recognition that HIV is not transmitted by casual contact, that stigmatization is contrary to our values and is subsequently a factor in the spread of the pandemic.
- 6.1.2. In case a beneficiary or a staff member of Hope University College acquire an incurable health problem which prevents the same from full participation in the project or work, Hope University College shall confidentially counsel both, suggesting medical examination, including tests for HIV. If after voluntary testing, both people are diagnosed as HIV-positive, Hope University College shall counsel both and point him/her toward further assistance with antiretroviral therapy. The people involved in the counseling shall be designated and trained. Information regarding the testing and results shall be kept fully confidential from other people, friends, and families.

6.2. Awareness Raising and Protection

As a demonstration of Hope University College's preventive action, Hope University College shall:

- 6.2.1. give education about HIV and aids and other sexually transmitted infections (STI) to its beneficiaries and staff on a regular basis.
- 6.2.2. protect individuals at Hope University College with HIV and AIDS from harassment.
- 6.2.3. ensure the right of individuals with HIV AND AIDS to privacy.
- 6.2.4. provide counseling to staff and beneficiaries on HIV and AIDS and assist in directing people where they can have Voluntary Testing and treatment.
- 6.2.5. encourage the establishment of Anti HIV and AIDS clubs and discussions.
- 6.2.6. engage in the teaching of abstinence until marriage and thereafter faithfulness to one's partner and other protective steps as measures of prevention.
- 6.2.7. teach sex education in class rooms.

6.3. Non-Stigmatization

- 6.3.1. Hope University College shall ensure that HIV AND AIDS positive persons will not be treated differently from those non-positive individuals.
- 6.3.2. Hope University College shall keep a person's positive status confidential unless the person has consented in writing to disclosure and to the identity of the individuals to be notified.
- 6.3.3. Hope University College shall not discriminate in recruitment and promotion procedures, or in the provision of any benefit, facilities or services on the ground of HIV and AIDS status.

6.4. Safety

- 6.4.1. Every staff member and beneficiary shall be made aware about how to deal with HIV and AIDS and with the general principles/guidelines (i.e. hand washing, use of protective barriers, care in the use and disposal of needles and other sharp objects) in the handling of human blood and fluids.
- 6.4.2. Every staff member and beneficiary shall be made aware that body fluids such as tears, vomit, urine, feces are reported to present no, or a very low risk of infection unless they come with blood and that gloves should *always* be worn when handling body fluids.
- 6.4.3. Every supervisor shall be encouraged to use every opportunity to engage in awareness raising involving the staff and beneficiaries under one's purview and to bring up situations to the management where there is laxity in safety and prevention concerns.

- 6.4.4. Where there is risk to an individual (including the HIV-positive individual) in situations where a beneficiary or a staff member have become medically unfit to fully take part in a project or work, the risk shall be assessed and the case determined for continued work or employment on an individual basis by a committee set up by his/her executive.
- 6.4.5. Hope University College shall establish safety procedures on the premises of Hope University College that will protect both the HIV positive individual and those around him or her.

6.5. Testing, Positive Status and Confidentiality

- 6.5.1. Neither potential nor existing employees or beneficiaries shall be required to take an HIV and AIDS test as one requirement of employment or admission to a project.
- 6.5.2. No beneficiary or staff member shall be dismissed solely on the grounds that they are HIV-positive or have AIDS, or because they are considered to be especially at risk.
- 6.5.3. Where a beneficiary or a staff member become medically unfit to perform their duties, normal procedures shall apply.
- 6.5.4. At the same time, in clinically evident cases where HIV and AIDS is suspected, Hope University College shall encourage the affected staff member or beneficiary to voluntarily get tested for HIV through designated staff member(s).
- 6.5.5. The designated staff member(s) shall share information with those staff members or beneficiaries that are HIV positive on how to get antiretroviral drugs and counseling.
- 6.5.6. Hope University College shall not deter those who seek help and shall cooperate in counseling.
- 6.5.7. The designated staff member(s) shall keep any information about one's status regarding HIV and AIDS absolutely confidential and may share information with certain officials of the organization following the permission of the affected only for purposes of getting help to the affected.

Article 7. Non Discriminatory Policy

As an organization of inclusion, Hope University College shall never discriminate a staff member or any beneficiary on the basis of religion, socio-economic status, disability, ethnicity, political affiliation, gender or any other mark of distinction save merit as regards the staff and need as regards beneficiaries.

If a staff member or beneficiary feels discriminated, he or she must direct his/her complaint to the immediate supervisor. All immediate supervisors shall examine the allegation right away and if corroborated shall communicate the matter to their

immediate supervisor for rectification as well as disciplinary step against the staff member (s) who caused the discrimination.

Article 8. Disability Policy

Hope University College Enterprises is committed to the inclusion of people who have physical and cognitive disabilities. Being inclusive, Hope University College shall avoid discrimination against people with disabilities in employment as far as applicants for jobs or in promotion as far as employees with disabilities are concerned and in access to any of its programs and in their participation is concerned.

If a staff member or beneficiary feels discriminated on account of disability, he or she must direct his/her complaint to the immediate supervisor. All immediate supervisors shall examine the allegation right away and if corroborated shall communicate the matter to their immediate supervisor for rectification as well as disciplinary step against the staff member (s) who caused the discrimination.

In all its construction projects, Hope University College shall enable physical access to all of its facilities for its staff members and beneficiaries with disabilities so long as capacities allow.

In case of those applying to be beneficiaries, Hope University College shall give priority to the disabled considering their added disadvantage over the other applicants to any of its programs. It shall also seek the disabled to let them know of opportunities of assistance and to apply for consideration.

Article 9. Open Door Policy

All staff members of the university college are to open their doors and entertain the questions, comments and ideas of students in tandem with the provisions of this charter. Procrastination or indifference in responding to student queries is not accepted. Student suggestions should be taken seriously. If a staff member cannot adequately respond to or advise a student, he or she must direct the student to the right place.

To the extent the student is the institution's client, the performance of all staff members within the university college shall be judged partly on the extent to which they contribute to a student's development.

In order to be of help to a student, a staff member should have thorough information in his area and general information about the university college.

A staff member must be present in his/her designated location during work hours. If one has to go away for such reason as duty or break, one has to post a sign on his/her door or desk indicating when one is to come back.

Article 10.Strategy

10.1. Competency Based Training

The university college uses a competency based training (CBT) as a strategy. This involves competencies that are trainable (knowledge and skills) and competencies that are more difficult to mold (attitude and motivation). Competency describes what makes a person capable to perform in the context of realistic professional tasks. The use of task performance (rich learning environments) by an integrated application of knowledge, skills, attitude and motivation is stressed because it makes the sum greater than the parts. For this advantage of holistic human development, the university college has adopted CBT. CBT has various dimensions as shown below:

- 10.1.1. Hope University College believes that competency is complete qualification based on a unique mixture of knowledge, skills, motivation and attitude. These four learning aspects are integrated in the person of the student through the 'channels' of his values, personality and professionalism.
- 10.1.2. Within a program or a course, students will be tested on their competence. They have to combine knowledge, skills, motivation and attitude to create effective learning processes and to pass the test(s) at the University College and within the professional contexts.
- 10.1.3. During the three years of study, the competency will be tested at several levels. The educational program will be characterized by increasing complexity. The university college distinguishes at least five complexity-dimensions to challenge students in their process towards professional maturity:
 - 10.1.3.1. level of self management of the student
 - 10.1.3.2. level of professional cases to be dealt with
 - 10.1.3.3. the level of knowledge (and required analytical skills) to understand a specific subject
 - 10.1.3.4. the amount of instruments, tools and methods to approach the subject
 - 10.1.3.5. the personal dilemma's in which the student has to operate as a professional
 - 10.1.3.6. as the quality of the learning processes is highly influenced by the quality of the learning environment, students

shall be provided enabling learning environments in their 'search for excellence'.

10.1.4. The main elements of the environment that shall be developed at the university college are:

10.1.4.1. highly competent teachers who have to be:

- i. experts in three ways
- ii. scholars in their discipline
- iii. skilled in the process of education with a personal approach for each student and his or her learning style
- iv. coaches/role models for the students;

10.1.4.2. a competency based curriculum with several integrative ` elements:

- i. between theory and practice
- ii. between the different disciplines that are taught (a multi-disciplinary approach)
- iii. between the constituting parts of a competencies
- iv. between University College and the (scientific & professional) environment
- v. between linguistic, calculative, analytic, synthetic, technical and ethical/philosophical tools to explore all that the knowledge industry offers and developing moral and intellectual maturity for better judgment, leadership and knowledge ability.

10.1.4.3. an inspiring and challenging learning environment consisting the elements of:

- i. the physical environment (buildings, rooms, facilities)
- ii. the virtual environment (access to the internet)
- iii. the social environment
- iv. the spiritual environment
- v. the cultural environment
- vi. the organizational environment (a client centered learning organization)

10.1.4.4. programs and modules that are challenging by:

- i. the level of realism (cases and working environment provided by organizations outside of the university college)
- ii. the intellectual level (zone of proximal development)
- iii. the professionalism of the teachers
- iv. the personal approach (each student has to develop his/her competencies within the framework of the program)

10.1.5. Within these learning environments, the student is challenged to be his potential as a competent person and professional.

10.1. Related Considerations

- 10.2.1. Operating from a holistic intellectual development, the university college attempts to strike a happy balance between general know how and the professions through an application of liberal arts education and a coterie of specializations.
- 10.2.2. From the liberal arts emphasis, an opportunity will be availed for breadth of knowledge with one having linguistic, calculative, analytic, synthetic, technical and ethical/philosophical tools to explore all that the knowledge industry offers and developing moral and intellectual maturity for better judgment, leadership and knowledge ability.
- 10.2.3. The specializations allow one to master a particular field of knowledge for one's professional role.
- 10.2.4. The university college will apply a competitive learning process to maintain the minimum standard of intellectual rigor and to challenge students to maximum use of their minds and time.
- 10.2.5. The university college will put in place a setting that enables self learning and comprehension replacing the tradition of rote learning and preparation just to pass examinations.
- 10.2.6. English will be given a strong emphasis so as to have students benefit from the unmatched volume of knowledge depicted in this language. Each class will have challenging course requirements including the writing of research papers, group projects and class presentations. Students will spend much of their time reading, listening, enquiring, experimenting, interacting and writing. Examinations will focus on problem solving demanding particularly analytic, synthetic and creative responses.
- 10.2.7. In the university college, the faculty member is to facilitate the growth process being no more the center of attention. Normal classes will be small to allow personal relationships and student nurture.
- 10.2.8. The university college, gearing itself to meaningful molding, will try new and better ways like role-plays, experimentation, individual and group projects and discovery.
- 10.2.9. The university college will prize effective teaching most highly to the degree it sees this preoccupation as a prerequisite to further the intellectual development of the student. Similar expectations are placed on the members of the support staff with each having to define their roles as service providers to students and acting with maximum respect and diligence in assisting students.
- 10.2.10. Considering that meaningful learning cannot go on without adequate inputs, the university college will provide ample resources and learning tools. E-library and on-line learning will be promoted with adequate access to the Internet for both students and the faculty.
- 10.2.11. Similarly, with the campus being designed with much that Ethiopia needs to incorporate in construction and environmental friendliness, the campus in and of itself will be an open book of learning and inspiration. The

grounds and the general ambience will have their own share in setting a sense of belongingness and aesthetics through persistent landscaping, husbandry and beautification.

- 10.2.12. This strategy of student centered development sees knowledge in its holistic dimension. In this regard, knowledge will be given with values education to the degree one without the other will not do. To manage the values formation, there would be lessons in ethics and opportunities for the application of the values being transmitted. The case method will be used to wet and develop the appetite of students to confront their ethical self and to learn on how to make proper choices. Speakers of reputation will be invited to address students and influence their character. Drama and music will be used to underscore and transmit important messages.
- 10.2.13. The faculty and the support staff are expected to be involved in mentoring by being good examples and by engaging in needed coaching in their respective lines of interaction. The goodwill of students will be developed and challenged emphasizing involvement in service to the community.
- 10.2.14. In as much as the university college is particular about the undisturbed development of each student and what kind of example each would set as potential servant leaders, behavioral parameters will be explicitly laid out in a covenant that will be established with each student. The behavioral limits will be based on the code of ethics for students, which will serve as an important benchmark of character development. A student ethics panel shall be used to address problems of student conduct.
- 10.2.15. The student personnel philosophy will provide ample opportunities for students to develop their interests, interpersonal relations and social skills. Realizing that learning also comes from outside the class room, students will be involved in a number of activities to develop their leadership potential, examine and test their own inner capacities and adjust to the requirements of social expectations.
- 10.2.16. The programming of cultural and recreational activities within the campus will serve as means to constructively vent energies and develop interpersonal and social skills. Student activities shall be programmed with developmental outcomes in mind and collegiate experiences will be designed and managed in such a way that they facilitate the growth process in the physical, mental and psycho-social aspects of human development
- 10.2.17. Listening to students and exploring the interests of students, support of student initiatives and coaching with clear and definite developmental milestones are the pillars of the student development strategy.
- 10.2.18. Each staff member will be assigned to advise or coach an aspect of student development and his or her performance will partly be measured by the impact(s) registered in the advisory or coaching role.
- 10.2.19. To the degree a student's time is the most precious resource for his/her development while in the university college, the off campus time management as well as activities of the student will be closely monitored.

- 10.2.20. Every effort shall be exercised to minimize the negative distractions that confront students outside of campus so that desired levels of energy, purpose driven life, concentration and motivation are maintained for the best of outcomes in educational and developmental attainment.
- 10.2.21. With the strategy setting clear expectations for students and the kinds of impact that each staff member is expected to register in enabling student achievement, the university college shall engender productive and positive working relations between the staff and the student.

Article 11. The Powers of Hope University College

The University College being primarily a teaching undergraduate institution shall Have the following powers:

- 11.1. To engage in teaching at the bachelor's degree and diploma levels during day and evenings and establish and manage the faculties and departments necessary.
- 11.2. To prescribe the conditions under which persons will be admitted to the University College or to any particular course therein.
- 11.3. To confer diplomas and degrees to persons who have completed a course of study approved by the University College and who shall have passed examinations and other assessments employed by the University College.
- 11.4. To confer honorary degrees or other distinctions on persons so identified and approved by the University College.
- 11.5. To deprive persons of any degrees or other distinctions or awards conferred upon or granted to them by the University College.
- 11.6. To set codes of ethics, dress codes, facility utilization rules and prescribe disciplinary provisions applicable to the staff and students of the University College.
- 11.7. To provide courses or lectures to persons who are not members of the University College as deemed appropriate.
- 11.8. To accept the examinations and periods of study passed by students at other universities or places of higher learning as equivalent to such as determined by the University College, and to withdraw such acceptance at any time.
- 11.9. To institute professorships and any other offices as may be required by the University College, and to appoint persons to or remove them from such offices, and to prescribe conditions of service.
- 11.10. To institute and award Fellowships, Scholarships, Studentships, Prizes, and other such awards.
- 11.11. To commend tuition fees to be charged by the University College and engage in income generating activities to cover the expenses of the university college.
- 11.12. To raise donations and material that is necessary for the capital investment and operations of the University College.

- 11.13. To employ and supervise the academic and support staff and to determine the terms of employment, including tenure, promotion, disciplinary actions, salaries and other benefits according to the principles set in this Charter.
- 11.14. To evaluate, transfer and discharge staff for whatever reason within its charter.
- 11.15. To set criteria for the determination of academic standards and indicators of performance for all units and staff of the university college.
- 11.16. To maintain quality and excellence in all programs and services of the university college.
- 11.17. To determine criteria for graduation and the ceremony that is appropriate.
- 11.18. To formulate guidelines for determining student assessment methods and standards.
- 11.19. To formulate policies and guidelines for planning and utilization of resources.
- 11.20. To formulate, modify and revise the organization and programs of faculties, institutes and departments of the University College and decide on the establishment of new units, merger or dissolution of existing ones.
- 11.21. To establish an advisory board in the furtherance of the purposes of the university college and determine the manner in which the advisory board works.
- 11.22. To establish committees on ad-hoc and standing bases to help the Board, the Advisory Board and management units in various capacities and set the manner in which they are organized and disbanded.
- 11.23. To form curriculums in line with the parameters and standards of the Ministry of Education and apply the same.
- 11.24. To determine student, graduate, faculty and support staff profiles and to develop modalities to coach, mentor and cultivate students at the university college into exemplary citizens.
- 11.25. To undertake disciplinary steps against staff and students taking measures up to and including dismissal to maintain the integrity of the university college's community and to advance the institution as an uncompromising center of value maturity.
- 11.26. To form, allocate and utilize its budget on the basis set in this Charter.
- 11.27. To develop curriculum in line with national guidelines and international standards and review applied curriculum for progressive improvement.
- 11.28. To formulate research and learning strategies and implement them on the principles of transparency and accountability.
- 11.29. To determine the internal organization of the University College.
- 11.30. To establish academic relations with local and international institutions for the advancement of its academic, research and community service duties and for ongoing learning from others and establish agreements of scholastic relations.
- 11.31. To establish partnership agreements with donors within country and abroad to advance the purposes of the university college.
- 11.32. To recruit teaching and research staff from various parts of the world on paid

- and volunteer bases and to engage the same in the required work for the university college with full supervisory roles.
- 11.33. To liaise with government on matters related to the university college.
 - 11.34. To undertake research and community service.
 - 11.35. To undertake self assessment through ongoing monitoring and evaluation of personnel and programs.
 - 11.36. To ensure the accountability and transparency of any staff member or unit of The university college to the body which has authority for such supervision and evaluation.
 - 11.37. To do all such other acts as may be a requisite to further the objectives of the university college as an undergraduate institution.

Title 3

Student and Graduate Profiles

Article 12. Student Profile

A person wishing to join Hope University College shall have the following profile:

- 12.1. Intellectual readiness and success in fulfilling the admission requirements of the university college.
- 12.2. Passion for academic achievement and commitment to maximally utilize one's opportunities in the university college.
- 12.3. Willingness to live by the intellectual demands, personal care, restraint and discipline, interpersonal maturity and student code of ethics set by the university college.
- 12.4. A generalized or definite purpose for one's interest to attend Hope University College and potential in meeting the requirements set and in using the knowledge indicated for the purposes identified.
- 12.5. An openness to change through learning, adaptation and evolvment casting aside old habits and attitudes that are not so constructive and taking on new values that are positive, fulfilling, enlightening and full of hope.
- 12.6. While in the university college, willingness to commit oneself to learning and to keep away from activities that go counter to this purpose.
- 12.7. A willingness to be coached and mentored by those appointed to do so.
- 12.8. A willingness to be transparent and honest about one's problems and to seek support without delay.
- 12.9. A willingness to interact with others with respect and consideration and to avoid behavior that may infringe or disturb others.

Article 13. Graduate Profile

A graduate from Hope University College shall have the following profile:

13.1. Capable for Self Development

- 13.1.1. Would assume responsibility for personal growth- intellectual, psycho-social and physical benefiting from all areas of the university college's community.
- 13.1.2. Is open to learning from all sources and exercises tolerance and respect for divergent points of view.
- 13.1.3. Committed to the pursuit of excellence in all areas, realizing that learning is an on-going process worthy of life-long commitment and sparing no time from knowing, reflection, analysis, experimentation and innovation.

- 13.1.4. Thinks independently and communicates effectively.
- 13.1.5. Has a well developed sense of curiosity and an endemic passion for new and better milestones.

13.2. Intellectually Competent

- 13.2.1. Masters the academic program well enough to be competitive in one's professional role and to engage in further and ongoing learning in the ever demanding world of a knowledge-based civilization.
- 13.2.2. Demonstrates the ability to think critically, analytically and creatively and to develop an eclectic capacity in solving problems being faced.
- 13.2.3. Demonstrates effective written, oral, technological, and collaborative communication skills and possess the foundation knowledge necessary for successfully pursuing an academic discipline in advanced education;
- 13.2.4. Demonstrates the ability to synthesize information from diverse sources and use that information to evaluate issues of contemporary life and apply in one's professional and personal roles.
- 13.2.5. Is intellectually and professionally competent enough to make a positive difference where one works and or learns.
- 13.2.6. Develops interest in a certain line of culture with an appreciation of and commitment to the support of the same.

13.3. Ethically Integrated

- 13.3.1. Possesses moral integrity and sensitivity and is eager to share one's talents And means for the betterment of society through continuing and unconditional service to others.
- 13.3.2. Integrates fitting personal and community values to one's intellectual asset, professional, interpersonal and community life.
- 13.3.3. Develops a capacity to evaluate one's thoughts and actions by one's values and adjusts to one's inner voice of ethical integrity.
- 13.3.4. Develops an appreciation for the standpoints, beliefs and values of others and is open to accept and even celebrate differences.
- 13.3.5. Guides one's life by concern for others and maintains a service attitude Yielding self to public interest and seeing one's success in terms of one's positive impact on others.
- 13.3.6. Demonstrates the ability to form healthy relationships and make mature lifestyle decisions.
- 13.3.7. Overcomes personal prejudices and stereotypes and acts as a person in tune with others.
- 13.3.8. Harmonizes one's personal life with one's public image and in so doing becomes a role model.
- 13.3.9. Is environmentally friendly standing and acts for the protection, restoration

and reuse of the natural environment for the benefit of both the human community and nature.

13.4. Leaderly

- 13.4.1. Demonstrates outstanding leadership skills, including integrity, vision, creativity, a strong work ethic and the ability to gain trust and cooperation from others.
- 13.4.2. Speaks honestly and persuasively handling criticism with emotional maturity and showing an ability to influence others through tolerance, patience, respect, knowledge and capacity to listen as well as flexibility to be influenced by others.
- 13.4.3. Is a pacesetter in one's endeavors registering ongoing heights in one's personal and professional life using one's achievements and being open to risks as opposed to retreating to the comfort of security.
- 13.4.4. Adds value in one's place of employment and/or engagement and is open to constant self confrontation when one is in a rut.
- 13.4.5. Is humble and interacts with all including the marginalized with equal interest, respect, consideration and an attitude of service.

13.5. A Balanced Life

- 13.5.1. Maintains a balanced life with intellectual, psycho social and physical soundness.
- 13.5.2. Has the capacity to balance the personal with the social and cultural.
- 13.5.3. Maintains few but important interests so as to enrich one's life and influence others in a similar way.
- 13.5.4. Demonstrates enough flexibility to manage complexities in life without being of negative consequence to others.
- 13.5.5. Maintains a balanced world view that comes from a well rounded knowledge, appreciation of diversity and tolerance.
- 13.5.6. Maintains a happy balance between knowledge and application or theory and practice and channels learning energies for a purpose driven life.

Title 4

Governance

Hope University College, shall operate autonomously under the following governance structure.

Article 14. The Board of Directors

14.1. General Reference

The Board of Directors of Hope University College, which is otherwise referred to as the Board, is the supreme governing body of the university college. It has seven voting members who are each elected to serve for a four year term. The members shall be appointed by the Board of Hope Enterprises, as the owner of the university college.

14.2. The Powers and Responsibilities of the Board

Meeting at least once every two months, the Board has the following responsibilities and powers:

- 14.2.1. Serves as a trustee of the organization, assuring that the governance and management authorities of the university college subscribe to the values, vision, mission, objectives, strategy and code of ethics set in the charter.
- 14.2.2. Attends to matters of policy and regulations.
- 14.2.3. Determines all procedures and directives as necessary to implement its decisions.
- 14.2.4. Determines the symbol, seal and letterhead of the organization.
- 14.2.5. Makes policies and ensures that all decisions are executed according to the core values, vision, mission, goals and procedures of the organization.
- 14.2.6. Closely supervises the operations of the organization.
- 14.2.7. Makes final decisions regarding new projects, departments, faculties and branches and has the right to close or scale down existing ones.
- 14.2.8. Examines and approves the university college's reports, annual plan of action, budget and strategic plan.
- 14.2.9. Appoints and dismisses the President of Hope University College.
- 14.2.10. Decides the President's remuneration.
- 14.2.11. Opens all bank accounts, designates signatories for the accounts and assists the cited executives in fund-raising.
- 14.2.12. May designate advisory boards or committees to serve the purposes of the University College using people who can assist Hope University College

- technically or financially from within the organization or outside.
- 14.2.13. Approves the membership of the organization in cross cutting, sectoral, regional and global alliances and associations.
 - 14.2.14. Declares account receivables not settled with the university college for reasons beyond the organization's control as loss based on the recommendation of the Senate.
 - 14.2.15. It adopts and improves the charter of the university college approves procedures and regulations that help implement the provisions of the charter.
 - 14.2.16. It examines the university college's annual plan, budget and activity and financial reports and approves the same.
 - 14.2.17. It appoints and dismisses the president of the University College and endorses the recommendations of the president regarding the appointment of the vice presidents of the university college.
 - 14.2.18. It authorizes the opening of all bank accounts, designates and removes signatories for the accounts and assists the President in fund-raising for the university college.
 - 14.2.19. It appoints auditors and hears audit reports.
 - 14.2.20. It approves policies, procedures, programs and curriculum of the university college.
 - 14.2.21. It hears the recommendations of the Advisory Board and acts upon the same.
 - 14.2.22. It endorses a sign or emblem for the University College.
 - 14.2.23. Elects its officers and is the authority to dissolve a part or the whole of the university college as per the provisions of the law.

Article 15. The Advisory Board

15.1. Establishment

- 15.1.1. The Advisory Board of Hope University College is designed to give founding donors of Hope University College a voice on how to channel their ideas for the best possible furtherance of the mission of the university college.
- 15.1.2. The Advisory Board shall be constituted of eight members equally seated by each of the major donors, Ethiopiaid and Woord & Daad on one hand and Hope Enterprises itself on the other.
- 15.1.3. Ethiopiaid, as the principal sponsor of the university college, shall have two representatives by proxy and shall recommend two independent representatives. Woord & Daad and Hope Enterprises shall have two representatives each.
- 15.1.4. The Advisory Board, being accountable to the Board, shall make decisions by a vote of simple majority with a quorum constituting five of the eight members. If a quorum is not attained during the first meeting another

meeting shall be called within a week and the meeting shall proceed with the available members.

15.1.5. The period of service of a member is three years. The members may be represented by a proxy during their period of service. They shall designate the proxy in writing.

15.1.6. The advisory Board shall set its own operating procedures and may establish committees to help it with its roles.

15.2. The Powers and Responsibilities of the Advisory Board are:

15.2.1. It receives all recommendations that the management of the university college may have and makes suggestions on matters of implementation to the President and approaches the Board on issues that have policy implications for the organization in general and the university college in particular. Similarly, it expresses its position to the Board on any proposal that the Board may have regarding the university college.

15.2.2. It visits the university college at anytime and examines and evaluates the workings of the university college and submits its reports to the Board and the President.

15.2.3. It advises both the Board and the management of the university college on new and cutting edge developments of knowledge and strategy and proposes to the Board new programs or the disbandment of existing ones.

15.2.4. It advises the Board on issues such as human resource management, financial management, staff and student motivation, code compliance and program effectiveness in Hope University College.

15.2.5. It recommends ideas for the amendment or improvement of the charter of the university college to the Board.

15.2.6. It develops indicators for evaluation of policies and their implementation at the university college.

15.2.7. It supports the President in putting up a strategic direction for the university college and periodically revisits that strategy to ensure that the university college is headed and moving in the right direction.

15.2.8. It advances strategic planning and organizational development exercises from time to time to ensure the relevance and viability of the university college.

15.2.9. It sees to it that it is consulted on all major decisions and executive appointments of the university college including but not limited to the college rules and regulations, policy, short and long term planning, curriculum, governance, management and operation.

15.2.10. It checks that the admission of students to the university college is free of any form of bias including religious, ethnic and other marks of discrimination.

15.2.11. It proposes ideas to the Board to maintain an academic institution of

- outstanding quality with capacity and ability to graduate highly motivated, knowledgeable, innovative and mature individuals.
- 15.2.12. It suggests to the Board assessments or ideas it may have on matters related to the university college's autonomy and to norms and standards of governance and management befitting of an institution of the like.
 - 15.2.13. It examines all recommendations put to it by the President of the university college and makes its suggestions on how to proceed to the Board.
 - 15.2.14. It checks that the operation and financial administration of the university college are separate from all other activities of Hope Enterprises.
 - 15.2.15. It checks that all donations to the university college are exclusively for the purposes to which they are designated and that their spending is done as per the limits permitted and with maximum possible efficiency .
 - 15.2.16. It helps the university college network with different institutions and Individuals of expertise as one way to help build the capacity of the university college.
 - 15.2.17. It helps mobilize funds for the various programs and investments of the university college.
 - 15.2.18. It examines the quality of education and other services that the university college provides and makes changes for an improvement.
 - 15.2.19. It sees to it that employment practices at the university college are done as per established procedures, with full transparency and utmost care to recruit those most professionally competent.
 - 15.2.20. It keeps tab on the extent to which the university college is result focused and a center of excellence in all what it does. In this regard, it exposes areas where improvements need to be made not only in the academic arena but also in student development, campus ambience, technical services area with particular emphasis on the upkeep and cleanliness of the buildings, facilities and grounds and gives its feedback for the desired change.
 - 15.2.21. It interacts with students to determine the extent to which they have been transformed and empowered and with faculty and staff to check where there is a slack and where improvements can be made and gives its feedback on improvements.
 - 15.2.22. It holds meetings with the management staff and students if and when necessary and gathers impressions about how things are going at the university college.
 - 15.2.23. From time to time, it holds a joint session with the Board on all issues affecting the university college.
 - 15.2.24. When it sees workings and behavior that go contrary to prior decisions and directives at the university college, it expresses its objections as well as corrective measures to the Board and/or the management.

Title 5

Management

Article 16. The Office of the President

The Office of the President, is the secretariat of the university college linking the two sub systems of the university college: the academic sub system and the administrative and financial sub system with each subsystem being headed by a vice president.

The President and the vice presidents shall constitute the executive team and shall meet regularly to attend to the overall affairs of the university college, prepare proposals and advice to both the Advisory Board and the Board. They shall also consider proposals that may come from the Senate and the vice presidents.

Under the President, Hope University College has two subsystems of management that are integrated and mutually supportive to fulfill the objectives of the university college under the headship of the President. These are academic affairs on one hand and administrative and financial affairs on the other.

The subsystem of academic affairs is headed by the Vice President for Academic Affairs and that for administrative and financial affairs is headed by the Vice President for Administrative and Financial Affairs.

Within each subsystem there are various management positions, which shall be filled incrementally as the depth and scope of responsibilities warrant and financial capacity allows. Thus, in the initial phase, as functions are not fully engaging, many of the management staff members hired shall shoulder responsibilities pooled from other offices or departments with job designations made by the President.

The division of powers and responsibilities among the cited officials of the university college is as follows:

Article 17. The President

- 17.1. Being accountable to both the Advisory Board and the Board, serves as the chief executive officer of the university college.
- 17.2. Develops the strategic plan of the university college in consultation with the Advisory Board and gets it approved by the Board for implementation.

- 17.3. Represents the university college and has the power of attorney for the university college.
- 17.4. Ensures that the operation of the university college is according to the beliefs, core values, vision, mission and strategy of Hope Enterprises and Hope University College,
- 17.5. Raises financial, material and technical resources within country and abroad for the operation and physical investment of the university college with the assistance of the relevant staff, the Advisory Board and the Board.
- 17.6. Chairs the Senate as a voting member and brings to the same all issues that he needs counsel about.
- 17.7. Chairs the executive team.
- 17.8. In consultation with the Advisory Board, recommends the appointment of the Vice President for Academic Affairs and the Vice President for Administrative, and Financial Affairs and takes disciplinary steps against the same when and if necessary up to and including dismissal.
- 17.9. Appoints deans, directors, and other officers of the University College and takes disciplinary steps against the same when and if necessary.
- 17.10. Approves all employment within the university college according to this charter and the approved employment plans of the university college.
- 17.11. Submits his recommendation on awards, academic and professional ranks and Salary raises to the Advisory Board and after getting consensus there, submits the recommendation of the Advisory Board to the Board.
- 17.12. Addresses the student body and the staff from time to time on themes that build their competence, confidence, character and hopes for a better future.
- 17.13. Submits recommendations to the Advisory Board on the internal organizational structure, curriculum, policies, programs and regulations of the university college.
- 17.14. Executes or causes to be executed policies and decisions passed and accounts for their implementation to the Advisory Board and the Board.
- 17.15. Establishes relationships with local and foreign tertiary educational institutions and donor organizations for the realization of the objectives of the University College, negotiating terms and signing agreements with them and then ensuring that the agreements are implemented according to the terms.
- 17.16. Reviews diversification of programs and submits its recommendations of Program addition or closure or modification to the Advisory Board and after incorporating the modifications of the Advisory Board, submits the final draft to the Board.
- 17.17. Submits the University College's draft annual plan and budget to the Advisory Board and after incorporating the modifications of the Advisory Board, submits the final draft to the Board.
- 17.18. Submits quarterly and annual financial and activity reports of the University College to the Advisory Board, the Board, the General Assembly and partner donor and government agencies.
- 17.19. Liaises with government on all matters that pertain to the university college.

- 17.20. In consultation with the Advisory Board, develops proposals to improve the code of ethics and observance mechanisms that are framed to address the conduct of the staff and student body of the university college and implements the code that is approved.
- 17.21. Appoints three regular and alternate members to each of the ethics panels of the staff and student.
- 17.22. Evaluates the vice presidents and makes his recommendation for salary raise and promotion regarding them to the Advisory Board.
- 17.23. In consultation with the Advisory Board, determines services that need to be outsourced.
- 17.24. Cooperates in strengthening linkages with the educational programs of the Ladders of Hope.
- 17.25. Ensures that all contracts are managed properly and to the best advantage of the university college.
- 17.26. Develops the job descriptions of the staff members who are directly accountable to him and approves the job descriptions framed by other mandated management members.
- 17.27. Ensures that an appropriate evaluation mechanism is put in place to evaluate the faculty and the staff on a semesterly basis and responds to recommendations for improvement in academic quality.
- 17.28. Recommends to the Advisory Board a pay plan.
- 17.29. Makes final decision on the academic program and fee structure of the evening educational extension based on proposals presented to him by the Senate.
- 17.30. Upholds to beliefs, core values, vision, mission and staff code of ethics of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 17.31. Undertakes other duties as instructed by the Advisory Board and the Board.
- 17.32. Delegates, as necessary, all or any one of the above powers to any one of the Vice Presidents or anyone else of the University College that he chooses.

Article 18. The Vice President for Academic Affairs (VPAA)

- 18.1. Is accountable to the President and shall act on behalf of the President during the President's absence.
- 18.2. Is responsible for the design, implementation and management of academic affairs with final approval from the President.
- 18.3. Leads all concerns that have to do with instruction and scholarship.
- 18.4. Supports and coordinates the activities of academic personnel such as deans, the registrar, the chief librarian, etc.
- 18.5. Recommends to the President the formulation as well as the implementation of the academic component of the strategic plan of the university college, academic staff recruitment and development and the teaching-learning process.

- 18.6. Sets high levels of achievement for scholarship and sees to it that the faculty member is committed and actively engaged to attain such level of competence.
- 18.7. Examines the lesson plans of the faculty, visits classroom interaction on a regular basis and issues his report to the pertinent faculty, dean and the President and makes things right at the proper time.
- 18.8. Ensures that there is ongoing faculty and program performance evaluation that is focused on results.
- 18.9. Sees to it that all necessary inputs like books, school supplies, digital artifacts, furnishings and equipment are stocked on time for an enabling teaching and learning environment.
- 18.10. Ensures that the university college's catalog, student and faculty handbooks and forms are prepared, printed and distributed to the right offices for use at any time by the staff and students.
- 18.11. Ensures that students get maximum possible attention from the faculty and the advisory staff so that their development is not hampered or compromised by bureaucracy, lethargy and misdirection.
- 18.12. Maintains the highest levels of academic integrity, program quality through assessment and a competitive environment among the faculty and students.
- 18.13. Exercises firm supervisory leadership using the department heads, directors and deans.
- 18.14. Monitors and evaluates the quality and excellence of programs and responds positively to internal and external assessment of quality of education.
- 18.15. Assesses the transformational impact of the university college on students and makes decisions to address gaps, lags and shortfalls in the effort of student development.
- 18.16. Recommends ideas to the President about the criteria of academic standards and guidelines on conditions and procedures of competitions for grants, fellowships and scholarships.
- 18.17. Recommends ideas to the President on the organization, addition, merger, modification and dissolution of faculties, institutes, departments and courses of the University College;
- 18.18. Addresses the academic staff and the student body on a regular basis in small and large groupings so as to motivate them and bring awareness about all that they need to know in the university college community.
- 18.19. Leads training activities in areas where the faculty needs professional input and students need guidance and reinforcement.
- 18.20. Implements the evening educational extension and Summer school as per the guidelines of the president.
- 18.21. Ensures that academic advising is done properly for the advancement of the student.
- 18.22. Serves as a voting member of the Senate.
- 18.23. Liaises with private and public employers to get most recent reading on manpower demands and needs and based on this feedback prepares and submits proposals for a more marketable academic program.

- 18.24. Designs job descriptions for the various personnel within academic affairs and with the approval of the president implements the same.
- 18.25. Ensures that the library and the registrar offer services with maximum efficiency and effectiveness and that they are supported with means that facilitate their work.
- 18.26. Ensures that the codes of ethics regarding the academic staff and students are implemented.
- 18.27. Strengthens ICT use in the teaching and learning arenas.
- 18.28. Oversees the Director of ICT and ensures that provisions for particularly the online learning are made and facilitated.
- 18.29. Works closely and cooperatively with the Vice President for Administrative and Financial Affairs coordinating efforts, exchanging information, improving overall quality of services and reducing redundancies by joint efforts.
- 18.30. Teaches at least a course per semester in one's area of expertise.
- 18.31. Accepts the recommendations of improvement in the standard of quality of education and implements the same.
- 18.32. Evaluates the staff members under him and ensures that the other staff members in academic affairs are evaluated properly to gauge their effectiveness and address drawbacks that may surface by way of performance and conduct.
- 18.33. Ensures that the protocol of care, repair and cleanliness of facilities and grounds within his subsystem is addressed at all times.
- 18.34. Oversees the management of student services and student life in close collaboration with the Vice President for Administrative and Financial Affairs.
- 18.35. Ensures that student activities are planned, programmed and implemented with staff oversight and that students get all the academic and psycho-social support that they need.
- 18.36. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college. May bring his opinion and advice on various aspects of academic affairs to the President and when differences of opinion occur, yields to and implements the decision of the President with unreserved commitment and no dissent.
- 18.37. Fulfills other duties and responsibilities as assigned by the President.

Article 19. The Vice President for Administrative and Financial Affairs (VPAFA)

- 19.1. Is accountable to the President.
- 19.2. Is responsible for financial and budget management, human resources management, oversight of student life, procurement, physical facilities and grounds management of the University College.
- 19.3. Assists the president in fund/resource raising for the university college.
- 19.4. Leads, supports and coordinates the activities of the officers under him.

- 19.5. Addresses matters related to manpower development, logistics, general services, budget preparation and control and accounting according to this charter.
- 19.6. Assists the President in communication with government and with other actors in the community.
- 19.7. Ensures that the human resource management of the University College is operated according to this charter and subsequent policies.
- 19.8. Makes relevant reports to the President regarding activities, finances, budget allocation, performance and incidents.
- 19.9. Leads the annual and multi annual budget formation processes of the university college as laid out in the charter.
- 19.10. Organizes the university college's annual plan of action by working closely with the Vice President for Academic Affairs and the pertinent staff therein and completes the same on time.
- 19.11. Ensures the safety and security of the community of the university college.
- 19.12. Recommends to the President policies and guidelines for planning and utilization of resources.
- 19.13. Ensures the proper management of all employment, work services, construction, purchase and service contracts as per the regulations in the charter.
- 19.14. In consultation with the President and with the help of an attorney kept on a retainer basis, manages the legal affairs of the university college.
- 19.15. Proposes to the President new ideas on manpower management, financial management and short and long term plans for institutional development.
- 19.16. In consultation with the President, plans, programs and implements income generating activities and ensures that they are managed and accounted for according to the law.
- 19.17. Ensures that the financial report, the audit report and all regular and incidental publications of the university college are done, printed and distributed on time, accurately and fully.
- 19.18. Oversees the public information of the university college in a manner that is interactive, stakeholder focused, informative and value adding by ways of, for instance, resource raising, student and alumni focus and institutional advancement.
- 19.19. In consultation with the President, manages the media, the itinerary and reception of visitors and community relations.
- 19.20. Serves as a voting member of the Senate.
- 19.21. Ensures that the physical facilities are repaired, maintained and cleaned on time and that the grounds, green ward, parks and parking lots are managed properly with timely husbandry.
- 19.22. Ensures that all toilet facilities, eateries, green wards, sidewalks and other public spaces on and around the campus are repaired and cleaned on time and refuse arising from the campus is disposed of properly and on time.

- 19.23. Ensures that digital facilitations and telephone lines are used only for official purposes all throughout the university college as per the procedures established.
- 19.24. Ensures that all accounts payables and receivables are managed well and that quarterly and financial statements are prepared accurately and distributed to the relevant offices and stakeholders on time.
- 19.25. Engages in teaching at least a course of one's expertise.
- 19.26. Oversees the financial management of the university college as per the procedures of the organization and gets a financial statement prepared on time.
- 19.27. Designs job descriptions within administrative and financial services and with the approval of the President implements the same.
- 19.28. Ensures that the code of ethics regarding the support staff are implemented.
- 19.29. Strengthens ICT use in the administrative and financial services.
- 19.30. Works closely and cooperatively with the Vice President for Academic Affairs coordinating efforts, exchanging information and reducing redundancies by joint efforts.
- 19.31. Writes project proposals for fund raising purposes and reports on funded projects as instructed by the President.
- 19.32. Writes reports that are required by signatory government agencies and submits the same on time.
- 19.33. Supports the evening educational extension and holds separate accounts for all financial transaction of the same, the Summer school and other incomes generated apart from donations and sponsorships.
- 19.34. Ensures the deposit of all taxes to government and payments to vendors on time.
- 19.35. Develops protocols of care, repair and cleanliness for the facilities and grounds of the university college along with implementation norms and schedules and following approval by the President monitors the implementation of the same involving all campus facilities and grounds ensuring fresh, invigorating, tidy and well functioning campus at all times.
- 19.36. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 19.37. May bring his opinion and advice on various aspects of academic affairs to the President and when differences of opinion occur, yields to and implements the decision of the President with unreserved commitment and no dissent.
- 19.38. Fulfills other duties and responsibilities as assigned by the President.

Article 20. The Senate

20.1. General Reference

- 20.1.1. The Senate is the management committee of the university college upholding to the beliefs, core values, vision, mission and staff code of ethics of Hope Enterprises and the university college.
- 20.1.2. Its voting members are the President, the Vice President for Academic Affairs, the Vice President for Administrative and Financial Affairs, the Deans of Faculties, the Registrar, Chief Librarian and Dean of Student Life.
- 20.1.3. One faculty member of good standing, as selected by the faculty and one male and one female representative of the student body, as appointed by the Student Parliament, shall serve as non voting members for a term of a year.
- 20.1.4. The Senate, which is accountable to the President, is chaired by the President.
- 20.1.5. The voting members of the Senate will serve as long as they are in their positions.
- 20.1.6. The terms of the non-voting members will be for a year. Non-voting members shall be in good standing with the university college and can be re-elected after a respite of a year.
- 20.1.7. As no member is allowed to be in a discussion where he or she has conflict of interest, such member must declare conflict of interest and excuse himself from the meeting of the Senate.
- 20.1.8. Other officers of the university college may be called by the President or any one of the vice presidents to give information or advice or ideas on their respective activities to the Senate.
- 20.1.9. The Senate shall select its secretary from anyone of the voting members to record the minutes.
- 20.1.10. The office of the President serves as the executive organ of the Senate.
- 20.1.11. The Senate shall hold its regular meeting at least six times a year with the President or both of the vice presidents being authorized to call for an extraordinary meeting.
- 20.1.12. All deliberations in the Senate that are considered confidential by the Senate shall not be made public by any member or participant of the Senate. Violation of this confidentiality by a member is punishable by dismissal from the university college.
- 20.1.13. Proceedings of the Senate that are public shall be disseminated only in the written minute following endorsements by the Senate.
- 20.1.14. Each voting member of the Senate has one vote with decisions and proposals being made by a simple majority vote. A quorum is met when a simple majority of the voting members are present.
- 20.1.15. The decisions of the Senate that pertain to administrative routines are final. But those that have policy implications shall get the approval of the Board before being implemented.

- 20.1.16. All communication to the Advisory Board and the Board shall be channeled only through the President and communication without exhausting the line of command first is not acceptable and may be grounds for a disciplinary measure with sanctions up to and including dismissal from the university college.
- 20.1.17. Membership in the Senate does not relieve one from his direct accountability to his immediate supervisor or from one's duty as a staff member or as a student.
- 20.1.18. The Senate cannot replace the channels of management of the university college or the functions and responsibilities allocated to the various positions therein.
- 20.1.19. The Senate cannot discuss issues such as salary, promotion or other benefits which directly advantage its members.
- 20.1.20. The General Secretary of the organization shall be a non voting member of the Senate.
- 20.1.21. All minutes of the Senate shall be forwarded to the Advisory Board and the Board through the President.

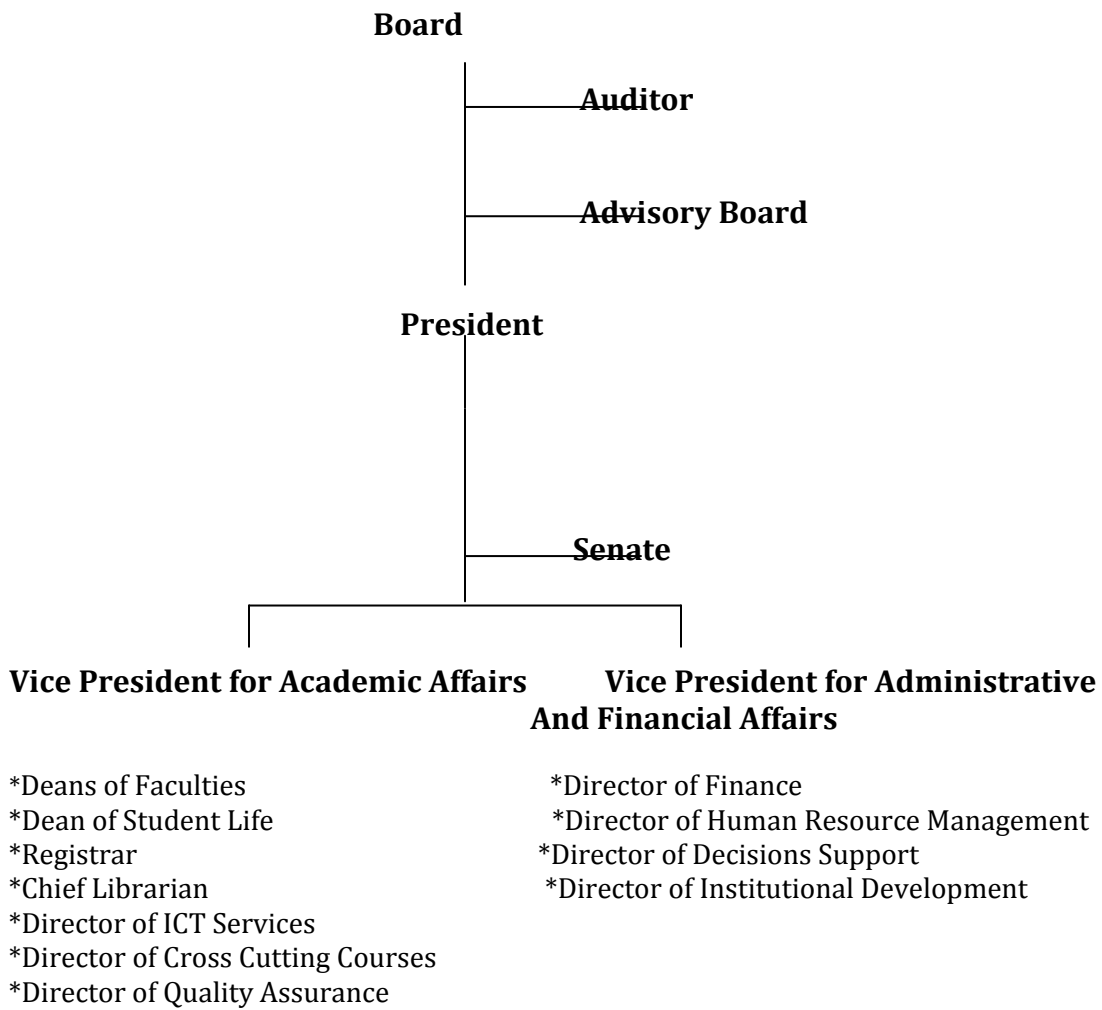
20.2. The Responsibilities of the Senate are:

- 20.2.1. Helping the management arrive at decisions or recommending proposals to the President.
- 20.2.2. Serving as a forum of mutual accountability and as a means of coordination, information exchange and joint effort for what is otherwise a campus of interdependent web of functions and responsibilities.
- 20.2.3. Reviewing performances of the various organs of the university college through regularly scheduled meetings, site observations and inquiry and facilitating the efforts of the management of the university college for optimum possible efficiency, effectiveness and overall progress.
- 20.2.4. Advising the President on issues and problems that he and the other members of the Senate may bring up.
- 20.2.5. Advising the President on responses to emergencies and incidents that may arise.
- 20.2.6. Recommending to the President new fees and amounts of existing fees.
- 20.2.7. Preparing and reviewing the annual plan of action and budget of the university college and submitting proposals to the President.
- 20.2.8. Coordinating the budget formation process of the university college and recommending a budget draft to the President.
- 20.2.9. Coordinating and ironing out matters of common concern between the two subsystems of the university college.
- 20.2.10. Deliberating on all administrative issues that the channel of command of the university college could not resolve or handle and making recommendations to the President.
- 20.2.11. Advise the President on evening educational extension for the community

- of full fee basis.
- 20.2.12. Examining and interviewing job applicants for management positions, competitors for contracts and purchases and giving its recommendation to the President.
 - 20.2.13. Examining matters of employee-employer relations of the university college and making recommendations to the President.
 - 20.2.14. Undertaking various surveys related to student life and reporting the same to the Senate.
 - 20.2.15. Receiving student grievances and putting things right.
 - 20.2.16. Considering student needs and demands and matters of student-staff relations and making recommendations to the President.
 - 20.2.17. Examining and approving the academic calendar of the University.
 - 20.2.18. Deciding on the conferring of degrees, diplomas and certificates.
 - 20.2.19. Recommending to the president the conferring of the rank of full and associate professorship.
 - 20.2.20. Establishing committees, which may include persons who are not members of the Senate to carry out specific functions like inquiries, pricing, purchase recommendations and special programs and events on an ad-hoc or standing bases.
 - 20.2.21. Examining the assessments of academic programs and suggestions for program changes, additions and phase-outs of the Vice President for Academic Affairs and making recommendations to the President.
 - 20.2.22. Examining the assessments of support services and suggestions for improvement by the Vice President for Academic Affairs and making recommendations to the President.
 - 20.2.23. Drawing and formulating strategies for an implementation of policy directives regarding the activities of the university college for the Board's consideration.
 - 20.2.24. Performing such other duties as may be given to it by the President.
 - 20.2.25. Reviewing budget allocation of the various components of the university college and recommending to the Advisory Board annual budget and funding for an emergency.
 - 20.2.26. Reviewing procedures and criteria for the recruitment, selection, promotion and dismissal of employees of the university college.
 - 20.2.27. Reviewing employment and personnel guidelines in accordance with the employment policy of the organization for all employees including and below the level of deans and directors of the university college.
 - 20.2.28. Hearing and resolving grievances and appeals of employees, which have gone through the channels of command of the university college.
 - 20.2.29. Considering employee demands and matters of employee-employer relations of the university college and making recommendations to the President.

Article 21

The Organizational Chart of Hope University College



Title 6

Management of Academic Affairs

Article 22. Management Structure and Norms

Under the headship of the vice president for academic affairs (VPAA), academic affairs has its own management structure subsuming faculties with various academic departments and academic commission, the library and the registrar.

A faculty is a branch of learning that is headed by a dean. A dean is appointed by the President in consultation with the Senate. A faculty has within it various interrelated departments each of which offer courses that lead to a degree or a diploma (associate degree).

22.1. A department

- 22.1.1. A department is an academic unit of a faculty.
- 22.1.1. A department head, who is appointed by the respective dean on the basis of merit from the full time faculty in a department, runs that department.
- 22.1.1. A department head spends most of his time on teaching and is accountable to the dean.
- 22.1.1. His term of office is two years and may be reappointed on the basis of his/her merit. His responsibilities are:
 - i. chairs the departmental academic committee (DAC)
 - ii. directs the teaching and research activities of the department
 - iii. ensures the desired quality and standard of teaching and scholarship
 - iv. Follows up and implements the decisions of the Dean, the VPAA, the Senate, the Academic Commission and the DAC.
 - v. Follows up the various administrative routines within the department
 - vi. Evaluates the efficacy of the teaching and learning process in terms of specific outcomes and impact and takes corrective action for evident drawbacks.
 - vii. Ensures the proper use of the facilities in the department and monitors that the protocol of care, repair and cleanliness within the department is lived up to communicating with the concerned supervisor for due rectification in case of gaps in this regard on time.
 - viii. Ensures that the academic staff within the department submits periodic report on teaching and student development activities and takes

- appropriate steps on matters arising from the reports by keeping in close consultation with the DAC and the respective dean.
- ix. keeps records of activities of all staff of the department to serve as inputs for evaluation.
 - x. Gives feedback on the performance evaluation of each staff member.
 - xi. prepares reports on the departmental activities regularly and submits the same to the Dean.
 - xii. Ensures that the departmental staff reports to work on time and is gainfully active during work time.
 - xiii. Consults with each staff member on complaints made and ensures rectification by addressing the matter in consultation with the respective dean.
 - xiv. Addresses student complaints on time.
 - xv. Address the faculty and students of the department on matters such as scholastic achievement, character development, common concerns and issues that pertain to the department.
 - xvi. Ensures that the academic advising within the department goes on efficiently and effectively.

22.2. Departmental Academic Committee (DAC)

A department having three or more full time staff members shall have a departmental academic committee constituted of three to five full time faculty members of good standing as appointed by the head of the department. The Committee, being chaired by the head of the department, shall meet once a week to advise the head. A department that is not of the capacity to have a DAC shall use its respective Dean and academic commission.

The DAC shall:

- i. Prepare the department's short and long term objectives, plans and programs and necessary budget for the implementation of the department's plans and submit the same to the chair.
- ii. ensure that all examinations are offered properly and are graded fairly.
- iii. review grades and recommend better ways to improve student attainment to the Dean every semester.
- iv. plan and coordinate regular reviews of curricula, initiation of new courses, cancellation of obsolete ones, merger of courses, proper utilization of departmental resources, maintenance of academic standards and quality of the programs of the department.
- v. review and approve research proposals.
- vi. deliberate and decide on disciplinary cases of students pertaining to academic matters.

22.3. Academic Commission

- 22.2.1 An academic commission or AC is a working academic team or committee constituted of the heads of the various departments and the dean within a faculty. One male and one female student, voted by the Student Parliament, shall be non voting members of the commission, for a term of a year. The commission is accountable to its respective dean, which shall chair the meetings.
- 22.2.2. The commission shall have at least one regular meeting each month and all members are required to attend the meetings of the commission with a quorum materializing when the majority of the voting members are present.
- 22.2.3. The powers and responsibilities of the commission are as follows:
- i. Recommend to the Senate the establishment of new academic programs or courses and modification or dissolution of existing programs or courses pertaining to study and research in the faculty.
 - ii. Evaluate the general quality of teaching and scholarship in the faculty to ensure desired quality and take proper action of remediation.
 - iii. Listen to student complaints and address their concerns in the learning and teaching process on time and find out ways on how to improve student development by way of better academic advice and mentoring on curricular and extracurricular activities.
 - iv. Assess the internal strength of the faculty to meet its obligations to students and make recommendations for improvement.
 - v. Coordinate and deliberate on all lesson plans to ensure coverage of syllabus according to the plan and up to standard teaching in terms of content and pedagogy.
 - vi. recommend to the VPAA all leaves of academic staff.
 - vii. Evaluate student performance against desired achievement levels and make the necessary changes if actual performance falls short of desired achievement by ways of remedial classes, tutorial efforts and one to one coaching.
 - viii. Network with other units of the university college to improve gaps that are identified therein.
 - ix. Promote scholarship within the faculty and among the student body.

- x. Review the mission and objectives of the faculty and evaluate the success of the implementation of its program periodically and give feedback to the Senate.
- xi. Review grades and determine the academic achievement levels of students in comparison to international standards by way of a number of tests and take steps of remediation if achievement levels fall below known standards.
- xii. Recommend to the Senate the graduation of students of the faculty.
- xiii. Review and recommend budget proposal for the various activities of the faculty.
- xiv. Initiate staff development schemes for the faculty, prioritize training programs for the faculty member and recommend candidates for training to the VPAA.
- xv. Receive and assess the results of performance evaluation of the academic staff and make recommendations to the Dean on possible ways of improvement.
- xvi. Recommend to the Dean the allocation and appropriate utilization of the physical resources of the faculty.
- xvii. Set up committees involving the faculty to work on various aspects of the faculty.
- xviii. Review textbooks and teaching materials recommended with the view to selecting material that meet the standard of academic excellence set for a course.
- xix. Assist in such other functions relevant to the betterment of the teaching-learning processes.

22.4. Faculty Member

General Reference

- 22.4.1. Faculty members are the backbone of the faculty member found in each department with various ranks.
- 22.4.2. A faculty member can be recruited from within the country or abroad on paid or voluntary bases.
- 22.4.3. The expatriate staff, whose services are found acceptable, will be encouraged to go on teaching until the university college develops its own faculty member.
- 22.4.4. A volunteering staff may be supported with the coverage of local expenses to be recommended by the Senate and approved by the President.

22.5. Faculty Profile

- 22.5.1. The profile of the Faculty of Hope University College shall be as follows:
- 22.5.2. Be committed to spend one's time full time at the university college refraining from outside work when one is not on vacation.
- 22.5.3. Contribute to the holistic development of the student engaging in mentoring, coaching and experience sharing inside and outside of the class room on campus.
- 22.5.4. Show a genuine interest in the total development of a student and be engaged in the advice or oversight of extra curricular activities.
- 22.5.5. Be involved in faculty advising that leads to the success of a student by ways of further scholarship or career development or leadership in the community.
- 22.5.6. Be a role model to students and other staff members living up to the staff code of ethics.
- 22.5.7. Be a scholar by constantly endeavoring to capture the reaches of knowledge in one's field by ongoing study, reflection, curiosity and search and share the gains with colleagues and students.
- 22.5.8. Be skilled in student centered teaching and be willing to apply the same.
- 22.5.9. Demonstrate outstanding leadership skills in a professional or scientific environment in which vision, integrity and humility are integrated and evident.
- 22.5.10. Is willing to make sacrifices for student development engaging oneself full-time with one's responsibility and endeavoring always to add value while at work.
- 22.5.11. Is able to develop oneself step by step in the right direction at no one's prodding or urging and takes initiatives to address perceived problems or circumstances that need improvements with one's personal and professional life.
- 22.5.12. Shares the core values, vision, mission, policies, procedures and code of conduct of the organization and stands to keep and promote them on campus and outside.
- 22.5.13. Be willing to serve as the ambassador of the university college despite personal complaints and reservations.
- 22.5.14. Refrain from abuse of students or staff in a direct or indirect way and be willing to report on abusive or damaging behavior on campus to the appropriate body.
- 22.5.15. Maintain at all times personal care and approachability and clean and fresh working environment.
- 22.5.16. Maintain a cooperative conduct with supervisors and colleagues.
- 22.5.17. Is transparent and honest.
- 22.5.18. Upholds to the positive values of communities where one lives and works.

- 22.5.19. Is free from any form of addiction and comes to work with a sound body, spirit and mind.
- 22.5.20. See one's impact in the transformation of students and accepts the evaluation of others to make further improvements.

22.6. The Library

The library is a bigger class room where students can teach themselves with the books and other resources available therein with the assistance of staff assigned. The library has books, journals and periodicals in vast areas of knowledge. It also may house the most advanced media, including CD-ROM, the Internet, virtual libraries and remote access to a wide range of resources and learning facilities that one can tap. As strategic as a library is in scholarly development, it shall be managed and handled with care. Headed by a chief librarian, the library of Hope University College has the following procedures:

- 22.6.1. Only students and the university staff may use the library and reading rooms. In exceptional cases, other users may be authorized by the VPAA for a limited period.
- 22.6.2. To the extent all reading materials are assets of the university, they need to be coded and inventoried.
- 22.6.3. No one may use the library without a valid library card.
- 22.6.4. The faculty can check out up to ten books at a time. After students are trained in responsible use of library books, they will be allowed to check out books on a limited basis as determined by the Chief Librarian. A deposit will be required to replace any lost or damaged books.
- 22.6.5. Books that are authorized to be checked out must be returned two weeks after checkout.
- 22.6.6. Books may be renewed for two additional weeks unless said books have been requested by another reader.
- 22.6.7. Abusive or destructive handling of books, furniture or other resources of the library are not allowed and charges for a replacement of the abused item shall be made along with a disciplinary sanction.
- 22.6.8. An effort to take out unauthorized resources from the library shall lead to severe disciplinary steps including dismissal from the university college.
- 22.6.9. Noise or other activity that causes disturbance or unacceptable behavior as per the code of ethics for students or staff is not allowed in the library.
- 22.6.10. Fees that are recommended by the chief librarian and endorsed by the Senate will be charged for late return of books.
- 22.6.11. Outstanding fees must be paid before books can be borrowed again.
- 22.6.12. The library hours shall be set by the Senate.

- 22.6.13. The library shall develop norms of access to e-library and on line learning within the library and implement the same following approval by the Senate.
- 22.6.14. Students and staff are required to handle all ICT facilities with care and as per the instructions of use.

22.7. The Office of the Registrar

The office is responsible for admission, selection and placement of students, student registration, allocation of classrooms, lecture halls and the keeping of academic records safely and confidentially of all the students, alumni, faculties and graduation. The office:

- 22.7.1. Prepares the academic calendar in consultation with the VPAA.
- 22.7.2. Ensures that laws and guidelines on issues such as courses, credit requirements, etc. are observed with uniformity.
- 22.7.3. Maintains up to date records of programs of study at the university college.
- 22.7.4. Prepares and issues the catalogs, admission prospectus, student handbooks and class schedules on a regular basis.
- 22.7.5. Issues transcripts, degrees, diplomas and certificates.
- 22.7.6. Keeps the seal that is used to authenticate documents of certification of the university college.
- 22.7.7. Gives orientation to students and the faculty.
- 22.7.8. Prepares the list of students approved for the grant of degrees and diplomas as well as the honor roll.
- 22.7.9. Plans the activities and prepares the budget of the office.

22.7.10. The Office of ICT

- 22.7.10.1. Oversees the ICT component on campus.
- 22.7.10.2. Searches for on line learning capacities and installs them following approval by the vice president.
- 22.7.10.3. Addresses all technical problems arising from campus digitalization.

22.7.11. The Unit of Quality Assurance

- 22.7.11.1. addresses matters of quality and standard.
- 22.7.11.2. Assesses student achievement in terms of attainment benchmarks and recommends improvements in areas of lag.
- 22.7.11.3. Manages the whole tutorial program.
- 22.7.11.4. Assesses the level of scholarship and recommends improvements.
- 22.7.11.5. Assesses the adequacy of inputs for teaching and learning processes and recommends improvements
- 22.7.11.6. Follows up on national and local standards of quality and

measurement techniques and applies the same following approval.

Article 23. Powers and Responsibilities

23.1. The Dean of a Faculty

- 23.1.1. Leads the implementation of the academic plan of the faculty, being accountable to the VPAA.
- 23.1.2. Chairs the academic commission (AC) and faculty meetings within one's faculty.
- 23.1.3. Receives proposals, ideas or comments from department heads and resolves challenge presented to him. What he could not resolve, he either takes to the AC for advice or to the VPAA.
- 23.1.4. Exercises full supervisory roles of one's faculty.
- 23.1.5. Proposes to the VPAA the establishment of new programs and courses, revision of existing programs and courses, dissolution or amalgamation of existing programs and courses, etc.
- 23.1.6. Conducts follow-up on the various academic programs.
- 23.1.7. Coordinates the preparation of faculty plans, programs and budgets using the academic commission and submits proposals to the VPAA.
- 23.1.8. Directs and coordinates the activities of the departments and other units of the Faculty.
- 23.1.9. Sets up and coordinates professional development courses, seminars and workshops.
- 23.1.10. Ensures timely reception of new students to the faculty and departments and spearheads the academic orientation of faculty and students on an ongoing basis.
- 23.1.11. Administers and oversees the proper utilization of the physical resources of the faculty.
- 23.1.12. Issues rules and procedures for the proper administration of the faculty in line with the charter.
- 23.1.13. Recruits professionals who can contribute to the teaching needs of the faculty on a fulltime or part time basis.
- 23.1.14. Fosters good working relationships with the other faculties.
- 23.1.15. Plans and implements schemes and programs that promote academic excellence.
- 23.1.16. Ensures the proper maintenance of student records in the faculty in accordance with guidelines set by the Office of the Registrar;
- 23.1.17. Submits quarterly and annual reports of finance and activity to the VPAA.
- 23.1.18. Assesses the level of desired impact in the students of own faculty and recommends timely changes if there is a gap between desired and actual impact.
- 23.1.19. Monitors faculty performance by engaging in unannounced visits of teaching and ongoing evaluation.

- 23.1.20. Assists in the mentoring of students by way of checking the tenor of character Development and public addresses of influence and inspiration
- 23.1.21. Teaches a course or two in his line of expertise.
- 23.1.22. Approves orders of textbooks proposed for order on the basis of quality of content.
- 23.1.23. Ensures that the method of teaching adopted is exercised by the faculty member by sitting in classes and checking.
- 23.1.24. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 23.1.25. Carries out any other relevant task assigned to him/her by the President of the VPAA.
- 23.1.26. Delegates his duties and powers as appropriate to any of the chairs of departments.

23.2. Department Head

Being accountable to one's respective dean, a department head,

- 23.2.1. Directs the teaching activities of a department.
- 23.2.2. Initiates proposals to the Dean.
- 23.2.3. Prepares the department's short and long term objectives, lesson plans and programs and budget proposals and submits the same to the Dean and closely supervises the implementation of approved plans, programs and budgets.
- 23.2.4. Participates fully in AC sessions bringing to light the overall views of faculty.
- 23.2.5. Sets an atmosphere that is conducive to the expansion of academic efforts in the department.
- 23.2.6. Monitors and evaluates the quality of teaching and scholarship in the department and submits his assessment on time to the Dean.
- 23.2.7. Assigns an academic advisor to each student to help him in his education.
- 23.2.8. Supervises the proper use of physical and human resources within the department.
- 23.2.9. Conducts performance evaluation of each staff member at the end of a semester and ensures that the evaluations of students of the faculty of the department are properly conducted.
- 23.2.10. Keeps or ensures the keeping of proper academic records of students of the department and of the faculty and recommends the graduation of students based on the criteria that is set by the university college;
- 23.2.11. Plans and coordinates regular review of curriculum, initiation of new courses, cancellation of obsolete courses, merger of courses, etc. and submits recommendations to the Dean.
- 23.2.12. Addresses violations of the code of ethics of the staff and of the students within one's department as per the provisions of the charter.

- 23.2.13. Follows up on the lesson plans, text book and journal requirements of each faculty member and evaluates teaching outcomes formally or informally by monitoring actual teaching situations, gauging student achievements and overall course relevance.
- 23.2.14. Submits his own assessment of the performance of his faculty.
- 23.2.15. Teaches at least two courses per semester.
- 23.2.16. Addresses both the faculty and students separately on teaching improvements.
- 23.2.17. Takes responsibility in teaching certain courses of expertise as instructed by the Dean.
- 23.2.18. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 23.2.19. Engages in other activities as instructed by the Dean.

23.3. Faculty Member

Being accountable to his/her department head, the faculty member:

- 23.3.1. In consultation with one's department head and/or dean or the vice president for academic affairs, recommends text books, additional reading books and material necessary for course coverage.
- 23.3.2. Prepares a detailed course syllabus covering the objective of the course, the reading materials, the factors that shall be considered for grades, the expectations of a term paper, group work and the norms of class interaction, responsibilities and manners and the time table for each milestone within a class by ways of chapter coverage, term papers, class projects, presentations, tests and examinations.
- 23.3.3. Makes adequate preparation of instruction in line with the curriculum set forth by the university college.
- 23.3.4. Teaches courses by ways of lecture, practical classes, demonstrations, workshops, student field trips and laboratory and studio sessions and ensure that the course material is covered over the entire semester.
- 23.3.5. Provides assignments and term paper requirement for each course. For certain courses a class project involving the community and report writing may be substituted for a term paper.
- 23.3.6. Shall correct all writings of students and go over problems noted with each student.
- 23.3.7. Provides examinations that test problem solving and analytic capacities rather than capacity for rote learning and pat answers and submit results on time.
- 23.3.8. Endeavors to stay abreast of the latest thinking in his area of specialization and periodically update teaching material, within the resources available.

- 23.3.9. Encourages, guides and permits students to freely and rationally question and examine issues and various lines of thought in the course of their studies without being defensive, offensive, resentful and vengeful.
- 23.3.10. Is present on campus from 8 a.m. to 5 p.m. Monday to Friday. Attend classes regularly and spend the rest of the time advising students, helping in remedial programs, extra-curricular activities or departmental functions.
- 23.3.11. Refrains from any act of discrimination against any individual or group on the basis of race, ethnicity, gender, religion, disability or any other mark of distinction.
- 23.3.12. Avoids acts and situations that are intimidating to students.
- 23.3.13. Develops relationship of mutual respect and trust and endeavor to add value to the development of a student not only intellectually but also psycho-socially.
- 23.3.14. Carries oneself to the best of one's ability in the best interests of Hope University College, students and fellow staff members.
- 23.3.15. Is a role model and avail as much time as possible to coach and mentor students.
- 23.3.16. Participate in student tutorials.
- 23.3.17. Participates in the affairs of the university college.
- 23.3.18. Makes oneself available for consultation and student advisement based on the university college's open door policy.
- 23.3.19. Uses one's knowledge and experience in life, address students in small and large groups to help develop their character
- 23.3.20. Demonstrates diligence in the discharge of functions.
- 23.3.21. Takes good care of all resources of the university college.
- 23.3.22. Demonstrates willingness to work with one's colleagues in a spirit of mutual respect and cooperation.
- 23.3.23. Accepts additional teaching assignments when compelling circumstances arise in one's department and/or faculty.
- 23.3.24. Submits periodic reports to one's department, faculty and /or institute on matters encountered in one's line of duty.
- 23.3.25. Establishes a teaching environment conducive to student excellence, development of critical thinking, reflection and self development.
- 23.3.26. Regularly assesses oneself in terms of one's impact in overall student development and make improvements where and when necessary in subject area and teaching.
- 23.3.27. Accepts departmental or outside assessment as well as peer review.
- 23.3.28. Endeavors to improve one's scholarship on an ongoing basis.
- 23.3.29. Serves on the departmental academic committee.
- 23.3.30. Provides academic advice to students.
- 23.3.31. Is involved in administrative functions regarding one's department when approached by one's department head or dean.
- 23.3.32. Serves as a department head when elected.
- 23.3.33. Is involved in publishing and cooperate in research opportunities in one's line of expertise when approached by the university college.

- 23.3.34. Supervises internships, senior papers or projects of students.
- 23.3.35. Accepts additional duties from one's department head or Dean of faculty.
- 23.3.36. Is accountable in complying with health and safety policies, procedures, hazard reporting, safe work practices and sanitation within the classroom/workshop where one teaches.
- 23.3.37. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.

23.3 Chief Librarian

- 23.3.1. Being accountable to the VPAA, is responsible for the general administration, staff supervision, planning, programming and budget and development of the library.
- 23.3.2. Oversees the selection and organization of library materials based on one's knowledge of a wide variety of scholarly and public information sources.
- 23.3.3. Prepares and submits the annual budget of the office to the VPAA and administers the approved budget.
- 23.3.4. Implements the policies and directives laid down by the university college pertaining to the library during day, evening and summer programs of the university college.
- 23.3.5. Continually evaluates the efficacy of existing rules and practices regarding the work of the office and recommends modifications where necessary to the VPAA.
- 23.3.6. Oversees the management and planning of the library.
- 23.3.7. Provides guidelines on the technical processing aspect dealing with collection, management, coordination, cataloguing, and processing of books, journals and ICT materials on one hand and the readers services aspect on the other.
- 23.3.8. Supervises assistants who prepare cards, computer records or other access tools that direct users to resources.
- 23.3.9. Compiles list of books, periodicals, articles and audiovisual materials on particular subjects, analyze collections and recommend materials to faculties.
- 23.3.10. Collects and organizes books, manuscripts and other materials in the fields of the university college.
- 23.3.11. Spearheads the maintenance of computerized data bases for the library.
- 23.3.12. Ensures that library patrons get proper assistance in finding information.
- 23.3.13. Trains staff in the workings of the library and monitor and evaluate the same for efficient service.
- 23.3.14. Responding to departmental needs, orders books and periodicals in English that are utilized by recognized international institutions of higher learning.
- 23.3.15. Identifies, builds and updates a database of suppliers of books, periodicals and IT sources of information, and develop criteria for the selection of suppliers of books, periodicals and other sources of information and submit

- the same to the VPAA.
- 23.3.16. Computerizes the workings of the library keeping up with the latest developments in this application of ICT within the library.
 - 23.3.17. Ensures that the facilities of the library are kept repaired.
 - 23.3.18. Ensures maximum care for the books and other learning resources of the library during use and storage.
 - 23.3.19. Oversees and ensures the cataloguing of resources and the accounting of each resource in the library.
 - 23.3.20. Ensures that all books are sequentially shelved constantly so that no patron misses them from the shelves.
 - 23.3.21. Develops the rules to govern the use of the Library by students and the faculty and implement the same following an endorsement by the Senate.
 - 23.3.22. Ensures the correct and timely acquisition, accession and cataloguing of all information resources.
 - 23.3.23. Explores opportunities of e-library and on line learning that dovetail with the university college's academic plan and make proposals to the VPAA for application.
 - 23.3.24. Leads the ICT use within the library.
 - 23.3.25. Liaises with the various faculties on an ongoing basis and cooperates in facilitating their requests on time.
 - 23.3.26. Ensures the cleanliness, freshness and ventilation of the library at all times.
 - 23.3.27. Ensures that all staff members are approachable and both staff members and users of the library carry themselves with the kind of decency that does not go counter to the standard of cleanliness, ambience, quiet and comfort of the library
 - 23.3.28. Ensures the safety and security of all resources in the library and oversee the binding and rebinding of books.
 - 23.3.29. Oversees a supportive reference section.
 - 23.3.30. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
 - 23.3.31. Engages in other duties as assigned by the VPAA.

23.4. The Registrar

- 23.4.1. Being accountable to the VPAA, manages all operational matters, coordinates, supervises and evaluates the activities and personnel of the office of the registrar.
- 23.4.2. Prepares and submits the annual budget of the office to the VPAA and administers the approved budget.
- 23.4.3. Implements the policies and directives laid down by the university college pertaining to student admission, placement, registration, academic performance, attrition, graduation, and curricula during day, evening and summer educational programs.

- 23.4.4. Continually evaluates the efficacy of existing rules and practices regarding the work of the office and recommends modifications where necessary to the VPAA.
- 23.4.5. Submits to the Senate the names of candidates eligible for the award of certificates, diplomas and degrees and officiates the certification following the Senate's endorsement.
- 23.4.6. Maintains files students including records of drop outs, dismissals, withdrawals, and programs of study.
- 23.4.7. Maintains the record of the alumni.
- 23.4.8. Prepares the list of candidates recommended by the ACs eligible for the award of degrees, diplomas and certificates.
- 23.4.9. Such files and records as necessary to provide a clear and continuous picture of the activities of the office.
- 23.4.10. Submits to the VPAA timely activity and financial reports on semesterly and annual bases on the admission and progress of students.
- 23.4.11. Provides training to the staff of the office.
- 23.4.12. Evaluates transfer credits, advanced placement or international baccalaureate credit.
- 23.4.13. Reports the grades of students.
- 23.4.14. Tracks student progress and academic standing using the computer.
- 23.4.15. Verifies student enrollment and status and handles academic petitions.
- 23.4.16. Prepares temporary and final transcripts and issues to students or graduates as per the procedures of the university college.
- 23.4.17. Maintains a computerized student data base.
- 23.4.18. Verifies information on any diploma or degree granted by the university college.
- 23.4.19. Prepares and prints schedule of classes with classrooms and lecture halls before the onset of each semester for use by the faculty and students.
- 23.4.20. Submits to the VPAA regular reports on the activities of his office and makes recommendations on how to improve the operations of the office.
- 23.4.21. Introduces and upgrades ICT in data entry, storage and use by the relevant staff.
- 23.4.22. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 23.4.23. Performs such other duties consistent with the functions of the office as assigned by the VPAA.

23.5. The Director of Cross Cutting Courses

- 23.5.1. Being accountable to the VPAA, the Director of Cross Cutting Courses undertakes needs assessment for cross cutting programs involving potential students and the faculty.
- 23.5.2. Based on needs assessment, develops cross cutting academic programs and submits the proposal to the Vice President for Academic Affairs for approval.

- 23.5.3. Prepares and submits a staffing plan for the cross cutting academic program.
- 23.5.4. Develops the scheduling of classes in coordination with departments.
- 23.5.5. Monitors and evaluates the effectiveness of the cross cutting programs and proposes amendments for change.
- 23.5.6. Undertake tests to assess students' level of educational attainment and recommends improvements.
- 23.5.7. Surveys the opinions of other staff members on the usefulness of the cross cutting academic program from the standpoint of preparing students in managing the courses offered.
- 23.5.8. Oversees tutorial programs in the cross cutting academic programs.
- 23.5.9. Gathers best practices in cross cutting academic programs within country and abroad and refreshes the program based on these practices.
- 23.5.10. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 23.5.11. Performs such other duties consistent with the functions of the office as assigned by the VPAA.

23.6. The Director of ICT

- 23.6.1. Being accountable to the VPAA, oversees all IT linkages on campus and the modernization and maintenance of the same as per repair and care protocols during day, evening and summer programs of the university college.
- 23.6.2. Undertakes research on on-line learning packages for all disciplines by working closely with the academic community of the university college and presents proposal to the vice president for use.
- 23.6.3. Once the packages of on-line learning are approved introduces them to the classes by providing the relevant training to staff and students.
- 23.6.4. Addresses all problems of hardware to digital infrastructure including servers and protections.
- 23.6.5. Liaises with the relevant government authorities to make the digital operation ongoing and adequate.
- 23.6.7. Undertakes monitoring and evaluation on application and takes corrective measures.
- 23.6.8. Carries out on going repairs of IT systems so that there is no stoppage of operation.
- 23.6.9. Implements the university college's rules regarding the use of the Internet by the staff and students.
- 23.6.10. Introduces pass words to those qualified to use the Internet and monitors their proper use and submits proposals for improvement regularly.
- 23.6.11. Manages the server and takes other assignments as provided by the vice president.

23.7. The Director of Quality Assurance Unit

Being accountable to the Vice President for Academic Affairs, the Director of Quality Assurance Unit,

- 23.7.1. develops bench marks of academic excellence drawing on government policy and global standards of academic quality in teaching, publication and research.
- 23.7.2. monitors and evaluates the academic subsystem on a regular basis and submits recommendations for an improvement and reports to the President.
- 23.7.3. designs and implements M&E systems and activities for the academic subsystem and following approval by the President implements the same.
- 23.7.4. discusses the findings and recommendations with the management of the activity monitored and evaluated and submits his written report to the President and the relevant supervisor of the activity monitored and evaluated within a week of the monitoring and evaluation.
- 23.7.5. checks if the recommendations made before were applied during the next monitoring and evaluation. If not applied, counsels the management and the concerned staff in the actual application and reports the same to the President and the relevant supervisor within a week of the monitoring.
- 23.7.6. checks if the improvements were being applied during the subsequent monitoring. If they are not, reports to the officials cited on the failures which shall lead to disciplinary measures.
- 23.7.7. evaluates all departments at the end of each academic year and when a project period ends using the various benchmarks of process and outcome that were approved and submits the evaluation findings after a validation session with the relevant bodies to the President and the pertinent vice president by the end of July.
- 23.7.8. demonstrates that the efforts of monitoring and evaluation have become value adding by ways of academic excellence, scholarship, subsequent achievement of graduates in professional and/or academic pursuits.
- 23.7.9. upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.

23.8. The Dean of Student Life

- 23.8.1. Being accountable to the VPAFA, reviews the material and social conditions of students and develops ways by which their wellbeing can be addressed.
- 23.8.2. Devises mechanisms that contribute to academic success and personal development of students.
- 23.8.3. Oversees all activities of student development and shall serve as a member of the Senate.
- 23.8.4. Mediates student counseling issues.

- 23.8.5. Identifies and devises means of support to women students and students from disadvantaged communities.
- 23.8.6. Identifies and devises means of support to students with disabilities.
- 23.8.7. Attends to the special needs of female students.
- 23.8.8. Helps students understand their rights and obligations.
- 23.8.9. Registers and follows up student organizations.
- 23.8.10. Addresses critical learning, living and interpersonal problems that emerge on time.
- 23.8.11. In collaboration with the registrar contributes to the writing of the student handbook.
- 23.8.12. In close contact with the student parliament, plans and programs student services.
- 23.8.13. Facilitates the physical and psychological wellbeing of students through counseling.
- 23.8.14. Arranges sports and recreational activities for students.
- 23.8.15. Solicits funds for needy students.
- 23.8.16. Serves as a source of information for students that need to rent rooms in the vicinity of the university college and monitor their life.
- 23.8.17. Manages the cost sharing program of the university college as regards students in need, stipends and part-time employment.
- 23.8.18. Revises and gets printed student handbooks in collaboration with the various deans and the registrar.
- 23.8.19. Hosts the student ethics panel and overseeing the normal operation of the same.
- 23.8.20. Oversees and supports the student parliament.
- 23.8.21. Appoints a judicial officer to the Student Ethics Panel
- 23.8.22. Manages all services of students on campus and liaises with community facilities where students can get support during day, evening and summer programs of the university college.
- 23.8.23. Manages the Office of Student Life as the highest ranking official on student affairs in the university college.
- 23.8.24. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 23.8.25. Takes other assignments as given to him by the VPAA.

Title 7

Management of Administrative, and Financial Affairs

Article 24. Management Structure and Norms

Being accountable to the Vice President for Administrative and Financial Affairs or VPAFA, the management of administrative and financial affairs is shared by the dean Of student life, finance, human resource management and decision support. The office of student life addresses all aspects of student services and student development. Student services deals with all the services that are availed to students by the University college to enable their development process within and outside of the university college during collegiate life. Student development revolves around student led activities. All operational, clerical and labor staff for the university college shall be hired by this subsystem and supervised and evaluated by the units of the university college where they work. The powers and responsibilities of each management member in this subsystem are as follows:

Article 25. Powers and Responsibilities

25.2. The Director of Finance

- 25.2.1. Being accountable to the VPAFA, ensures that all transactions are processed according to established accounting routines and standards during day, evening and summer programs of the university college.
- 25.2.2. Prepares quarterly and annual financial reports as per the time table set and sign on each report.
- 25.2.3. Ensures that the financial reports are according to the guidelines of this manual.
- 25.2.4. Ensures that the format of quarterly financial reports is the same as the annual one.
- 25.2.5. Accounts for the assets of the university college.
- 25.2.6. Coordinates all transactions and produces integrated quarterly and annual financial statements of the university college and cooperates in the coordination of the same with the financial statement of the rest of the organs of Hope University College.
- 25.2.7. Responds to financial queries from donors or government agencies and makes financial reports as requested.
- 25.2.8. Manages the budgetary process of the university college and spearheads the preparation of proposed and amended budgets.
- 25.2.9. Ascertain that all spending is done according to the amended budget.

- 25.2.10. Makes sure that the accounts of the university college are audited in conjunction with the other components of Hope Enterprises as per the procedures of the organization.
- 25.2.11. Undertakes all improvements in the management of the finance.
- 25.2.12. Designates, modifies and constantly updates the chart of accounts in consultation with the vice president.
- 25.2.13. Organizes and/or offers training to the various staff members of finance of the university college.
- 25.2.14. Oversees the management of the store.
- 25.2.15. Ensures that financial spending is done as per the amended budget and permitted amounts for line items and that available funds are released quarterly.
- 25.2.16. Following the timely submission of proper financial statements for the previous quarter.
- 25.2.17. Facilitates the work of the internal auditor and corrects mishaps that may be found immediately.
- 25.2.18. Engages in the surprise audits of petty cashiers.
- 25.2.19. Ensures all fees are collected and receivables and payables are managed on time.
- 25.2.20. Ensures that the purchasing of services and goods are undertaken as per standard procedures.
- 25.2.21. Adopts the accounting routines to the facilitations of IT.
- 25.2.22. Accounts grants and various sources of revenue as per established agreements and guidelines.
- 25.2.23. Provides monthly cash positions to the heads of all cost centers.
- 25.2.24. Spearheads the budgetary process as per the timetable and framework of budget development provided in the charter.
- 25.2.25. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 25.2.26. Assists the vice president in other duties assigned.

25.3. The Director of Human Resource Management

- 25.3.1. Being accountable to the VPAFA, manages personnel matters from recruitment to separation during day, evening and summer programs of the university college.
- 25.3.2. Oversees the evaluation processes of staff and searches for ways of staff effectiveness.
- 25.3.3. Ensures that all jobs have job descriptions.
- 25.3.4. Identifies sources of local and international manpower and engages in recruitment when instructed by supervisor.
- 25.3.5. Undertakes studies and prepares proposals on position classification and pay scale and presents the same to the vice president.
- 25.3.6. Ensures work discipline.

- 25.3.7. Identifies training needs and prepares programs of training.
- 25.3.8. Provides ongoing staff orientation.
- 25.3.9. Ensures that the employment and promotion practices are fair and based on clear and transparent benchmarks.
- 25.3.10. Prepares a human resource plan for the university college in line with the short term and long term plans.
- 25.3.11. Endeavors to develop a work force that is competitive, agile and efficient.
- 25.3.12. Listens to grievances and channels them to the right official.
- 25.3.13. Handles employee benefits, employee relations and files.
- 25.3.14. Oversees the attorney at law and the judicial officer.
- 25.3.15. Manages the safety and security of the university college.
- 25.3.16. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 25.3.17. Assists the vice president in other duties assigned.

25.4. The Director of Decisions Support

- 25.4.1. Being accountable to the VPAFA, the Director of Decisions Support
- 25.4.2. Oversees the maintenance and repair of all facilities and buildings of the university college during day, evening and summer programs of the university college.
- 25.4.3. Oversees all purchasing of goods and services and certifies the standard of items to be purchased.
- 25.4.4. Manages the maintenance, service, care, utilization, scheduling and oversight of the vehicles of the university college.
- 25.4.5. Oversees the drivers of the university college.
- 25.4.6. Oversees the proper husbandry of the grounds, the water gardens, greenswards, sidewalks and outdoor sport facilities.
- 25.4.7. Ensures that all cooking, dining, sanitary and laboratory facilities are kept clean and up to standard.
- 25.4.8. Prepares maintenance plans and implements the same with regularly.
- 25.4.9. Repairs and installs the machines and tools of the university college.
- 25.4.10. Maintains a list of credible suppliers of goods and service vendors.
- 25.4.11. Oversees international purchases and orders.
- 25.4.12. Enforces quality protocol in the use of facilities, buildings and grounds.
- 25.4.13. Ensures that the ambience of the campus of the university college is up to standard.
- 25.4.14. Ensures that the occupancy and use of the various rooms are as per standards.
- 25.4.15. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 25.4.16. Engages in other assignments made by the vice president.

25.5. The Director of Institutional Development

Being accountable to the Vice President for Administrative and Financial Affairs, the director:

- 25.5.1. Ensures that grants are spent according to partnership agreements.
- 25.5.2. Handles the need assessment and feasibility study necessary for proposal writing.
- 25.5.3. Prepares proposals for grants and submits the same to the vice president.
- 25.5.4. Prepares strategy of fund raising in the short and long terms in relation to the short and long term plans of the university college.
- 25.5.5. Plans, programs and implements fund raising activities and events following approval.
- 25.5.6. Maintains and updates data a base of donors.
- 25.5.7. Seeks new donors using various contacts and the Internet and corresponds with potential donors.
- 25.5.8. Develops creative ways of fund raising and presents proposals to the vice president.
- 25.5.9. Serves as liaison for the alumni.
- 25.5.10. Seeks sponsors for needy youngsters within country and abroad.
- 25.5.11. Collects all reports from the various organs of the university college and prepares quarterly and annual reports for the university college in both English and Amharic.
- 25.5.12. Assists the President in fund raising, policy development, governmental relations and community contact.
- 25.5.13. Maintains and updates data base of addresses for contacts and invitations.
- 25.5.14. Overseas university festivities and protocols.
- 25.5.15. Manages the university's website updating it regularly.
- 25.5.16. Prepares reports regarding the utilization of grants on time and as requested by donors.
- 25.5.17. Prepares various brochures on the university college's various components to be used for various efforts of public relations and information.
- 25.5.18. Develops advertisements for the media and engages the media in both fundraising and public information.
- 25.5.19. Heads alumni affairs maintaining and updating a data base on the alumni, corresponding with the alumni and meeting with the alumni once a year.
- 25.5.20. Writes the university college's newspaper and quarterly journals and ensures that they are distributed to friends and partners.
- 25.5.21. Upholds to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.
- 25.5.22. Undertakes other duties as assigned by the vice president.

Article 26. The Administrative and Financial Team

Under the chairmanship of the VPAFA, the available directors shall constitute the voting members of the management team. The voting management members shall remain as long as they have their positions as employees. There shall also be two non voting student members, one being male and another one being female, as appointed by the Student Parliament and one non voting support staff member of good standing as selected by the support staff. The non-voting members shall serve for a year. The team is accountable to the chair and shall elect from the voting members its own secretary to keep the minutes. The team decides by simple majority and the responsibilities of the team shall be:

- 26.1. Reviewing performances of offices, units, projects through regularly scheduled meetings and facilitating the efforts of the interdependent activities of the subsystem.
- 26.2. Preparing and reviewing all annual work plans and annual budget of the subsystem and submitting proposals to the Senate.
- 26.3. Reviewing and examining diversification of services, units and closing of services or units of the subsystem and submitting recommendations to the Senate.
- 26.4. Drawing and formulating strategies for an implementation of directives regarding the activities of the subsystem and regularly accounting for the performance accordingly.
- 26.5. Reviewing budget allocation of faculties, departments, offices, services and units within both subsystems in the light of available funding, the policy and procedures of Hope and laws and directives and making recommendation to the Senate.
- 26.6. Reviewing procedures and criteria for the recruitment, selection, evaluation, promotion and dismissal of employees and recommending the same to the Senate.
- 26.7. Evaluating the performance of the subsystem in to and by sector regularly and recommending ideas fro an improvement to the VPAFA.
- 26.8. Ensuring that fair, objective and timely performance evaluation of the staff within the university college is undertaken as per the procedures set.
- 26.9. Coordinating activities within the subsystem and facilitating mutual accountability and information exchange in the subsystem
- 26.10. Discussing an emergency and addressing and/or advising the VPAFA and reporting about the same to the Senate.
- 26.11. Paying special attention to the development of the student body by way of monitoring and evaluating student services and student development, holding offices or staff members accountable and recommending improvements to the Senate in the like.
- 26.12. Maintaining confidentiality of all matters discussed unless the information is made public by the decision of the team. Betrayal of this rule by a member is punishable by dismissal from the university college.

26.13. Upholding to the values, vision and mission of Hope Enterprises and Hope University College and ensures the advancement of the same at the university college.

Part II

The Academic Program

Title 8

Rationale, Certification and Components

Article 27. Rationale

- 27.1. As an undergraduate degree granting, co-educational, liberal arts institution, the curriculum of the university college is designed to develop all rounded professionals within a community of academic excellence and value maturity. The academic plan, being framed within the policy of the country for higher education, the disciplines to be offered will relate directly to the nation's development priorities and to the demands of a global market that increasingly draws its vitality from a competency based learning.
- 27.2. The curriculum epitomizes character development and service to the community. Knowing that the curriculum would have to address knowledge, skills and values in context on one hand and the most important objective of intelligence development on the other, the academic plan is developed with purpose, sequence and structure of cumulative intellectual, social, and spiritual development. Having the student engaged in this growth experience, the curriculum is expected to encourage "leaps of imagination and synthesis" enabling a graduate that is analytic, innovative and who can solve problems within organizational and social settings.
- 27.3. To provide a well rounded foundation for the desired wholeness of a person, a strong general education is put in place reflecting an eclectic offering of courses, experiences and interpersonal relations. Then, concerned that the university college should have its own niche so as not to repeat the efforts of others, it has put in place specializations that reflect need and demand.
- 27.4. At the same time, as the academic plan cannot thrive without an environment that is enabling, the university college attempts to bring on board the infrastructural, environmental, cultural and human resource nexus that make for a dynamic and progressive academic community. Similarly, as good things cannot happen without an atmosphere of trust, supportive relationship, fairness and appreciation, ethical expectations that are dignifying, inspiring, and uplifting are interwoven in all aspects of the university college's life.

- 27.5. Hope University College understands that one problem of education in the country has been the emphasis on theory at the expense of application capacity. This practice has made many graduates unwilling to soil their minds, hearts and hands with the murkiness of a complicated world harboring a kind of unproductive and unhealthy snobbishness. It is here where the university college thinks that service to community comes in handy with the curriculum framing a strong relationship between the classroom on one hand and the world of application at various levels of leadership on the other.
- 27.6. The curriculum will develop step by step to avoid confusion, rigidity and premature growth and the unenviable compromise of excellence. Similarly, the sequences of the university college's development from the ground upwards would follow a logical development as the curriculum centers on general knowledge that supports the specializations to be instituted.
- 27.7. The curriculum expects much from all actors involved in the teaching and learning processes. In as much as much is expected from the faculty, the same goes for the support staff. By the same token, the students for whom the bell of scholarship tolls will not have it easy as they will be challenged to get the most out of their time in the university college.
- 27.8. Teaching shall transpire during the day with two semesters of sixteen weeks each, an inter term of four weeks and a summer school of eight weeks. While offerings during these times are for students admitted on a deferred and pre-payment basis, the university college can program night school in its premises during any of the semesters and the summer for fee payers from the community based on procedures recommended by the Senate and approved by the Advisory Board. The night school shall be used as one means of income generation for the university college with credit based payment arrangements made for a faculty member or for other academic staff recruited from the community to teach then.

Article 28. Certification

- 28.1. The academic program shall have two levels of certification. This shall be a diploma and a bachelor's degree.
- 28.1.1. The diploma level of certification has two purposes. One, it shall prepare students for the degree certification being tailor made as a foundation curriculum. Two, it shall offer opportunities for those students who wish to graduate quicker and join the labor market.
- 28.1.2. The degree level of certification provides depth knowledge for either professional engagement or further education.

Article 29. Evening and Summer Schools

The university college shall designate evening and summer schools for members of the community to pursue the degree and diploma programs on full fee basis. The admissions criteria and the standard of the education will be the same as that applied for full time day students.

Article 30. Components of the Academic Program

The academic program in either the diploma or degree certification has two components: These are general knowledge and specializations.

30.1. General Knowledge

- 30.1.1. General knowledge sharpens and fills the mind with a breadth of knowledge that one can use for the accumulation of further knowledge and character development. In this sense, general knowledge is the door to a lot of windows and opportunities in one's intellectual pursuit. Without general knowledge, the university college believes that the student runs the risk of being one-dimensional and somewhat mechanical.
- 30.1.2. To provide the needed intellectual foundation for the subsequent specializations, general knowledge will be offered with courses taken from science and mathematics, social studies, the humanities, physical education and the creative arts. Under general knowledge will also come cross cutting disciplines in English, computer science, value education and leadership development. The offerings at this level are designed to enable a student to:
 - 30.1.3. Get and process information,
 - 30.1.4. Think qualitatively and critically based on information and have the knowledge capacity for problem solving, option setting and understanding.
 - 30.1.5. Express what one thinks about clearly and persuasively with sensitivity to other views,
 - 30.1.6. Develop an appreciation for life and social and inter personal skills,
 - 30.1.7. Have a thorough knowledge of history and draw important lessons for use in day to day personal and social realities
 - 30.1.8. Draw meaning about self in relation to others and be definite about one's values to develop character and identity that is positive, principled and caring
 - 30.1.9. Develop a sense of appreciation for a number of interests so as to find and share joy and develop friendships.
 - 30.1.10. Develop general knowledge about the relations between civilizations and the environment
 - 30.1.11. Acquire conceptual and paradigmatic awareness to grasp further

knowledge and lay a useful basis for mastery of a certain profession one chooses to pursue.

- 30.1.12. Help expand one's breadth and scope of knowledge to be a competent intellectual and value adding professional.
- 30.1.13. Develop transformational values that enhance one's leadership qualities for a better world.
- 30.1.14. Develop capacity to address an issue for all sides and make judgment that holds water.
- 30.1.15. Serve as the raw material for further development of intelligence.

30.2. Specializations

In today's world that is getting increasingly complex, illusive, surprising and challenging, knowledge based responses have become important means to overcome and allay the subtleties, threats and impasses that reality presents. The university college is open to programming various specializations for which there is need and demand.

- 30.2.1. The specializations shall be grouped by faculties, which shall be headed by deans.
- 30.2.2. The specializations of the university college would enable a student to grasp the specialization's subject matter with the methods and paradigms.
- 30.2.3. Develop know how to master a specialization by way of deductibility, analysis, synthesis and creative capacity.
- 30.2.4. Relate the thrust of a specialization to other disciplines, real life situations, development concerns and priorities
- 30.2.5. Approach the use of the specialization with a value framework careful about maintaining the professional ethics within the field and applying the specialization within a servant leadership perspective.
- 30.2.6. Apply the specialization to value adding experiences and promote the gains within the community of the profession and at large.
- 30.2.7. Set the mental capacity for further pursuits of knowledge in the specialization.

Article 31. The Academic Calendar

- 31.1. Hope University College will have a two semester calendar of eighteen weeks of classes for each semester.
- 31.2. A summer school of eight weeks can be instituted as need and capacity warrant.
- 31.3. The Senate, following the endorsement of the advisory board, may change the academic calendar.

Article 32. Rules on Courses and Credits

32.1. General Provisions on Courses Offered by the University College

- 32.1.1. The number of years it takes to complete a diploma and a degree program and the validity of courses in the university system shall be determined in accordance with the provisions of the Ministry of Education.
- 32.1.2. All courses offered by the University College shall be numbered and the system of numbering courses shall be provided by the Office of the Registrar.
- 32.1.3. Each faculty shall provide its students with opportunities to take a certain number of elective courses.
- 32.1.4. Students who have taken and passed phased-out general education courses in the University college system are not required to take replacement courses upon readmission.
- 32.1.5. Students who have scored 'F' in a phased-out course deemed essential for program of study shall be required to remove their 'F's by taking equivalent courses as determined by the academic commission of the faculty in which they are enrolled.
- 32.1.6. Providing the equivalent course in time shall be the responsibility of the faculties.
- 32.1.7. When a course replaces two other courses with varying credits and an 'F' grade is earned in each of such courses, the grade earned in the substitute course shall replace the 'F' in both the previous courses; or

32.2. Credit Requirements

- 32.2.1. Within a two semester system in a year, the university college uses "a semester credit". Accordingly, a semester credit is defined as a class of one hour. For every hour of credit it is expected that the student shall spend a minimum of three hours per week of independent study or laboratory work.
- 32.2.2. The minimum total credit hours for the diploma and degree programs at the Hope University College shall be those determined by the Ministry of Education.
- 32.2.3. All students pursuing an undergraduate degree or a diploma shall fulfill the credit requirements for the general knowledge and specializations as set by the Ministry of Education. The spread of credit hours between general knowledge and the specialization shall be based on the regulation of the Ministry of Education.

- 32.2.4. Similarly, all students are required to attend the minimum number of semesters or years to work towards their degree or diploma as set by the Ministry of Education.
- 32.2.5. The minimum credit hours for a degree or a diploma program to be taken by regular (full-time) student per semester shall be fifteen and the maximum twenty one. The determination of hours shall be made by the advisor assessing not only a student's preference but also capacity.
- 32.2.6. Summer school may be programmed for a period of up to two and a half months. During summer school the accepted load for a student ranges from six to nine credit hours.
- 32.2.7. Students enrolled in the university shall pursue programs of study for which the duration of study, maximum lengths of stay in programs and validity of courses are determined as follows:
- 32.2.8. The duration of study for diploma and degree programs shall be according to the regulation of the Ministry of Education. Students may get an extension to finish their program if they are in a certain personal emergency as approved by their respective dean.
- 32.2.9. A student that is permitted time off may lose out on a course that he had passed upon returning if that course loses its acceptance in counting towards the degree sought. A program may also be phased out. In these cases, a student has no recourse but to take the new courses all over again at his expense.
- 32.2.10. The university college shall use its own scheme of credit equivalence for students applying to transfer from systems of valid institutions of higher learning that have "quarter credit hour" under a quarter system. This system, having three or four quarters in an academic year, offers varying equivalencies. Hence, a quarter credit hour equals to two thirds of a semester credit hour or a semester credit hour equals to one-and one-half quarter credit hours in the case of a system with three quarters or a quarter credit hour equals to half of a semester credit hour or a semester credit hour equals to two quarter credit hours in the case of a system with four quarters. In this case, a student with 48 quarter credit hours under a three quarter system else where can be considered for a transfer with a conversion to 32 semester credit hours at Hope University College provided that the previous work meets the university college's standards.

Article 33. Major and Minor Fields of Study

Ordinarily Hope University College encourages students to pursue a diploma or Bachelor's degree program focusing in just one specialization. In some cases and based on the judgment of an academic advisor, an arrangement of major and minor areas of concentration may be allowed.

Article 34. Class Attendance

- 34.1. As a student is required to attend all lectures, laboratory and practical sessions as well as field work, attendance shall be taken. Unexcused absences are not allowed. Faculty will keep record of attendance and will report all absences to the department chair. Excused absences may occur because of illness, family emergencies, or university college sponsored activities. Students must complete course assignments missed due to any absence including university college sponsored activities.
- 34.2. In situations where a student, because of reasons beyond his control, fails to attend all sessions, a minimum of 75% of attendance shall be required if he is to earn credit in a given course.
- 34.3. A student who has missed more than 25% of attendance of a course shall be given a grade of IA (Incomplete Attendance) and shall be required to provide acceptable reasons for his failure to attend classes;
- 34.4. If a student's incomplete attendance is proven to have been for valid reasons, his registration for the course will be cancelled and he shall be permitted to do the course afresh at his/her expense;
- 34.5. If a student's incomplete attendance was due to reasons that were not valid, the IA grade shall be changed to an "F" at the end of the sixth week of his next enrolment in the program.

Article 35. Academic Advising

General Reference

Academic advising is an important part of student development at Hope university College. Academic advising shall use the open door policy of the university college. Assuming that growth takes place on a one-to-one exchange of ideas with a faculty member, each student is provided with opportunities to spend as much time as possible to learn from a faculty member who is assigned as an advisor.

The academic advising also allows the advisor to monitor and follow up the progress of a student so that a student left on his own will not depart from the development path that is set for him. Thus at the university college, academic advising is an integral part of the teaching and learning process.

At Hope University College, academic advising focuses on a course taught and the educational program and career that a student may wish to pursue.

35.1. Advising for a Course Taught

- 35.1.1. The faculty member of a course is the advisor of a student over that course. Given this duty, an assignment is not made to an faculty member to advise his student(s).
- 35.1.2. To enable the advising, the faculty member shall designate office hours and inform his students of the same. The faculty member is expected to be in his office during the hours designated. The place of the advice shall be in a regular office as determined by the respective dean.
- 35.1.3. The advice can be tutorial over something not well understood in a class. It can be advice on class projects, a term paper that is to be written. It can also be on something that has to do with discipline. An faculty member has to respond to issues that a student raises with respect and if he could not give satisfactory assistance, he should refer the student to another faculty member who can assist.
- 35.1.4. All faculty members requested to give advice shall cooperate. No faculty member in an advising situation shall use the time neither for other appointments nor for issues that do not pertain to the problems that a student raises.

35.2. Advising for Educational Programs and Career

- 35.2.1. Advising for an educational program and career is a must as a student tries to choose a profession that can serve him in future choices like career or further educational opportunities. Choosing an educational program requires not only interest but full awareness about programs and options. When interest and better understanding about a discipline meet, there is comfort and motivation in what one chooses to study.
- 35.2.2. In advising a student in a number of strategic areas during a student's time at the university college, a faculty advisor has a lot of opportunity to mentor a student and contribute significantly to a student's development. At Hope University College with teaching being holistically defined, it touches base with the intellectual gaps that may have been missed in pre-college experiences and addresses the emotive and psycho social aspects of a student's learning.

- 35.2.3. The advisor for educational program and career is called faculty advisor. The dean of a faculty shall assign each student to a faculty advisor from the time one begins to study at the university college. When an advisor leaves the university college, the dean shall assign another faculty right after so that a student is under continuous advice.
- 35.2.4. The dean shall avail copies of a student's record to a faculty advisor for the latter to advice based on knowledge about a student's background and academic status.
- 35.2.5. Deans shall plan and launch orientation sessions for students and faculty advisors at the beginning of each semester. The objectives of these sessions shall be to help create awareness about the need for academic advising, clarify the mutual roles and responsibilities of students and faculty advisors and provide all relevant records to the concerned advisors.

35.3. The Role of the Faculty Advisor

- 35.3.1. Get to know a student that is assigned for advice by studying his/her academic file first and then having the student make an appointment to get to know him and plan the advising milestones together on a semesterly basis until the student graduates.
- 35.3.2. Make notes on the discussions and commitments as well as timetables set together and file them by the name of the student for further reference.
- 35.3.3. Help understand an individual student's learning needs and goals and do what one can by way of tutoring and coaching.
- 35.3.4. Explore what a student's professional interests are and help develop them through various reinforcements.
- 35.3.5. Help students develop personal academic goals or learning plans and facilitate their progress towards their goals.
- 35.3.6. Help students develop strategy for learning, studying, improving academic standards and developing competence in their selected programs of study.
- 35.3.7. Recommend courses to be repeated, added or dropped or exempted.
- 35.3.8. Network with other faculty members and help students use all available resources to meet their learning and development needs. This may include resources inside and outside the university as well as strategies for learning.
- 35.3.9. Help students choose their program of study, major, minor, elective, and specialization.
- 35.3.10. Maintain academic and other records required for advising their assigned group of students.
- 35.3.11. Provide advice on how a student can be assisted with his academic difficulties either through direct coaching or referral to tutorial service.
- 35.3.12. Refer those with emotional burdens to the Dean of Student Life for

counseling and then follow up the progress of the student.

- 35.3.13. Approach the student non-judgmentally and with respect focusing on just the above issues.
- 35.3.14. Make an improvement in one's advising by responding positively to the evaluation of students who are advised.

35.4. The Role of Students in Academic Advising

- 35.4.1. Understand clearly the requirements of a program that they are interested in.
- 35.4.2. Ascertain themselves about their own state of preparedness to handle their chosen program of study.
- 35.4.3. Make a choice of a program of study based on their interest, intellectual and emotional capacity, assessment of the relevance of a study not only to their purposes but also to the development needs and priorities of the country.
- 35.4.4. Develop their own personal learning and achievement plans and in consultation with their academic advisor, commit their time, mind and spirit to excel in the field of study chosen.
- 35.4.5. Engage in constant assessment of one's performance and confront oneself honestly for improvements. If an advisor is needed to help one in the identification of learning difficulties and or in coping with collegiate life, consult one without reservation and waiting.
- 35.4.6. Check one's thoughts, fears and misgivings about one's educational and life choices against the experiences and wisdom of the advisor and from the feedback attempt to make informed judgment.
- 35.4.7. Read on issues that one grapples with and discuss the understandings, the doubts and ambiguities that one has with the advisor before making resolutions about one's position.
- 35.4.8. Each student shall also submit an evaluation of the academic advising system at the end of each semester to his dean. The deans shall in turn use the feedback from the academic advisors and students to make improvements.

Article 36. Rules on Grading

The transcript is an accurate and complete historical record of work attempted at The university college by a student. Changes to transcript entries that alter enrollment history are not allowed and shall lead to dismissal.

36.1. Grading System

- 36.1.1. Grading shall be based on accepted learning objectives that are consistent with international standards rather than on a grade curve. The grade is a measure of an individual student's achievement relative to the learning objectives. It shall not be influenced by the norm or average grade of the

class as a whole. Student proficiency in a coursework is recorded by letter grades.

36.1.2. The grading system for undergraduate programs with the grade point averages shall be as follows:

Letter Grade	Description	Grade points
A-----	Excellent-----	4.00
B-----	Good-----	3.00
C-----	Satisfactory-----	2.00
D-----	Unsatisfactory or Failing-----	1.00
F-----	Fail-----	0

36.2. Calculation of Grade Point Average

36.2.1. A grade point average is determined by dividing the total number of grade points earned by the number of credit hours taken. Totals are extended to three decimal points and are not rounded up.

36.2.2. Cumulative averages are computed by dividing the total grade points by the total credit hours.

36.2.3. No letter grade apart from A, B, C, D and F shall be included in the calculation of grade point average.

36.3. Non Grade Administrative Marking

The following are markings that shall denote non grade status for a course at the university college with meanings such work in progress, drop out status, dismissal etc.:

i. In case where a student does not have full examination records, the faculty member shall record “NG” for No Grade. “NG”s shall be changed to one or another of the following before grades are submitted to the registrar.

ii. “I” (Incomplete) may be given by an faculty member for a student who, because of illness or of other reasons beyond his control, fails to complete the course; or

iii. “W” (Withdrawn) may be given by the department chair for a student who has formally withdrawn from the program within eight weeks after

the beginning of a semester or two weeks after the beginning of a summer school.

- iv. "DO" (Dropout) may be given by the dean for a student who has not withdrawn from a program in accordance with the withdrawal procedures set forth by the university college and the time limit specified in the provisions of hereof or has not produced evidence justifying his failure to sit for examinations.
- v. A student who obtains a "DO" for a course or courses shall be required to justify the reasons why he failed to comply with the withdrawal procedures set forth by the university to the appropriate academic commission within six weeks after the commencement of the subsequent semester. Failure to do so shall result in an automatic "F" grade.
- vi. All required non-credit work shall be recorded with a grade of "P" (pass) and "F" (failure), but neither shall be included in the computation of the GPA.
- vii. "IP" shall be entered in place of a letter of grade in those rare cases where a course is in progress and no work has been completed to give the faculty member a basis for giving a letter grade. This would apply only to such courses as senior essays/projects or seminars with research components running beyond one semester and shall not be applicable to one-semester courses.

36.4. Grade Handling

- 36.4.1. Final grades for all courses shall be reviewed and endorsed by departments;
- 36.4.2. Final grades shall be submitted by an faculty member to the department chair on duly signed official grade report form. This document shall be prepared legibly with no alterations or erasures;
- 36.4.3. A copy of grade report sheets for all courses shall be kept at the department;
An official grade report form shall be filled out only by the faculty member(s) who had taught the course, who had set or participated in the setting of the examination questions and who had marked the examination papers;
- 36.4.4. When, for reasons beyond control, the setting of examinations and the marking of examination papers shall be carried out by a qualified staff designated by the department head;

- 36.4.5. In those cases where the department head had to designate someone other than the faculty member who had taught the course to either set or mark examination, he shall forthwith present the case to the department academic committee for endorsement;
- 36.4.6. All marked final examination papers, along with marking schemes, shall be submitted to the department and shall be kept for a period of at least one year;
- 36.4.7. Official grade report forms shall be prepared by the departments or faculties in which students are enrolled and shall carry all the names of students who have been on the official class list for the course;
- 36.4.8. Under no circumstances may students be allowed to handle grade report forms, including forms on which grades have not been filled out;
- 36.4.9. Grades shall officially be announced to students by the department or the faculty and this may be done by posting the tear-off section of the grade report forms on official notice boards;
- 36.4.10. Students shall have the right to get their corrected examination papers back. Heads of departments and deans of faculties shall ensure this right is respected;
- 36.4.11. Any student who is aggrieved by the grade he had obtained has the right to petition for remarking.
- 36.4.12. Once grades are submitted they are final and will not be changed except in cases of administrative error or unfair grading. Grades will not be changed by allowing students do additional work or by using criteria other than those applied to all students in a class.
- 36.4.13. In the event of a possible administrative error, the affected student shall Contact the faculty member as soon as possible following the awarding of the grade. If the faculty member is not available, the department chair or dean shall be contacted. The error shall then be established and corrected following the approval of the Dean.
- 36.4.14. Grade appeals for reasons other than administrative error must follow established procedures for remarking.

Article 37. Rules on Examinations

Examinations to determine the grade for a course shall include written tests and term papers. Class projects and oral tests may be added to judging course mastery if their weight is no more than 10% each. The Senate shall determine the weight to each grade factor with the cited limits.

37.1. Written Examinations

37.1.1. Information on and Preparation of Examination

- 37.1.1.1. A course outline, as a matter of routine, shall include information on components of continuous assessment providing the distribution of grade points with a performance assessment criterion among various types of examinations and other works in percentage terms. A copy of the course outline shall be submitted to the department at the beginning of each course and shall be distributed to students upon approval by the department.
- 37.1.1.2. The number, type and schedule of examinations or tests in a course are determined by the faculty member of the course but shall be stated on the course outline to be issued to students at the beginning of the course.
- 37.1.1.3. In those cases where a course is taught by the same faculty member to more than one section of students in the same program, examinations shall be of the same form and content. The same scheme of grading shall also be employed.
- 37.1.1.4. A common examination paper shall be prepared in cases where more than one faculty member teaches a course with the same title and credit hours to one or more sections. This shall be facilitated by the concerned department and faculty members.
- 37.1.1.5. Where common examinations have to be given for courses taught by more than one faculty member, the department that offers the courses shall ensure that all faculty members involved in the teaching of the course have reached an agreement on the content of the examinations. The departments that offer such courses shall work out procedures by which reviews of examination questions for such courses will be carried out by a full panel of faculty members involved in the teaching of the course. Faculty members are required to be present at meetings in which examination questions are reviewed and determined for such courses.
- 37.1.1.6. Where common courses are given or, where a course is taught by more than one faculty member, a marking scheme shall be worked out by a panel of faculty members and a copy shall be submitted to the department before the commencement of marking.
- 37.1.1.7. Examination papers prepared by an faculty member or a panel of faculty members shall be submitted to the department academic committee for review and endorsement.

37.1.2. Administration of Examinations

- 37.1.2.1. A list of candidates sitting in an examination shall be prepared in advance of the examination by departments to which the students belong and such a list shall be handed over to the invigilators for purpose of checking attendance in the examination. Only listed students shall be admitted by checking their names against the list provided and verifying their identity with their college ID.
- 37.1.2.2. No student may be admitted into an examination hall after 15 minutes for mid-semester examination and 30 minutes for final examination after the start time of the examination.

- 31.1.2.3. No student may be allowed to leave an examination hall within 30 minutes of the start time of an examination and before signing the examination attendance sheet;
- 31.1.2.4. In the event that a student is forced to leave an examination hall for health reasons, and in so far as the student is in a conscious and sound state of mind, the invigilator in attendance shall inform him of the fact that certification from a medical doctor has to be obtained to substantiate the claim of sickness or illness;
- 31.1.2.5. Upon conclusion of an examination the invigilator shall submit a report on the conduct of the examination by completing a form prepared for that purpose. The report shall be submitted to the office of the head of the department that offers the course.
- 31.1.2.6. Copies of all examinations, tests and quizzes which go into the determination of a student's final grade in a course shall be deposited with the department immediately following the administration of the examinations, tests or quizzes;

37.1.3. Violation of Examination Regulations and Consequences

- 37.1.3.1. Any one of the following shall be interpreted as an act of violation of examination regulations in an examination or any other graded exercise and shall have direct consequences on the marking or grading of examination papers, term papers, projects or senior essay and on the determination of academic status of students:
 - a. Copying from pieces of paper or any other source of information brought into an examination hall where such material is not specifically permitted.
 - b. Working on or being found in possession of examination papers other than one's own.
 - c. Exchanging information in the examination hall in oral, symbolic, written or any other means such as mobile phones where these are not specifically permitted.
 - d. Making use of someone else's work, or parts thereof, without acknowledging the same and with deliberate intent to represent such material as one's own.
 - e. Sitting for an examination in a course for which one has not been registered.
 - f. Taking an examination by proxy, i.e. through a secondary party.

- g. Submitting a work or works for which it can clearly be established that the work or part thereof is not produced by the student claiming authorship or production.
- h. Disorderly conduct in an examination hall, including refusal to accept and abide by instructions given by the invigilator.
- i. Engaging in any other act that is deemed inappropriate to the smooth and fair conduct of the examination.
- j. Being caught in the act of avoiding to sign attendance sheets in an examination or trying to leave examination halls without submitting answer sheets in ways that could lead to claiming absence from the hall.
- k. Copying another student's answers or work or allowing one's answers or work to be copied by another student.

- 37.1.3.2. An invigilator who apprehends a student in the act of cheating in an examination or exercise shall forthwith inform the student concerned of the fact that his behavior will be reported. The invigilator shall also make as detail and complete a note of the incident(s) as possible in preparation of this reporting. He shall collect all evidence of cheating (copies of plagiarized material, scraps of smuggled papers, notebooks, exchanged examination papers, prohibited devices, testimonies by other supervisors etc);
- 37.1.3.3. Where the act of cheating has been committed in an examination hall, the decision of allowing or not allowing the perpetrator to continue working on the examination shall be made by the faculty member of the course if the faculty member is also on supervision duty or by the chief invigilator. The faculty member or the invigilator shall, after making a determination of the matter, prepare a short report describing the grounds for his decision.
- 37.1.3.4. Where the invigilator discovers evidence demonstrating that there was intent on the part of the student to cheat but no clear evidence that the student has actually cheated, the student shall be permitted to continue to work on the examination but shall be told that his behavior will be reported. The invigilator shall collect all evidences on intent to cheat in preparation for reporting.
- 37.1.3.5. All evidences on cheating or attempted cheating and reports in justification of decisions made by the invigilator on the spot shall forthwith be submitted to the head of the department in which the students is enrolled.
- 37.1.3.6. The head of the department shall pass the report and the evidence of cheating or attempted cheating to the dean of the faculty immediately upon receipt of such material from the invigilator.

- 37.1.3.7. In the event that the dean finds a clear case of cheating, it shall instruct to the faculty member of the course that the student obtain zero points for that examination and if the incident of cheating had occurred for the first time in the course of a student's stay in a particular program, the dean shall tender to the student a final written warning.
- 37.1.3.8. Without prejudice to disciplinary actions that may be taken on the student, cheating cases, including those of plagiarism, shall have consequences only on the grade points the student would have earned from the examination or exercise on which cheating had occurred and not on the overall grade he would earn for the course. Thus, if a student obtains zero points on a mid-semester test or a term paper due to cheating or plagiarism, that should not constitute ground for a grade of "F" or for disqualification from the course as a whole.
- 37.1.3.9. A student who has been reported for cheating for the second time shall be suspended for at least one academic year and he who commits such an offence for the third time while enrolled in a program shall be dismissed from the program. Dismissal shall be decided by the academic commission of the faculty on the recommendation of the dean.
- 37.1.3.10. Where an incident of cheating in examination involves more than one student the following procedure shall be followed.
- 37.1.3.11. If the student happens to have been enrolled in the course in which the incident has occurred the penalty shall be equal and the same.
- 37.1.3.12. If any one of the students of the university happens not to have been enrolled for the course, the case shall be referred directly to the dean of the college or faculty in which he is a student and the provisions of the article shall apply.

37.1.4. Re-marking of Examinations

37.1.4.1. Petition for Re-marking

- a. A student who is aggrieved by the marks he had obtained in a course shall have the right to petition for re-marking of his examination paper on the basis of the conditions set forth hereunder.
- b. Any petition for re-marking shall be initiated after the grades are officially released from the department or the office of the registrar;
- c. A petition for re-marking of first semester grade shall be submitted within two weeks after the grade is officially released from the department or registrar;
- d. A petition for re-marking of second semester grades shall be submitted anytime before the registration date of the next academic year;

- e. Any student petitioning for re-marking shall fill and submit the standard application form to be delivered by the department concerned.

37.1.4.2. Manner of Entertaining Petition for Re-marking

37.1.4.3. Each department shall be in possession of the standard application forms to be filled out by students who petition for re-marking. Such forms shall require of the student to specify the reasons for disputing the grade he has earned;

37.1.4.4. Faculties shall develop re-marking application forms that fit their needs;

37.1.4.5. Upon receipt of the petition for re-marking, the head of the department shall inform the faculty member of the course and shall:

- a. obtain the grade distribution scale employed by the faculty member;
- b. obtain the answer sheets or/and sample papers written by other students in the section to which the petitioning student belongs;
- c. assign two academic staff, who can make the re-marking impartially. They shall do the re-marking separately and report separately to him with a recommended grade;
- d. decide what grade to give to the student taking into consideration the grades given by the two academic staff;

37.1.4.6. If the re-mark result is a grade lower than the one previously obtained, the newly obtained grade shall stand;

37.1.4.7. The head of the department shall submit the final result to the dean of the faculty in three copies. The dean shall:

- a. Sign and send the original to the office of the registrar unit;
- b. Sign and send one copy to the head of the department concerned;
- c. Keep one copy in the faculty's file.

37.1.4.8. If, at the end of the re-marking process, there is a conviction beyond reasonable doubt that the first marking was prejudicial to a particular student in ways that prove that the faculty member was deliberately intent on harming the student academically, the dean shall take up the matter through proper channels for disciplinary action against the staff member in question;

37.1.4.9. If a student, upon petitioning for re-marking, had claimed that there might be motives for which the faculty member could have unfairly marked his

papers, and if, upon the completion of remarking the paper, no evidence of unfairness is found, the faculty member concerned shall receive a letter from the head of the department exonerating him of allegations.

37.1.4.3. Make-Up Examinations

- a. Make-up examinations shall not be allowed for the purpose of raising grade point averages. However, a student unable to sit for a final examination for reasons beyond his control, such as hospitalization, psychological problems or other accidents, and therefore has an "I" (incomplete) grade in a course may be allowed to sit for a make-up examination in the course;
- b. Any such student, or a person representing the student, shall submit application for make-up examination in writing with valid and documented reasons for not having sat for the final examination to the head of his academic department within six weeks after the start of the subsequent semester;
- c. Where the academic commission finds that the student did not have valid reasons for not sitting for final examination, the "I" grade on the student's record shall be automatically changed to "F". GPAs shall be calculated and the status of the student shall be determined accordingly;
- d. A student allowed to sit for a make-up examination shall take the examination within the coming successive semesters in which the course is given in the University;
- e. A student allowed to sit for a make-up examination shall register for the examination at least one month (the dates to be announced by the registrar) before the final examination on the course is scheduled to be administered;
- f. A student who has three or more "I" grades in a semester and would therefore sit for a make-up examination shall, irrespective of his academic status, withdraw from the university for academic reasons and apply for make-up examination. No GPAs shall be calculated and no academic status shall be determined for such a student until the results of the make-up examination are known;
- g. A student who has less than three (one or two) "I" grades in a semester and who is allowed to take a make-up examination may continue his studies in subsequent semester if he is in good academic standing (GPA>1.75 and CGPA>2.00). For such student, GPA shall be calculated and his academic status shall be determined based on the grades obtained and excluding

courses in which the “I” grades are registered. Such a student shall also apply for and sit for make-up examination in incomplete courses.

- h. For a student who has less than three “I” grades but is not in good academic standing, shall withdraw from the university for academic reasons and apply for make-up examinations. The grade earned through the make-up examination shall be used to compute the GPA of the student in the semester in which the make-up examination is given;
- i. Unless otherwise decided by the vice president for academic affairs, any “I” grade not removed within one year as per the provisions of this article shall be converted to an “F” grade.

37.2. Term Papers

- 37.2.1. A term paper for a course shall have the objectives of portraying the depth of knowledge of the student in that particular course, the analytic capacity and linguistic mastery of a student using English. The length of a term paper shall be determined by each faculty member.
- 37.2.2. In all papers, originality and the authorship of the paper solely by the student are a must. A faculty member must check if the work belongs to the student based on what he knows of the student and checking the references that the student uses.
- 37.2.3. A student is not allowed to get his paper edited by anybody else to the extent the student is tested on language mastery as well. All papers need to be graded with proper markings of technical errors and corrections, areas where the paper fails in meeting minimum research standards and specification of contextual pitfalls like contradictions, redundancies, cases of plagiarism, etc.

37.3. Class Projects

- 37.3.1. Class projects are important learning tools especially in knowledge application, inter personal maturity, team work, added learning from the field and presentation capacity.
- 37.3.2. Class projects need to be framed properly with specific objectives, approaches and strategies, time frame of activity and delivery and standards of excellence.
- 37.3.3. To the degree the university college is promoting service to the community, class projects need to be intertwined with community needs and aspirations.
- 37.3.4. Class projects can be individual or group projects. In group projects, each individual should have a specific part so that he/she can be judged on his/her part. A class project shall also involve presentation so as to develop and assess a student’s capacity to communicate with others.

37.3.5. The grading of class projects shall revolve on the coherence, practicality and usefulness of the written component, the oral presentation and the originality of the project.

37.4. Oral Tests

37.4.1. Oral test may not be an order of all courses. Often course related to language, speech and communication may have oral tests.

37.4.2. In those cases where examinations are conducted orally, a written record of the student's performance and the basis for the determination of grades shall be kept by the faculty member;

Article 38. Academic Achievement

38.1. Semester Academic Achievements

38.1.1 Any student who fails to achieve for the first semester GPA of 2.00 shall be warned by his dean and shall be subjected to a probation status.

38.1.2. Any student who for a second consecutive semester either falls below a 2.00 semester GPA or fails to maintain a CGPA of 2.00 is subject to dismissal.

38.1.3. A decision of dismissal may be waived only once by the relevant Academic Commission if there are grounds of emergency that had contributed to a student's poor performance and if there are valid reasons to believe that the student can raise himself academically to the required levels of achievement. Such valid reasons shall be spelled out and documented in the minutes of the academic commission.

38.2. Academic Achievements for Graduation and Attrition Reduction

38.2.1. A degree candidate is required to have a minimum CGPA of 2.50 in his major and a minimum of 2.25 in his minor, where there are minor offerings;

38.2.2. A "D" or "F" in a course that is phased out or deemed inessential for the program of study will not disqualify a student from graduation. Whether or not a course is essential or inessential for a given program of study is left to the discretion of the faculty or department concerned;

38.2.3. Student Attrition Reduction

The university college shall do its best to reduce student attrition by a combined intervention of guidance and counseling on one hand and academic tutorials on the other through the application of its open door policy and use of specific remedial programs. The Vice President for Academic Affairs, in close cooperation with deans, shall identify the academic

problems of students and put in place remedial programs for students who are not on track with expected academic progress. The Dean of Student Life shall do the same with regard to the psycho-social challenges that students may face and have students benefit from the guidance and counseling that is offered by the university college. As non-academic problems have a bearing on academic achievement, the university college shall address problems of the type to the degree its capacity allows.

38.3. Repeating Courses

- 38.3.1. Opportunity to repeat a course for which a student has obtained an "F" shall not be granted as a matter of right, except in those cases where a particular grade is fixed as a minimum achievement permissible in that course. However, the chair of the department may allow a student who obtained an "F" to repeat the course if he can reasonably believe that the student will be able to improve his performance if provided with another chance;
- 38.3.2. Only a borderline student may be allowed to repeat a course in which he had obtained a "D" at the discretion of the academic commission concerned. But no such course may be repeated more than once, except in those cases where the minimum requirements stated apply;
- 38.3.3. A previous grade or grade of "F" or "D" shall be removed and replaced by the new grade;
- 38.3.4. If a course with a grade of "D" is repeated and the result becomes "F", the "F" shall be recorded as the final grade.

38.4. Dismissal and Probation

- 38.4.1. No student subject to dismissal may expect probation as a matter of right.
- 38.4.2. Probation is a discretionary decision to allow students falling below required academic standards to continue their studies if there is a convincing ground that the student can raise himself academically to the required level of achievement.
- 38.4.3. At the end of each semester, each faculty or department, pursuant to procedures fixed by its academic commission, shall examine the case of each student subject to dismissal on academic grounds. The inquiry shall attempt to determine why the student failed and whether there is reason to believe that he will meet required academic standards in the future. A student may be placed on probation if, as a result of this inquiry, it is determined that valid reasons exist to explain and excuse his low academic average.
- 38.4.4. To the extent that an inquiry into the case of probation indicates, those administering probation for a particular faculty may attach certain conditions to the granting of probation which must then be met if the student is to remain enrolled. These conditions may be restrictions designed to remove in whole or in part the cause of academic failure. Thus, where

warranted, probation may entail restrictions or requirements relating to participation in sports or other extra-curricular activities, special tutoring to overcome academic deficiencies, class attendance, or to other requirements designed specifically not as punishment but to bring about the student's academic improvement.

- 38.4.5. Where a student is placed on probation he shall be notified by his dean or his designate of his status and what is expected of him by way of academic performance in the future and what restrictions or requirements he shall face as a condition of the probation and what will be the consequences of failure to meet these conditions. The Dean of Student Life and the office of the registrar shall, in each case, receive a copy of the notice thus administered to the student. The Dean of Student Life shall enforce whatever probationary restrictions may have been imposed where the restricted activity comes within the purview of his office, for example, restriction on sports or other extra curricular activities which are under his administration.
- 38.4.6. The department head or dean shall notify the decision on probation status to the student in writing. A student who disagrees with the decision may appeal to the vice president for academic affairs within four weeks after receipt of notification. The VPAA may retain the decision or reverse it.

38.5. Additional Academic Requirements

With the recommendation of the Senate and/or initiation and approval of the advisory board, faculties may fix additional academic requirements that they deem necessary for a program of study.

Article 39. Re-admissions

39.1. Re-admission of Students in Good Academic Standing

- 39.1.1. A student who, for reasons beyond his control, discontinues his studies after having stayed for a minimum of one semester in a program, may apply for re-admission into the same program for any number of times provided that the maximum duration of stay in the program, counted from the date of first enrolment, has not expired or will not have expired before completion of the program following re-admission. In case when a student is not readmitted due to the university college's intake capacity, the expiry date shall not apply;
- 39.1.2. Readmission of students in good standing is subject to availability of facilities, the meeting of admission requirements at the time of application for readmission and capacity to pay the required expenses;
- 39.1.3. In those cases where there had been curricular changes in a program, the department shall require the readmitted student to take the new courses in place of those that had been taken and invalidated;

39.1.4. A student who, for medical reasons withdraws from the university college without completing the minimum requirements of a semester, may be considered for readmission.

39.2. Readmission of Academically Dismissed Students

39.2.1. A student may be allowed readmission after dismissal provided all of the following are fulfilled:

39.2.1.1. The dismissal was not due to repeated acts of violation.

39.2.1.2. The student applies for readmission at least after one semester following his withdrawal from the university.

39.2.1.3. Space is available in the program and there exists likelihood that he will raise his grade point to the required level within one semester after readmission.

39.2.1.4. The maximum duration of stay in the program has not expired or is not likely to expire before the completion of the remaining courses of study.

39.2.1.5. If a dismissed student who is readmitted and allowed to repeat a course Or courses in a given semester does not attain good academic standing upon determination of status, he shall be dismissed for good.;

39.2.1.6. A student readmitted into a program after dismissal shall cover the expenses of education.

39.2.1.7. All re-admissions shall be processed in accordance with the procedures to be laid down by the office of the registrar.

Article 40. Waiver

40.1. In consultation with the Advisory Board, the Senate shall issue guidelines for the determination of waiver of academic standards stipulated under this chapter for academic advising procedures.

40.2. Departments through their respective academic commissions shall decide waiver on the basis of the guidelines for waiver.

40.3. Appeal by a student on a decision denying waiver shall be submitted to the Vice President for Academic Affairs. The decision of the Vice President shall be final.

Article 41. The Honor Roll

41.1. The honor roll is marked by three marks of excellence in a descending order: Summa Cum Laude, Magna Cum Laude and Cum Laude being very great distinction, great distinction and distinction respectively.

41.2. The following shall constitute the grade requirements of the honor roll upon graduation:

41.2.1. A student with a CGPA of 3.75 or above shall graduate with Summa Cum Laude.

41.2.2. A student with a CGPA of 3.5 to 3.74 shall graduate with Magna Cum Laude and

41.2.3. A student with a CGPA of 3.25 to 3.49 shall graduate with Cum Laude.

41.3. Semesterly GPA's can be used to determine the honor roll as per the above achievement milestones, and the dean of a faculty shall recognize each student attaining any one of the three marks of excellence in writing as well as in the transcripts.

Article 42. Teaching Load and Student-Teacher Ratio

42.1. Measurement Unit for Teaching Load

The teaching load of an academic staff, shall be expressed in terms of Lecture Equivalent Hours (LEHs). For this purpose, course credits, lab/practical/tutorial \ sessions, term papers, project advising, and thesis advising are expressed in terms of LEHs according to the following breakdowns:

42.1.1. One undergraduate course credit.....1.00LEH

42.1.2. One Hour Lab/Practical/Tutorial0.50 LEH

42.2. Class Size

42.2.1. In order to help maintain and raise the academic standards of the university college, classes of instruction should be kept small.

42.2.2. If however for financial, organizational or educational reasons it is found impossible, or inadvisable to maintain small classes, departments shall present a proposal on a workable class size to the Senate. The Senate shall discuss the proposal and send its recommendations to the President, whose decision becomes final after consulting with the advisory board.

42.2.3. Such determination of class size shall take the following in to account:

42.2.3.1. Courses that can be given as lecture;

42.2.3.2. Courses for skill development;

42.2.3.3. Capacity of the department and

42.2.3.4. Cost effectiveness.

42.3. Full Teaching Load

42.3.1. The full teaching load for the different categories of academic staff shall be as follows:

42.3.1.1. Full-time academic staff in academic departments:..... 12-15 LEHs

42.3.1.2. Full-time academic staff appointed to administrative Posts..... 6-9 LEHs

42.3.1.3. Full-time administrative staff 3-6 LEHs

42.3.2. A faculty member who has a semester load more than the full teaching load shall be compensated by remuneration or other convenient way as recommended by the Senate and determined by the President.

Article 43. Research

43.1. The university college may be approached to addresses research concerns that are in line with the expertise offered at the institution on a consultancy basis.

43.2. If engaging in the research advantages the institution financially and can add value to the development of a community or the country, the President may decide to have the institution engage in research on a case by case basis provided that the time allowed for the research activity does not press a faculty member to compromise the integrity of his/her teaching and the attention due to a student. Remuneration that varies to the contribution of participating staff will be provided for each research project that a faculty member is willing to be involved in. The President shall decide the amount of the remuneration.

43.3. The university college, following the permission of the President, may also be involved in research in its own expertise provided there is a sponsor and that the research does not tamper with the integrity of teaching and student development.

43.4. A faculty member may engage in research or consultancy outside of the cited framework so long as the university college's time and resources are not used.

Article 44. Key Events of the Academic Calendar

44.1. The academic calendar, shall have the following events, among other activities:

- 44.1.1. The timing of the meetings of the Board,
- 44.1.2. The timing of the meetings of the Advisory Board,
- 44.1.3. The timing of the meetings of the Senate
- 44.1.4. The date of graduation as approved by the Board;
- 44.1.5. The date of school commencement
- 44.1.6. The beginning and end dates of Summer School
- 44.1.7. The beginning and end dates of Night School
- 44.1.8. The dates of vacations and holidays
- 44.1.9. The dates of beginnings and endings of semesters
The dates of orientation
- 44.1.10. Hope University College Day
- 44.1.11. The Donors' Roundtable Day
- 44.1.12. Summer school schedule

Article 45. Academic Program Audit

The university college shall have a section for Quality Assurance as an internal audit of the academic program

The director of this section shall ensure quality by monitoring and evaluating academic programs and achievements on a regular basis using set benchmarks of academic excellence.

45.1. The internal scheme of performance audit shall enable constant renewal and relevance in the university college. The audit would review the actual outcomes of the content and pedagogy of disciplines by departments, courses, programs and also student competencies.

45.2. Though the established goals, objectives and desired outcomes of the university college would be important benchmarks of the audit, the evaluation efforts, being focused on value adding features, may point to the revisiting of certain objectives and activities of the curriculum.

45.3. In this way, the university college will be made aware of what it needs to change and make the necessary adjustments to stay abreast of the latest developments of knowledge. In the end, the curriculum is intended to develop graduates who demonstrate proficiency in general knowledge, communication, critical thinking, contextual competence, aesthetic sensibility, professional identity and ethics, leadership capacity, scholarly concern for improvement and motivation for continuing learning.

- 45.4. The curriculum anticipates a qualitative change in the mental and spiritual capacities of students. In this regard, every attempt will be made to transform the capacities of students to a level that would make them change makers. The evaluation will track these outcomes and assess the qualitative changes gained in each student.
- 45.5. Considering the danger of internal evaluation from the standpoint of inbreeding and defensive pretensions by all concerned, internal evaluations will be counterbalanced by external ones. These would be openly discussed for subsequent adjustments.

Article 46. Text Books

- 46.1. Textbooks for each course are recommended by a faculty member to his/her respective dean. Following the approval of the proposed textbook (s) by the dean in consideration of relevance and cost, a request is placed with the chief librarian for an order of the same at least four months before a book is needed. The chief librarian manages the order, purchase, transport and storage of the books on time.
- 46.2. Textbooks are loaned to students on a semesterly basis with the students putting down the cost of the book as deposit at the time of check out based on a list of students given by the concerned faculty member. When the book is returned at the end of a semester without damage or defacing, the deposit shall be returned fully to the student. If a book is lost or mutilated beyond repair, the deposit will be used to replace the book. If the book is damaged partly, some of the deposit may be used for repair.
- 46.3. With the university college's policy of recycling the use of a book, a book may be used up to ten years depending on its validity to be determined by the respective faculty member and dean. A book that is retired shall be stocked in the library for further use.
- 46.4. At all times students shall maintain the integrity of a book making no markings, dents and tears. Removing a page from a book is considered theft and shall be grounds for not only the retention of deposit but also for disciplinary steps.

Title 9

Admissions

Article 47: Student Recruitment and Criteria of Admission

47.1. Student Recruitment

Hope University College shall have full time day study program and part-time evening study program.

During the day program, the university college shall target two types of applicants for admission. These are needy applicants under the assistance of the Ladders of Hope of Hope Enterprises and other needy applicants from various high schools in Ethiopia who shall be admitted on sponsorships or student loans and other applicants that qualify from anywhere else in Ethiopia and in the rest of Africa on a full fee pre-payment basis. During the evening, the university college shall admit fee payers.

47.2. Admissions Criteria

The admission criteria for anyone applying to the diploma or degree program shall be:

47.2.1. Minimum Requirements:

- a) a completed application form
- a) An official record of all high school and certificate of graduation from schools that are accredited as preparatory high schools by the Ministry of Education or the equivalent.
- b) Satisfactory performance on the Ethiopian Higher Education Entrance Certificate Examination (EHEECE) as certified by the Ministry of Education or any other accredited school leaving examination.

47.2.2. Additional Requirements:

- a) Satisfactory score on the Competency Test of Hope University College and
- b) Satisfactory performance in the admission interview and
- c) Minimum fulfillment of the student profile as assessed by the designated selection committee.

47.2.3. In as much as the university college is interested to draw students that are serious about getting the most out of their opportunities and to help develop youngsters with capacities that can handle challenging scholarship, successful completion of high school and a passing grade on a recognized school leaving examination are not enough to ferret out those candidates that can best fit the challenges and demands that the university college poses. Hence, Hope University College shall use its own competency test and admission interview from those who meet the minimum requirements as means to recruit students that show the most potential to succeed.

47.3. Student Fees

47.3.1. Structure and Rate Setting

47.3.1.1. Besides the costs of tuition, there shall be registration fee, graduation fee, transcript fee, text book loan fee and Internet use fee per semester. There may be other fees that shall be determined by the Senate and applied by the VPAFA.

47.3.1.2. The Vice President for Administrative and Financial Affairs, in consultation with the Director of Finance, shall present a proposal on fee rates and even bases to the Senate considering, for instance, charges by private institutions of the type, projected inflation, etc. The Senate shall review the proposal and adopt what it considers manageable.

47.3.1.3. As the number of fee paying students makes a difference in the financial capacity of the university college, the size of the financial gap shall influence the ratio between those on deferred payment and those on full fee pre-payment. The VPAFA shall present the enrollment scenario of fee payers to the Senate for the latter to decide on a workable ratio.

47.3.2. Settlement of Account

47.3.2.1. All payment arrangements for fee payers have to be made by the end of September for first semester, or by the end of February for second semester.

47.3.2.2. Students admitted as fee payers may fail to pay their fees at the appointed time.

47.3.2.3. Those on a student loan arrangement will not be issued their diploma and transcripts until they clear their accounts after graduation as per the covenant signed. For purposes such as employment copies of their credentials will be given to them or a letter stating that the original credentials are with the university pending the completion of their payments to the university college.

47.3.3. Liability & Credit for Withdrawal from the University College

- 47.3.3.1. If a student admitted on the basis of need with full sponsorship withdraws prior to the start of a semester and incurs no charges, only tuition deposits will be returned to those who made payments on behalf of a student. Existing charges are applied against tuition deposit. Furthermore, monthly stipends and allowances will be stopped.
- 47.3.3.2. If the same type of student or a fee payer withdraws during the course of a semester, no refund is made if the withdrawal happens after 60% or more of the semester is used. If a student had been enrolled for less than 60% of the semester and fulfills the formalities of withdrawal, the tuition charges will be prorated accordingly and refund made for the unused component of the semester assuming prior payment.
- 47.3.3.3. The refund formula measures the actual number of days enrolled during the semester. It is determined by dividing the number of days enrolled by the number of calendar days in the semester including weekends and holidays.

47.3.4. Damage Recovery

A student will be charged for damages of any asset of the university college that he or she had deliberately made based on a value estimated by the university college.

47.4. Enrolment Plan

- 47.4.1. The university college will enroll students on a graduated basis using a maximum occupancy of 30 students per normal class room during the day and evening programs.
- 47.4.2. Every effort shall be exercised to have at least half of the enrollees to be women.

47.5. Recruitment Mechanism

- 47.5.1. The Registrar shall be responsible for all admissions and post admission statuses and status changes of students. Hence, applications for admission shall be submitted to the Office of the Registrar by all groups of applicants cited above.
- 47.5.2. The Registrar shall prepare Hope's students in their last day of high school to think of joining Hope University College by way of orientation in their school grounds and avail application forms for students to fill out and submit within a certain period. The Registrar shall in turn get the applications examined and verified. The Registrar shall also undertake the competency test and the admission interview with cooperation from the general knowledge unit and departments.
- 47.5.3. Similarly, the Registrar shall recruit candidates that can pay fees. Fee payers are to be sought not just for the income that is gained from their admission.

- As student diversity is correlated highly with quality of education, a promotional drive in a number of high schools shall be exercised by the Registrar. Media shall be used to advertise the campus and the various offerings to lure bright students, who in fulfilling the desired bar of achievement, can influence other students to do the same. In this way, the institution can maintain academic excellence.
- 47.5.4. The various departments and faculties shall have open houses at least once a year for interested candidates to come and visit and raise questions on all aspects that the university college shall offer. All sectors including student services shall have printed material on what they offer to students and distribute the same for the asking as well as in efforts of public information.

Article 48. Financial Aid

48.1. Primary Target

- 48.1.1. The primary target of the university college are needy but bright applicants.
- 48.1.2. Need is ascertained by a committee constituted of local government agencies and representatives from the poorest of the poor.
- 48.1.3. One's brightness is assessed in terms of one's outstanding performance in school and student profile as a motivated and purpose driven person to use the opportunities of education available.
- 48.1.4. Selections will be posted for community review to ensure that no one of means tries to exploit the opportunity that is available for needy youngsters.
- 48.1.5. Financial aid covers either the costs of tuition or allowance for room and board or both. It may be offered semesterly or partially and is not a right but a privilege to the needy provided there is funding.
- 48.1.6. The university college shall do its best to find sponsorships to cover tuition, room and board expenses for those considered to be needy and bright. Those for whom sponsors have not been found, arrangements of student loan may be made provided a student signs to a loan and is committed to pay back the loan as per an agreement and there is seed funding to enable the coverage of expenses until loan recovery.
- 48.1.7. Needy students are also encouraged to come up with their own sponsors like other NGOs, companies, governmental agencies and individuals. Textbooks shall be loaned each semester with recovery deposits for lost or damaged books.

48.2. Tuition and Deferred Payment (Student Loan)

- 48.2.1. The financial aid that may be available to needy candidates is deferred payment on the cost of tuition less the subsidy that may be applied from sources such as donations and income generation.
- 48.2.2. The deferred payment on the subsidized tuition shall materialize through a student loan arrangement that shall be framed by the Vice President for

Administrative and Financial Affairs and applied as one condition of enrollment.

- 48.2.3. How many of the needy students constitute the student body of the university college and how much financial assistance one gets towards his tuition shall depend on the amount of funding that the university college gets from sources such as grants, donations, sponsorships and revenue from income generating activities.
- 48.2.4. The university college shall figure out the financial gap for financial aid by matching available funding with student financial needs. This data shall then be used to tap what can be gained from fee payers and subsequent repayment from the cited beneficiaries of deferred payment.
- 48.2.5. Student loans shall be paid within three to five years of graduation on a monthly basis. The loan shall be interest bearing and shall use the interests rates of savings that are applicable during the period of loan payment.
- 48.2.6. While payment of student loans is useful in raising up the university college's capacity to enroll more needy students than is possible, it also has the advantage of making students work harder for their education than is otherwise the case in as much as they take part in paying for it.

48.3. Allowance for Room and Board

- 48.3.1. The university college shall do its best to find sponsorship for living allowance for primarily youngsters that had been supported by Hope in the various programs of the Ladders of Hope.
- 48.3.2. Needy youngsters recruited from the community may benefit from sponsorship if there are more sponsors than needy youngsters from Hope. In this case, the university college shall consider both the neediest and brightest of youngsters based on an assessment and recommendation by a committee set up by the Dean of Student Life and a final decision made by the Senate.
- 48.3.3. Until the university college is able to roll out residential living arrangements, the living allowance shall covers costs for room and board in off campus living arrangement.
- 48.3.4. The amount of the monthly living allowance per student shall be proposed by the VPAFA and endorsed by the Advisory Board.

Article 49. Readmission after Dismissal

- 49.1. A student who has been dismissed for good due to academic deficiencies may not seek readmission into the program from which he has been dismissed
- 49.2. A dismissed student may apply for admission to a different program subject to availability of space and payment of tuition and other fees that are applicable at the time of admission.

49.3. Readmission application shall be submitted to the Office of the Registrar before the due date.

Article 50. Advanced Standing Admission

50.1. A student may apply for advanced standing admission if he

- 50.1.1. had completed a minimum of one academic year of study in an Ethiopian institution of tertiary education that is recognized by the Ministry of Education or in a foreign institution of tertiary education that is recognized by the university college;
- 50.1.2. meets the special requirements of the faculty or department he is applying to and such requirements must have already been approved by the various relevant bodies of the university college and are communicated to the registrar well ahead of the dates of application; or
- 50.1.3. accepts the calculation of credit equivalency as per the university college's scheme.
- 50.1.4. Academic commissions shall draw up programs of study for students admitted on advanced standing basis that will lead them to qualify for the diploma or degree sought.

Article 51. Transfer of Students

51.1. Transfer from Other Institutions

51.1.1. Admission of transfer students shall be clear, transparent, competitive and fair.

51.1.2. Applications for transfer shall be considered on the basis of availability of space and facilities and provided that the student has obtained grade levels that would normally be required of students for enrolment into the department concerned.

51.1.3. Eligibility of Transfer

51.1.3.1. A student who had passed the Ethiopian Higher Education Entrance Certificate Examination (EHEECE) and had been enrolled in one of the universities or university colleges or colleges in Ethiopia accredited by the Ministry of Education at the time of the student's attendance or in any other university accepted by the Ministry of Education qualifies for transfer so long as he was not dismissed from his previous institution for whatever reason.

51.1.4. Evidence

Where a student applies for transfer, he shall have the burden of providing authentic and relevant evidence which can prove his case to the satisfaction of the registrar entertaining his application.

51.1.5. Involvement of Institution of Origin

Hope University College, as an institution of destination whose academic services are sought by the student requesting transfer, shall determine transfer without the need for approval of transfer request by the institution of origin.

51.1.6. Procedure of Transfer

- a. A student wishing to transfer will be required to fill a standard transfer application from which shall be available at each faculty of the university college for a small fee.
- b. The form must be completed and returned to the concerned faculty anytime before the commencement of classes for the semester into which enrolment is required.
- c. Documents to be deposited along with the application for transfer include: original of the student's score in the Ethiopian Higher Education Entrance Certificate Examination, and his official transcript from his previous institution.
- d. Upon the receipt of the application the academic commission of the concerned faculty shall make its reasoned decision either permitting or denying transfer within two weeks following the commencement of classes.
- e. Such decision shall be put in writing and a copy thereof shall be delivered to the Registrar and the student requesting transfer..
- f. A student who has succeeded in his application for transfer will be expected to report and register by the fourth week of the semester at the latest.
- g. A student whose application for transfer has been rejected shall have a right of appeal to the vice president for academic affairs whose decision shall be final unless the President moves to use his discretion in this regard.

51.1.7. Transfer of Credits

The Academic Commission of the faculty where a student applies has the jurisdiction to assess courses of a transfer student and accept or reject them in part or in full based on the scheme of credit equivalency set by the university college.

Following its assessment, the academic commission of the concerned faculty shall inform the accepted courses and credits to the receiving department within its faculty and the transfer shall be complete if the student agrees to the changes.

51.2. Inter-Faculty and Intra-Faculty Transfer of a Student

51.2.1. A student may transfer from one faculty to another faculty or from one department to another department within the same faculty upon satisfying the following conditions and procedures:

51.2.1.1. Both inter-faculty and intra-faculty transfer shall depend on availability of space and facilities in the receiving faculty or department and a transfer applicant shall have grade levels that would normally be required of students for enrolment into the department concerned.

51.2.1.2. A student dismissed from his previous department shall not be eligible for transfer into another faculty or department of the university college.

51.2.1.3. Inter-faculty and intra-faculty transfer forms shall be available at each faculty and department of the university to be collected by applicants for transfer upon payment of appropriate fees.

51.2.1.4. A student transfer application form must be completed and returned to the concerned faculty or department anytime before the commencement of

51.2.1.5 A decision either permitting or denying transfer shall be made by a dean of the receiving faculty in case of inter-faculty transfer and by the head of the receiving department in case of intra-faculty transfer.

51.2.1.6. A student whose application for transfer has been rejected shall have a right for appeal to the vice president for academic affairs, whose decision shall be final.

51.2.1.7. The process of transfer shall be completed within two weeks following the commencement of classes.

51.2.1.8. Transfer shall not have the consequence of elongating the stay of a student for more than a year.

51.2.1.9. The receiving department shall work out the details of transfer of credits and other technical matters.

Part III

Title 10

Student Life

Article 52. General Reference

Student Life shall address Student Development and Student Services with both aspects being headed by the Dean of Student Life, who shall be appointed by the President in consultation with the Senate and shall be accountable to the Vice President for Academic Affairs with powers and responsibilities enumerated under the management of Academic Affairs herein:

Article 53. Goals

- 53.1. Student life is an important aspect of collegiate life. At the university college, the goal of student life is to set stimuli in class and outside of class so that students can develop wholly.
- 53.2. Hope University College shall advance a student life philosophy that regards out of class experiences as an extension of the classroom for students to develop in mind, body, spirit and community life. Seeing student life in this totality, the university college has the goal of doing what is possible for students to assess and accept themselves, identify their strengths and deficits and work on becoming better persons as leaders, competent professionals and viable members of the community at any level and diversity.
- 53.3. Ample opportunities will be given to students to determine what is best for them by way of involving them in the planning and execution of their activities. Their participation in many life size experiences is hoped to help in the development of self confidence, leadership capacity, healthy interaction in society and supportive relationships among the student community.
- 53.4. Student life shall help students to go beyond their personal advancement and to take on values of social commitment, mutual respect, tolerance and service to humankind.

- 53.5. The university college shall ensure that there is openness to reason, effective communication, tolerance and appreciation of perspectives that are different from one's own, clarity of thought, critical thinking and the capacity and willingness to conduct discourse without restricting rational deliberations and competing conceptions and worldviews so as to enable depth perception, thoroughness in outlook and all rounded judgment and foresight.
- 53.6. Student life shall also offer opportunities where students can act on the knowledge that they acquire by offering real life situations where they can be engaged and get prepared for the life ahead of them as adults.

Article 54. Student Development

54.1. Holistic Activity Programming

- 54.1.1. While students shall have engaging class room experiences, the university college shall design a number of off classroom activities and programs that would engage students under well planned and supervised arrangements. No activity outside of class would be left without serving any positive purpose in the development of the student body.
- 54.1.2. Furthermore as students need to be inspired as well as entertained, the setting shall allow for this arena of development as well. Guest speakers and entertainers shall be invited from time to time to meet this need. Guest speakers can be known scholars to give a speech on a theme or simply role models that are invited for the positive impact that they may have on the character of students. Guest speakers and entertainers need to reinforce our values, mission and objectives and for this reason, the Dean of Student Life needs to authorize the choice.
- 54.1.3. On the entertainment end, the university college shall have a wide variety of activities to respond to the vast interests and needs that inhere in students. This shall include sport activities, creative activities like music, art, poetry, drama, etc. Outdoor like track, nature walk and excursions shall also be incorporated. These programs shall also be supervised.
- 54.1.4. The university college shall approach the whole effort in student development with clear sets of student rights and responsibilities so as to enable not only student assertiveness but also communicate the real life expectation of a balanced outlook.

54.2. Campus-wide Student Involvement

- 54.2.1. Hope University College shall use all of staff and facilities training tools to sharpen student preparedness for the real life outside of campus. Designing the activities as a microcosm of the real world students shall be challenged to

engage in life's normal routines and challenges like negotiation, making choices, cultural adaptability, good neighborliness, basic survival skills, interpersonal management, personal management, setting goals, relationship formation, asserting for one's rights, community service, dealing with crisis, etc.

- 54.2.2. The university college shall engage students in routine work activities so as to give them opportunities of internal apprenticeship. This would mean that all shall be involved in activities such as guest hosting, debriefing, office work, teacher aiding, meeting managing, ITC assistance, planning, programming, etc. These real life interactions shall all be under supervisors who shall guide the students and evaluate what they had gained. With the whole campus being a teaching institution, the reinforcement and the challenge for excellence shall be in place in every aspect of collegiate.
- 54.2.3. Students may also be asked to help in a number of functions at the university college as volunteers just like the various people that have volunteered their means, skills and material to get the university college built and operated for others. The Dean of Student Life shall match student interests with places to volunteer within or outside of the university college.

54.3. Work-Study

54.3.1. Goals

- 54.3.1.1. Work study arrangements have a special place in character development besides the income that emanates from them. They challenge students who never have to work in their lives even for the simplest of chores to begin to take initiatives of self direction and support. They also challenge those students who are too proud to be involved in physical labor. The university college is interested in developing the work ethics of students and in engendering a spirit of self made lives through honest and hard work and I can do it attitude and confidence. To the university college, work study can also be a valuable opportunity to enhance the career development of students opening up students to general skills and the ability to work with other people.
- 54.3.1.2. The work study program will open up opportunities of work in areas like cleaning, repair works, painting, grass cutting and watering, hauling, clearing, trash collection, etc. For those physically unable to handle manual labor, clerical works may be arranged.

54.3.2. Conditions

- 54.3.2.1. With finances allowing, work study shall be arranged on part-time basis. Priority shall be given to students that have verifiable financial needs and wish to earn some income by working on campus.

- 54.3.2.2. The pay of work study shall be on daily or hourly bases as determined by the President following the recommendation of the Senate. Students who are involved in work study shall,
- a. clock in and clock out their time for the work time to be calculated accordingly.
 - b. work with proper attitude and discipline as per the norms of the university college.
 - c. show maximum possible efficiency and effectiveness in their work and be open to performance evaluation.
 - d. put to good use the money that they earn.
- 54.3.2.3. Offices of the university college shall plan a place for work study in lieu of regular employment from outside of the university college and give the Dean of Student Life a list of areas where they need student workers for the Dean of Student Life to make the matching possible.

Article 55. Student Activities

55.1. Student Government

- 55.1.1. In as much as training in citizenship and democratic culture is an important facet of student development, the university college shall provide for the setup of student government within campus for students to address their concerns and engage in self help under the supervision, advisement and support of the Dean of Student Life.
- 55.1.2. The student government shall have two branches. These are Student Parliament and Student Organizations.

55.1.2.1. Student Parliament

- a. The University College shall have a Student parliament for students to address issues of immediate concern within the university college such as academic affairs, student life and appointment of representation to the Senate and the Student Ethics Panel.
- b. The parliament shall be formed during the orientation week of the university college's commencement. Representation shall be by year with the students of each year being represented from four to ten students. Each year's representation shall reflect the gender balance of that particular year. The term office of a representative is one year and one can be re-elected for the second time as the last time of service.
- c. The parliament shall have a session once a month with the time to be determined by the Dean of Student Life. The place of the parliament shall be

on the campus of the university college. During the first session of parliament in an academic year, it shall elect officers by simple majority from the members and adopt the constitution based on the cited framework. The officers of the parliament shall be speaker, secretary and treasurer and their term of office is one year with an allowance to be elected again but for the last time.

- d. No student who is on probation and who is not a current student of the university college can be elected to the parliament or to any other office of student organization or university college entity where students are accepted on a non voting membership basis.

55.1.2.2. Student Organizations

- a. The university college shall try to model as many social activities as possible that students need to work with as adults in the community. These models shall be used as an educational tool to develop student commitment, social responsibility, character, practical know how on how to survive and how to behave in a democratic environment. The office of student life shall register these associations after checking that they fit the student development parameters of the university college and provide them with a place to function viably. The office shall avail a model for constitutions and management routines that students need to be oriented about and apply.
- b. The associations that get clearance from the Dean of Student Life shall be acclimated by the parliament first and shall become members of the executive wing of the student government.
- c. The heads of the organizations shall form the cabinet of the student government and from them the parliament shall elect the head, who shall serve as the head of student government and account to the parliament. The cabinet shall have its own rules.
- d. The student government shall have its own publication. The publication shall be informative but not defamatory. It can also be literary bringing out bright thoughts and being one outlet for expression of scholarship. In these ways, students are enabled to take responsibility and prepare themselves for what awaits them in the community.

55.2. Student Ethics Panel

- 55.2.1. The student ethics panel shall adjudicate complaints against a student or a group of students or a registered student organization brought by another student or the university college or a member of the staff of the university

- college or a member of the outside community. The panel shall have three voting members and two non voting members of good standing. The voting members shall be appointed by the President of the university college from the university staff following recommendations by the Senate. The non-voting members shall be one female and one male students of good standing as appointed by the Student Parliament.
- 55.2.2. The Senate shall form the working order of the panel following the recommendation of the Dean of Student Life. The panel shall be advised by a judicial advisor, a staff member appointed by the Dean of Student Life and shall use the secretarial help and facilities of the Dean of Student Life to receive written complaints, write and send summons, register minutes of hearings and decisions and file all proceedings.

Article 56. The Rights of Students

- 56.1 Learn, enquire, understand and know;
- 56.1.1. Participate in a free exchange of ideas in an open and enabling academic environment;
 - 56.1.2. Access to Student Services that are provided by the Hope University College;
 - 56.1.3. Evaluate faculty members on courses and training in a format and modality as provided by Hope University College;
 - 56.1.4. Have non voting representation in certain organs and committees of Hope University College in accordance with the provisions of this Charter;
 - 56.1.5. Give suggestions in the preparation of bylaws, regulations and directives pertaining to administrative matters as well as in the review and development of curriculum.
 - 56.1.6. Have full protection from unfair treatment, abuse and exploitation and the right to register complaints against another student, student organizations or groups, the university college or the staff thereof..
 - 56.1.7. Have full right to fair assessment of their works
 - 56.1.8. Have the right to due process in the student ethics panel of the university college.
 - 56.1.9. Have the right of access to any program of student life and to any academic discipline that one is qualified for.
 - 56.1.10. Have the right to get explanation from one's faculty member about a course that one is attending
 - a. Have the right to register complaints about one's grade.
 - b. Have the right to say no to any imposition or encroachment on their persons, and to report the same to people whom they trust for administrative or legal recourse.

Article 57. The Responsibilities of Students

- 57.1 Adhere to the code of student ethics and the terms of covenant that is established with the university college.
- 57.2. Observe the rules and procedures of Hope University College and respect the laws of the greater community.
- 57.3. Make proper use and care of the property of Hope University College.
- 57.4. Refrain from unlawful and unethical practices such as instigation of violence, hate speech, theft, etc.
- 57.5. Respect fellow students and staff and work with all of them in a cooperative and becoming spirit.
- 57.6. Respect and honor the demands of academic rigor and the framework of student life.
- 57.7. Maintain a moral stature that protects one's life and dignity as well as those of others.
- 57.8. Have a balanced life and a balanced outlook being open to the views of others and tolerant.
- 57.9. Be committed to the university college's emphasis on service to others.
- 57.10. Fulfill the academic stipulations that are placed on one.
- 57.11. Attend to one's self care in ways that is expected by the university college and that does not adversely affect one and others in the university college community.
- 57.12. Respect the dress code, rules regarding the Internet and expectations of sexual abstinence while a student and prohibitions regarding substance use of the university college.
- 57.13. Respond to the Student Ethics Panel as summoned for any complaint registered therein and to any official of the university college truthfully and promptly.
- 57.14. Fulfill one's obligations to the university college and the members therein.
- 57.15. Attend classes unless for absences excused by pertinent official.

57.16. Take part in student life programs and activities as part of one's learning competency.

57.17. Represent the values, standards and vision of Hope University College in the greater community.

Article 58. Student Code of Ethics and Enforcement

58.1. Student Code of Ethics

58.1.1. The Student Code of Ethics, otherwise known as student code or code shall apply to any student enrolled at Hope University College, groups or registered organizations of students.

58.1.2. Complaints about violations of any of the code can be brought to the Student Ethics Panel against a student, student group or student organization by a student, student group, student organization and university staff. Those who register complaints with the Student Ethics Panel are called complainants.

58.1.3. The code and its observance mechanism can be improved as per the provisions of this Charter.

58.1.4. Breach of any of the code by a respondent shall lead to disciplinary sanctions up to and including dismissal. :

58.1.4.1. Acts of dishonesty, including but not limited to the following:

58.1.4.2. Cheating in exams, plagiarism, or other forms of academic dishonesty.

58.1.4.3. Furnishing false information to any staff member of the university college office.

58.1.4.4. Forgery, alteration, or misuse of any document and record or the university college or instrument of identification.

58.1.4.5. Getting oneself misrepresented by somebody else in any of the academic and non academic activities of the university college.

58.1.4.6. Disruption or obstruction of teaching, research, administration, disciplinary proceedings, other university college activities, including its public-service functions on or off campus.

58.1.4.7. Physical abuse, verbal abuse, threats, intimidation, harassment, coercion and/or other conduct which threatens or endangers the health or safety of any person.

58.1.4.8. Attempted or actual theft of and/or damage to the property of the university college or other personal or public property.

58.1.4.9. Endangering the mental or physical health or safety of a student,

58.1.4.10. Failure to comply with directions of the officials of the university college or law enforcement officers acting in performance of their

duties and/or failure to identify oneself to these persons when requested to do so.

- 58.1.4.11. Unauthorized possession, duplication or use of keys to any university college premises.
- 58.1.4.12. Violation of published university college policies, rules or regulations including, but not limited to, rules imposed upon students who enroll in a particular class or program.
- 58.1.4.13. Violation of federal, state or local law on the premises of the university college or at activities sponsored or supervised by the university college.
- 58.1.4.14. Use, possession or distribution of narcotic or other controlled substances like chat in the premises of the university college.
- 58.1.4.15. Being under the influence of alcoholic beverages in the premises of the college.
- 58.1.4.16. Illegal or unauthorized possession of firearms, explosives, other weapons, or dangerous chemicals on the premises of the university college.
- 58.1.4.17. Participation in a campus demonstration that disrupts the normal operations of the university college and infringes on the rights of other members of the university college community; leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area; intentional obstruction that unreasonably interferes with freedom of movement on campus
- 58.1.4.18. Conduct that is unbecoming to a student, including but not limited to, conduct that is disorderly, lewd, or indecent; a breach of peace; or aiding, abetting, or procuring another person to breach the peace on the premise of the university college or at other locations where classes, activities, or functions are sponsored or participated by the university college.
- 58.1.4.19. Theft or other abuse of computer time, including but not limited to:
- 58.1.4.20. Unauthorized entry into a file, to use, read, or change the contents, or for any other purpose.
- 58.1.4.21. Unauthorized transfer of file.
- 58.1.4.22. Unauthorized use of another individual's identification and password.
- 58.1.4.23. Use of computing facilities to interfere with the work of another student, official or faculty member of the university college.
- 58.1.4.24. Use of computing facilities to send obscene or abusive messages.
- 58.1.4.25. Use of computing facilities to interfere with normal operation of the university college's computing system.
- 58.1.4.26. Violation of the university college's computer and Internet Use policy.
- 58.1.4.27. Abuse of the Judicial System, including but not limited to:
 - a. Failure to obey the summons of the university college's judicial system

- like the student or staff ethics panels or official or any other judicial body of the university college.
- b. Falsification, distortion, or misrepresentation of information before the Student or staff ethics panels.
 - c. Disruption or interference with the orderly conduct of a judicial proceeding.
 - d. Initialing a judicial proceeding knowingly without cause.
 - e. Attempting to discourage an individual's proper participation in, or use of, the judicial system.
 - f. Attempting to influence the impartiality of a member of a judicial body prior to, and/or after a judicial proceeding.
 - g. Failure to comply with the sanction(s) imposed by any judicial body of the university college.
 - h. Influencing or attempting to influence another person to commit an abuse of the judicial system.
- 58.1.4.28. Use of tobacco products or chat or other substance on or off campus while a student.
- 58.1.4.29. Failure to dress appropriately at all times as per dress codes that may be issued by the various units of the university college. Dress requirements vary in classrooms, laboratory, and shop areas. Students enrolled in internships and clinical courses are required to dress appropriately according to the requirements of the work for which they are being trained. Student shall not dress, groom, wear, or use emblems, insignias, badges, or other symbols or lewd or vulgar words where the effect thereof is offensive to a reasonable person or otherwise causes disruption or interference with the orderly operations of the university college. The supervising administrator shall determine if the particular mode of dress results in disruptions or interference. Students shall at all times observe body cleanliness and wear clean clothes and footwear.
- 58.1.4.30. Acts of sexual harassment, intimidation, bullying and abuse against another student or staff member.
- 58.1.4.31. Dissemination, whether by oral or written means, of defamatory material concerning any other member of the university college community.
- 58.1.4.32. Abuse or mishandling of university college assets such as books, computers, furniture, laboratory equipment, plants, etc.
- 58.1.4.33. Pressuring or engaging any one to do one's work and causing or creating hurdles or danger or harm to stop any member of the university community from undertaking one's normal activities or efforts of excellence within or outside of the university college.
- 58.1.4.34. Refusing to receive and acknowledge receipt of any official document such as summons, warnings, notices, letters, etc.
- 58.1.4.35. Damaging and defacing the assets of the university knowingly and being involved in graffiti in the university college.

- 58.1.4.36. Using foul expressions in and outside of campus.
- 58.1.4.37. Reading, using or handling pornographic material and passing the same to others.
- 58.1.4.38. Being engaged in illicit behavior such as prostitution, smuggling, etc.

58.2. Enforcement Mechanism

- 58.2.1. The university college shall use the Student Ethics Panel to receive complaints from a complainant against a student or a group of students or a registered student association or organization that will feature as a respondent, undertake hearings and make verdicts with various sanctions from simple admonition up to and including dismissal.
- 58.2.2. A judicial officer of the university college shall screen cases and decide whether or not the complaint is administrative.
- 58.2.3. If a complaint is administrative, it shall be addressed by the relevant office and the judicial officer shall ensure that course of action.
- 58.2.4. If a complaint is not administrative, the officer shall inform the respondent of the complaints against him/her and after securing mutual consent from the complainant and respondent schedules a panel hearing. The officer shall serve as an advisor of the panel, take minutes of the proceedings, distribute the decisions to the litigants, the registrar, the department chair wherein the respondent belongs and enforces whatever sanction that may be decided upon.
- 58.2.5. The Panel shall work by the Revised Robert's Rules of order and its rules can be modified by the Senate.

58.2.6. Charges and Hearings

- 582.6.1 .Any member of the university college community may file charges against any student or student association or organization or group constituted of students that had been registered with the Office of the Dean of Student Life. Charges shall be prepared in writing and directed to the judicial officer as soon as possible after the event takes place.
- 58.2.6.2. The judicial officer may conduct an investigation to determine if the charges have merit and/or if they can be disposed of administratively by mutual consent of the parties involved on a basis acceptable to him. If mutual consent is secured for such course, such disposition shall be final and there shall be no subsequent proceedings. If the charges can not be disposed of by mutual consent, the judicial officer schedules a hearing to which all parties to the case are required to attend.
- 58.2.6.3. All charges shall be presented to the respondent in written form. A time shall be set for a hearing, not less than five or more than fifteen (15) work days after the respondent has been notified. Maximum time limits for scheduling of hearings may be extended at the discretion of the judicial

officer.

58.2.6.4. Hearings shall be conducted by the panel according to the following guidelines:

- a. Hearings normally shall be conducted in private.
- b. Admission of any person to the hearing shall be at the discretion of the panel and/or its judicial officer.
- c. In hearings involving more than one accused student, the Chair of the panel may permit the hearings concerning each respondent to be conducted separately.
- d. The complainant and the respondent, while being required to present their own case, have the right to be assisted by any advisor they choose without the advisor not speaking or directly participating in the hearing.
- e. The complainant and the respondent shall have the privilege of presenting witnesses, subject to the right of cross examination by the panel.
- f. Pertinent records, exhibits and written statements may be accepted as evidence for consideration by the panel at the discretion of the Chair.
- g. All procedural questions are subject to the final decision of the Chair of the panel.
- h. After the hearing, the panel shall determine (by majority vote) whether the respondent has violated the section of the code (s) for which one is charged.
- i. The panel's determination shall be made on the basis of whether it is more likely than not that the respondent violated the Student Code except in those instances where the student faces suspension or expulsion in which case the standard of proof shall be by clear and convincing evidence.

58.2.6.5. There shall be a record of all hearings before the panel. The record shall be the property of the university college.

58.2.6.6. Except in the case of a respondent charged with failing to obey the summons of the panel, no respondent may be found to have violated the Student Code solely because the student failed to appear before the panel. In all cases, the evidence in support of the charges shall be presented and considered.

58.2.7. Sanctions

58.2.7.1. The following sanctions may be imposed upon any respondent found to have violated the Student Code:

- a. Warning: A notice in writing to the respondent that the respondent is violating or has violated institutional regulations.
- b. Probation: A written reprimand for violation of specified regulations.

Probation is for a designated period of time and includes the probability of more severe disciplinary sanctions if the respondent is found to be violating any institutional regulation(s) during the probationary period.

- c. Loss of privileges: Denial of specified privileges for a designated period of time.
- d. Fines: previously established and published fines may be imposed.
- e. Restitution: compensation for loss, damage or injury. This may take the form of appropriate service and/or monetary or material replacement.
- f. Discretionary Sanction: work assignments, service to the university college or other related discretionary assignments.
- g. Suspension: Separation of the respondent from the university college for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified by the Senate.
- h. Expulsion: Permanent separation of the student from the university college.

58.2.7.2. More than one of the sanctions listed above may be imposed for any single violation.

58.2.7.3. Other than suspension or expulsion, disciplinary sanctions shall not be made part of the student's permanent academic record following graduation.

58.2.7.4. In addition to the penalties outlined for students as cited above, student groups or organizations may also face

- a. Deregistration and/or deactivation;
- b. Loss of all privileges, including the university college's recognition, for a specified period of time.

58.2.7.5. In cases heard by the panel where the student or organization is found to have violated the Student Code, the panel may ask the judicial advisor for a recommendation as regards sanction. The judicial officer shall notify the respondent in writing of the sanction. In cases involving sanctions that include probation, suspension or expulsion, the judicial officer shall inform the decision, by memorandum, the offices of the Vice President for Academic Affairs, the Registrar and the Dean of Student Life and shall enforce the sanction.

Title 11

Student Services

Article 59. Goals of Student Services

Student services shall be a set of services that the university college shall operate to attend to the wellbeing, safety, protection, defense and support of students so as to enable students realize their goals as students and as future professionals and leaders.

59.1. The Various Services of Student Life

59.1.1. Post Admission Orientation

- 59.1.1.1. Students shall be given full orientation on what is expected of them, what they can expect from the university college and the various processes and steps that they need to take in meeting requirements and standards.
- 59.1.1.2. Students shall be openly confronted on how to live a safe and productive life and they shall be required to live by certain behavioral limits and standards of conduct in carrying themselves, relating to others and being willing to change so that they can optimally benefit from the opportunities availed to them.
- 59.1.1.3. The post admission orientation shall be on going reflecting on the level of compliance, tempo of adjustment to the new realities and critical issues that may crop up in the course of student life.

59.1.2. Guidance and Counseling

- 59.1.2.1. The office of student life shall provide guidance in a number of areas that contribute to the character development of students focusing on themes such as interpersonal relations, personal acceptance and care, life goals, survival skills, work ethics, relations with the opposite gender, community responsibility, right assertiveness, handling grievance and personal crisis, tolerance, reconciliation, time management, self assessment, etc. in an open ended and non judgmental manner.
- 59.1.2.2. The office of student life shall avail counseling service to those students that exhibit emotional burden, are at a loss, have a hard time focusing on their studies and responsibilities and show difficulty in relating to others. If the mental state of a student requires professional help, the student shall be told to seek professional help at his expense. Severe cases shall be allowed to take off a semester or a year.
- 59.1.2.3. As counseling revolves around trust, a female counselor shall be available for women and a male counselor for men. Peer counseling as well as peer

discussions will also be advanced to facilitate the growth and discovery processes in a non-judgmental way.

59.1.2.4. All counseling communication will be confidential.

59.1.2.5. The university college shall do its best to reduce impersonality and the kind of atomization that comes from large crowds. While the architecture of the university college is designed to help in this regard by giving ample opportunities for students to interact with one another, every effort shall be made to provide a sense of community that encourages belongingness, involvement and high spirits.

59.1.2.6. Common problems shall be addressed by the university college and remedies sought as quickly as possible so that unaddressed problems do not cause more harm than what exists.

59.1.3. Activities Programming

59.1.3.1. With funds allowing, assessing student demands and needs of recreation and involvement, programs and recreational activities shall be planned, programmed and implemented. Intramurals will be promoted as an important instrument of student development and community outreach.

59.1.3.2. Culture with many of its manifestations will also be programmed through theater, literary analysis, orchestras and more. Guests from outside will be invited to share their life experiences and knowledge. Models that society has regarded as such will also be featured to help influence personality development. Music will play an important role in all of these endeavors considering its effectiveness in enhancing joy and therapy.

59.1.3.3. The student center shall have a number of recreation facilities and opportunities to relax with family and friends.

59.1.4. Food Service

To the extent Hope University College is not residential, it offers no cafeteria service. But contracting out its physical facilities to various vendors of food and non alcoholic drinks, it may avail places to eat and have refreshments including coffee/tea during the day on payment basis.

Types of food and drinks and prices of the same shall be negotiated by the Senate with interested caterers, which have to go through the normal bid process as per the university college's guidelines.

59.1.5. First Aid Service

No medical service save first aid shall be available at the campus. Both students and staff are to use their means in the community to attend to their medical issues.

59.1.6. Career Planning and Placement

The Office of Student Life provides the service of career planning and placement connecting companies with graduates. It also provides training on how to search for jobs, prepare CVs and have successful interviews. It maintains active data on

employers from the private, public and voluntary sectors to avail to potential graduates.

59.1.7. Financial Aid

The Office of Student Life shall assist the university college in raising funds for the cost tuition and living allowance for needy students. If funding is available, it shall accept applications for scholarships verify need and make proposals to the Senate as to who shall get assistance. Following a decision by the Senate, it shall then implement student help.

59.1.8. Women Affairs

Considering the disadvantage of women in society, the Office of Student Life shall serve as a source of support and counseling and a place where female students can bring their complaints for quick rectification. It shall serve as hotline for potential and actual crisis that female students may face and take matters to the law in cases like abuse and harassment against them. It shall program various activities that can empower female students and address constraints that may be evident in their learning and growing experiences at the university college. Furthermore, it shall recommend ways by which more women can be recruited for enrollment and the attrition of those enrolled can be reduced. It shall also avail tutorial services to women, who have difficulty in catching up with their academic programs.

59.1.9. International Students

Hope University College shall accept international students from various countries based on equivalent achievements of transfer. The Dean of Student Life shall handle their student visa, orientation and counseling that may be necessary. International students shall abide by the Code of Ethics for Students and shall be treated in the same way as Ethiopian students. All services of the university college are open to them. As a way to engender cultural exchange and interaction, the Dean of Student Life shall have programs that can interest both international and Ethiopian students.

59.1.10. Facilitation of Disabled Students

Hope University College is designed and built to facilitate the easy movement of disabled students. Providing access to all facilities, the university college shall enable the full participation of disabled students in class and off class learning and growing experiences. The Dean of Student Life shall be the reference office for disabled students.

Part IV

Personnel Management of the Staff

Title 12

Common Provisions

Article 60. General Reference

There are two types of staff members at the university college. They are the faculty and the support staff. The common provisions address matters of personnel management that apply to both types of staff members and the specific provisions relate to matters that are unique to each type of personnel .

Article 61. Expectations

61.1. The satisfactory fulfillment of the vision of the University College and the effective realization of its mission and objectives shall depend on the professional competence, intellectual and moral discipline of its staff.

61.2. The university college's staff shall meet the required level of competence and expertise in their respective discipline before their employment and maintain and improve such competence and expertise by keeping abreast with the new developments and changes in their respective professional fields.

Article 62. The Employment Process

62.1. General Reference

The recruitment step brings talented pool of candidates from which the university college shall choose the best qualified candidate.

62.1.1. As Hope University College is a mirror image of its employees, if the recruitment system or practice does not attract qualified work force, the university college shall fail to fulfill its strategic objectives and may collapse. To the university college, poor applicants that end up as employees shall become a burden to it as well as to the good employees within the university college causing not only high cost but also staff attrition. Thus, the

recruitment process must be organized, planned, directed, transparent, fair, efficient and accountable involving all the relevant actors within the institution.

- 62.1.2. Employment is governed by approved manpower requirements, meaning that the need for an employee must be identified during the normal plan of action and budgetary processes and approved with provisions within the budget of the university college.
- 62.1.3. A candidate for a job is required to give complete and accurate information about himself. A candidate's failure to provide accurate information about one's background such as age, credentials and employment record during the recruitment process or after employment shall lead to the discontinuation of the recruitment or employment.
- 62.1.4. Based on the employment plan as approved by the Board, the Vice President for Administrative and Financial Affairs recruits staff as per the requests of the various components of the university college. The requesting unit shall constitute a recruitment committee of three members to short list candidates and select the most qualified applicant. The committee shall recommend its choice to the respective vice president for recommendation to the President. The President's approval triggers formal employment. All supervisors shall take disciplinary steps up to and including dismissal against staff members below them.

62.2. Source of recruitment

The university college can recruit from internal and external sources, a mix of both or adopt an alternative to hiring like employee leasing for particularly non essential staff from organizations who lease, part-time employees and outsourcing of services.

62.3. Recruitment Criteria

In all methods of recruitment, recruitment of staff shall be effected on the basis of merit that is related to the particular position for which a person is recruited and adherence to the values, vision, mission, objectives and staff codes of ethics of Hope University College. The recruitment criteria shall avoid vagueness or ambiguity as those not necessarily qualified may come. The criteria shall give details of the educational requisite specifically citing the special competency that the job requires and what the person is expected to do. What is expected by way of attitudinal and character profiles as well as other expectations that are unique to the position shall also be conveyed. Considering our stance to recruit more women particularly into positions of management, the advertising can add, women preferred.

62.4. Method of recruitment

The university college shall choose a recruiting system that suits it based on some cost benefit analysis. It may use any or a combination of the following recruitment methods:

62.4.1. Recruitment by itself

62.4.1.1. There are a number of ways for the university college to do the recruiting by itself. These shall include

- i. visits of colleges and universities in search of fresh graduates,
- ii. advertising through newspapers, radio/TV ads, billboards, professional and trade journals,
- iii. Job fairs
- iv. Open House
- v. Popular websites for recruitment and the organization's website and
- vi. head hunting

62.4.1.2. When the university college does the recruiting, the vacancy shall be advertised in public bulletins or in the media indicating the job title, summary of job descriptions, terms of employment, deadline for accepting the letter of application, postal and physical addresses where the application is to be submitted and citation of the documents that shall accompany the letter of application.

62.4.1.3. Following the posting of the vacancy, applications shall be collected at the address designated by the secretary therein, who shall have a folder to file the applications. The application shall include a letter of application for a particular job, curriculum vitae, at least three references and copies of corroborating credentials. Deadlines for the submission of application shall not exceed three weeks.

62.4.1.4. In cases where the organization faces difficulties in successful recruitment, it can do the recruiting again using the same or a different method. However, within this method, the following steps shall be followed:

62.4.2. Short listing and Selection of Applicants

Based on the employment plan as approved by the Board, the Vice President for Administrative and Financial Affairs recruits staff as per the requests of the various components of the university college. The requesting unit shall constitute a recruitment committee of three members to short list candidates and select the most qualified applicant. The committee shall recommend its choice to the respective vice president for recommendation to the President. The President's approval triggers formal employment.

All supervisors shall take disciplinary steps up to and including dismissal against

staff members below them.

A day after the deadline, the selection process shall begin. After the initial screening by the designated recruitment committee, the first list of applicants shall be short-listed to a maximum of five and a minimum of two persons based on the criteria of the vacancy. Then the committee shall apply the following tests to the short listed applicants as prepared by the office of the Vice President for Administrative and Financial Affairs.

62.4.3. A structured interview

The structured interview shall be featured with objective rating on a predetermined set of measures and fitness to Hope University College in general and to the vacancy in particular.

62.4.4. Various tests

Given an increasing loss of confidence on relying on just school credentials, references and resumes, the university college shall give one or more tests depending on the sensitivity of the positions applied for. The tests that shall apply are:-

a. Ability Tests

These tests are otherwise called performance or work knowledge tests. They simulate actual work situations and check how the applicant performs.

b. Aptitude Tests

These tests measure a candidate's capacity to acquire new knowledge. They are also called intelligence tests.

c. Personality Tests

These tests measure emotional intelligence focusing on interpersonal relations, confidence, communication, and fitness to the psycho-cultural setting of both the job and the organization.

d. Computer literacy and writing skills tests

Essay writing on the computer to determine both writing capacity and computer literacy if the works demands any writing.

62.4.5. Scoring

The members of the committee shall score all the tests given, giving a cumulative weighted average to each of the finalists. The candidate that has the highest grade becomes the winner.

Candidates may not be selected for reasons such as of the following:

- i. Over- or under-qualification

- ii. Delinquency or misconduct during previous employment
- iii. Suppression of truth of any material fact and /or presentation of false evidence
- iv. Unsatisfactory result in performance test
- v. Credentials unfit to the professional requirements of the vacancy
- vi. Unsatisfactory clearance following reference check
- vii. Poor showing in the interview
- viii. Unfit health
- ix. Discomfort in upholding to the core values and staff code of ethics of the organization.

62.4.6. Recruitment via an agency

- 62.4.6.1. The university college can use employment agencies to do its recruiting. If it chooses this method, it needs to make sure that the agency is well known having exposure to a wide range of professionals and costing less. An agency providing this service shall be chosen on a competitive basis and needs to be given full information about the person who needs to be recruited.
- 62.4.6.2. The agency shall screen and select applicants using its own selection process. It shall then submit the top three finalists in a ranking order along with the results of the interview, the written tests and the replies and its own recommendations.

62.4.7. Salary and Benefit Determination

- 62.4.7.1. Following the selection using anyone of the above recruitment methods, the selected person shall be notified, and the cited committee shall undertake the negotiation for salary calling the person for a discussion on this issue. During the discussion, the person shall be asked what he makes in his current or last job and what he expects to get by way of salary and benefits. At this point if the expectations of the employee are above the university college's budget for the job, the committee negotiates to bring the person's offer down to an affordable level. If the person agrees to do so, he shall be excused from the meeting for few minutes until the committee agrees to a figure that places him in the grade/rank and step of the pay scale of the university college.
- 62.4.7.2. Then the candidate is called back and told of the offer. If the offer is agreeable, the Vice President for administrative and Financial Affairs or his/her designee shall undertake a background check by contacting former employers, references and other sources that might give accurate informative. In background checks, caution must be exercised as employers may falsely give a positive picture of an unfit applicant that they just want to get rid of. If the check shows no negative profile, the candidate may be asked to provide a medical certificate from a hospital or clinic of the university college's choosing and expense.

- 62.4.7.3. If all is in order, the President shall write a letter of appointment to the person and a contract of employment shall be established between the President and the person with all parties signing on two copies of the employment contract, job description and the staff code of ethics. The university college's employee's data form needs to be filled out and signed by the newly hired person and submitted with two passport photos that are no more than two months old and documentation that is a proof of age like birth certificate or passport.
- 62.4.7.4. The one set of the signed contract and job description shall be given to the employee and the other filed in the office of the Vice President for Administrative and Financial Affairs along with the application and selection papers.

Article 63. Placement

- 63.1. All newly hired employees need to be properly acclimated as the first impression impacts long term relations. This job involves both the staff who work with the new employee and the management under whom the employee works.
- 63.2. The staff shall act as colleagues welcoming the employee and showing friendly gestures. In this interaction, no staff member is allowed to influence the new employee in a way that is not constructive as this may scare the employee and propel him to leave. The orientation that employees give shall be about the routines and ways of working as opposed to their complaints and biases.
- 63.3. As far as the management is concerned, the immediate supervisor shall
- 63.3.1. welcome the new employee underscoring the importance of the latter and give an overall overview of the organization and what is expected from the new hire.
 - 63.3.2. present to the employee the organizational culture such as the vision, basic values, norms, history, and achievements and underscore the importance of owning these and promoting them inside and outside of work.
 - 63.3.4. give a tour of the facilities and working surroundings
 - 63.3.5. introduce to coworkers from the immediate supervisor on down and makes note that the immediate supervisor shall respond to queries and continue the orientation on an ongoing basis.
 - 63.3.6. complete the paperwork of hire and file properly the employee's record, whose confidentiality shall be maintained.
 - 63.3.7. review the personnel manual, staff code of ethics, evaluation schemes, matters of discipline and the job description with the employee.
 - 63.3.8. undertake follow up sessions with the employee to ensure up to par

- adjustment and performance.
- 63.3.9. formally evaluate the new employee before the end of his probationary period and notify one's supervisor in writing one's recommendation for the continuation or termination of employment.

Article 64. Employee Data Form

- 64.1. The university college shall have its own employee data form. The data form shall include information like the full name with grandfather, physical address, postal address, residential telephone number, mobile telephone number, biographical data, educational achievement, places of work during the last five years with addresses if any, names of spouse and children if any, date of birth, affirmations of the accuracy of the data, willingness to undertake medical examination if needed and background checks.
- 64.2. Employment contract shall be approved by the President following the crafting and modification by the Vice President for Administrative and Financial Affairs..

Article 65. Job Description

- a. A job description is a list of services that the university college buys from an employee. Being so it has to be explicit, exhaustive and a clear indication of not only employee inputs but also outputs related to the impact indicators associated with the activity that an employee is hired for. At the same time, a job description shall not be too narrow as to prohibit employee judgment call or creativity
- b. All job descriptions shall include basic data about the employee like full name, position, date of hire and to whom the employee is accountable and signature of the employee. Then the job description shall be listed clearly.
- c. The list of the job description shall be made by the President and his management team and distributed. This centralized crafting of job description is made to ensure direct relations of job descriptions to sub structural and organizational objectives and achievement benchmarks.
- d. Performance evaluation shall be related to job descriptions to the degree an evaluation is to indicate the extent to which an employee has been able to deliver for what he is hired.

65.1. Employment Contract

- 65.1.1. There are two statuses of employment at the university college: contract employment with a definite period and daily labor.
- 65.1.2. A contract with a definite period may be full time or part time. A full time contract with a definite period entails salary and benefits while a part-time contract with a definite period provides only salary that is negotiated.
- 65.1.3. All contract employment along with the salaries proposed shall be authorized by the President.
- 65.1.4. No employment contract with a definite period can be extended unless the President decides to establish another contract.
- 65.1.5. Daily laborers may be hired on-the-spot, without employment formalities and a contract so long as there is a budget for daily labor. They receive their wages on a daily basis and their job is a defined task that starts and finishes within a day. They may or may not be hired the following day. Daily laborers receive no other benefits or privileges save their daily wage which shall be recommended by the Senate and approved by the President. They are not taxable so long as their monthly accumulated pay is less than what the law sets for taxable income. Daily laborers cannot be retained for more than 45 days on a continuous basis.
- 65.1.6. In as much as possible, where labor help is needed, needy students who are interested to work, shall be given the first opportunity.

65.2. Employee Records and Identity Card

- 65.2.1. The university college shall maintain personnel files for all its employees with contracts of indefinite and definite periods. A personnel file shall contain completed employee data sheet with a photo and information pertaining to age, marital status, number of children, home address and telephone, postal address, educational qualifications and work experience, completed employment contract form, completed job description, copies of credentials, performance evaluations, correspondence related to appointment, status change, leave and absence forms, warnings, disciplinary measures, power of attorney from the employee, medical documents and other correspondent related to the employee during the course of his employment.
- 65.2.2. Access to personnel files is prohibited to anyone except the immediate supervisor or an authorized official of the university college in higher line of command. An employee can examine his file but only in the presence of the official keeping the file.
- 65.2.3. The university college shall issue identity cards only to employees with contracts of indefinite and definite periods. Identity cards for employees on contracts with definite period shall show the specific period of employment and identity cards for employees on contracts with an indefinite period shall indicate the current year of employment. The President shall sign on the

- identity cards and the university college's official stamp shall be affixed on them right after. Daily laborers do not qualify for identity cards or for recommendation.
- 65.2.4. Identity cards must be renewed with the renewal of contracts. Replacement for lost identity cards shall be made only upon the presentation of a written notice of loss for a small fee. Upon resignation or termination of employment, every employee shall return his/her identity card as a matter of clearance.

Article 66. Time of Work

- 66.1. Full time work takes 48 hours at the university college. There shall be two full-time work categories. These are 48 hours of work per week for drivers, guards, gardeners, cleaners, cooks, etc. and 40 hours of work from Monday to Friday and eight hours of work during the week including weekends when needed for support, managerial, instructional, clerical, operational and workshop staff.
- 66.2. Those working 40 plus 8 provisional hours a week, shall work on a steady basis eight hours a day Monday through Friday and are entitled 15 minutes break in the morning and afternoon, and a one-hour lunch break. Work for this category of employees starts at 8:00 am and ends at 5:00pm each day Monday to Friday. The eight provisional hours may or may not happen. Those employees that work fully for 48 hours a week may have different hour and work day arrangements from Monday to Sunday and are entitled to the same break and lunch times as cited above.
- 66.3 Part-time work and the time a part-time worker works per week shall be determined by any of the vice presidents if there is need and budget. Part-time workers shall be fully engaged on work during the times that they agreed to work. The respective supervisors shall monitor their attendance of work as per the terms established.
- 66.4. Departure from the campus during work time is not allowed unless permission is granted by the immediate supervisor. Permission may be granted only for the purposes of the university college and verifiable emergency as determined by the immediate supervisor.
- 66.5. Movement from one's office to another's shall be only for official business and when one leaves one's office, one has to inform one's supervisor so that where one is known in case one is needed by another staff member or a student. A sign as to one's whereabouts on one's door or desk will also do.

66.6. If a staff member has to be away from one's place of work following the cited permission routines, one has to arrange for someone else to take his /her place. As no one is pleased to get one's business pended because of a staff member's absence, the absent person has to not only get himself replaced but also handover the things that one works with in writing so that business can move as usual. The replacement has to be cleared by one's immediate supervisor.

Article 67. Probation Period

67.1.1. Excepting part-time employees and daily laborers, full-time employees with a contract for a definite period shall have a probationary period of 90 days from the day of employment.

67.2. At the end of such period, if the university college, as an employer, finds that the employee is fit to continue the employment, the employment shall be continued as per the terms of the contract. If not, the employment shall be terminated without any pay or benefit save the salary up to and including the date of termination.

67.3. There shall be a formal evaluation of the performance of an employee during the probationary period by the immediate supervisor and the supervisor's supervisor before the end of the probationary period using the relevant evaluation instrument. If the employee gets less than two in the rating, his employment shall not continue.

Article 68. Expatriate Staff

68.1. The university college may hire an expatriate staff as per its procedures.

68.2. The university college may provide furnished campus apartment to an expatriate staff for the period employed with the staff member paying for utilities as per the

68.3. The employment conditions of an expatriate staff along with the salary and benefit package shall be negotiated by the President considering pay patterns in the home country, financial capacity of the university college and work demands.

68.4. An expatriate staff is required to complete his contract period.

68.5. The expatriate staff shall be treated the same as local staff with all the rules, regulations and staff codes of ethics being applicable on the expatriate staff.

- 68.6. The university college shall process the residence and work permits for an expatriate staff as per the law and regulations of the country.
- 68.7. All relations with an expatriate staff shall be put in an employment contract with clear terms.

Article 69. Volunteers

- 69.1. The university college may use volunteers from abroad in positions where proper persons cannot be found locally and/or the volunteers' free service addresses financial gaps. Volunteers will be treated like regular employees, and shall abide by the norms and procedures required of employees.
- 69.2. Volunteers can only be invited by the President following need expressed by any one of the vice presidents. They can be dismissed by the President if in violation of the university college's code of ethics or lagging performance. When dismissed, their work and residence permit has to be collected and surrendered to the concerned authority, who shall be informed if the volunteer fails to surrender his/her work and residence permits.
- 69.3. Each volunteer shall be accountable to an immediate supervisor assigned to him/her and shall not bypass the assigned supervisor for any complaint or suggestion that he/she may have.
- 69.4. A volunteer is expected to focus only on the job for which he/she is recruited or assigned. Interference in other aspects or in the policy and management processes of the university college shall not be allowed.
- 69.5. Volunteers shall heed to the staff code of ethics and no volunteer shall engage in any violation that reflects ethical or moral infractions. Engaging in immoral or criminal behavior may lead to dismissal as well as to a report to the relevant authorities.
- 69.6. Volunteers are great examples of goodwill and for this role the university college appreciates them dearly. But some volunteers may feel that they can run the whole operation being oblivious to the leadership that is in place. This kind of behavior is not acceptable and may lead to the termination of the volunteer's role.
- 69.7. Certain privileges, such as free housing and living allowance may be accorded to volunteers depending on their sponsorship.

- 69.8. The university college is not liable for any accident that volunteers may suffer from or cause or for coverage of expenses in case of sickness. Volunteers serve at their own risk and have no claim against Hope.

Article 70. Interns

- 70.1. The university college may choose to place interns or apprentices in its departments and offices from within country or abroad. Placement entails two features from interns: having the skills for which the university college has need of and being self sponsored.
- 70.2. In some cases like semester abroad programs, there may be a charge for those who intern at the university college. The charges shall be recommended by the Senate and approved by the President.
- 70.3. Interns shall abide by the norms and regulations of the university college and their relations with the university college shall be established by an agreement and a specific job description.
- 70.4. The university college is not liable for any claim or accident that may involve them while interning.
- 70.5. Interns are also accountable to the Staff Code of Ethics of the university college.

Article 71. Position Classification

- 71.1. The position classification shall be used as both a recruitment and promotion tool. All positions at the university college shall be classified from the lowest position to the highest in terms of their complexity and demands with each having their own requisites of education and experience.
- 71.2. There shall be two position classifications at the university college: one for the support staff and the other for the faculty.
- 71.3. The position classifications of the university college shall be framed and amended by the President in consultation with the Advisory Board and approved by the Board.
- 71.4. New positions within a classification can be added by the President in consultation with the executive team as unanticipated posts develop and the organization becomes more complex or the whole position classification can

- be modified or improved as per the recommendation of any one of the vice presidents and approval by the President.
- 71.5. Additional educational attainment alone within a position does not guarantee promotion to the next classification unless all of the following requisites are met:
- 71.5.1. Fulfillment of the entire requirements of the next position,
 - 71.5.2. Rating in the order of 3 or above in one's performance evaluation,
 - 71.5.3. Availability of a position to be promoted to in the case of the support staff,
 - 71.5.4. Availability of finance to meet the additional payment that may go with the new position.
- 71.6. The position classification of the faculty of the university college is the normal position classification featured in higher education with requisites of its own.

Article 72. Pay Scale

- 72.1. The pay scale shall be determined, modified and improved from time to time by the President in consultation with the Advisory Board and approved by the Board.
- 72.2. All positions that are classified have a pay scale. The pay scale shall be competitive reflecting local market provisions, the financial capacity of the university college and the demands of task. It shall also take into account factors like competence and related experience, value adding impact in the required field and professional reputation,
- 72.3. Within the limitations of the general salary scheme, differential salary scale may be employed for some professions to enable the organization attract qualified professionals on a competitive basis. This step shall be taken by the President in consultation with the vice presidents and approved by the Board.
- 72.4. All contract staff at the university college shall be paid according to a pay scale.
- 72.5. The pay scale shall be framed in accordance to the position classifications adopted and the steps that will have to be incorporated within each rank/grade horizontally. Salary increments shall be in line with the steps of each rank/grade.

- 72.6. The pay in each step in a grade/rank shall increase by a certain percentage.
- 72.7. At the end of a step on a grade, a staff member may be promoted to an appropriate step on the next higher rank/grade, depending on the staff member's fulfillment of the criteria set for promotion for that grade/rank and position.
- 72.8. The determination of what step one shall be loaded on when one is promoted to the next rank/grade or when one is newly hired depends on one's strength professionally and performance wise. The President shall approve grade/rank and step placement.
- 72.9. At the same time an employee who exhausts the steps in a current position classification but could not qualify to be promoted to the next classification, shall be given the raise he may earn and that step shall be a step for him. This refrain from unearned promotion to the next grade will hopefully motivate a staff member to improve his/her educational and performance profiles.
- 72.10. The basis for the revision of the pay scale are essentially two: First is what similar organizations offer to similar professionals and second is our financial capacity.
- 72.11. The Vice President for Administrative and Financial Affairs shall undertake a comparative study of what similar organizations pay for the same or similar position on an annual basis and submit this information to the President for use in decision making in this regard.

Article 73. Salary for New Staff Member

Salary for newly recruited employees is determined on the basis of negotiation, using factors such as the value of a person's profession in the market, assessment of the employee's potential contribution, the employee's previous salary and availability of funds. The person's profile is then compared with the quality of personnel within the university college where the person has applied to work. After considering these factors, a decision is made on the person's position classification and pay within the pay scale set. Care has to be exercised in not rating the applicant higher than those staff members who may have similar qualification, role and assessment of values that may be added.

Article 74. Minimum Monthly Salary

The minimum salary for full time employees with contract shall be set by the Board reflecting the rate of inflation on one hand and the university college's financial capacity on the other.

Article 75. Salary Raises

- 75.1 After being employed as an employee with a definite contract, an employee's performance and conduct determines his/her salary history and promotion. No salary raise shall be in effect for those contract employees who have not completed a year of employment.
- 75.2 Part-time employees and daily laborers are not covered by salary increases, promotions and benefits that are set for full time contract employees.
- 75.3 The rates of pay for daily laborers and part-timers shall be determined by the Senate following a recommendation by any one of the vice presidents. The recommendation shall reflect market rates.
- 75.4 The management of salary shall encourage those that excel to excel more, motivate those that have satisfactory performance to improve their achievement and send clear signal to those whose performance is poor about being unfit.
- 75.5 Salary raise shall be entertained if only two factors are simultaneously supportive of a raise: financial capacity on the part of the university college to manage the raise on one hand and the value of an employee in making the university college the successful institution that it aspires and needs to be on the other. While the former is determined by the available data from the office of the Vice President for Administrative and Financial Affairs, the latter is determined by the scores on the performance evaluation of the staff.
- 75.6 A positive financial balance may not be an accurate indication of financial capacity. An accurate indication of financial capacity shall be the amount of general or untied fund minus restricted funds, funds set aside for replacement of fixed assets, funds left as cushion to help the organization ride through periods of financial debacle and funds set aside for any liability that the university college may have.
- 75.7 An employee's contribution is assessed using the weighted average score of the last one or two performance evaluations and an examination of an employee's status in discipline.
- 75.8 The President recommends a salary raise to the Board. In recommendations for a salary raise, affected staff members cannot include themselves in that recommendation. Their case has to be considered separately in their absence.
- 75.9 The Board, after considering all the facts as submitted to it, may either consider a proposal for salary raise or decline the same. Salary raise does not

follow any regularity considering the unpredictable nature of the finance of the university college.

- 75.10. An increase must match with the steps of the organization's pay scale. To enable his alignment, those employees whose increase does not match the figures in the salary scale will be given the salary in the step next to their approved increase.

Article 76. Other Aspects of Salary Administration

- 76.1. Salaries shall be paid to employees at the end of every month and the employee shall sign on the payroll list.
- 76.2. An employee who leaves for an entitled vacation shall be paid his salary during the last working day before his departure.
- 76.3. Deduction of salary for unauthorized absences shall be made from the next month's pay. However, deductions due to disciplinary actions shall be effected on the month's pay during which the act is committed.
- 76.4. The salary of an employee can be deducted for income tax and other deductions as promulgated by law, government or court order or by the written instruction of the employee him/her self. It can also be deducted by the university college for unsettled bills owed to the university college by the employee.
- 76.5. An employee, who for some reason cannot collect his salary, can delegate someone to collect the same via a legal power of attorney.
- 76.6. No salary or benefits are paid for authorized leave without pay.

Article 77. Overtime

- 77.1. Only in exceptional cases, overtime pay may be allowed by the President. If overtime pay is allowed, it covers full time staff below the level of and not including first line supervisors.
- 77.2. Payment arrangements for over-time pay for the permitted support staff shall be according to the law and for the faculty as per the credit hours taught above the allowable full load.
- 77.3. Considerations for over-time may be granted only for the purposes of anticipated or actual emergencies, prevention of financial loss or the damage

- of assets, completion of accumulated work that was not a result of inefficiency or poor work habits or in case of staff shortage.
- 77.4. An employee who is asked to engage in approved overtime work is required to report to work unless he or she is sick, in mourning or in some kind of proven emergency. Failure to cooperate will be ground for disciplinary measures.
 - 77.5. Approved over-time work done must be reported on the over-time form the day after the work is completed. The expense for all overtime pay shall be within the amended budget.
 - 77.6. Unjustified overtime may encourage some staff members not to fulfill their obligations during the normal work time in hopes of getting overtime by saving their work for then. To prevent this kind of misdoing and waste, alternatives to overtime shall first be explored like giving time off to employees during normal work day and asking them to make up the time when needed without extra pay. Students may also be hired for that period for much less expense.
 - 77.7. In the case of the university college, there is variability of overtime pay related to the rank and discipline of the faculty member.
 - 77.8. The Board shall determine the normal teaching load and the rate of pay per credit hour above the normal load based on the President's recommendation.

Article 78. Performance Evaluation

78.1. General Reference

- 78.1.1. Every staff member is expected to perform to the best of his/her ability for the university college to maintain excellence. The university college expects professional work, and therefore shall not tolerate shirking, gossip, horse play, tardiness, laziness and lackadaisical attitude towards work.
- 78.1.2. A staff member is evaluated on the basis of job descriptions, result focused measures of success, professional requirements and adherence to the staff code of ethics.
- 78.1.3. Each type of staff shall have its own evaluation instrument as approved by the President.
- 78.1.4. Performance evaluation is done twice yearly during the last week of each semester.
- 78.1.5. A staff member shall be appraised jointly by his immediate supervisor and the supervisor's supervisor, given the increased objectivity that comes from a second opinion. In case of disagreement, the stand of the supervisor's

supervisor prevails. All supervisors shall be evaluated by their immediate supervisors and by those who supervise the immediate supervisors. The President shall be evaluated by the Advisory Board and the chairman of the Board.

- 78.1.6. Just as a staff member is held accountable for his performance, a supervisor shall be held accountable for an honest, full and objective evaluation of his subordinate. Each evaluator is required to rate an employee honestly and fairly based on justifiable grounds and judgment. The courage of a supervisor is a must in indicating what needs to be said without fear of hurting feelings or losing friendship or favors that one may expect. A supervisor that fails in this responsibility will definitely hurt the organization and for this misdoing will risk being adversely evaluated himself.
- 78.1.7. As evaluations will have to be backed up with concrete examples, a supervisor shall keep a regular diary noting staff achievements and failures.
- 78.1.8. An employee that is newly hired shall be evaluated 15 days before the expiration of his probationary period to determine whether or not he should continue.
- 78.1.9. The appraised staff member shall be informed of the rating in a one-to-one discussion with his immediate supervisor. From the discussion, if there are valid errors of fact they must be corrected and the average of averages adjusted accordingly. Judgments cannot be changed so long as a supervisor is able to substantiate them. After this interface, the staff member as well as the evaluator must sign on the completed evaluation.
- 78.1.10. An employee that fails to sign on his evaluation form or upon hearing his evaluation makes a fuss about his rating, may be dismissed on account of defiance of supervisory diagnosis of performance problems and reluctance to make improvements as per the conclusions of the evaluation.
- 78.1.11. A completed evaluation instrument shall be signed in duplicates and distributed to the employee and the employee's file.
- 78.1.12. All faculty members shall also be evaluated by students. Findings from student evaluation shall be read and interpreted carefully as they may give signals that need immediate rectification. Student evaluations are given a certain weight in the final scores of the evaluation.
- 78.1.13. Any staff member that is evaluated cannot go against his/her evaluators for their assessment. If any negative action is taken or attempted against an evaluator by ways of verbal, non-verbal or physical abuse or threat or harassment directly or indirectly through others, the evaluated staff member shall be automatically dismissed and if necessary brought to the law.
- 78.1.14. In all evaluations, an evaluator who does not have an opinion about an indicator can take no opinion and this indicator shall not be scored as it has no weight one way or the other. However, this provision shall not be used to avoid evaluating a staff member when one can do so. Supervisors shall act upon this kind of misdoing if they know that a supervisor can score an indicator that is marked no opinion.

78.2. The Instruments of Performance Evaluation

78.2.1. All instruments of performance evaluation shall be recommended by the President in consultation with the Advisory Board and approved by the Board.

78.2.2. The instruments of performance evaluation come in five types at the university college. They are:

1. Evaluation Instrument of the Faculty by Supervisors for Teaching
2. Evaluation Instrument of the Faculty by Students for Teaching
3. Evaluation Instrument of the Faculty for Publication
4. Evaluation Instrument of Supervisory Support Staff
5. Evaluation Instrument of Non-Supervisory Support Staff

78.2.3. The details of each evaluation instrument are indicated under specific provisions for either the support staff or the faculty member in this charter.

78.3. The Interpretation of Performance Indicators

Performance is interpreted on the basis of the scores given to each indicator of an evaluation. The scores are:

4.00 for excellent

3.00 for very good

2.00 for satisfactory

1.00 for poor

The interpretations of the scores for each instrument are as follows:

4 for excellent

This rating is for those staff members who showed exceptionally outstanding performance reflecting transformational impact, excellence and innovation in their job. These kinds of staff members being so rare, this rating is rare and if one rates an indicator accordingly one has to corroborate one's evaluation.

3 for Very Good

Rating 3 shows a staff member who gives of himself beyond the calls of duty demonstrating high commitment and passion for his job, shows very good results and is a model staff member.

2 for Satisfactory

This rating reflects performance that gives no more and no less of what is expected demonstrating the minimum acceptable performance. As one gives for what one is hired for, the rating does not reflect achievement or any mark of action beyond the call of duty. This rating shows that the staff member is barely getting by either not going ahead or not deteriorating. Hence the rating is interpreted as satisfactory or good. As the saying goes, "good is the enemy of great." This staff member needs to be awakened by way of working harder and showing outstanding performance. Otherwise, in an environment of changing job demands and expectations, staying average brings the risk of slipping into number 1 rating with all its consequences.

1 for poor

This rating shows that the employee is offering below the minimum that is expected of him or her on account of either incompetence or indifference or both. As the organization is not getting what it paid for, this rating is ground for dismissal.

Then the evaluator shall add up all the scores and divide them by the number of indicators scored 1 to 4 to get the cumulative average score for the performance of an employee during the semester just completed. As the scores may be averaged in fractions, the final grades may be given in the following ranges and manner:

***4.00 for excellent**

***3.00 to 3.99 for very good**

***2.00 to 2.99 for satisfactory**

***1.00 to 1.99 for poor**

78.4. Fairness in Performance Scoring

78.4.1. In order to prevent performance evaluation from coming up with undeserved ratings, all evaluations shall be done by immediate supervisors and their immediate supervisors together.

78.4.2. If overall or departmental or sectional ratings do not reflect actual performance and in so doing adversely affect staff achievement, the Senate may reject all the ratings and get the evaluation done again

78.4.3. After the indicators are scored, the scores of each column shall be added and the totals shall be put as total of scores at the bottom of each column. Then the totals for each column must be averaged as average of totals. Finally the averages must be averaged as average of averages and the result shall be the score of the evaluation.

Article 79. Transfer

79.1. A vice president may, in the interests of the university college, transfer a staff member to a different unit of work within his sub system without reducing the employee's status and salary if the transfer is:

79.1.1. made for no reason of poor performance and/or violation of the Staff Code of Ethics and

79.1.2. lateral.

79.2. On the other hand, if the transfer has more responsibilities than what one left behind, the respective vice president shall do both job analysis and financial capacity analysis, and make proposal to the President for a higher salary that is fair, equal and financially manageable after consulting with his management team.

79.3. However, in case of demotion and/or poor performance, a transfer with reduced rank and pay can be applicable again as decided by the respective vice president in consultation with his management team.

79.4. Approved transfers must be in writing, referring to the unit of transfer, the reasons for the transfer, the name of the new post, the date of the effect of the transfer and the new job description. Each staff member is required to respect transfers wherever the university college has operations.

79.5. The university college shall take full responsibility in transporting the transferred employee, his family members and household items either by public transport or its own vehicle. The immediate supervisor shall approve the arrangement and if there are approved payments, such payments shall be reimbursed upon submission of legal receipts.

Article 80. Promotion

80.1. The President, following recommendations from any one of the vice presidents, may promote a support staff member provided that:

- there is a post to promote one to and a budget to pay for the additional pay and
- the candidate meets the professional competence of the new post and
- The evaluation report of his immediate supervisor is supportive and
- the inspection of his personal file shows spotless track record and the score of the employee's performance evaluation is very good or excellent and

- had demonstrated concrete achievements above and beyond the call of duty and
- is unquestionably committed to the vision, mission and name of the organization that the substructure where he works at.

80.2. Attaining a certificate, a diploma or a degree higher than the one that one has after going through a training program while working at Hope University College with or without the organization's financing does not automatically entitle one for promotion, salary increase or any other inducement.

80.3. Assuming fitness, if two or more employees have equal qualification and experience, and are rated equally, the employee with the longest service (seniority) at the university college shall be given the promotion. If both male and female qualify for a position and they both have equal scores on the considerations for promotion, the female will be chosen for the position on account of the university college's stance to balance gender in employment.

80.4. Promotions can be recommended to the President by the respective vice president in case of support staff. As regards the faculty, the protocol for nomination is shown under the faculty of Hope University College in this charter.

Article 81. Demotion

81.1. Demotion may transpire for reasons of incompetence or violation of the staff code of ethics.

81.2. When one is demoted any one or more of the following steps shall be taken by the respective supervisor.

72.2.1. A lowering of rank/position and/or

72.2.2. A lowering of salary to the scale the new position has and or

72.2.3. A transfer to another department within the same or another premise in the same or different region.

81.3. A supervisor may demote a staff member under his supervision after consulting with his/her supervisor.

Article 82. Follow up of Work Attendance

82.1. Each immediate supervisor shall have an attendance book by his office for the employees to sign on coming to work and leaving work at the appointed time. Employees are required to sign their respective attendance books at the

times of arrival to work and departure from work. No one is allowed to leave work before due time.

- 82.2. An employee who has another employee sign for him on the attendance roster and the employee who cooperates in this falsification run the risk of being dismissed. The supervisor shall collect the attendance list within ten minutes of start time in the morning and during departure time and determine who did not sign up that very day. It shall then inform the employees who did not sign up the next day in writing about such behavior and maintain a copy of such note in their file. A verbal warning should be made during the first violation, a written warning during the second and a final warning during the third time of violation. If the final warning is violated, an employee shall automatically be dismissed.

Article 83. Productive Engagement while at Work

- 83.1. Employees are required to be fully engaged in work during work time. Employees have to be in their rooms of work when their break time expires.
- 83.2. Supervisors shall check active engagement in work through unannounced visits and take disciplinary steps against those who are not productive.

Article 84. Employee Benefits

84.1. Provident Fund

- 84.1.1. All contract employees of the university college shall qualify for provident fund following one year of successful service. The fund constitutes 5% of the monthly salary of an employee for every qualified month worked, matched by a 10% contribution of the same monthly salary by the university college. Both contributions must be deposited in an account opened for this purpose by the university college in the name of each qualified employee.
- 84.1.2. The fund cannot be withdrawn until and unless the employee leaves the university college. At the same time, depending on the provisions of the bank in which the fund is deposited, an employee may take a certain percentage of his provident fund as a loan against the fund.

84.2. Health Insurance

- 84.2.1. All contract employees shall receive health insurance after the end of one year of service and if their contract is renewed for another period. The insurance does not cover spouses and does not include dental and optical expenses. It has maximum ceiling for expenses and this ceiling is negotiated with an insurance vendor, which is chosen on a competitive bid.

- 84.2.2. An employee is stipulated to pay the charges of a doctor's visit and medication each time there is a need and present the receipts to the university college for reimbursement.
- 84.2.3. The university college may designate a certain medical facility for employees to visit in case of sickness.

84.3. House Construction Loan

- 84.3.1. The university college gives no loan to a staff member except for those who are building a home under legal arrangements and the loan is only for one time. The university college may loan an employee up to three months salary provided all of the following conditions are met:
- 84.3.2. there is an unrestricted fund available.
- 84.3.3. the requesting employee is willing to offer collateral to the amount of the loan like title deed of a house or a car or enough provident fund.
- 84.3.4. the loan that may be granted is returned to the university college before the end of the same year that the loan was taken.
- 84.3.5. the employee has worked at the university college for a minimum of five years.
- 84.3.6. the employee has been in good standing character and performance wise in the organization and owes nothing at the time the loan is applied for.
- 84.3.7. as the purpose of the loan is to help pay for the construction of a house in the name of the employee, the requesting employee must
- a. show documentation like title deed or a letter of membership to a housing cooperative that had received land and building permit for construction.
 - b. demonstrate what was built at any time the organization wishes to inspect
 - c. demonstrate and ensure that the location of the house is close to the university college.
- 84.3.8. If an employee qualifies for a loan as per the above criteria, a contract shall be signed between the university college and the employee detailing among other aspects the pay back deductions from the salary of the employee before the year's end from the time the loan is taken. This means that if there is little time to pay back the requested loan the request may be declined. To avoid this problem, it is wise for staff members to submit their request during the first quarter of the year.
- 84.3.9. The President shall approve loan requests of employees working under them for the above purpose.

84.4. Leaves

- 84.4.1. Full leave provisions are provided to contract employees. Employees wishing to take a leave that they qualify for have to apply for it in writing to

their immediate supervisor in advance and may take the leave when the request is approved. The supervisors permitting leave have to keep a running record of the leave (s) taken and have to ensure that an employee does not exceed his allowable leave within a given year.

84.4.2. If the leave is due to verifiable emergency, the employee must call his supervisor directly and get an ok from the same for the leave. Calling the office where one works to inform about one's leave is not adequate. The request has to be made to the supervisor and the supervisor has to authorize the leave. The following leaves are standard for all employees on a contract.

84.4.3. Annual Leave

84.4.3.1. An annual leave is paid vacation time allowed for a contract employee, who has completed the probationary period.

84.4.3.2. The annual leave of the faculty members is the summer vacation as declared by the Ministry of Education.

84.4.3.3. The annual leave of the non-supervisory support staff is 14 working days per year and an additional one working day added for each year worked after the first year until the total accumulated leave comes to 30 working days. The annual leave for supervisory support staff is 30 working days.

84.4.3.4. An employee who is given his/her annual leave or is on summer vacation shall be paid the salary due to him, including the period of the leave, at the time of the commencement of the leave.

The annual leave of the support staff shall thus be managed as follows:

84.4.3.5. Annual leave may be taken consecutively or may be split apart, depending on the arrangement with the immediate supervisor.

84.4.3.6. All annual leaves are proportional to the period of time worked. Thus, the full annual leave requires full year of work and a partial annual leave requires number of days of work that merit that portion of leave. An employee whose contract of employment is terminated is entitled to payment in cash in lieu of the unexpired annual leave that he had not taken.

84.4.3.7. Annual leave has to be used during the year subsequent to the year earned.

84.4.3.8. Unused annual leave will expire if not used during the subsequent year.

84.4.3.9. An immediate supervisor may interrupt the annual leave of a subordinate when unforeseen circumstances compel the employee's immediate return to duty.

84.4.3.10. Annual leave that has not expired cannot be exchanged for money unless in cases of dismissal or resignation or retirement.

- 84.4.3.11. The period of an annual leave is the same as the fiscal year of the organization.
- 84.4.3.12. Application for an annual leave shall be submitted to one's immediate supervisor using the leave form at least two weeks in advance of the planned leave.

84.4.4. Sick Leave

- 84.4.4.1. All contract staff shall be entitled to sick leave during the period of contract. Unless the sickness is an emergency, the requesting employee has to call his immediate supervisor and get permission for the sick leave first. If the sick leave calls for an outpatient service, the employee can only be absent for that period. For longer absences, a prior arrangement has to be made for a replacement with one's immediate supervisor.
- 84.4.4.2. Sick leave has to be substantiated with a doctor's certificate the very day the employee returns to work. Certification is acceptable if it comes from the medical facility designated and from a doctor therein. If sickness happens during travel, certification from an accredited medical facility and a doctor is acceptable. If and when the organization is in doubt about the certification, it may call the doctor that issued the certification and ask for clarification. Employees, who without actually being sick, abuse the sick leave shall be dismissed.
- 84.4.4.3. Sick leave for contract employees during their first year of employment cannot last more than one month throughout the year. For this period the university college shall pay the employee's full salary. However if the sick leave exceeds the one month, salary shall not be paid.
- 84.4.4.4. A contract employee whose contract has been renewed into the second year or more years consecutively can benefit for a legitimate sick leave that may last for 90 days per year. Under this situation, payment of salary declines and then stops with the elongation of the sick leave as per the following schedule:
 - i. 100% payment of salary for the first month
 - ii. 50% of payment of salary for the subsequent two months
 - iii. No salary afterwards.
- 84.4.4.5. While sick leave is allowed to all contract employees after the end of the probationary period, insurance coverage for an employee shall begin during his/her second year of service with a new contract allowing. Reimbursement for medical expenses then shall stop when reaching the upper limit of coverage for that year.

84.4.5. Maternity Leave

A pregnant contract employee shall, upon the recommendation of a medical doctor, be granted a period of thirty consecutive days of leave with pay prior to the presumed date of child delivery, and a period of sixty consecutive days of leave after the delivery. If delivery takes place before the thirty days period has elapsed, the post-natal leave shall be added to the period of 60 days allowed after the delivery. Similarly if more than thirty days are taken before the delivery, the extra number of days shall be deducted from the post delivery provisions of leave.

84.4.6. Other Leaves

84.4.6.1. A contract employee shall be entitled to paid leave for three working days when;

- i. he/she gets married, or
- ii. his/her spouse or descendants or ascendants or another relative, whether by affinity or consanguinity up to the second degree dies.

84.4.6.2. An employee with a contract, upon producing written evidence from the concerned authorities, may be granted paid leave when summoned by the police, courts or other similar bodies to attend to legal proceedings.

84.4.6.3. The university college may give leave without pay in exceptional cases for employees with a contract. This kind of leave and the time requested for the leave will have to be authorized by the respective vice president. Those permitted to use this privilege shall complete the clearance process and settle their accounts before leaving. Failure to return within five working days after the expiration of the leave will mean resignation and thus termination of contract. Permitted leave without pay shall also mean without the attendant benefits of the university college.

Article 85. Staff Development and Retention

85.1. Training is an important factor in keeping the university college most efficient, effective, relevant, innovative and value adding. As important as it is, the President in consultation with the vice presidents shall form a training plan as part of the annual plan of action and of the multi annual plan in relation to the strategic objectives of the university college. With funds allowing the training that shall be offered in short term know how on the job or during vacation.

- 85.2. The university college may require an employee to get on-the-job training and/or to take short-term training for new skills for which an employee did not qualify at the time of employment in an arrangement of its choice.
- 85.3. Training at the university college is not a right but a privilege. The university college shall not entertain training someone on a field of training for which he or she has a credential. If an employee was not good enough in the field of his/her expertise, that employee is responsible to fine-tune his skills on his own expense to avoid separation on account of incompetence.
- 85.4. However, the university college may on its own initiative get an employee trained on a new skill provided the employee is trainable and that the university college has a reasonable confidence in the employee's value adding impact following the training on one hand and there is funding for the training on the other.
- 85.5. For approved on-the-job training outside of the university college but within Addis Ababa, the university college shall cover only the costs of training and transportation; the cost of meals may be covered only if they are part of the training, which shall be determined by the institute of training and communicated to the university college in writing. For on the job training outside of Addis Ababa, the university college shall cover all costs of training, room and board if all come in a package. If the cost coverage is only for tuition, the university college shall cover the costs of transportation and room and board through its per diem. No per diem is paid for costs already covered.
- 85.6. The university college accepts no application from employees for training. A supervisor, seeing the need for training, can recommend an employee for training to his/her respective supervisor. The supervisor has to justify the request with detailed write up on the content of training, description of the institution providing the training. The President shall evaluate the recommendation on the basis of the above criteria and may accept or reject the recommendation.
- 85.7. In some cases, the university college may arrange for a study-abroad involving professional fields in the university college's plan if there is sponsorship from a donor or an institution for the financing of the training and if a staff member meets the following profile:
- i. A contract employee, who has served the university college for a minimum of two years and one who is recommended by the respective vice president for such opportunity.
 - ii. Willingness of the employee to serve the university college following the training for a period to be mutually determined and

written in a contract between the employee and the university college.
iii. Very good to excellent record in the last two performance evaluations.
iv. Exemplary compliance to the staff code of ethics of the employee to date.

- 85.8. An employee of whom a study abroad is arranged by the university college with sponsorship found by the university college, shall pursue his studies on a study leave without pay. His job will wait for him upon his return.
- 85.9. Travel for a funded seminar or workshop abroad involving the President may be allowed provided that the Chairman of the Board approves the travel. Travel for a seminar or workshop involving other staff members may be allowed by the President provided there is donor sponsorship.
- 85.10. Staff members can pursue training on their own arrangement and expense provided they do not use the university college's time of work for examinations, study, etc.

Article 86. Travel Allowance and Per Diem

Travel shall mean trips made by officials and employees from a place of work to another town, village or city within country or abroad for official business of the university college.

86.1. Travel within Country

- 86.1.1. The President shall approve all travel within the country.
- 86.1.2. Per diem for an estimated number of days may be given as travel advanced pending settlement upon the return of the employee with the respective finance office. Some employees that accompany visitors may be given additional fund for anticipated expenses apart from per diem. The official or employee shall account for any travel advance within three working days of arrival.
- 86.1.3. Per diem calculation for a traveling staff member is based on his/her gross salary. A full per diem rate for an approved trip in a day embodies allowances for breakfast, lunch, supper and room. Each item of allowance has certain percentage of shares of the total daily per diem with breakfast taking 10%, lunch 25%, supper 25% and room 40%.
- 86.1.4. The per diem for an employee in a given day may vary depending on his/her times of departure and arrival.
- 86.1.5. Per diem shall not be paid for expenses covered by the university college.

- 86.1.6. The times for meals to be accounted in the per diem of a particular day during a trip are as follows:
*departure from place of work before and including 7:00 am for breakfast
*being in a trip away from a place of work at and after the lunch hour of 12:00 noon for lunch
*arrival to place of work from a trip after and including 7:00 pm for supper.

86.1.7. Per diem Rates

- 86.1.7.1. Per diem rates for travel within country shall be framed and revised by the President in consultation with the executive team and approved by the Board.
- 86.1.7.2. Hardship places may be designated as per government classification and in such places per diem rates shall increase by 30% from what is already provided.
- 86.1.7.3. The President and the vice presidents can settle room and meal charges by receipt during travel for the university's business in lieu of their per diem if they so choose.

86.2. Travel Outside of the Country

86.1.1. General Provisions

- 86.1.1.1. The President's official travel abroad is approved by the chairman of the Board while the official travel of other staff members is approved by the respective vice presidents.
- 86.1.1.2. Official travel abroad can be for fundraising, seminar or training. All travel has to be justified and approved on the basis of what the travel can do to particularly advance the university college's financial and technical standing.
- 86.1.1.3. No staff member save the President and the vice presidents is allowed to extend their official travel with the university college covering the expenses provided the extension is entirely for the purposes of the university college.
- 86.1.1.4. However, employees permitted to make official travel may use their unused vacation time to extend their travel without per diem privileges for the extension provided such arrangement is made with the immediate supervisor before their departure.
- 86.1.1.5. It shall be noted that travel is not allowed for the sake of travel even if funded by a donor. Consequently, the university college does not cover the expenses of personal travel.

86.1.2.Funding of Travel

Travel may be donor funded or Hope University College funded.

86.1.2.1. Donor Funded Travel

- i. Travel of the President that is sponsored by a donor has to be authorized by the chairman of the Board. Donor funded travel of a staff member below the President is approved by the President if he is convinced that the travel can add value to the university college's fund raising and/or technical capacity.
- ii. The sponsorship of official travel funded by a donor shall cover the costs of travel, room and board. The university college's part in donor sponsored official travel shall be to pay for the daily personal allowance for the period of the travel approved. In some cases, the coverage of donor funding may be air travel and/or some of the daily expenses. In this case, the Board shall approve paying for the uncovered part and this provision shall apply only to the President and the vice presidents.

86.1.2.2. Hope University College Funded Travel

The sponsorship of travel funded by the university college is exclusively for fundraising purposes or for the institutional development of the university college. The President or his designee qualifies for this travel following the approval of the Board.

Hope University College Funded Travel shall cover the costs of travel, daily allowance, room and board. If all of the daily expenses are covered by hosts or organizations, the university college shall provide only the daily allowance following the President's declaration of the expenses covered and not covered.

The President may also have fundraising related expenses like taxi/bus/train costs and some expenses for guests, facility rentals and presentations. Payments for these expenses shall be refunded upon presentation of receipts.

86.1.3. Per diem Rate for Travel Abroad

Per diem rates for travel abroad shall be framed and revised by the President in consultation with the executive team and approved by the Board.

- 86.1.3.1. When the travel costs are covered by a host or a sponsor or a family for Hope University College Funded Travel, the staff had to deduct the amount of the item that is covered from the total per diem and declare that from settlement..

- 86.1.3.2. In case, a comfortable room is not found for the stated amount, all authorize staff to travel may stay in a better hotel and settle room charges by receipt from the hotel for a maximum daily charge of Euro 140.00 in lieu of the per diem for room.
- 86.1.3.3. All other official expenses like transportation cost to and from airports, bank commissions, and transport costs for official business can be reimbursed upon a return via a submission of a receipt.
- 86.1.3.4. During travel abroad, the President or his designee may make certain purchases of items that may not be found in Ethiopia or are too expensive locally for the organization without invoice formalities. In such a case, fund advanced for this purchase will have to be settled with proper receipts and goods receiving note after one's return.
- 86.1.3.5. All official travel sponsored by Hope University College shall use economy class for flight and the cost of excess weight of personal luggage shall be borne by the traveler. Transportation to and from airports must also use public transport like train or buses unless there is no provision of such means or there is an official cargo that makes it difficult to be transported in such a manner.

86.3. Travel Report and Settlement

- 86.3.1. All those authorized to travel must report in writing about the official aspect of their travel within a week of their arrival. The report shall have two components with one focusing on activities on a daily basis and the other on an itemization of the expenses against the fund advanced.
- 86.3.2. Travelers have to settle the fund advanced to them within a week of arrival by submitting the travel report to the official approving the trip and the office of finance.

Article 87. Proper Use of the Chain of Command for Grievances

- 87.1. All employees are obliged to relay their grievances or complaints or concerns to the relevant officials of the university college using the chain of command. If an employee gets no answer at the level of his/her immediate supervisor, he shall go to the next supervisor. If there is no resolution, an employee is entitled to take the matter in like manner all the way to his respective executive. If he or she does not get a satisfactory answer from his/her respective executive, then he/she may take the matter to the Board, whose decision becomes final.
- 87.2. Registering complaints other than the official channel of command is grounds for a disciplinary measure. Employees are not allowed to use beneficiaries or other actors to address their personal issues or concerns. The university

college values direct and transparent communication to the extent such way of working gives it an opportunity to resolve a problem right away.

- 87.3. If, after exhausting the channel of command, an employee is not content with the response, he/she may either take the matter to court or resign from employment.
- 87.4. A supervisor who receives verbal or written grievances from an employee has to make a response within a day of the notification. If a supervisor can not respond on his own, he should bring the matter to his supervisor for advice. Some problems that have legal implications have a statute of limitation. Thus a supervisor has to make sure that an action is taken before the expiration of the limitation.

Article 88. Retirement Policy

- 88.1. All contract employees are covered by the retirement policy of the organization.
- 88.2. The retirement age of an employee working at Hope University College is sixty years from the date of verified birth.
- 88.3. The benefits of employees at retirement shall be:
- 88.4. The provident fund that the university college has set aside in an employee's name following an agreement for the provision of the fund between the organization and the employee.
- 88.5. Cash reimbursement for unexpired vacation time that is calculated on the basis of one's last monthly salary.
- 88.6. A certificate of service.
- 88.7. An employee who had consecutively served Hope University College for two or more years shall get the above benefits plus a retirement bonus of one month's salary using the amount of salary paid during the last month.
- 88.8. If the university college deems that an employee that has reached the age of retirement is irreplaceable, it, with the permission of the Board, may continue the employment of that employee or call back the same after retirement on a limited contract. The said contract may be renewed by the Board if only a review of fitness and performance shows the employee's suitability and usefulness.
- 88.9. If the employment of an employee is continued without being terminated at the age of retirement following the permission of the Board, the employee shall continue to get all the benefits that were allowed before retirement age

and shall collect the benefits associated with retirement when his employment contract is terminated for good.

88.10. However, if an employee is called back to employment after being terminated at retirement on one hand and after collecting one's benefits accruing at retirement on the other, there shall be no claim of retirement benefits when the post retirement contract is terminated. Furthermore, there shall be no other benefits save the salary that is established between the employee and the organization.

Article 89. Contract Termination

89.1. There are four ways by which a contract may be terminated. These are by law, by agreement, termination without notice and termination with notice.

89.1.1. A contract may be terminated by law on grounds of:

- 89.1.1.1. The expiry of a contract period
- 89.1.1.2. The completion of the work for which a contract is established
- 89.1.1.3. The death of an employee
- 89.1.1.4. The cessation of the university college due to bankruptcy or any other cause
- 89.1.1.5. The inability of the employee to work to expectations due to partial or total permanent incapacity

89.1.2. A contract may be terminated by mutual written agreement between the employee and the university college.

89.1.3. A contract may be terminated without notice on the following grounds:

- 89.1.3.1. Repeated and unjustified tardiness despite warning to that effect
- 89.1.3.2. Absence from work without authorization for a period of five consecutive working days, ten working days in any period of one month, or thirty working days in a year
- 89.1.3.3. Deceitful or fraudulent conduct in carrying out one's duties
- 89.1.3.4. Breach of confidence
- 89.1.3.5. Failure to abide by the staff Code of Ethics that result in dismissal.
- 89.1.3.6. Misappropriation of property or funds of the university college with the intent of personal gain
- 89.1.3.7. Performance that is persistently below expectations and standards of one's job
- 89.1.3.8. Conviction for an offence where such conviction renders one incapable responsibilities of one's post
- 89.1.3.9. Commission of any unlawful activities, such as intentional acts that endanger life and property in the workplace

- 89.1.3.10. Removal of property or documents from the work place without a written authorization of the management of the university college.
- 89.1.3.11. Reporting to work in a state of intoxication and the use of alcohol or drugs during work.
- 89.1.3.12. Except for HIV and AIDS test, refusal to submit to a medical examination
- 89.1.3.13. Refusal to observe safety, accident-prevention rules and precautions
- 89.1.3.14. Any violation of the university college's policy, rules, procedures and codes of ethics when under a final warning.
- 89.1.3.15. Theft of the property and/or funds of the university college.
- 89.1.3.16. Gross negligence and/or deliberate damage in handling the university college's property.
- 89.1.3.17. Physical assault, threats and/or verbal abuse against/toward Supervisors or any employee.
- 89.1.3.18. Presentation of false documents and/or the removal, cancellation and/or forgery or falsification of the university college's documents, vouchers, receipts and/or testimonials.
- 89.1.3.19. Misuse of the university college's assets or funds.
- 89.1.3.20. Criminal offence against an employee of the university college.
- 89.1.3.21. Subjection to an imprisonment or sentence by a court of law for a committed criminal offence.
- 89.1.3.22. Refusal to carry out assigned duties without good causes.
- 89.1.3.23. Physical and/or sexual abuse and/or harassment of staff members and/or beneficiaries.
- 89.1.3.24. Fraternalization with a beneficiary.
- 89.1.3.25. The sleep of guards while on duty or absence of on-duty guards from assigned sites of duty.
- 89.1.3.26. Failures of assigned guards to willingly and knowingly prevent theft and occurrence of theft while on duty.
- 89.1.3.27. Taking bribes for one's official duty or to unduly influence decisions.

89.1.4. A contract may be terminated with notice on the following grounds:

- 89.1.4.1. The job for which one is hired is phased out because of completion of the project under which or for which one is employed
- 89.1.4.2. Financial difficulties that have partly or fully affected project viability
- 89.1.4.3. The employee cannot perform the job as per the contract entered
- 89.1.4.4. Redundancy
- 89.1.4.5. An employee's inability to perform the work to which he has been assigned as per the university college's expectations
- 89.1.4.6. Inability to perform work due to health or disability
- 89.1.4.7. An employee's unwillingness to move to a new locality of work assignment

- 89.1.4.8. Phase-out of the work in a situation where there is no opportunity for a transfer
- 89.1.4.9. Partial or full secession of an employee's activities, reduction in the volume of work and income
- 89.1.4.10. Inability to perform in a situation where a decision had been made to alter one's work methods or technology
- 89.1.4.11. The death of the employee
- 89.1.4.12. The retirement of the employee
- 89.1.4.13. The cessation of the university college.
- 89.1.4.14. When an employee cannot perform his/her duties as expected, due to age related complications and/or physical incapacity caused by slow onset or accidental reasons.

Article 90. Separation

90.1. Resignation

- 90.1.1. Certain steps must be taken in the separation process. An employee who wishes to resign must write a letter of resignation to his immediate supervisor making the advance notice that he is required. The President endorses all resignations. Employees retiring or being dismissed are not required to give advance notice.
- 90.1.2. All employees save the faculty may resign after giving 30 days of advance notice.
- 90.1.3. In some cases, if the president allows however, an employee may resign without giving an advance notice.

90.2. Dismissal

The dismissal of a staff member may transpire as per the provision of this manual to terminate a contract by law, without notice or with notice. The President, the respective vice presidents or supervisors can dismiss a staff member under them. The President may in turn be dismissed by the Board.

90.3. Clearance procedures

- 90.3.1. While resigning or dismissed employees may be separated without completing their clearance, they are advised to complete their clearance if they wish to
- 90.3.2. avoid a court suit to reclaim what they had not settled,
- 90.3.2. receive whatever the university college owes to them and
- 90.3.3. get certificate of clearance and service.

- 90.3.4. Clearance involves passing a clearance form to various officials where one works and obtaining their signed clearance. If all of the concerned officials vouch about the employee not having anything to settle, the immediate supervisor shall write a certificate of clearance. The completed form and the certificate of clearance shall be kept in the employee's file. If it were found that the employee was indeed indebted to the university college upon separation, deductions have to be made from whatever the university college owes to the employee. If after doing this the employee is still indebted, the university college shall get what is due to it either amicably or through claim at court.
- 90.3.5. Staff members vouching for one's clearance have to ensure that the employee passing the clearance form does not owe the university college anything. If on the other hand, a staff member vouches for an employees' clearance falsely, the vouching employee shall be held liable and pay for the covered up indebtedness and may lose his/her job.
- 90.3.6. In case of an employee who passes away without settling his account, charges will be made to the amount that may be due to him from the university college. If what he owes is more than what the university college owes to the separated employee, claims against the assets that the employee may have left behind may be made in a court of law or by other means. If the employee has no asset to recover the balance, the Board is entitled to write off the balance as loss.
- 90.3.7. Separation before the retirement age due to age handicaps on the job shall be processed according to the pertinent labor law of Ethiopia.

Article 91. Staff Code of Ethics

91.1. The Code of Ethics

- 91.1.1. The Staff Code of Ethics is a declaration of what is required of a staff member at Hope University College by way of ethical integrity and conduct. The code does not substitute the administrative expectations and steps that may be taken by the university college.
- 91.1.2. The code is put in the form of personal pledges by any staff member who may be working on a contract with a definite or an indefinite period, on a full time or par time bases and becomes a part of the employment contract. The following is the code:
 - 91.1.2.1. I shall be truthful and sincere in my work at Hope University College.
 - 91.1.2.2. I shall refrain from unacceptable behavior like drunkenness, use of illegal drugs and chat, illicit sex, theft, lying, gambling, or any other behavior of moral turpitude.

- 91.1.2.3. I shall inform my immediate supervisor about any unethical behavior that I know of in the university college along with the names of anyone involved right when I know about the situation.
- 91.1.2.4. While I am at work, I shall refrain from any form of behavior that wastes the university college's time.
- 91.1.2.5. I shall use the funds and assets that Hope University College has entrusted to me to use for official business with care and only for the designated purpose.
- 91.1.2.6. I shall refrain from seeking or receiving bribe or getting direct or indirect favor by deliberately advantaging someone on account of my work or position.
- 91.1.2.7. I shall refrain from punishing or verbally abusing or causing behavior that brings about mental anguish on any student or staff member at the university college.
- 91.1.2.8. I shall refrain from discrimination, including harassment, against a student or a staff member on political grounds, or for reasons of race, ethnicity, religion, gender, disability, medical condition, age, citizenship or other arbitrary or personal reason.
- 91.1.2.9. Favoritism toward any one or group of students or staff members and deliberate exclusion of a student or a staff member.
- 91.1.2.10. Exploitation of student or a staff member for personal gain.
- 91.1.2.11. Unauthorized disclosure of information about a student or a staff member obtained in the course of professional service.
- 91.1.2.12. Possession of a weapon on the ground of the university college.
- 91.1.2.13. Rumors targeting any of the staff, students or the university college.
- 91.1.2.14. I shall encourage students and those staff members who work with me to express their ideas and comments to me without being defensive, offensive and in any way vengeful.
- 91.1.2.15. I shall be fair and objective in the evaluation of student or staff work basing my evaluation only on set benchmarks.
- 91.1.2.16. I shall fulfill my class or service responsibilities as scheduled fully prepared, maintain office hours and provide fair access to my service in a friendly, respectful and helpful manner.
- 91.1.2.17. I shall refrain from sexual relations with students or sexual harassment involving students or staff at the university college and from abusing my supervisory or service giving position in the form of coercing or abusing a student or another staff member who is in a subordinate position.
- 91.1.2.18. I shall cooperate in all work relations with my supervisors, colleagues and those working under me and convey problems that I see in other offices or departments in the university college to the appropriate supervisor.
- 91.1.2.19. I shall respect my colleagues, supervisors and students. I shall refrain from Applying directly or indirectly verbal abuse, the threat of violence or violence against them.
- 91.1.2.20. I shall refrain from stopping or discouraging or down playing any

exemplary behavior on the part of my colleagues or students at the university college.

- 91.1.2.21. I shall be fair and objective in making professional judgment on my colleagues' work and shall not make false or malicious statement about a colleague.
- 91.1.2.22. I shall refrain from misrepresenting the views/positions of the staff to further my own position or point of view and from portraying my views as those of the university college.
- 91.1.2.23. I shall cooperate with the university college fully and refrain from any behavior that adversely affects its work, image and sustainability.
- 91.1.2.24. I shall always uphold to the standard of the university college by maintaining the quality of my service, cleanliness of myself, my workroom and environment at all times.
- 91.1.2.25. In addressing grievances that I may have at the university college, I shall refrain from using other means than first the chain of command. If I do not get satisfactory answer to my grievance, I shall take my case either to court or resign.
- 91.1.2.26. In all formalities of tender of the university college or contractual transactions that I may be involved in, I shall declare my relations to contracting parties.
- 91.1.2.27. I shall bring up any problem that I may have in performing my duty to my supervisor right away so that early solutions can be found.
- 91.1.2.28. I shall full fill my responsibilities with full respect of students and colleagues.
- 91.1.2.29. I shall never relay, take out, alter or delete data or information that I am privileged to have access to and know about at the university college.
- 91.1.2.30. I shall respond fully to all questions that those responsible at the university college may ask of me and avail all documents of the university college that I have on hand without any alteration.
- 91.1.2.31. I shall support the university college's vision, mission and objectives and do my best to promote them inside and outside of campus.
- 91.1.2.32. I shall refrain from instigation, deliberately abetting disruption, interference or intimidation anywhere in the university college, using students or anyone of the employees within against the university college and causing division among the staff and the beneficiaries using ethnicity, religion, politics, etc.
- 91.1.2.33. I shall refrain from engaging in outside professional activity that conflicts with my responsibilities and duties as an academic staff at the university college.
- 91.1.2.34. In order to fulfill what is expected of me with full energy and alertness, I shall come to work after adequate rest of mind and body.
- 91.1.2.35. I shall refrain from refusing to receive and acknowledge receipt of any official document such as summons, warnings, notices, letters, etc.
- 91.1.2.36. I shall refrain from hiding or covering up the misdoing of others in the work place and from being an accessory to illicit or illegal behavior.

91.2. Adherence Mechanism

- 91.2.1. Alleged violations of the staff code of ethics shall be brought to the staff ethics panel for a hearing and subsequent disciplinary decision.
- 91.2.2. A violation can be noted in three ways. One way is when a supervisor comes across a case of violation directly. A second way is when the aggrieved party registers complaints. A third way is when a third party blows the whistle on a violation that is done against some one else.
- 91.2.3. All complaints brought to the panel have to be written on a white slip which serves as a summon to the respondent. The person that writes the summon is called complainant and the person against whom the complaint is written is called the respondent. Complainant can be a staff member or a student or someone from outside of the university community. A respondent shall be a staff member.

91.2.4. The Staff Ethics Panel

- 91.2.4.1. A judicial officer of the university college shall receive complaints, screen cases and decide whether or not a complaint is administrative. If a complaint is administrative, it shall be addressed by the relevant office.
- 91.2.4.2. If it is not administrative, the officer shall timetable the complaint, serve as an advisor to the panel, take minutes of the panel, write and distribute the decision to the respondent, the complainant, the immediate supervisor of the respondent, the office of human resources management and enforce what ever sanction that may be decided upon.
- 91.2.4.3. The Staff Ethics Panel shall be set up by the President to deliberate on complaints and make a decision. The panel shall have three voting members as recommended by the Senate and approved by the president. Decisions of the panel shall be by a simple majority and the term of the panel members shall be two years. All members shall be in good standing with the university college. There shall be alternate members that replace the regular members when the latter are absent.
- 91.2.4.4. The term of the alternate members shall be the same as the regular members. The panel shall choose the most senior person in the panel as chair and the hearing shall proceed with the chair ensuring that the hearing goes on for a limited period of time based on written evidence and testimonials. Representation by a lawyer is accepted. It is required that the immediate supervisor of the respondent be present to report on the discipline status of a respondent.
- 91.2.4.5. If the respondent is in violation, the panel will ask the immediate supervisor of the respondent about the conduct of the staff members and recommendations. The panel shall then pronounce its disciplinary judgment, which shall be part of the respondent's record.

91.2.5. Charges and Hearings

- 91.2.5.1. Charges shall be prepared in writing and directed to the judicial officer as soon as possible after the event takes place.
- 91.2.5.2. The judicial officer may conduct an investigation to determine if the charges have merit and/or if they can be disposed of administratively.
- 91.2.5.3. All charges shall be presented to the respondent in written form.
- 91.2.5.4. A time shall be set for a hearing, not less than five or more than fifteen (15) work days after the respondent has been notified. Maximum time limits for scheduling of hearings may be extended at the discretion of the judicial officer.
- 91.2.5.5. Hearings shall be conducted by the panel according to the following guidelines:
 - a. Hearings normally shall be conducted in private.
 - b. Admission of any person to the hearing shall be at the discretion of the panel and/or its judicial officer.
 - c. In hearings involving more than one accused student, the Chair of the panel may permit the hearings concerning each respondent to be conducted separately.
 - d. The complainant and the respondent, while being required to present their own case, have the right to be assisted by any advisor they choose without the advisor not speaking or directly participating in the hearing.
 - e. The complainant and the respondent shall have the privilege of presenting witnesses, subject to the right of cross examination by the panel.
 - f. Pertinent records, exhibits and written statements may be accepted as evidence for consideration by the panel at the discretion of the Chair.
 - g. All procedural questions are subject to the final decision of the Chair of the panel. After the hearing, the panel shall determine (by majority vote) whether the respondent has violated the section of the code (s) for which one is charged.
 - h. The panel's determination shall be made on the basis of whether it is more likely than not that the respondent violated the Student Code except in those instances where the student faces suspension or expulsion in which case the standard of proof shall be by clear and convincing evidence.
 - i. There shall be a record of all hearings before the panel. The record shall be the property of the university college.

91.2.6. Disciplinary steps

- 91.2.6.1. Depending on a violation various steps may be taken by the panel. The panel can drop a complaint if there is no validity or wrong. If there is merit to a case, the panel can pass verdict with a number of sanctions.
- 91.2.6.2. Some violations require only first written warning with admonitions or stipulation of counseling. A first written warning has two years of validity.

During this time if similar offence is committed, the first written warning turns into final written warning with severer sanctions.. The period of validity for a final written warning is four years. If during this time any violation is committed, the violation results in dismissal. A first written warning will not be erased if there is a final written warning tendered while it is in effect and the four year period for the erasure of the final written warning is not met.

- 91.2.6.3. Some violations lead directly to a final written warning or to dismissal at first occurrence. The repercussions of some violations may not end at the university college. Having a criminal nature, they shall be reported to the authorities.
- 91.2.6.4. Failure to report violations of ethics or criminal behavior shall subject one to being an accessory to an unbecoming or an illegal behavior with dire consequences. The timing of the report is also as important as delayed report may be as good as no report.
- 91.2.6.5. As diverse as violations are in their seriousness and the damage that they cause to persons, organizations and property, so do the disciplinary steps or sanctions that they cause. Some violations with no or minimal repercussions may lead to admonition and counseling as a step of first course. Some others may lead to actions like garnishment of salary, denial of certain privileges and even suspensions.
- 91.2.6.6 There are certain violations for which dismissal is a must. Among the violations that result in dismissal at Hope University College are physical and verbal abuse of student and staff member, forgery, lying, acts of conflicts of interest, defamation of persons and the university college, failure to use the chain of command to address complaints, sexual harassment or abuse of student or another staff member, any other form of immorality considered disgraceful by the university college.

91.2.7. The Right of Appeal

While the staff ethics panel is fully entrusted to address violations of staff code of ethics, the staff member against whom a disciplinary decision has been made may feel unfairly treated. In this case, the staff member can appeal the decision to the President within two weeks of the stated action. No appeal is accepted after two weeks. The President can reject or sustain or modify the decision of the panel.

91.2.8. Awareness Raising

All supervisors are required to give a copy of the staff code of ethics along with the observance mechanism to each staff member as part of the employment contract with some verbal briefing. The employees are to sign acknowledging the receipt of the code as they do on their employment contract and this acknowledgement is to be retained with their personnel file.

Article 92. Proper Use of University College Property

The use of any property of the university college by a staff member for personal purpose is not allowed. The university college has set the following rules regarding the use of line telephones, mobile phones, the Internet and the Intranet. Similar guidelines for uses of other facilities shall be made by the university college.

92.1. Telephone and mobile phone use during work

92.1.1. In as much as all telephone lines at the university college are meant for work purposes, their use has to exclusively be for work. Using them for personal purposes ties up the facilities from work, uses the time of the university college and causes expenses for the university college. Considering this loses, Hope University College has stipulated the following regulations as to the use of its telephones:

- a. An employee of the university college is allowed to make only two local calls at the expense of the university college a day with each call lasting no more than a minute.
- b. No personal call going outside of one's working locality is allowed at the university college. If one wants to make long-distance call within country or abroad, one has to use pay phones or other phones outside of the campus.
- c. In the light of telephone tie up that results from receiving private phone calls, any call that may come for an employee will have to be entertained only during break or lunch time and each conversation then shall last for no more than a minute so as not to tie up the line for work. This means that each staff member should tell their acquaintances to call during their break or lunch time.
- d. Unless and otherwise an emergency, all calls coming in for an employee shall go through the operator or the secretary designated. The secretary shall ask the caller what the call is about. If it is university college related, the secretary shall pass the call to the called staff member. But if it is not university college related, the secretary shall take a message for the called and pass that to the called to call back using his/her allowed privilege of calls if the call is local.
- e. If the university college finds it necessary to rely on the private mobile phone of an employee regularly, it may buy a card for that employee to shoulder the expenses of calls for the purposes of the university college.

- f. Certain authorized personnel may use their home or mobile phone for official purposes when office phones are not working or when they need to make official or emergency calls during off-hours from time to time. In such cases, they are to keep track of these calls by writing down the dates and the times of call, and to report the same to their respective finance departments for reimbursement according to telecommunication rates. They may also send or answer e-mail from their home, should that be necessary and be reimbursed for the entailed cost via a written declaration.
- g. The use of one's mobile phone for private purposes during work time steals the university college's time as well. All staff members in a teaching position have to turn off their mobile phone while teaching or working in the shop. During the rest of the time, private mobile phone holders can use their mobile phones but with no more than a minute to place or receive a call. As the frequency of phone calls may also reduce the required work time, employees are required to discourage incoming phone calls during work time.

92.2. The Use of the Internet and the Intranet

- 92.2.1. The Internet or the Intranet is an important aspect of the university college. But unless the relevant people are authorized to use this tool either for management or for instruction purposes, the Internet or the Intranet become other means to distract people from their work and to cause expenses. Hence, the university college has made the following rules regarding the use of the Internet or the Intranet.
- a. The Internet or the Intranet can be used only by authorized personnel exclusively for the purposes of their jobs. The jobs may be financial management, training, research, emailing, updating of our website, fund raising, etc.
 - b. Only the authorized personnel can use the university college's username and password. No one can pass the username and password to others or change the same. It is only the President that is authorized to change the user name and password and inform the personnel privileged to have this information.
 - c. Being on the Internet or Intranet for purposes other than work is considered as using the university college's facilities for private purposes.
 - d. Personnel that is not authorized to have access to the Internet or Intranet but

has work related reason for access may be authorized access by the
pertinent
supervisor for the expressed reason.

Title 13

The Faculty of Hope University College

Article 93. General Reference

The faculty shall include faculty members, deans of faculties and department heads.

Article 94. The Faculty

The employment of the faculty shall comprise local and expatriate staff.

Article 95. Academic Freedom

95.1. All members of the faculty have the right to fulfill their functions of teaching, research, learning, exchanging and disseminating information, and providing services without fear of interference or repression from the State or other forces;

95.2. All members of the faculty shall have the right to write and print their ideas. The exercise of this right shall have due regard to the right of others to privacy and shall refrain from arousing religious, ethnic or gender discord and defamation of persons or organizations.

95.3. All members of the faculty shall have freedom of association. The right of association includes the right of peaceful assembly and formation of groups, clubs and such other bodies to further the academic and professional interests of the members of the academic community.

Article 96. The Ranking of the of the Faculty

96.1. The University college shall use the following academic ranks in ascending order for the position classification of its faculty:

96.1.1. Graduate Assistant

96.1.2. Assistant Lecturer

96.1.3. Lecturer

96.1.4. Senior Lecturer

96.1.5. Assistant Professor

96.1.6. Associate Professor

Article 97. Employment Conditions

- 97.1. All faculty members shall be hired with a contract for a definite period for one academic year.
- 97.2. The probationary period for a newly hired faculty member shall be three months.
- 97.3. If, based on the performance and other circumstances, the Dean of a faculty member recommends the renewal of contract of a faculty member to the president, the president may renew a contract.
- 97.4. In order to maintain the interest of the student body, no faculty member is allowed to break a contract unless the period for which he is hired expires. A contract for the Academic staff shall be signed from September to the end of June GC if a faculty member establishes a contract of employment for the first time with the university college. However, assuming all other factors of extension are positive, if a faculty member wishes to continue, subsequent contracts shall be from July 1 to June 30.
- 97.5. To the extent students have a lot to lose in the wake of sudden departure, no Faculty member is allowed to resign without giving two months of advance notice before June 30. This arrangement would allow students to finish the year and give the university college a chance to recruit replacement for the ensuing academic year. Any faculty member that signs a contract in July to stay as an employee for a year and then resigns afterwards before the end of the year shall forfeit any payment that may be due to him or her.
- 97.6. A person joining the university college to perform essentially administrative or non-teaching duties may, in exceptional cases, be assigned an academic rank within a relevant faculty provided he is a recognized scholar in his field with prior teaching experience and he satisfies the requirement to the rank.

Article 98. Position Classification and Pay Scale

- 98.1. The position classification for the faculty shall be the faculty academic rank. The pay scale for the faculty shall be in accordance to the position classification and shall be developed by the President in consultation with the Advisory Board and subsequent approval by the Board.
- 98.2. The pay scale shall be competitive reflecting local market levels, financial capacity and considering the demands of task. It shall also take into account

factors like academic and related experience, value adding impact in the required field, professional reputation, extraordinary professional competence, the nature of the University College's need for a staff member in a particular field, prior professional position and remunerative packages.

98.3. Within the limitations of the general salary scheme, differential salary scale may be employed for some professions to enable the university college attract qualified professionals on a competitive basis.

Article 99. Extra Teaching Load

For teaching above and beyond full load, the university college shall make payments on the basis of per credit hour with variability of pay hinging on the rank of the faculty member. The rate of pay shall be determined by the Board following the recommendation of the Advisory Board.

Article 100. Promotion of the Faculty

100.1. Nomination and Approval of Promotion

100.1.1. Deans may initiate nomination for the promotion of a deserving faculty member to the Vice President for Academic Affairs. If the Vice President agrees to the nomination, he shall recommend the nomination to the President. The President in consultation with the Senate shall make decisions of promotion up to and including the rank of an assistant professor. Where as in the cases of the ranks of associate professor and professor, the President shall submit his recommendations to the Advisory Board, which in turn, shall submit its recommendations to the Board. The Board's decision becomes final.

100.1.2. Nomination of promotion for deans or directors may be made by the Vice President for Academic Affairs to the President. If the president agrees to the nomination, he brings the matter to the Advisory Board, which in turn makes its recommendations to the Board, whose decision becomes final.

100.1.3. Nomination of a vice president for promotion shall be made by the President to the Advisory Board, which in turn makes its recommendations to the Board. The decision of the Board becomes final.

100.1.4. All issues regarding the President's promotion or salary raise rest in the Recommendation of the Advisory Board to the Board and in the Board's decision.

100.2. Criteria for Promotion

100.2.1. The basic criteria to determine academic ranks at the university college shall be all of the following:

100.2.2. Length of effective service with a given rank and

100.2.3. Effectiveness in teaching and impact shown on student development and

100.2.4. Publications in professional journals and academic books.

Article 101. Length of Effective Service with a Given Rank

101.1. There shall be a minimum number of effective years of service that a faculty member has to provide with a given rank to be considered for promotion to the next higher rank as part of an over all criteria.

101.2. Effective service is determined by a year's performance evaluation with a rating of good or above. A year will not count as effective service if the performance evaluation for that year shows a rating below good. Effective service shall also be used as a factor for other considerations.

101.3. The effective years of service of a faculty member shall only be those served at Hope University College.

101.4. For persons who join the University College as a faculty member with a given rank from other institution may be accredited with the same rank provided the institution of higher learning that gave the rank is accredited at a level higher than Hope University College.

101.5. Performance Evaluation of the Faculty

101.5.1. A faculty member at the university college is evaluated on teaching on one hand and publications on the other. Both are approached separately but are merged to give a clear picture about where one's total performance.

101.5.2. A person joining the university college to perform essentially administrative or non-teaching duties may, in exceptional cases, be assigned an academic rank within a relevant faculty provided he is a recognized scholar in his field with prior teaching experience and he satisfies the requirement to the rank.

101.5.3. A faculty member coming with a certain rank from another institution shall be evaluated on the basis of our criteria to keep that rank. In the same vein, a faculty member with achievements in other institutions cannot claim promotion or benefits from ours. All benefits or promotion are determined

by one's performance at Hope University College using the status the organization acknowledged at the point of employment.

Article 102. Evaluation of Teaching

- 102.1. Effectiveness in teaching shall be measured by the evaluations of immediate supervisors and students.
- 102.2. Evaluation for teaching by supervisors targets faculty members and department heads. The faculty members shall be evaluated by their respective department heads and deans and the department heads shall be evaluated by their deans and the vice president for academic affairs. If there is no consensus between the evaluators, the evaluation of the supervisor's supervisor prevails.
- 102.3. The evaluation of teaching by a supervisor shall be result focused based on a series of class observations and noted milestones of student transformation as evidenced by, for instance, mastery of the subject matter, application capacity of the subject matter and in the case of those who had managed to get their students graduate, post graduation achievements in terms of positions held, post graduate studies advanced, innovations made, etc.
- 102.4. Supervisors shall be supervisors in evaluation by taking courage in reflecting actual performance instead of hiding behind average ratings or making the evaluation tool a means to favor one against the other regardless of merit. After all, a supervisor that fails to call a spade a spade will in the end be in question by the evaluation of his/her own supervisor.
- 102.5. Evaluation by student needs to follow similar assessment pattern with a student responding to questions on how he had been assisted in moving from one state of achievement to another on a number of milestones.
- 102.6. Students shall also evaluate a faculty member not for being easy or entertaining but for what the faculty member actually transmits by way of knowledge that is helpful.
- 102.7. The weights given to the evaluation of teaching by a supervisor and students are as follows:

Evaluation by supervisors.....	70%
Evaluation by students	30%

102.8. Evaluation Instruments for Teaching

There are two instruments to evaluate the faculty members of Hope University College for teaching. These are:

1. A Supervisor's Evaluation Instrument of a Faculty Member for Teaching and
2. A Student's Evaluation Instrument of a Faculty Member for Teaching.

The Senate proposes an evaluation instrument and following the approval of the President, an evaluation instrument takes effect. To the extent an incisive evaluation has a direct bearing on quality of teaching, care is taken in framing an evaluation scheme that clearly and correctly gages performance fro improvement and adaptability to changes in knowledge and teaching methods.

102.9. Evaluation Instrument for Publications

- 102.9.1. Publications that are considered for promotion in rank shall be books by reputed publishers and/or articles in reputed journals.
- 102.9.2. Reputed publishers are those international/regional publishers, which are academically focused. Reputed journals are those international/regional or national journals that advance academic, professional and intellectual pursuits.
- 102.9.3. The reputability of journals shall be determined by the Senate based on the above criteria. If there is disagreement in this regard or the need fro an amendment, the decision of the Advisory Board becomes final.
- 102.9.4. Publications that appear in reputable journals under the titles such as technical notes, short communications, discussions, reviews, etc. may be counted with partial points ranging from a fourth to half of a point.
- 102.9.5. Each co-author of an article published in a reputable journal shall be given a share of points as per the following schedule: Revision of this schedule shall be done by the Advisory Board following recommendations by the Senate.

<u>No. of co-authors</u>	<u>Share of each co-author</u>
2	0.70
3	0.50
4	0.40
5	0.35
6 or more	0.30

102.10. The merging of scores gained from the evaluations of teaching and publication

- 102.10.1. For salary and promotion purposes, the scores of teaching from 4 to 1 and the accomplishments in publication shall be combined.
- 102.10.2. For a faculty member to be promoted to the rank of assistant professor, he/she shall get four in teaching and fulfill the requirement for publication.
- 102.10.3. For a faculty member who aspires to be an associate professor, one has to get the score of three in teaching and fulfill the requirement of publication for that position.
- 102.10.4. A faculty member that aspires to be a professor has to get the score of two in teaching and fulfill the requirement of publication for that position.

Article 103. Minimum Appointment and Promotion Requirements for Faculty member

103.1. Graduate Assistant

A bachelor's degree , graduating with great distinction or summa cum laude.

103.2. Assistant Lecturer

A bachelor's degree with three years of effective teaching experience at a higher educational institution.

103.3. Lecturer

A candidate with a Master's Degree or a candidate with a Bachelor's Degree, three years of effective teaching at a university college and publication of two articles in a professional journal or a book.

103.4. Senior Lecturer

A candidate with a master's degree and four years of teaching experience in an institution of higher learning.

103.5. Assistant Professor

A candidate with the degree of Doctor of Philosophy (PhD) or equivalent or a candidate with a master's degree and a minimum of four years of effective teaching

as a senior lecturer at an institution of higher education and publication of four articles in a professional journal and two books.

103.6. Associate Professor

A candidate with the degree of Doctor of Philosophy (Ph.D.) and four years of effective teaching as an assistant professor and publications as provided hereunder;

- a. Two books or textbooks in one's area of specialization published since last promotion and
- b. Four articles published in reputable journals in his field of specialization since last promotion

103.5. Professor

103.5.1. A candidate with the degree of Doctor of Philosophy (Ph.D.) and six years of effective teaching as an associate professor and publications as provided hereunder;

103.5.2. Four books based on original research in one's area of specialization published since last promotion and at least eight articles in reputable journals published since last promotion;

Article 104. Additional Leaves for the Faculty

104.1.1. Additional Leaves for the Faculty of Hope University College

104.1.2. Study Leave

104.1.1.1. There shall be two types of study leaves. These are leave without pay and leave with pay. Study leaves may be authorized by the President provided that the requesting staff member

- i. Has gained another institution to cover the cost of travel and study.
- ii. has provided effective service in teaching for a minimum of four years following his employment or reinstatement after a study leave at Hope University College as vouched by his dean.
- iii. is awarded full fellowship or full scholarship from a recognized foreign university leading to a higher degree in his field of specialization as per written substantiation from the institution.
- iv. has managed to get the recommendation of his dean that the planned study will significantly contribute to the quality of his field of teaching.

- v. can present a contingency plan for his replacement at no extra cost to the university college along with confirmation to such effect from his dean.
 - vi. can demonstrate that he is not older than 45 years old.
- 104.1.1.2. All leaves of study shall be based on an agreement with the university college following the acceptance of the leave request by the President. The agreement shall specify whether the leave is with or without pay, the period of the leave, requirements of reporting and the consequences of not returning back to the country.
- 104.1.1.3. A faculty member on a study leave without pay, who fails to return to the university college at the time agreed upon to return shall lose his employment in the university college if absent for over five days from the date of planned arrival.
- 104.1.1.4. Leave with pay may be granted if the university college felt the need to provide study leave for a faculty member, who is outstanding in his service and who, studying the targeted field, is expected to make significant difference at the university college.
- 104.1.1.5. Leave with pay shall be undertaken on a competitive basis if an opportunity for funded education is secured.
- 104.1.1.6. The pay shall be the provision of salary during successful accomplishment of the study within the period of the leave. The last monthly salary of the faculty member before his departure shall be what will be paid monthly. If funds allow, the university college may also cover the round trip ticket of the faculty member.
- 104.1.1.7. As the pay will not be paid for repeating or changing or postponing or failing a plan of study, the faculty member on leave shall be required to submit to his dean a copy of his transcript at the end of a term or semester before the subsequent pay can be made. The Dean shall vouch for the successful study shall instruct the salary to be released.
- 104.1.1.8. A faculty member can instruct in writing the pay to be given to a spouse or to someone else who has his power of attorney or to be deposited in his personal account.
- 104.1.1.9. A faculty member on a paid study leave shall serve the university college two years for every year of study leave and this condition shall be a part of the agreement.
- 104.1.1.10. A faculty member having leave with pay and not returning at the appointed time or not returning at all shall reimburse the university college the pay and other expenses that the university college may have covered. If the reimbursement is not made within a month of the violation of the return date, the university college shall either deduct from whatever may be due to the faculty member from the university college and/or use the person who has the faculty member's power of attorney for the return of what was expended.
- 104.1.1.11. A faculty member on leave whether paid or not, for a reason of verifiable emergency, cannot complete his studies within the originally

granted period of leave, has to formally request his dean for an extension of leave substantiating the emergency. An extension may be given by the President for no more than six months following a dean's recommendation.

104.1.2. Sabbatical Leave

- 104.1.2.1. A full time faculty member, holding faculty rank and having served the university college continuously for a period of seven years, is entitled to a sabbatical leave of one year continuously with full pay provided he or she fulfills the following condition:
- 104.1.2.2. The application for a sabbatical leave shall be submitted to the respective dean one year before the staff member anticipates leaving on a sabbatical.
- 104.1.2.3. The dean to which a request for a sabbatical has been submitted ensures that the normal function of teaching and research will not be adversely affected by the departure of the staff in question.
- 104.1.2.4. A beneficiary of a sabbatical leave shall upon completion of his leave, submit a report on his experiences or accomplishments to his department.
- 104.1.2.5. A faculty member, who is granted sabbatical leave, shall be required to sign an understanding that he will continue his services with the university college for a minimum period of three years after the completion of his leave. Failure to comply with the undertaking shall entitle the university college to claim the salaries that were paid to him during the leave plus any other damages.
- 104.1.2.6. Property clearance and settlement of accounts shall be required of all faculty members upon being granted sabbatical and/or study leaves while provident funds as well as future payments that may be in their names save salary shall be retained with the university college.

Article 105. Contract Renewal

- 105.1. The university college is not required to inform the employee about his/her status at the end of a contract period. Thus, unless it informs the employee in writing concerning the renewal of a contract after a contract's completion, a contract shall be assumed as not renewed.
- 105.2. Any faculty member and workshop technician involved hired to teach at the university college for the first time shall sign a contract from September 1 to the end of June GC. If the university college finds the staff member suitable and there is funding for employment, his contract may be renewed perpetually from July 1 to June 30 GC.

Article 106. Resignation of a Faculty Member

- 106.1. In order not to disrupt the education of a student body, no teaching staff in the university college is allowed to break a contract unless the period for which he is hired expires. In some cases, the President may approve a resignation if the resignation is tendered at least two months before the end of a semester.
- 106.2. To the extent students have a lot to lose in the wake of a sudden departure of a faculty member, this resignation protocol would allow students to finish a semester or an academic year and give the organization a chance to recruit replacement on time.
- 106.3. Any teaching staff member that signs a contract to stay as an employee for an academic year and then resigns before the end of a semester or an academic year without providing the required notice shall forfeit any payment that may be due to him/ her and shall not get either clearance or a testimonial of service.

Article 107. Other Personnel Matters

- 107.1. A person joining the university college to perform essentially administrative or non-teaching duties may, in exceptional cases, be assigned an academic rank within a relevant faculty provided he is a recognized scholar in his field with prior teaching experience and he satisfies the requirement to the rank;
- 107.2. Any member of the faculty that has fulltime contract with the university college is not allowed to work for other organizations, persons in full time, part-time or consultancy capacities during school time of the two semesters to the degree the employment with the university college requires full attention to students and the remaining time is meant for after school grading of papers, preparation for the next class and time for rest to enable full vigor, energy and concentration during work time.
- 107.3. Should outside engagement of a faculty member advantages particularly the development of students and the institution, this advantage should be brought up to the dean and an allowance may be recommended to the President. The President may give or deny permission for outside engagement of the type for a time.

Article 108. Furnished Apartment for Expatriate Staff

108.1. The furnished apartment shall be used only by an expatriate staff or citizens of other countries of Ethiopian origin that may teach at the university college but do not have housing in the city.

108.2. The furnished apartment shall be handed over with a checklist of the conditions of the apartment and the furnishing in two copies. The occupant shall sign on both copies and shall retain the one copy and the other shall be deposited with the office of the VPAFA. Upon vacating, the apartment and the furnishing shall be handed over back to the university college in the same condition by the former occupant. The occupant shall pay for any damage that is not of normal wear and tear.

Title 14

The Support Staff of Hope University College

Article 109. The Support Staff

- 109.1. The support staff shall include the executive staff on one hand and all the directors, employees of the library, the offices of the registrar and student life, the support staff in academic affairs and all the remaining staff under the subsystem of administrative and financial affairs.
- 109.2. The support staff shall be managed in the same manner all throughout the various substructures of the university college.

Article 110. Employment Conditions

- 110.1. All support staff and the executive staff, which shall include the President and the two vice presidents shall be hired with a contract for a definite period of one academic year. The president's contract may be renewed by the Board and the contract for the two vice presidents and the rest of the support staff be renewed by the President if performance is positive and there is funding to maintain employment.
- 110.2. A support staff member, who plans to resign is required to make a month's advance notice.

Article 111. Performance Evaluation

111.1. General Reference

- 111.1.1. Every employee is expected to perform to the best of his/her ability. The university college expects professional work, and therefore shall not tolerate shirking, gossip, horse play, tardiness, laziness and a general lackadaisical attitude towards work.
- 111.1.2. The support staff is evaluated on the basis of job descriptions and adherence to the staff code of ethics. Performance evaluation is undertaken twice yearly. The first and the second evaluations are in January and June respectively.
- 111.1.3. If there is promotion, it shall apply largely to those who attained 4 and to some degree to those who attained 3. Those with grade 2 are just getting by either not going ahead or not deteriorating. In an

environment of changing job demands and expectations, unless their performance improves, they run the risk of losing their number 2 grade. Those getting grade 1 may be dismissed from employment for incompetence. Conclusive comments may be made on each evaluation.

- 111.1.4. The support staff member shall be appraised jointly by his immediate supervisor and the supervisor's supervisor, given the increased objectivity that comes from a second opinion. All supervisors shall be evaluated by their immediate supervisors and the President by both the Advisory Board and the chairman of the Board.
- 111.1.5. The appraised employee shall be informed of the rating in a one-to-one discussion with his immediate supervisor. From the discussion, if there are valid errors of fact they must be corrected and the weighted average adjusted. Judgments cannot be changed. After this interface, the employee must sign on the evaluation and the signed copy must be filed in the employee's file. An employee that fails to sign on his evaluation may be dismissed on account of failure to adhere to the university college's procedure.

111.2. Instruments of Evaluation

All evaluation instruments of the support staff shall be framed and amended by the President in consultation with the vice presidents of the university college. There are two instruments to evaluate the support staff. These are:

111.2.1. Evaluation Instrument for Supervisory Support Staff

- 111.2.1.1. The Evaluation Instrument for Supervisory Support Staff of the university college is for those in positions of supervision such as the President, the vice presidents, the deans, directors, Chief of the Library, the Registrar, managers, officers and other supervisors of the university college.
- 111.2.1.2. A supervisory support staff member will be evaluated by one's immediate supervisor and the supervisor's supervisor. With the evaluation of any such staff member being done in that chain, the President shall jointly be evaluated by the Advisory Board and the Chair person of the Board.

111.2.2. Evaluation Instrument for Non-Supervisory Support Staff

- 111.2.2.1. This evaluation covers all non supervisory support staff of the university college.
- 111.2.2.2. This evaluation instrument has to be translated in the local vernacular to the extent English is not widely used at this level.

Part V

Miscellaneous Provisions

Title 15

Financial Procedures and Budget

Article 112. General Reference

112.1. The fiscal year of the university college shall be from January 1 to December 31.

112.2. The General Assembly shall appoint an external auditor, which shall have no special relations within the university college and which shall be chosen from the list of auditors approved by government.

112.3. All financial reports of the university college shall be open to the public.

112.4. The accounting system of the university college shall be double entry and cash basis.

Article 113. Internally Generated Income

113.1. The university college shall generate income from related activities. Income generated internally may come from a variety of sources such as interest, special fund-raising drives, membership fees from the general assembly, charges for the use of facilities, the sale of assets that are no longer needed by the university college, rentals, cost recovery charges like tuition fees, registration fee, night school fees, etc.

113.2. Income generated shall be ploughed back to the university college to cover various expenses and shall be reported in the financial statement of the university college.

Article 114. Budgeting

114.1. The University College uses the fiscal year starting on January 1 and ending on December 31st as its budget year.

- 114.2. The university college operates by a budget that is formed and coordinated by the various organs of the university college in a participatory and incremental manner and that is subsequently approved by the General Assembly.
- 114.3. The process to form the budget of a given year shall begin a year in advance in order to give time for the raising and securing of the needed funding before the onset of the budget year.
- 114.4. The various heads in each subsystem shall prepare their draft budgets with their relevant staff members using cost patterns for existing line items, new requirements and anticipated rate of inflation and submit the same to the budget committee by the first week of February. The budget committee, which has three members as appointed by the President, discusses each draft with the deans or directors up to the end of February and develops a consolidated draft budget. The draft budget shall be distributed to members of the Senate for a budget hearing at a meeting on or before March 15.
- 114.5. Whatever the Senate passes is then submitted to the President of the university college, who discusses it at the Executive Chamber before the end of March. The President, making needed adjustments based on funding available, submits a budget proposal to the Advisory Board, which looks at the proposal before the middle of April for any possible adjustments in close consultation with the Senate. Whatever the Advisory Board forms is then submitted to the Board and subsequently to the General Assembly for approval during the assembly's ordinary meeting before the end of May.
- 114.6. After the assembly's approval, the budget is subsequently distributed to the university college's donors before the end of June as a request for funding. When pledges are subsequently made, the Director of Finance tallies the pledged totals and the income that is expected to be internally generated in relation to the budget. If the income is less than the amount of the budget, the Senate discusses where to make cuts in close consultation with the affected offices and frames a proposal as the amended budget. The proposal is submitted to the Advisory Board and then to the Board. Whatever the Board passes becomes the amended budget, which shall govern the university college's spending for that year.

Article 115. Spending

- 115.1. The implementation of the amended budget has its own procedures. The subsystems and the units within each receive their respective approved list of funding, including spending limits from the office of finance of the university college. The university college uses a quarterly installment system starting from January. The first installment is an advance and the second installment

can be released only following the submission of a financial statement that proves that spending had been done according to the line items and spending limits of the amended budget.

- 115.2. All cost centers have to submit their quarterly financial statements to the office of finance one week after the end of the quarter that is being reported about. No fund shall be released unless the financial report is submitted on time and verified by the office of finance for accuracy and management according to the amended budget.
- 115.3. As cost centers are not allowed to engage in spending without the mandate of the amended budget, all deans and directors must regularly monitor the balance of their finance and pace their spending according to the limits. A dean or a director, who authorizes spending without keeping an eye on the balance, risks the triggering of unauthorized variations, which are not permitted.
- 115.4. All operations shall monitor their petty cash and spending outlays via on going and unannounced checks, ensuring that they are within the limits of what is granted. All transactions must be balanced the day of their transaction so as to enable up to date and on time recording, accounting and thus reading of the cash balance early enough to make adjustments.
- 115.5. Deans and directors must use the various check points and control mechanisms to control their spending. Vice presidents must ensure that the above officials do what is expected of them in running their operations by the means availed to them. The office of finance shall not release subsequent allocations unless cost centers adjust their spending to the amended budget.
- 115.6. A variation from the amended budget may be allowed in an emergency. In this case, the vice President in whose subsystem an emergency occurred or may occur must submit his proposal of variation to the President with detailed verification for the emergency. The President can authorize funding for emergencies.
- 115.7. As unanticipated expenses are not emergencies, those involved in budget formation have to forecast the needs of their sections and frame their budget proposals accordingly.
- 115.8. At the same time, variance within a line item may happen plus or minus 10%. Deans or directors can use the surpluses in certain line items to cancel out deficits in others following a written permission to do so by the respective vice presidents.
- 115.9. In writing quarterly financial reports, the accounting of spending shall be portrayed according to the rubrics of the amended budget, showing what is

allotted, what is spent and the balance per line item and totally. The spending shall be supported by legitimate source documents as per the standards of the Office of Finance.

115.10. The financial accounting of the university college shall be computerized using a relevant, and efficient software that shall be updated or changed from time to time to suit the purposes of the university college.

Article 116. Procurement and Supply Procedures

All procurement shall be spearheaded by the VPAFA based on the provisions of the amended budget and the formalities of procurement. The VPAFA shall also ensure that all fund authorizations by designated personnel shall be according to the spending limits so as to manage the university college's finance within the allowance of the amended budget.

116.1. Procurement of Goods

116.1.1. Fund authorization for all purchases

- a. Procurement of items shall be proposed and budgeted in the amended budget in advance in order to avoid unplanned buying. The purchasing shall be done centrally and in bulk during times with least cost possibilities.
- b. Funds for approved purchases shall be authorized at different levels of the university college and at varying amounts for a single purchase. In accordance with the above conditions, deans and directors shall authorize a purchase up to and including Birr 50,000.00.
- c. Vice presidents shall authorize a purchase up to and including Birr 100,000.00 and the president shall authorize a purchase up to and including 200,000.00
- d. The Board shall authorize all purchases above and including Birr 200,001.00
- e. The above authorizations will be in effect only when adherence to the following purchase procedure is in effect.

116.1.2. Purchasing Formalities

All purchases shall be from original sources like factories in the case of technology products or from farmers in case of raw food items. If factories are not available, the next source shall be wholesalers. These sources shall be researched by the relevant office of the VPAFA and selected as places to collect invoices. In as much as the

source is important so is the timing of purchasing, which shall be identified by the cited office for the timing of the purchasing.

The items purchased shall be stored in the general store of the university college and distributed to the various sections of the university college on time.

116.1.3. Types of Purchasing

The amount of money involved in a planned purchase and the level where the purchase is to be made determine the type of purchasing. Three types of purchasing can be undertaken by the university college and they are:

- a. Purchasing without performa invoices or the involvement of the purchase Committee. In this case deans, directors, vice presidents and the president can authorize a purchase without Performa invoices and the involvement of a purchase committee up to Birr 500.00.
- b. Purchasing with the formality of presenting three valid performa invoices and making a purchase from the cheapest vendor, but without the involvement of the purchase committee.

The following are the officials and the spending limits that they can allow under this provision:

- first line supervisors from Birr 501.00 to Birr 1000.00
- deans and directors from Birr 501.00 to Birr 10,000.00
- The President and the vice presidents from Birr 501 to Birr 15,000.00.

- c. Purchasing with the formalities of presenting three valid performa invoices and the selection of a vendor by a purchase committee.

The following are the officials and the spending limits that they can allow under this provision:

- first line supervisors from Birr 1,001.00 to Birr 10,000.00
- deans and directors from Birr 10,001.00 to Birr 50,000.00
- the vice presidents from Birr 50,001.00 to Birr 100,000.00
- The president from Birr 100,001.00 to Birr 200,000.00
- The Board from Birr 200,001.00 and above.

Members of the purchasing committee shall be three staff members. The members shall be nominated by the VPAFA and approved by the President. The student parliament can delegate a student to serve as a non voting member of the committee.

The purchase committee shall not include any one in a supervisory or financial roles as these leaders have to assess the procurement process and outcome. The members shall have an unquestionable reputation and shall be technically competent to fulfill the roles demanded of them.

116.1.4. Supplier Selection and Purchasers

1. Supplier Selection

- a. The section of the university college that wishes an item to be purchased needs to submit its purchase request to the office of the VPAFA with full specifications. The office, after checking the legitimacy of the request gives the purchase list to a purchaser to distribute to name worthy vendors and have them make their offers according to the specification in sealed envelopes. The purchaser shall collect at least three performa invoices from the vendors and submit the same to the purchase committee for scrutiny.
- b. The purchase committee shall determine the winner after analyzing the offers submitted in terms of the following factors and writing out its decision.
 - the price offered,
 - origin of product,
 - overall quality and brand status,
 - warranty of part and labor and for how long and where
 - availability of service within easy reach and track record of service delivery
- c. Then the purchase committee shall yield its signed minutes with the proper signatures of its members and submit the same along with all the performas to the office of finance. The finance office shall in turn advice the appropriate official to give the authorization for the purchase vouching all has been done according to procedure..
- d. In some cases, where there may be only one or two vendors for needed item of purchase, the purchaser shall state this in the purchase request from and decisions can be made on the one or two performa invoices presented. In other cases where there may be an unwillingness to provide a written performa, the purchaser may be allowed to report the offers conveyed to him orally in writing and this may be used as a performa.
- e. A unit within the office of the VPAFA shall study the price patterns regularly of items that are frequently used by the university college and report the same to the purchase committee. The purchase committee can reject offers if it believed that they are unreasonable and direct the purchaser to secure other performa invoices.

- f. The university college is not bound to accept the outcomes of bids if it found a cheaper purchase option. Apart from the designated purchaser(s), the office of the VPAFA shall undertake price surveillance of items that are to be bought to challenge offers. In case where the surveillance shows that the offers are overpriced, the bid shall be done again.
- g. In all purchasing, accepting commissions or indirect favors is not allowed as this behavior trades on the advantage of the university college.

2. Foreign Purchases

Foreign vendors can compete with local vendors and if their offers are more favorable, purchases can be made directly from abroad. Furthermore, if there is no local vendor for an item sought and if the office of the VPAFA can attest to this fact, items can be purchased from abroad following the authorization of the President.

116.1.5. The bid process and tender documents

- a. All local bids shall be submitted in a sealed envelope. Foreign bids may be sent via email or fax.
- b. For all contracts and/or purchases with a value of Birr 100,001.00 and over, either a restricted or open bid invitation shall be made.
- c. A restricted bid invitation shall be justified by the purchase committee and endorsed by the president. The purchase committee shall serve as a bid committee.
- d. Bidders shall put their full name, address and signature on the bid document.
- e. Bid documents submitted after the closing date shall not be accepted. No change or addition of information, i.e. change of unit price or terms of delivery shall be allowed or accepted after documents are submitted or opened.
- f. Prices shall be given in Ethiopian Birr, or in any other currency accepted by the National Bank of Ethiopia (NBE).
- g. Bid documents shall be submitted only in the language indicated.

116.1.6. Procurement of services

The procurement of services like consultancy or outsourcing requires the decision of the President based on available funding and the proposal of the Senate. Once the go ahead for the procurement is given, the remaining formality is the same as the procurement for goods. As technical as consultancies and outsourcing may be the VPAFA shall assign a person or persons to assess the proposals and the interview for the use of the purchase committee.

Article 117. Setting Prices

- 117.1. The university college has a number of goods and services for which charges are levied. These would include tuition fees, facilities rental, prices of goods and services produced in the course of training, used, surplus or unneeded assets that the university may sell.
- 117.2. There shall be a price setting committee constituting of three staff members. The President shall appoint the members of the committee, who shall operate by a majority vote. The committee shall recommend to the Senate selling prices of goods and services that the university college may sell.
- 117.3. Proposals of sales of goods and services shall be made by any of the vice presidents to the Senate. Based on the provisions of the law, the Senate shall make its recommendations to the President, whose approval becomes final.
- 117.4. Following the approval, the list of items and services to be sold shall be turned over to the price setting committee for proposals of sale prices to be made to the Senate. The determination of sale price shall be based on market prices as conveyed by the Office of the VPAFA and sources including price indices that may be available.
- 117.5. The office of the VPAFA shall engage in market studies of goods and services used and sold recurrently, in the projection of inflation and future demands, etc. and avail that information to the price setting committee on a regular basis.
- 117.6. The prices of standard goods and services shall be revised every July and be applicable during the next academic year.

Article 118. Store Management

- 118.1. The University College shall have a centralized store, which receives and distributes items to the various units of the university college.
- 118.2. For all items received, a sequenced goods-receiving note shall be legibly written the day it is received, and each of the duplicates must be issued to the designated destinations. Items received must also be listed in the fixed assets register if their value is above Birr 500 and are not perishable.
- 118.3. Items needed from the store shall be used only for official and approved business, and must be requested via a store requisition form with enough copies made for all the relevant offices, including finance.

- 118.4. Following the submission of a store requisition form, an issue voucher must be prepared according to the specifics of the store requisition form, and presented to the respective executive or his/her designate for an approval. After an approval of the issue voucher, items authorized to be issued out, can be issued out from the store to the requesting project via the designated user who must sign on the issue voucher affirming the receipt of the items. The designated user shall be authorized to receive and use the items to be checked out.
- 118.5. Every authorized employee is responsible for items he/she receives. If the items that are checked out are perishable, they have to be economically and properly used exclusively for the purposes designated.
- 118.6. If the items that are checked out are fixed items, the items have to not only be economically and properly used exclusively for the purposes designated, but also have to be registered in a ledger in the name of the employee that checked them out by the store clerk using the information from the issue vouchers. At the end of each academic year or during separation, employees are required to hand over the items checked out in their names in similar conditions and get the ledger balanced. An employee that fails to account for items checked out in his name shall be charged for the value of the item and will forfeit a certificate of clearance during separation.
- 118.7. The store clerk shall ensure that employees with ledgers shall settle their accounts at the end of the year or during separation and shall inform the office of finance those employees who fail to do so.
- 118.8. The store clerk shall also report items whose conditions have changed, due to deterioration, damage and loss in writing to the Office of Finance so as to enable replacement before the need for use and inform the same office about stock levels to plan future supply.
- 118.9. All fixed assets shall be given an identification number, which shall be engraved in a visible spot on each asset.
- 118.10. Using the identification number, an annual inventory of assets must be taken during the last month of an accounting year against the fixed-assets register to identify any missing items and to determine responsibility for the loss.
- 118.11. The store clerk has to constantly be on the watch about the status of an item. Clearance given to an employee who has an unsettled account of goods received shall lead to the dismissal of the store clerk and charges for a retrieve of the item (s).

118.12. No items shall be moved from the place and purpose of issue unless a special written permit has been given by the respective vice president for their removal and only for the period needed. The person that received the items initially shall hand them over to the new person in charge of their temporary use through a note of issuance and receipt on which both persons have to sign. The person that received the items initially has to ensure their timely return within a day of their use and the note had to be torn right after this restoration. As no asset of the university college shall be used for any purpose outside of the university college, it shall not be moved outside of campus.

118.13. Employees to whom fixed assets are issued out shall prove the presence of those assets in their designated places in good order during inventory in December. Furthermore, they shall immediately make a written report to the Office of Finance when they find any of the fixed assets that they received are damaged or defaced in any way or lost. This information would allow the office of VPAFA to make enquiries if there is impropriety of any kind at the right time and place responsibility where ever appropriate. Failure to report on time and appropriately will make the person that checked out the assets accountable.

Article 119. Petty Cash

119.1. A petty cash fund shall be established to meet petty and recurring expenses, which would not normally require the issuance of checks by every cost center.

119.2. The petty cash fund shall be from Birr 500.00 to Birr 5000.00 depending on the frequency of transaction in a cost center. The upper limit of petty cash from the cited range shall be recommended by the Senate and approved by the President.

119.3. The petty cash fund shall be established by the issuance of a check in the name of the petty cash holder for the amount of the fund and replaced as receipts authorized by a supervisor are submitted by the petty cashier with a detailed expenditure sheet showing what ever balance if any.

119.4. The petty cash fund shall always be replenished by check. The petty cash holder should at any one time have either cash or paid vouchers or a combination of the two, each of which should be equal to the petty cash fund. Surprise cash counts should be conducted from time to time.

- 119.5. Payment from petty cash fund must not exceed Birr 500.00 for any one single payment and payment can be made by cash up to and including Birr 500. A check shall be used above Birr 500.00. All advances made from the petty cash fund must be settled within the following day of advance. Extra ordinary expenditures which are not common to the pattern of expenditure of the university college shall get prior consent of the President. The petty cash fund shall be kept in a safe.
- 119.6. As uncontrolled petty cash may lead to over spending, the immediate supervisor over the petty cash and the respective finance office shall ensure that the spending through the petty cash is within the spending limit allowed by the budget by having the petty cashier maintain a running balance of the petty cash spending against the allowed spending limit.

Title 16

Donor Relations, Planning, Monitoring, Evaluation and Reporting

Article 120. Donor Relations

- 120.1. The President shall be responsible for donor relations with the assistance accorded to him by the Vice President for Administrative and Financial Affairs.
- 120.2. Once a donor agrees to fund any of the activities of the university college, there shall be a partnership agreement specifying the responsibilities on both sides and how the fund being donated is to be used.
- 120.3. When funding comes, it shall be acknowledged formally with a legally acceptable receipt or bank advice and the funding shall be used as per the terms of the partnership agreement.
- 120.4. Funds come for either a specific project or for general purposes. To the extent the first type of fund is related to a certain project, it shall be restricted to the use of that project. If after the implementation of a project, there is a positive balance, the President needs to inform the donor about the balance and manage the fund as per the donor's instruction. To the extent funds for a general purpose are untied, their use is unrestricted so long as what is expended is for the purposes of the university college. The President shall determine the specific use of unrestricted funds.
- 120.5. In implementing a project that is funded, some adjustments may be needed. In this case, the university college shall get the go ahead from the donor before engaging in the changes.
- 120.6. The University College shall account for all the activities of donations via its activity and financial reports, which shall be written quarterly and annually. Audit reports shall also be distributed likewise.

Article 121. Planning

121.1. Long Term Plan

The university college shall plan its future on a five year basis using a strategic plan exercise. The strategic plan has to be participatory involving all stakeholders. It shall evaluate the performance and relevance of the university college from hindsight and the place of the same in the future in the light of changing situations. It shall then revisit its objectives, activities and strategy and frame its five year plan. The five year plan shall be approved by the Advisory Board and the Board. Based on this plan, recommendations for changes in academic programs, policy and procedures may ensue.

121.2. Annual Plan of Action

The annual plan of action is drawn from the five year plan with some adjustments to changing realities that may not have been forecasted or anticipated when the five year plan was framed. The plan of action, being what the university college plans to do during an ensuing year, shall be completed in tandem with the budgetary process and submitted to the Advisory Board, which in turn shall submit its recommendations to the Board. The Board shall examine the draft plan of action along with the draft budget in relation to the performance of the current year's plan of action and budget and submit its draft to the General Assembly. The decision of the General Assembly shall be final.

Article 122. Monitoring and Evaluation

122.1. Monitoring

122.1.1. All supervisors shall monitor the activities under their purview regularly and check if objectives are being addressed properly, efficiently effectively. This monitoring shall also involve students being a telling reflection of the impact that should be registered. The monitoring shall be both planned and unplanned.

122.1.2. The aim of each monitoring shall be to compare expected impact in relation to actual outcome. Private and group discussions should be held with staff and more importantly with beneficiaries to get an accurate picture of progress. Anything unproductive or counter productive shall be honestly noted and assertively confronted.

122.2. Evaluation

- 122.2.1. Supervisors shall evaluate their operations on the basis of relevance, effectiveness and impact in relation to the stated objectives and enumerate what steps that they need to take to improve performance. They need to discuss their findings and recommendations with their supervisors and the Senate and the management team with transparency and accountability and work for constant improvements.
- 122.2.2. Each operation shall also be subject to external evaluation and supervisors shall be fully cooperative for this look by an outsider.
- 122.2.3. The university college shall ensure that both internal and external evaluations go on regularly at regular intervals in order to maintain the vitality, freshness, relevance and excellence of the university college. In this process, if there are workings, systems, routines as well as persons in the way of the excellence sought, they need to be dealt with without delay using the norms provided in this charter.

Article 123. Reporting

123.1. Report Types

- 123.1.1. Hope University College has four kinds of reports. These are quarterly, annual, report-on-order and report-on-incidents. A quarterly report shall be issued once every three months. An annual report shall be made after the end of an operating year. A report-on-order is report that shall be done according to a request. A report-on-incidents is one done on critical incidents that happened at the university college in the positive or negative senses.
- 123.1.2. The content of all reports may be activity or finance or a combination of both. In all cases, all reports shall be written on time, correctly and fully and submitted to the right place on time. Some reports may need pictures and these need to be incorporated.

123.2. Reporting Deadlines

- 123.2.1. Quarterly reports of all departments and offices shall be submitted to the VPAFA one week after the end of a quarter. The VPAFA shall consolidate the reports and make them public within a month of the end of a quarter about which the report is written.
- 123.2.2. Annual reports shall be written and printed based on the quarterly reports on or before April 30 following the end of an operating year by the VPAFA.
- 123.2.3. Annual financial statements shall be completed by January 31 following the end of an operating year by the Director of Finance.

Title 17

Office Management

Article 124. Correspondence

- 124.1. All correspondence pertaining to public relations, donor relations and government relations shall be written by the President or by those whom he delegates. Supervisors can correspond over matters that pertain to their offices.
- 124.2. All official letters must display sequential reference numbers, the approved seal of the university college and be written on an approved letterhead. The language of correspondence must be of an acceptable standard, and the content must reflect accurate information.
- 124.3. Personal correspondence is not allowed on the university college's letterhead and the seal cannot be used for personal correspondence. All letters must have two copies each, of which, one must be filed to the addressee and another to the reading file maintaining the sequence of the reference. A third copy may be needed for central filing if the process requires the same for a particular correspondence.

Article 125. The Seal and the Letterhead

- 125.1. The seal is the symbol of the university college's stamp of approval in any correspondence and formal interaction. The seal may be modified by the majority vote of the General Assembly and is kept by the President or by whomever he delegates within the university college. The seal must be locked when not used.
- 125.2. The letterhead of the university college can be modified as necessary with the final approval of the Board. Letterheads can only be used for official and authorized purposes of the university college.

Article 126. Forms

- 126.1. Forms that are legitimate at the university college are those recommended by the Senate and approved by the President. The President files the original approved blueprint of each form for cross-checking and reference. Each form shall have an identification number. Forms that need to be copied to

others like receipts and vouchers shall be sequentially numbered and with duplicates.

126.2. All forms shall not be used for purposes other than those designated. All forms shall be filled out legibly and if they have duplicates pressed enough for the writing to come through the duplicates. The information on the duplicates must be the exact copy of the original with no deletions and/or alternations. If changes or corrections are needed, this may be done only by voiding all copies and filling out a new set. The voided original and copies must be stapled and retained in the pad.

126.3. No receipt of cash or material shall be done apart from the officially accepted and sequenced documents of original entry.

Article 127. Filing

127.1. All correspondence can start from any point including students, student organizations and the outside community. If the source and destination of any correspondence are within the university college, both the addressor and the addressee shall have a file with the addressor maintaining a copy and the addressee maintaining the original of a letter.

127.2. All personnel, financial, student and academic correspondences require that a second copy shall be deposited in centralized places. Accordingly, all personnel correspondences shall be copied to the office of the VPAFA, financial correspondences to the Director of Finance, correspondences related to student academic records to the registrar and those related to student life to the Dean of Student Life.

127.3. In all correspondences where relevant parties need to be copied, the copying aspect shall be indicated in the letter and the copy shall be forwarded and deposited in the file therein right away.

127.4. Each supervisor must have an alphabetically-arranged filing reference catalog and a filing cabinet with suspenders and/or binders labeled likewise. Secretaries shall file incoming documents or copies of letters, memos, etc., after their supervisors see and direct them to be filed with filing reference.

127.5. Secretaries shall acknowledge receipt of all incoming correspondences or documents in an incoming mail log book citing the document and its reference number if any, where it came from, the date of receipt and to who it was addressed and shall forward the same right away. Similarly, they shall route all outgoing letters or documents citing the letter's reference number, the addressee, the date of distribution and the name and signature of the

messenger involved in an outgoing mail log book. A reading file must be maintained in each office to keep a copy of each letter.

- 127.6. Files are not to be removed from a supervisor's office where they are deposited and the supervisors to whom such files are entrusted are responsible for their safety and security. Certain personnel may see files which are not designated confidential only in the presence and with the permission of a supervisor. All files and the documents in them are possessions of the university college and as such shall be regarded as an asset.
- 127.7. Financial filing shall be done according to the categories of the university college's accounting system and the director of finance shall be in charge of the proper filing, routing and custody of the documents within each file. All financial documents shall be maintained on file for a period determined by the financial proclamation of the country. Files older than the proclaimed period shall be considered dead, and kept in a separate place in the university college as determined by the President. No financial document shall be removed from its designated place and no alteration is allowed.

Title 18

General Services

Article 128. Vehicle-Use Policy

If the university college has vehicles, it shall use them in two ways: for the use of the president and the vice presidents and for the use of the various organs of the university college that need the service of a vehicle.

128.1. Vehicles for the use of the president and vice presidents

Vehicles for the president and the vice presidents shall be availed with unlimited mileage. The officials alone shall operate the vehicles and ensure their cleanliness at their own expense and regular servicing at the university college's expense.

128.2. Vehicles for the use of the various organs of the university college

128.2.1. Vehicles for the various organs of the university college may be assigned by the President if there is compelling need on one hand and finances to purchase and run them on the other. These vehicles shall be operated by a licensed and experienced driver only for the approved purposes of the university college. The president may also adopt other options other than running one's vehicles like renting or outsourcing.

If the university college uses its own vehicles, the president shall make the allocation along with a driver and the management of the driver and the vehicles shall be under the relevant unit in the Office of the VPAFA. Noting that vehicles assigned to an office are not related to a person, all assigned operators of vehicles shall heed to the following procedures:

128.2.1.1. All drivers are to use the vehicles for official business only. If a driver is found carrying unauthorized person or driving on an unauthorized route, he or she will be held accountable and may be dismissed.

128.2.1.2. All drivers shall attend to the business of the university college during normal work hours, and need to return to their workplaces before closing time each day. If the nature of the work cannot allow them to be in their offices before closing time, however, the driver must obtain authorization to return after-hours.

128.2.1.3. Authorization of ride in a vehicle is given by the President.

- 128.2.1.4. All drivers shall maintain two vehicle forms: one that describes the internal and external condition of the car, and the other which lists the items being transported with the car. Operators shall sign both completed forms as an acknowledgement of receipt.
- 128.2.1.5. Driver-operated cars must have an authorization slip in order to leave from the campus. The slip is to be checked by a guard on the main gate. Cars without authorization may not leave the compound.
- 128.2.1.6. Before a trip is started, a driver shall fill out the Daily Vehicle Control Form, which shows the work of a vehicle and ascertains that the operation of the vehicle is for official business. The form shall be filled out for each job, and shall include starting km, reason for trip, destination, arrival km, any differences, name of the driver, signature of the driver, department ordering the job, other remarks, date of refuel, Km before refuel, km after refuel, amount of fuel, operator during refueling, date of service, etc.
- 128.2.1.7. The Daily Vehicle Control Form shall be submitted to the relevant unit in the Office of the VPAFA before the end of work each day, for accountability and utilization analysis.
- 128.2.1.8. The relevant unit shall ascertain that the vehicle has been used properly, evaluating distances to destinations and the fuel consumed in comparison with the average fuel consumption of the vehicle. If there is variation, the driver shall provide a valid explanation. If no explanation, the matter shall be further investigated for possible disciplinary steps.
- 128.2.1.9. An operator must immediately report any sign of mishap in a vehicle to his supervisor as soon as he/she notices it.
- 128.2.1.10. Drivers must check each morning before starting a trip the general condition, tire pressure, water, fuel, oil and brake fluid levels of the vehicle that they run and take corrective measures as necessary.
- 128.2.1.11. Drivers must operate their vehicles with care, according to the rules of traffic. They will be held accountable for problems of damage and accident that may come from their carelessness and/or speeding.
- 128.2.1.12. If a driver experiences an accident on the road, he must report the accident to the police before moving the vehicle, and take the proper steps for an insurance claim from the company that the university college selects. He shall also inform his supervisor immediately.
- 128.2.1.13. Each driver must clean and wash the car that he/she is assigned in such a way the car is tidy at all times.
- 128.2.1.14. All operators must follow up on the scheduled service of each vehicle

and ascertain that the service is done on time as per the arrangements of the university college.

- 128.2.1.15. Vehicular abuse, or cannibalizing or removing spare parts from a vehicle and replacing with one that is not its and cheating on fuels shall lead to dismissal and/or possible charges in court of law.
- 128.2.1.16. As per the mutual agreement of the offices within the university college, a vehicle from one office may be used by another, provided reimbursements are made as per the mileage charges established.
- 128.2.1.17. Mileage charges are established by the Senate based on fuel, depreciation cost and rates in other organizations.
- 128.2.1.18. A driver or an official with a designated vehicle who is found under the influence of alcohol, chat or any other drug while operating the same vehicle shall automatically be dismissed.
- 128.2.1.19. All drivers shall heed to the following speed limits in town and outside of town:
 - a. No more than 40 KPH in cities, towns and villages for all vehicles
 - b. No more than 60 KPH outside of cities, towns and villages for all trucks, buses and vehicles carrying eight or more people.
 - c. No more than 80KPH outside of cities, towns and villages for small vehicles carrying less than seven or less people.
- 128.2.1.20. Drivers exceeding the speed limit set in this charter and the law shall face disciplinary steps up to dismissal.
- 128.2.1.21. All drivers shall use seat belts and shall tell passengers to use the same if set belts are available for them.
- 128.2.1.22. No driver shall operate a vehicle without full rest the previous night and all drivers shall respect the interests of their passengers if especially the passengers are donors.
- 128.2.1.23. In cases of accident, a driver shall respect the rules of the traffic office calling the traffic office for official report and then informing the university college in writing as to what happened the very day or the next day of the accident. At the same time the driver shall inform the pertinent office of the university college for insurance claims.
- 128.2.1.24. Drivers hiding accidents and the damages done on people and vehicles shall be liable and may be dismissed from their work. No private settlement is allowed on the street in case of an accident.
- 128.2.1.25. If and when buses are availed to students and/or staff, the route shall be determined by the Senate and both students and staff may be allowed to ride in them for a fare that covers the total running cost of the vehicles. In provisions of the type no person other than those authorized by the university college shall be eligible to ride the vehicles.

Article 129. Protocol of Care, Repair and Cleanliness of Facilities and Grounds

The VPAFA shall develop protocol for the on going and instant care, maintenance and cleanliness of the facilities and grounds of the university college and ensure that the care, repair and cleanliness are administered as per the standards and demands of the protocol. As failure to live up to the protocol, denies the freshness, viability and standard upkeep of the facilities and grounds, the implementation of the protocol shall be closely monitored for the outcome of a viable campus.

Article 130. Abbreviations and Definitions of Terms

In this charter, the following terms have the definitions so indicated.

Academic Commission is an advisory committee of a faculty.

Academic Staff is the staff involved in the teaching and research at Hope University College.

Administrative Staff means all employees of the university college other than members of the academic staff.

Amended Budget is the budget that is amended to actual income and approved by the Board for operation.

Board shall mean the Board of Hope University College.

Budget is the proposed budget that is approved by the Board.

Charter is the rules and regulations governing the affairs of Hope University College and the expectations on members of the university community.

College is an educational institution that offers an associate degree or a diploma.

Contract Employment with a Definite Period shall mean work contract with a definite beginning and a definite end.

Contract Employment with an Indefinite Period shall mean employment so long as a job that engages one full time exists and an employee remains qualified to fulfill his/her part in a job.

Covenant is an agreement entered with a student as part of the admission or readmission conditions governing behavior and responsibility of a student in the university college.

Department is a unit of a faculty or an institute that offers courses and/or conducts research.

Departmental Academic Committee is an advisory committee of a department.

Division is one of the two organs at Hope Enterprises being either the Ladders of Hope on one hand and Hope University College on the other.

Donor shall mean those organizations and individuals that contribute finance, material and skills to Hope University College.

EC stands for Ethiopian or Julian calendar and all dates in this charter or the manual of policy and procedures of Hope University College are in the Gregorian calendar unless and otherwise qualified with EC.

Executive refers to the General Secretary of Hope Enterprises, the Executive Director of the Ladders of Hope and the President of Hope University College.

Faculty shall mean an academic unit of the university college constituting departments or other units that offer a diploma or a degree.

Faculty Member shall mean a teaching staff member at Hope University College.

General and Administrative Staff is the support staff of Hope University College.

Grade is the vertical strata of position classification of the support staff.

Health Insurance is coverage of medical insurance for an employee up to certain financial amount of coverage per year as negotiated with an accepted vendor excluding optical and dental care.

Hope is a short designation for Hope Enterprises.

HUC is an Abbreviation for Hope University College.

Ladders of Hope are the pre-college activities of Hope or the other division of Hope.

Manual shall mean the manual of policy and procedures of Hope Enterprises.

Manual of Policy and Procedures is the document containing the overarching policy and procedures governing both the Ladders of Hope and Hope University College

Organization shall mean Hope University College or Hope Enterprises. It will be clear from the context.

Partnership Agreement is the agreement established with a donor regarding the financing and implementation of a project or projects.

Project Agreement is the agreement established with the federal and/or regional Government authority regarding the implementation of a project or projects.

Proposed Budget is the budget proposed to the Board and the General Assembly.

Resource Raising is the effort to raise funds, material, volunteer help or technical expertise from within country or abroad.

Semester is an 18 week period of study.

Senate serves as the management committee of Hope University College.

Step is the horizontal strata of position classification and pay scale.

Support Staff shall mean all employees of the university college other than the academic staff.

University College Community shall mean the governing bodies, the faculty, the support staff and the student body of Hope University College.

The community shall mean people and organizations outside of the university college community.

Staff shall mean the academic and/or the administrative staff of the university college.

University College is an educational institution that offers a bachelor's degree

University is an educational institution that offers a bachelor's and graduate degrees.

University College in this charter shall mean Hope University College.

Article 131. Interpretation of this Charter

The Board shall have final say concerning the interpretation of disputed provisions in this charter.

Article 132. Scope of Application

Subject to the provisions of relevant laws of Ethiopia and the Manual of Policy and Procedures of Hope Enterprises, the provisions of this charter shall apply to the governing bodies, the staff and where applicable to the students of Hope University College.

Article 133. Gender Reference

Unless the context provides otherwise, in this charter, provisions enacted in the masculine gender shall be deemed to include the feminine gender.

Article 134. Power to Issue Guidelines

The President may issue guidelines for the proper implementation of the provisions of this charter.

Article 135. Obligations to Comply

All members of the university college community shall have the obligation to comply with the provisions of this charter.

All units of the university college shall have the obligation to implement this charter.

Article 136. Amendment

If and when the need arises additions, repeals or changes to the provisions of this charter can be made by the Board by a two thirds majority and the Charter as amended shall continue to be in effect.

Article 137. Inapplicability

Any regulation or directive inconsistent with the provisions of this Charter shall not be applicable.

Article 138. Effective Date

This charter shall be in effect from the date that it was approved by the Board of Hope Enterprises on June 3, 2009.