

VII. STAFF REGULATIONS

A. INTRODUCTION

The following section contains Human Resource-related policies which governed topics ranging from benefits eligibility to the tracking of time. HR policies should not be construed as creating contractual obligations. The PMU reserves the right to amend, supplement, or rescind any policies that it deems appropriate. As HR-related policies are revised, updated pages will be distributed to all employees.

In general, these policies apply to staff employees other than faculty. It should be noted, however, that certain policies, such as maternity leave and employee conduct, may apply equally to both faculty and staff.

B. TERMS OF EMPLOYMENT

Unless explicitly exempted by a written contract, all PMU staff employees are employed “at will” and there is no implied contract of employment. This means that employees serve at the pleasure of the institution and can be separated for any reason during their employment status.

C. TYPES OF POSITIONS

PMU employs individuals in a variety of positions with differing employment relationships. Unless exempted by written contract, all PMU employees are employed in an at-will status as stated above.

The policies in this manual apply to all employees and affiliated individuals of the university. Types of positions are defined as follows:

A **full-time** employee is appointed to work a minimum of 40 hours in a work week.

A **part-time** employee is appointed to work less than 40 hours in a work week.

Employees may hold multiple positions at the PMU. An employee holding multiple part-time positions that together total 40 hours or more in a work week qualifies for full-time status.

D. ESTABLISHING POSITIONS

Authorization to create new positions can occur during the fiscal year and at the start of a new budget cycle. In establishing a new position, the department head must obtain approval from the budgetary authority for his or her organization and from the university's Department of Human Resources. Budgetary authorities are vice rectors or deans as appropriate to the organization.

The budgetary authority of each organization has the responsibility to ensure that sufficient funds exist to support the addition of a new position.

Once budgetary approval is obtained, the department must obtain approval for the title and salary range from Human Resources. If this is a new position to PMU, the department will work with the Director of Human Resources to establish a new title, pay range, and job description.

E. HIRING, PROMOTION, AND TRANSFER OF EMPLOYEES

This policy provides for the administration of a fair and impartial recruitment and selection process. The PMU is committed to the recruitment and selection of highly qualified and productive employees.

All regular positions that are 20 hours per week or more and for a period of four and one-half continuous months or more must be recruited through the posting of vacancies or through lateral transfer or internal promotion.

Vacant positions may be filled by promotion or lateral transfer within a department, or by posting the position for internal or open recruitment.

1. Open Recruitment

All vacant regular positions to be filled by open recruitment must be posted externally. All applicants (both internal PMU and external candidates) may be considered for vacancies posted through open recruitment.

The positions will be posted for at least five consecutive working days.

2. Internal Recruitment

A vacant position may be recruited through internal posting only. Such postings will be open only to current regular employees of the PMU eligible to apply for job openings outside of their current departments.

The decision concerning whether to fill a position through open recruitment or internal recruitment will be made by the director or dean of the organization in which the vacancy occurs. If the director or dean determines that a viable applicant pool of one or more persons exists within the department, recruitment may be limited to internal resources.

Positions recruited within the PMU will be posted for five consecutive workdays.

3. Promotion or Lateral Transfer

To fill a vacant regular position by promotion or lateral transfer within a department, the hiring official must consider all qualified employees in the department and recommend an employee for selection based on job-related criteria.

4. Application Process

Applicants may not be considered for any position until a completed application for employment or resume showing evidence of the required qualifications is submitted to Human Resources. Applicants must indicate the position applied for and must submit their application materials to Human Resources by the closing date listed on the job posting announcement.

5. Existing PMU Employees

A regular employee of the PMU is eligible to apply for job openings outside of his or her current department provided he or she has been employed by the university for a minimum of six continuous months. An employee interested in transfer opportunities must submit an updated application to Human Resources for formal consideration for any posted vacancy.

Human Resources forwards all applications for the position to the hiring department for consideration.

6. Posting Vacancies within PMU

To post a position within PMU for open or internal recruitment, a completed Job Requisition must be forwarded by the hiring official to Human Resources for review and approval. The requirements for the position must meet the minimum standards set forth in the official PMU job description.

7. Interviewing Applicants

The hiring official is responsible for selecting applicants to be interviewed and for scheduling appointments with individuals from the pool of qualified applicants referred by Human Resources. The hiring official will ensure that all applicants selected to receive an interview submit a completed application for employment directly to Human Resources on or before the date the applicant is scheduled to be interviewed.

The interviewer ensures that all questions are job-related. Information about appropriate questions to ask during the interviewing process is included in the packet of information that the supervisor receives when the position is posted.

8. Selecting Applicants and Notification of Those Not Selected for Hire

Prior to extending an employment offer, the hiring official or his or her designee will check the applicant's employment references. Applicants who are interviewed but not selected for a position will be notified of the decision by the hiring office.

F. FACULTY AND STAFF COMPENSATION AND BENEFITS

1. Salary

PMU strives to remunerate faculty and staff with compensation that is competitive with external organizations and equitable within the university. The primary variable that is taken into consideration for salary growth is performance.

This policy applies to all employees and affiliated individuals of the university.

The PMU Compensation Plan shall provide structure to the management of both faculty and staff. The Compensation Plan shall consist of the following elements:

Job Titles: Descriptive job titles shall be used for positions that are similar in scope and function.

Job Codes: A uniform job code system shall be used to designate job types.

Salary Ranges: Each title shall have a minimum and maximum for each salary range. Salary ranges for each job will reflect the competitive labor market environment and be the responsibility of the Director of Human Resources to maintain.

Job Descriptions: The established PMU job descriptions will be considered part of the plan and will include the title; purpose of the job; required education and experience, and any required certification, registration, or licensure; job functions; and, supervisory responsibilities.

2. Other Financial Compensation

Faculty may receive financial benefits related to additional activities in official assignments including:

- Participation in a standing committee of the university
- Appointment as chair, dean or other university position
- Per-diem expenses and reimbursement for travel expenses (such as air tickets or car rental) for official business trips.
- Reimbursement for registration fees and other expenses associated with attendance at approved professional conferences and meetings.

3. Retirement and Termination Benefits

Faculty and staff will be granted retirement and termination of service benefits according to official university guidelines. Benefits will be determined in part by the employee's position, salary, and length of service at the university.

4. Repatriation Benefit

Upon initial employment of expatriate faculty or professional staff, the university will provide one-way air tickets to the employee along with his or her eligible dependants (spouse and up to two children under 18 years of age) from their point of origin to Dammam. Upon completion of the employee's contract and termination of employment, the university will provide similar one-way tickets for the employee and dependants to return to the point of origin.

For the period of annual vacation, the university will provide round trip tickets to the point of origin for expatriate faculty and expatriate professional staff, along with their eligible dependants.

5. Housing

The university will provide a housing allowance for expatriate faculty and expatriate professional staff in the Dammam / Al-Khobar area. The amount of the allowance will be determined by factors including, but not limited to, rank, seniority, and family size. Certain Saudi faculty and professional staff also may be provided with a housing allowance.

6. Health Care

All PMU employees will be provided with health insurance coverage under a group policy to be determined by the university.

7. Tuition Fees for Dependent Childrent

The university will provide expatriate faculty and professional staff with tuition fees for up to four dependent school-age children ages six through 18 to attend schools in the KSA. These fees will be paid directly to the schools.

8. Sabbatical Leave

Saudi and expatriate faculty will be provided with opportunities for paid sabbatical leave in order that they might pursue scholarly activities, interact with scholars at other institutions, conduct research, write books, or otherwise pursue activities that will contribute to their own advancement, enhance teaching abilities, and increase the reputation of the university.

Faculty will be eligible to apply for a one-year sabbatical leave after serving the university for five years. Faculty will be eligible to apply for a one-semester sabbatical leave after serving the university for three years.

Selection of faculty for sabbatical leave will follow an application process in which the faculty member presents a proposal for appropriate activities during the period of leave.

The amount of compensation granted to faculty members during sabbatical leave will be determined in accordance with university pay policies, but it typically will include full salary, regular transportation allowance, and the continuation of certain other benefits such as health insurance.

NOTE: Once the appropriate university leadership has been hired and has begun work, a complete benefit package will be developed for PMU employees and described in this manual.

G. BENEFITS ELIGIBILITY

PMU will offer a comprehensive benefit program to all eligible faculty and staff. Eligibility to participate in the benefit program will be determined from the employment status of the individual faculty and staff member.

1. Full-time Employees

PMU faculty and staff will be eligible for benefits as a full-time employee if:

- The individual works a minimum of 40 hours per week, and
- The appointment is expected to continue for at least one academic semester, and
- The individual is not currently insured by another sponsored medical insurance plan.

2. Part-time Employees

PMU faculty and staff are eligible for benefits as a part-time employee if:

- The individual works a minimum of 20, but less than 40, hours per week, and
- The appointment is expected to continue for at least one academic semester, and
- The individual is not currently insured by another sponsored medical insurance plan.

3. Dependents

An employee may also enroll his or her eligible dependents under plans offered by PMU. Eligible dependents include:

- Legally-married spouse
- Unmarried children under age 22, including
 - Stepchildren
 - Adopted children
 - Children for whom the employee is the legal guardian
- Unmarried grandchildren under age 22,

H. TIME AND ATTENDANCE REPORTING

This policy provides for accurate time and attendance records for employees of the PMU. It is the policy of the PMU to require that time sheets be prepared and maintained on all employees. This policy is intended to ensure compliance with all applicable Saudi employment laws.

1. Timesheets

a. Employees Paid Hourly

All employees who are paid on an hourly basis shall record time worked and hours absent on the official PMU time sheets. Each employee is required to sign his or her timesheet. The timesheet is reviewed and approved by the appropriate supervisor. The supervisor is responsible for ensuring that the employee has appropriate leave balances to account for time not worked. If an employee does not have sufficient leave for an absence, such as sick leave or vacation, the employee may be subjected to a reduction in pay.

Work hours and hours of leave are recorded on time records to the nearest quarter of an hour, with fractions of hours recorded as .25, .50, and .75.

b. Employees Paid Monthly

All employees who are paid on a monthly basis will report time on an “exception basis”. This means that employees are required to report only their time away from work (for example, sick days or annual leave). They are not required to report time worked.

Each employee in this category is required to sign his or her time record. The supervisor is responsible for ensuring that the employee has appropriate leave balances to account for time not worked.

2. Work Schedule

The PMU will conform to all requirements of the Labor and Workman Law of the Kingdom of Saudi Arabia, in addition to meeting the operational needs of the university.

A full-time employee of the PMU will normally be expected to work 48 hours during the work week. The work week is a fixed and recurring period of seven consecutive 24-hour days, which begins at 12:01 a.m. Saturday and ends at 12:00 midnight Friday.

During the holy month of Ramadan, hours of work for Muslim staff will not exceed six (6) hours per day or 36 hours per week.

3. Leave Requests

An employee should request time off in advance from his or her supervisor. If an employee is unable to request leave in advance, he or she must notify the supervisor as soon as possible.

4. Time Sheet Retention

Each PMU department is responsible for retaining timesheets for three years, plus the current year.

I. STAFF PERFORMANCE EVALUATION PROGRAM

This policy provides for the effective performance evaluation of all PMU staff employees. It is the policy of the PMU that all full time staff employees will receive a performance evaluation annually.

1. Purpose of Evaluations

The performance evaluation process is designed for a number of purposes, including:

- To assess an employee's accomplishments in relation to the standards and goals for the position.
- To provide feedback to the employee regarding work performance and demonstrated attributes/behaviors.
- To recommend employee development activities.
- To establish goals for the next evaluation period.

The performance evaluation is a tool that is available for use by supervisors in the salary merit review process, in promotion and cross-functional training recommendations, and in for creating plans to determine which employees might be appropriate candidates for filling certain positions should a vacancy occur.

The performance evaluation will be utilized as the basis for assessing pay increase decisions, identifying staff members who should be considered for promotion, identifying performance deficiencies, development needs, and communicating areas in need of improvement.

2. Performance Evaluation Process

PMU supervisors are expected to conduct a written performance evaluation for employees. Supervisors are to evaluate each staff employee during the fiscal year in advance of salary increase decisions.

At any time when an employee's performance warrants a written evaluation due to significant improvement or deterioration in performance, the supervisor is expected to complete appropriate documentation recognizing the change in performance. Improvements in performance can be acknowledged by a memorandum to the employee's personnel file. If an employee's performance fails to meet expectations for their job assignment, documentation should be initiated by the supervisor.

It is expected that the supervisor meet face to face with the employee as part of the evaluation process. The discussion and the appraisal should address whether the employee has met, exceeded, or failed to meet the expectations for the positions. Specific examples should be provided to the employee concerning major accomplishments or examples of areas that need further improvement.

The most fundamental goal of the performance evaluation is to improve both individual and organizational effectiveness. The PMU performance evaluation focuses on job-related behaviors as well as work outcomes. Staff members should be encouraged to discuss their concerns and frustrations and to offer suggestions that might improve the department's operations.

3. Staff Performance Evaluation Components

The PMU performance evaluation will include the following information:

- a. The date the annual performance period ends.
- b. The name, title and department of the employee being evaluated.
- c. A list of Key Responsibilities or major elements of the job. The evaluator may describe each key responsibility by using a word or a brief phrase or sentence to say what, how, and when each task is performed.
- d. An evaluation which places emphasis on how well each key responsibility has been performed.
- e. An overall summary of the performance evaluation, taking into consideration the level of performance on each key responsibility. Specific targets for improvement should be noted.
- f. The actual date of the evaluation, name and title of the evaluator/supervisor who has direct knowledge and supervisory responsibility for the employee. Both the supervisor and the employee should date and initial the form to record when the performance evaluation was discussed with the employee.

- g. Expressed and agreed-upon goals for the next year. These goals, along with the job description will serve as the basis for the following year's evaluation.
- h. The PMU evaluation will also reference the professional development plans for each employee over the next year.

J. FACULTY AND STAFF LEAVE

The PMU offers a generous paid leave program that includes annual leave, sick leave, holiday leave, and bereavement leave consistent with the laws of the Kingdom of Saudi Arabia. The Staff Leave Policy outlines eligibility, amounts, and administrative requirements for each type of leave.

1. Faculty Annual Leave

All Saudi and expatriate faculty will receive an annual vacation of 60 days, taken during the summer term. If the faculty member is participating in university functions or programs during the summer months, his or her vacation time will be reduced accordingly and the faculty member will be paid compensation for the work performed.

2. Staff Annual Leave

The PMU will provide annual leave to all full time, benefit eligible staff. The purpose of the paid annual leave is to provide staff an opportunity to be away from their job for rest and relaxation.

Annual leave is earned at a monthly rate of three working days per month, based upon the legal Saudi work week of 48 hours. Employees are eligible to use annual leave after six months of employment with the PMU.

a. Procedures

- Employees are expected to request annual leave in advance so that appropriate coverage can be arranged by the department. Employees are expected to provide at least two weeks notice that they would like to request annual leave.
- Leave requests should be made to the immediate supervisor.
- Supervisors are expected to inform staff of the status of their request within two days.
- In general, leave requests are expected to be approved after operational considerations are assessed.
- Employees should record annual leave on their time sheet for the actual amount of time taken.

b. Carry Over

Annual leave is expected to be taken in the year that it is earned. A maximum carry over from one year to another of 24 days is permitted. The amount of leave that exceeds 24 days will be forfeited at the start of a new fiscal year. An employee may not be compensated for such leave during active employment.

c. Annual Leave and Separation

All accrued annual leave will be paid to employees at the time of separation from PMU.

3. Sick Leave

PMU provides all eligible employees with paid sick leave under the conditions of Labor and Workman Law of the Kingdom of Saudi Arabia.

a. Accumulation

A full-time, regular employee is entitled to the following amount of sick leave if the illness has been certified by a physician:

- Sick leave with pay for the first 30 days
- Sick leave with three quarters pay for the next 60 days

b. Carry Over

Unused sick leave will not carry over from one fiscal year to the next.

c. Use for Dependants

Sick leave may not be used for the illness of a dependant.

d. Process

An employee who must be absent from work because of sickness or injury will notify the supervisor, or have the supervisor notified, at the earliest possible time on the first day of absence.

If an employee expects to be absent for more than three work days, the employee will notify the supervisor at the beginning of each work week, unless other specific notification arrangements are made that are acceptable to the supervisor.

e. Medical Certification

Continuous Absence of Three Days or Less: For an employee to be eligible to use accrued sick leave during a continuous period of three work days or less, the employee may be required by the supervisor to provide a licensed medical practitioner's certification showing the cause or nature of the condition or another written statement of the facts for the sick leave that is acceptable to the supervisor. This certification or statement is submitted to the supervisor upon the employee's return to work.

Continuous Absence of More Than Three Days: For an employee to be eligible to use accrued sick leave during a continuous period of more than three work days, an employee shall send to the employee's supervisor a licensed medical practitioner's certification showing the cause or nature of the condition or another written statement of the facts for the sick leave that is acceptable to the supervisor. This certification or statement is sent to the supervisor during the period of absence.

An employee's repeated pattern of failing to notify the supervisor when absent may be cause for disciplinary action.

Except in cases of an emergency or when other specific notification arrangements have been made in agreement with the employee's supervisor, three consecutive days of absence without notice is considered job abandonment and is cause for immediate dismissal from employment.

Confidentiality of Medical Records: Any document containing medical information about an employee is considered a medical record and is regarded as confidential. Medical records are kept in a file separate from all other employee records and are available to persons other than the department head and immediate supervisor only when there is a legitimate business need to know.

4. Holiday Leave

PMU staff are provided 14 paid holidays during the year. In addition, all employees will be provided with Eid Al-Fitr and Eid Al-Adha holidays.

Hourly employees who are required to work during scheduled PMU holidays will be compensated at a rate twice their normal hourly rate.

5. Maternity Leave

A married female employee is granted ten weeks of paid leave for childbirth consistent with the *Labor and Workmen Law* of the Kingdom of Saudi Arabia.

a. Distribution of Leave Time

Maternity leave is normally taken four weeks immediately preceding the expected date of delivery and six weeks following delivery. If delivery occurs earlier or later than the estimated date, the total maternity leave remains ten weeks.

b. Salary While on Leave

The salary of an employee on maternity leave is adjusted according to the length of her employment at the university.

- An employee with less than one year at the PMU receives no pay for maternity leave, but she may take other leave time at full pay.
- An employee with one to three years at the PMU receives half pay for maternity leave and may take other leave time at full pay.
- An employee with more than three at the PMU receives full pay for maternity leave.

c. Process for Taking Maternity Leave

A female employee shall notify her department director or dean of her desire to take maternity leave a minimum of three months before the anticipated start date of the leave.

The director or dean will immediately notify the Department of Human Resources of the proposed leave.

A representative of the department will meet with the employee as soon as possible after notification to ensure that she is aware of the salary she will receive during maternity leave and to determine whether or not she wishes to use any additional leave time.

The Department of Human Resources will promptly notify the Payroll Office of the conditions of the employee's leave.

6. Bereavement Leave

Staff members may request up to three days of leave in the event of the death of a immediate family member.

An immediate family member is defined as a husband, wife, brother, sister, mother, father, son, daughter, grandfather, grandmother, mother in-law, and father in-law.

7. Emergency Leave

PMU faculty and staff may be eligible for emergency leave upon request from the appropriate supervisor and university officials. Normally, emergency leave may not exceed 10 days per year.

8. Leave Without Pay

Upon application to the appropriate supervisor and university officials, PMU faculty and professional staff may be granted unpaid leave for a maximum of one year.

K. CONDUCT OF ALL EMPLOYEES

The PMU expects that all faculty and staff will conduct themselves in a highly professional manner at all times and serve as examples of appropriate behavior for all students. In addition, all faculty and staff are expected to understand, respect, and adhere to all PMU rules and regulations, as well as those of the Kingdom of Saudi Arabia.

Listed below are several standards of behavior that are imperative for staff to understand and to support. Failure to adhere to these conditions is grounds for disciplinary action, up to and including termination.

1. Cohabitation

PMU prohibits any cohabitation with an employee and a member of the opposite sex, except with his or her lawful spouse.

2. Dress Code

PMU expects all female employees and dependants to observe the dress code when appearing in public. Dress code will include traditional Kingdom attire such as abaya and head scarf. Failure to abide by these conditions will subject the employee to disciplinary action.

3. Smoking

All PMU buildings are non-smoking environments. Smoking is permitted only in outdoor areas on the university campus.

L. DISCIPLINE OR DISMISSAL OF EMPLOYEES

It is the policy of PMU to encourage fair, efficient and equitable solutions for problems arising out of the employment relationship and to meet the requirements of all applicable laws under the Labor and Workman Law of the Kingdom of Saudi Arabia. The process outlined below is applicable when handling a situation involving discipline or dismissal of a staff member of the PMU.

1. Expected Standards of Conduct

Each employee is expected to acquaint himself or herself with performance criteria for his or her particular job and with all rules, procedures, and standards of conduct established by the PMU. All employees are expected to educate themselves regarding the expected behaviors in the Kingdom of Saudi Arabia. Specific rules and regulations related to the PMU and the Kingdom are discussed during the staff orientation session conducted when new employees are hired. Employees who disregard these regulations and laws will be subject to disciplinary action up to and including termination. Staff who do not fulfill the responsibilities set out by defined performance criteria, rules, procedures, and standards of conduct may be subject to adverse personnel action.

2. Conduct Subject to Disciplinary Action

Failure of an employee to maintain satisfactory work performance standards can constitute good cause for disciplinary action including dismissal. The term “work performance” includes all aspects of an employee’s work.

Work performance is to be judged by the supervisor’s evaluation of the quality and quantity of work performed by each employee. When, in the opinion of the supervisor, the work performance of an employee is below standard, the supervisor should take appropriate disciplinary action.

3. Examples of Misconduct

All employees are expected to maintain standards of conduct suitable and acceptable to the work environment. Disciplinary action, including dismissal, may be imposed for unacceptable conduct. Examples of unacceptable conduct include, but are not limited to:

- Falsification of time sheets, personnel records, or other PMU records.
- Neglect of duties or wasting time during work hours.
- Smoking anywhere except in designated smoking areas
- Bringing intoxicants or drugs onto the premises of PMU.

- Using intoxicants or drugs, having intoxicants or drugs in one's possession, or being under the influence of intoxicants or drugs on the premises at any time.
- Abuse or waste of tools, equipment, fixtures, property, supplies, or goods of the institution.
- Creating or contributing to unhealthy or unsanitary conditions
- Violations of safety rules or accepted safety practices.
- Failure to cooperate with supervisor or co-worker, impairment of function of work unit, or disruptive conduct.
- Disorderly conduct, harassment of other employees (including sexual harassment), or use of abusive language on the premises.
- Fighting, encouraging a fight, or threatening, attempting or causing injury to another person on the premises.
- Theft, dishonesty, or unauthorized use of institutional property including records and confidential information.
- Refusal of an employee to follow instructions or to perform designated work that may be required of an employee, or refusal to adhere to established rules and regulations.
- Repeated tardiness or absence, absence without proper notification to the supervisor or without satisfactory reason, failure to report for work or to make appropriate contact with the supervisor to report an absence from work, or unavailability for work.

4. Supervisor Responsibilities and Employee Response

All incidents that involve the potential for disciplinary action shall be investigated by the employee's supervisor or other designated administrative official. Based upon the findings of the review, the supervisor will determine the appropriate level of disciplinary action, up to and including termination.

After reviewing all the information, the supervisor will review the evidence and the proposed disciplinary action with the Director of Human Resources, or his or her delegate, before proceeding with the proposed discipline.

An employee shall be informed of the basis for any proposed disciplinary action and shall have an opportunity to respond before a final decision is made to take such disciplinary action. This process serves as an opportunity to avoid decisions that mistakenly impose discipline. It is not intended to definitively resolve the propriety of the disciplinary action being considered.

The supervisor will review the employee's response, if any, with the Director of Human Resources or his or her delegate, and will obtain the final approval of the appropriate department head or administrative equivalent before proceeding to impose the disciplinary penalty, if any.

5. Applying Discipline

Upon completing the review and discussion with the employee, the supervisor shall inform the employee in writing of the following:

- The specific incident, conduct, course of conduct, unsatisfactory work performance, or other basis for the disciplinary action.
- Any previous efforts to make the employee aware of the need to change or improve work performance or conduct
- Reference to any relevant rule, regulation, or policy.

The supervisor shall inform the employee in writing of the level of discipline and any of the following actions taken:

- Counseling letter (suggesting steps the employee should take for improvement)
- Letter of reprimand
- Final warning
- Termination

The supervisor shall inform the employee of the right to appeal the disciplinary action and provide the employee with a copy of the appeal procedure.

M. GRIEVANCES

It is the policy of the PMU to provide its employees with a fair and efficient process to present and resolve complaints and grievances arising out of the employment relationship. This process is applicable to employees only on an individual basis. The university encourages employees to address with their supervisors workplace concerns as they arise.

1. Overview

Employees may present complaints and grievances concerning their conditions of work. Such conditions include wages, hours, or any other matters related to the employer-employee relationship. Complaints and grievances should identify the basis of the dispute, including specific facts, and should provide relevant documents or any other information pertinent to the matter. Complaints and grievances should also include the employee's desired result.

2. Grievance Procedure

Step 1: An employee who decides to initiate the grievance procedure shall present the grievance in writing within ten university business days from the date of the action or issue that is at issue. The grievance shall be filed through the appropriate dean or director.

The dean or director may select a designee to listen to the grievance. The dean, director or designee will be required to meet with the employee to listen to the grievance. The dean or director will be required to provide a written response within ten university business days of the meeting.

Step 2: If the grievance is not resolved at Step 1, the employee may file within twenty business days from the date of the Step 1 decision, a written grievance directed to the appropriate vice rector. The vice rector may select a designee to listen to the grievance. The vice rector or designee will be required to meet with the employee to listen to the grievance. The vice rector will provide a written response within twenty business days of the meeting. The decision of the vice rector will be final.

VIII. STUDENT REGULATIONS

A. INTRODUCTION

As a new university, the PMU will have a unique opportunity to establish from the outset a campus climate and culture which will affect the institution's growth and development for decades to come. A key part of this campus culture will be determined by (1) the expectations the university places upon its students to conduct themselves in a manner consistent with responsible members of the academic community and (2) the degree to which the university holds its students to those expectations.

Attendance at the PMU is a privilege extended to the student. The student makes application to join the PMU academic community and, by joining, agrees to abide by the expectations of the community. These expectations are made known to the students through the academic and behavioral regulations adopted by PMU, and which are embraced by the campus community and consistently applied. It is through the application of these regulations that the campus culture is solidified and academic pursuits are allowed to flourish.

B. STUDENT RIGHTS AND RESPONSIBILITIES

1. Statement of Student Rights

The university is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. It is committed to preserving the exercise of any right guaranteed to individuals by the laws of the Kingdom of Saudi Arabia. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. The following is a statement of the rights afforded to students at the PMU:

- The student has the right to participate in his or her own education in an environment free from discrimination and harassment.
- The student has the right to instruction from competent and qualified faculty and to engage in scholarly academic discourse with them.
- The student has the right to be treated in a civil manner by faculty, staff, and other students.
- The student has the right to reasonable privacy of his or her academic records and reasonable access to those records.

2. Statement of Student Responsibilities

The opportunity to attend the PMU is a privilege which carries with it certain obligations. The university is a community where members are respected and provided with the benefits that accompany membership. With those benefits come responsibilities to preserve the community and to pursue self-development. The following is a list of responsibilities that students at PMU are expected to accept:

- The student is expected to comply with the Code of Student Conduct and to respect the authority of PMU officials.
- The student is expected to be truthful in all his or her interactions at the university.
- The student is expected to respect the rights of others in the campus community.
- The student is expected to be responsible for his or her own education by attending class, respecting academic requirements and deadlines, meeting financial obligations to the university, and by completing assigned academic work in a satisfactory manner.
- The student is expected to dress in a manner consistent with the dress code adopted by the university.
- The student is responsible for knowing and following the academic rules and regulations of the university, including the requirements for graduation.

C. HIGH SCHOOL PREPARATION

In order to fashion a superior student body consisting of the most talented young people in the Kingdom of Saudi Arabia, the PMU seeks to recruit and admit a wide range of students who are most likely to respond successfully to the challenges of a rigorous curriculum and innovative technologies employed to teach that curriculum.

1. Student Backgrounds

The PMU will admit students without regard to nationality, geographical origin, or religion who can meet the competitive admission standards and pay the required fees. The PMU will admit both male and female students.

2. Academic Programs Required

Students enrolling in the PMU must be graduates of the Kingdom of Saudi Arabia secondary school Science Stream with an earned General Secondary Education Certificate, or they must have received equivalent secondary school preparation in another educational system. Because the degrees offered by the PMU will be technical in nature, graduates of the Science Stream are considered most likely to have the analytical skills necessary to succeed at the university. Students are expected to have firm academic foundations, especially in English and mathematics.

D. ADMISSION TO THE PREPARATION YEAR PROGRAM

Though it will be possible to enter the PMU directly from high school, most students entering the PMU will first spend a year studying in the university's Preparation Year Program. This program is designed to assure sufficient grounding in English and mathematics, as well as in learning and study methods in order to enable students to succeed in a university where all courses (with the exception of Arabic Language and Islamic Studies) will be taught in English.

Placement of students at the proper level of the Preparation Year Program's courses of English instruction will be made according to the results of examinations which will be administered after the student's admission to the program.

1. Deadline for Applications

The deadline for application to the Preparation Year program will be July 1 prior to the September term for which the student desires admission. All materials supporting the application must be submitted by August 1.

2. Admission of Saudi Nationals

Admission into the Preparation Year Program requires three steps:

- **Application form and fee:** A completed application form accompanied by the prescribed application fee.
- **Secondary School grades:** A satisfactory overall grade average on the General Secondary Education Certificate (Tawjihyah).
- **General Aptitude and Abilities Test scores:** A satisfactory total score on the General Aptitude and Abilities Test given by the Ministry of Higher Education.

3. **Admission of Non-Saudi Nationals**

The application process for non-Saudi students will follow the same three steps as for Saudi nationals:

- **Application form and fee:** Completed application form accompanied by the prescribed application fee.
- **Secondary School grades:** Graduation from a secondary school program that is equivalent to a Saudi secondary school education, with results of the General Secondary Education Certificate (Tawjihyah) when possible.
- **General Aptitude and Abilities Test or SAT scores:** Satisfactory results on standardized tests.

a. **Establishing Equivalent Qualifications**

The final decision on whether or not a student's achievement levels from non-Saudi educational experiences are equivalent to KSA academic qualifications rests with the Admissions Committee. Foreign credentials and grading schemes or systems employed by schools that educate expatriates living in the Kingdom will be converted by the committee to their KSA equivalent.

Non-Saudi students should be graduates of a secondary school Science Stream. However, if the applicant's school does not differentiate between streams, the applicant must have successfully completed a university-bound program heavily emphasizing science and mathematics.

In considering non-Saudi applicants, the committee may need to strike a balance with the number of Saudi applicants in terms of country of origin, gender, the university's space limitations, and other factors. Therefore, it should be noted that the PMU may not be able to assure admission to all applicants possessing a specific grade average or test score.

b. **Substituting SAT for General Aptitude and Abilities Test**

Non-Saudi applicants who take the General Aptitude and Abilities Test must attain the same scores as Saudi applicants and a satisfactory score when these test results are combined with high school grades.

However, non-Saudi applicants, especially those coming from other countries, may substitute the SAT for the General Aptitude and Abilities Test. The Admissions Committee will determine the comparable score ranges between these two examinations during the admissions process.

E. ADMISSION TO DEGREE STUDIES

Students may be admitted into degree studies at the PMU via a number of means – successful completion of the Preparation Year Program, direct entry from secondary school, or transfer from other post-secondary programs.

NOTE: Flow charts and Gantt charts illustrating the PMU admissions process are included with this report as Appendix E.

1. **Deadline for Applications**

The deadline for application to the PMU's degree programs will be July 1 prior to the September term for which the student desires admission. All materials supporting the application must be submitted by August 1.

2. **Admission from the PMU Preparation Year Program**

All students who successfully complete the Preparation Year Program with satisfactory grades (C or better) will be guaranteed a place in the university. However, spaces available in individual degree programs will be limited, and the number of students seeking admission to these programs may exceed the program's capacity. To assist each program in selecting applicants whose aptitude, skills, and preparation are best suited to its curriculum, the following steps will be required:

- **Preparation Year Program Certificate of Completion:** Successful completion of the PMU Preparation Year Program (English writing and communication, mathematics, and study skills).
- **PMU Placement Test results:** For students seeking admission to advanced courses required by certain majors, demonstration of subject matter proficiency on placement exams in math, physics, and chemistry.

Students seeking admission to the PMU degree programs will take these exams toward the end of the Preparation Year Program in time for use by the Admissions Committee during the summer:

- **Interview:** An interview in English with a PMU faculty representative from the degree program to which the student is applying. The interview will determine if an applicant is ready to meet the challenges of intense degree study.

Interviews will be conducted toward the end of the Preparation Year Program in time for use by the Admissions Committee during the summer.

- **Essay:** An essay in English directed to both the PMU English writing and communications faculty and the faculty of the degree program to which the student is applying.

Essay topics will be assigned by the Admissions Committee and the faculty of the college to which the student is applying.

The Department of Interior Design may substitute a design portfolio for the essay requirement.

Essays or portfolios will be submitted toward the end of the Preparation Year Program in time for use by the Admissions Committee during the summer.

- **Option for completing English Language requirement:** For students who achieve Level 5 of the six-level Preparation Year Program English Language curriculum and who meet the mathematics and study skills requirements for admission to degree studies, the PMU will offer a six-week Level 6 English course during the summer. Completion of this course will enable students to enter degree studies in September without waiting for the next session of the Preparation Year Program. The summer course will be offered by the English Language Institute of the PMU Division of Research Development and Continuing Education

3. Direct Admission from High School

Some students, particularly those from other countries or from international schools in the Kingdom where the medium of instruction is English, may seek to bypass the Preparation Year Program and be placed directly into degree studies. The student's eligibility for admission directly into degree studies will be based on performance on standardized placement examinations given after admission to the Preparation Year Program.

The application procedure for these students will be as follows:

The student initially follows the same procedures as applicants for the Preparation Year Program:

- **Application form and fee:** Completed application form accompanied by the prescribed application fee.
- **Secondary School grades:** A satisfactory overall grade average on the General Secondary Education Certificate (Tawjihyah).
- **General Aptitude and Abilities Test scores:** A satisfactory total score on the General Aptitude and Abilities Test given by the Ministry of Higher Education.

Those admitted will advance to the next phase of the process. In the late Spring, the following will occur:

- **IELTS exam:** Applicants seeking direct entry must have achieved an IELTS overall score of 6.5, with a minimum score of 6 on each test component.
- **Additional testing:** As a further measure of their abilities, applicants may be required to sit for and score a grade of 70% on the final exams given to Preparation Year Program students in the highest level English and math courses. This requirement will be at the discretion of the PMU Admissions Committee.
- **College requirements:** For admission to one of the PMU colleges, students must complete the steps required of graduates of the Preparation Year Program.
 - PMU placement tests (SAT II subject area tests in math, chemistry, and physics may be substituted)
 - Interview
 - Essay
- **Assessment of learning skills and maturity:** During the interview, the Admissions Committee and faculty will seek to determine whether or not the applicant has attained sufficient learning skills and maturity to succeed in university-level work at the PMU.
- **Option for meeting learning skills requirements:** Those students who meet all other entrance requirements, but who are determined by the interview and essay process to lack the learning skills necessary for success at the PMU will be required to sit for the second semester of the Preparation Year Program.
- **Option for meeting English Language standards:** Students who meet all other admissions standards but who achieve IELTS scores that are slightly below the scores necessary to bypass the Preparation Year Program may join the university's six-week Level 6 English course offered during the summer. Completion of this course will enable students to enter degree studies in September without enrolling in the Preparation Year Program. The summer course will be offered by the English Language Institute of the PMU Division of Research Development and Continuing Education

4. Admission from Other Colleges and Universities

Students already attending post-secondary institutions who feel qualified to begin their degree program at PMU immediately may apply by submitting the following materials:

- **Transfer application for admission:** A completed transfer application form accompanied by the prescribed application fee.
- **Secondary school grades:** A satisfactory overall grade average on the General Secondary Education Certificate (Tawjihyah).
- **Official transcript from post-secondary institutions attended:** The minimum grade point average allowed will be a cumulative 2.0 (C) on a 4.0 grade scale.
- **IELTS exam:** Applicants seeking to transfer into the PMU must have achieved a satisfactory score on IELTS or an equivalent standardized test that assesses speaking, listening, reading, and writing in English. An overall IELTS overall score of 6.0, with a minimum score of 5.0 on each test component (or equivalent score from another test), will be required.

a. **Selectivity**

If the number of applicants meeting the criteria for admission to the PMU far exceed available places in specific majors, it may be necessary to select those with the highest grade averages, especially in certain important pre-requisite or gateway courses. For example, the Admissions Committee may choose the applicant with high marks in calculus, chemistry, and physics and deny admission to otherwise qualified applicants.

b. **Academic Standing**

The university will allow no more than 70% of a student's credits toward a PMU degree to be brought as transfer credits from other institutions. Subject to compliance with Undergraduate Study and Examinations Regulations laid out by the Ministry of Higher Education, at least 30% of the degree course requirements must be completed in residence at the PMU.

All transfer students will be required to complete the PMU University Core courses, regardless of the level at which he or she enters the university.

These courses are: Professional Development and Competencies, Critical Thinking and Problem Solving, Leadership and Teamwork, writing, oral communication, and Islamic and Arabic Studies. Transfer students also must complete the university's Assessment Capstone courses.

c. Transfer credits

The acceptability of transferred courses to the PMU will be determined by the Admissions Committee in consultation with individual academic departments based on the recognition, accreditation, and nature of the previous institution and on the individual courses.

Courses passed with a grade of D+ or its equivalent from another institution will not transfer to the PMU.

d. Residence

Residence requirements for degree completion at the PMU (defined as those courses which must be completed at the university) will be set by the academic departments. These requirements must be fulfilled regardless of the number of hours transferred from other institutions. These requirements are in addition to the University Core course requirements.

F. ADMISSIONS COMMITTEE

The Admissions Committee will meet following the application deadline date of August 1 to review all completed applications. All materials must be received by this time to be considered for the Fall semester. The committee will complete the selection process by the end of August. All applicants will be notified shortly thereafter.

1. Membership on the Committee

The Admissions Committee shall consist of the Director of Enrollment Management, the Chair and Associate Chair of the Core Curriculum, and the Chair and Associate Chair of the Preparation Year Program. Other officers may be added as circumstances warrant.

This committee and its staff support will oversee the review of applications, transcripts, and test scores. This group will be supplemented by faculty members in the appropriate academic departments during the interview and essay reading phases of admission to the degree programs.

As the university official "responsible for comprehensive operations of admissions and for all aspects of student recruitment," the Director of Enrollment Management will chair the Admissions Committee. He will cast a vote only when the four other members are divided over the admission decision.

2. Committee Meetings

The Admissions Committee will meet in two separate sessions – early and late summer – to consider the applications of different groups to the university:

- as soon as possible after the conclusion of the Preparation Year Program to consider applications of students successfully completing the program who wish to advance to one of the PMU’s three colleges.
- as soon as possible following the August 1 application deadline to consider applications to the PMU Preparation Year Program

The decision of the Admissions Committee will be final in all cases.

3. Placing Students in a College

Admission to degree programs at the PMU will be determined by a number of factors, including the student’s grade point average in Preparation Year Program courses, the interview, the essay, and PMU designed and administered placement tests. These measures will be combined to determine ultimate placement in the degree programs.

Where demand exceeds the number of places available in specific majors, unsuccessful applicants may elect another degree program in order to continue at the PMU.

4. Notification of Acceptance

The final decision on admission will be communicated to the applicant in writing and a copy placed in the applicant’s file.

5. Re-Application by Unsuccessful Candidates

Unsuccessful applicants wishing to be considered for future terms must submit a new application for the intended future term. Other documentation (secondary school certificate and standardized test scores) already submitted may still be used if they have been retained by the PMU.

Documents will be retained for one year. If no further contact with the PMU is made by the individual during this time, the application materials will be returned to the applicant.

6. Re-Admission to PMU

Former students who have not attended another college, university, or other post-secondary institution since their last enrollment at PMU must complete an application for re-admission. Forms are available in the Office of Admissions.

Re-admission to PMU is automatic following receipt of the completed application for re-admission along with the Re-Admission Application fee, provided the break in studies at PMU does not exceed one calendar year.

Former students who have not attended another college, university, or other post-secondary institution since their last enrollment at PMU but who had a break in enrollment of more than one calendar year must re-qualify for admission as if they were a regular transfer student.

All former students who have enrolled at any college, university, or other post-secondary institution since their last enrollment at PMU must apply for re-admission as a regular transfer student. Students who re-enter PMU follow the academic requirements, policies, and procedures in force at the time of re-entry.

G. REGISTRATION OF STUDENTS

1. Registration Information

Registration procedures will be outlined in the schedules published by the Office of the Registrar and will be available from the Registrar during pre-registration and registration.

This schedule will provide pertinent information and indicates the registration steps along with the place, date and time for each step. It also will list initial course offerings. A continually updated list of these offerings will be posted on the PMU Web site.

2. Registration for a New Academic Year

Registration involves three principal steps:

- (1) Advisement and consultation
- (2) Selection and registration of courses
- (3) Payment of fees

In coordination with their advisor, students complete the registration card obtained from the Office of the Registrar. Students also may register online, though they still will be required to consult their advisor. Instructions for online registration are available from the Office of the Registrar.

The class schedule and the university catalog contain necessary information regarding registration instructions and general items of information, policies, and procedures.

New students must make sure that all documents required for finalizing their admission, particularly those indicated in the letter of admission, are submitted to the Office of Admissions before registration begins.

a. New Student Orientation

Prior to registration, an academic orientation is scheduled for all new students to acquaint them with the general academic university regulations, policies and services. Each college in the university also conducts an orientation to acquaint students with its specific regulations and the registration process at the PMU. During orientation, the Office of Student Affairs provides an introduction to university life through campus tours and visits, meetings, lectures, demonstrations and other activities. Attendance at these programs is mandatory for all new students.

b. Health Policy

The university may require students to provide a thorough health history and show proof of immunization at the time of initial enrollment in accordance with governmental regulations concerning students in post-secondary institutions. This may include evidence of an individual health insurance policy.

c. Student Identification Card

Students will be issued a university Identification Card which should be carried at all times while on campus. This ID card is necessary for all financial transactions, entrance into secure student-only areas, and for borrowing books from the university library. Other university offices may also require the ID for use of materials and facilities.

3. Transfer Student Registration

Transfer students cannot register for subsequent courses if their transferred courses do not meet the prerequisite requirements. Transfer students must complete their transfer file and be awarded transfer credits during their first semester at PMU.

4. Changes in Student Status

a. Changes of College or Major

Students seeking to change their major within their college/school or to change their college/school must complete the appropriate form available from the Office of the Registrar. Requests for a change of major or change of college/school should be submitted to the Office of the Registrar at least two weeks before the registration time of the affected semester. To be eligible for a change of major, a student must meet the requirements for admission to the new major, and the request must be approved by the dean of the new major.

b. Adding and Dropping Courses

Students are allowed to add courses during the first week of fall and spring classes and are allowed to drop courses during the first two weeks of fall and spring classes. Courses dropped during this period are not recorded in the student's transcripts.

Students interested in dropping or adding courses should first consult with their respective advisors.

c. Withdrawal from Courses

Students are permitted to withdraw from courses after submitting the appropriate withdrawal form. Students are expected to maintain a minimum course load of 12 credits, but under special circumstances the dean of the college/school may allow students to drop below 12 credits.

Withdrawal from courses should occur no later than the end of the 10th week of classes. A student who withdraws from a course before this date will receive a grade of W for the course on the transcript. This grade will not impact the student's GPA.

A student who withdraws from a course from the 11th week up to the last day of classes will receive a grade of either WP or WF for the course. A grade of WP will not impact the student's GPA. A grade of WF will be recorded on the student's transcript as 0.00 grade points for the course, and this will be used in calculating the student's GPA. The determination as to whether a student receives WP or WF will be upon the recommendation of the course instructor.

d. Withdrawal from the University

In the event a student formally withdraws from the university, the following refund schedule will be applied:

- One week before the first day of classes 100% excluding the place reservation deposit of new students
- Before the end of the first week of classes 100% excluding non refundable deposits
- During the second week of classes 50%
- During the third week of classes 25%
- After the third week of classes 0%

H. ACADEMIC SUPPORT AND ASSISTANCE

1. Academic Advising

Academic advising is an essential element of the educational process. Therefore, the PMU will require advisor-student conferences at least once per semester.

Students are assigned academic advisors who help them in selecting their course of study and in planning their schedules. Advisors also approve students' schedules each semester. However, students are responsible for selecting their courses, meeting course prerequisites, and adhering to university policies and procedures. The advisor's role is to assist the student in obtaining a well-balanced education and in interpreting university policies and procedures. Students may also consult faculty, department or program chairs, program coordinators, and deans.

2. Learning Enrichment Services

In addition to information services and resources traditionally associated with a campus library, the PMU Learning Resources Center will provide learning enrichment services to ensure the student success in the university's learning-centered approach to education.

- Academic support services for both males and females.
- Collaboration among professional staff, faculty, and students to deliver tutoring and other academic support services.
- Non-credit classes that focus on mastery of learning skills.
- Specialized support centers in mathematics, reading, and writing.
- Peer tutoring to build learning skills, leadership skills, and teamwork.
- A diagnostic program to identify students' needs for developing learning skills and to propose appropriate assistance.

I. FINANCIAL ASSISTANCE AND SCHOLARSHIPS

Financial Assistance in the form of scholarships and summer work programs are available on a limited basis to students who have excellent academic potential.

1. PMU Scholarships

PMU Scholarships are awarded through institutional funds. To qualify for a PMU Scholarship, recipients must:

- Hold a General Secondary Education Certificate with an average of 95% or above for Saudi applicants, or 98% for non-Saudi applicants

- Demonstrate financial need that would make the PMU otherwise unaffordable
- Meet all admissions requirements.
- Document distinguished intellectual and academic performance
- Possess a record of good conduct
- Achieve high performance on a personal interview

Scholarship recipients will be selected by members of committee appointed by the Vice-Rector for Student Affairs and the Vice Rector of Academic Affairs.

Students will be eligible for the scholarship as long as they remain enrolled at the PMU, maintain a required GPA, and are not guilty of misconduct. Students who falsify their application will be disqualified immediately.

NOTE: Once the appropriate university leadership has been hired and has begun work, the manner in which distinguished intellectual and academic performance is to be measured will be established. These methods may include further tests, essays, letters of recommendation, or other techniques.

2. Sponsored Scholars Program

The Sponsored Scholars Program is funded through partnerships with the surrounding business community and provides a means to connect the private sector with talented students who may later become excellent employees.

To qualify for the Sponsored Scholars Program recipients must:

- Hold a High School Certificate (awarded in the past 3 years) with an average of 90% or above
- Demonstrate financial need that would make the PMU otherwise unaffordable
- Meet all admissions requirements
- Document distinguished intellectual and academic performance
- Possess a record of good conduct
- Receive high performance marks on a personal essay
- Meet the sponsor's designated criteria

The Scholarship Committee will evaluate the applicants and make recommendations to sponsors, who will make the final decision.

Students will be eligible for the sponsored scholarship as long as they remain enrolled at the PMU, maintain a required GPA, and are not guilty of misconduct. Students who falsify their application will be disqualified immediately.

NOTE: Once the appropriate university leadership has been hired and has begun work, the manner in which distinguished intellectual and academic performance is to be measured will be established. These methods may include further tests, essays, letters of recommendation, or other techniques.

3. Summer Work Program

Summer employment opportunities are available for students to work with government and private sector entities. Preference will be given to students with financial need who will be working in an area related to their field of study.

J. STUDENT RESIDENCE HALLS

1. Benefits of Campus Residence

The PMU will provide university-owned residential facilities as an affordable living option for a certain number of its students. In doing so, the PMU recognizes that such facilities have three important and interrelated components:

- An educational component, which allows the residents live and learn together and to freely interact with other students of the university.
- A service component, which affords the residents the opportunity to live in he affordably-priced and well-equipped and maintained facilities if they choose to do so.
- A business component, which recognizes that the facilities must be operated according to sound business practices in order to recover the costs of operation and to plan for long-range improvements and expansion.

Each of these components is an important element in establishing and maintaining an effective residential program. Consideration of each component is integral in creating the policies and procedures that will apply to this program.

2. General Housing Policy and Procedures

It is the policy of the PMU to provide the opportunity for a percentage of its single, undergraduate students enrolled in the university and taking twelve or more semester credit hours to live in university-owned housing.

a. Application and Deposits

Students wishing to live in a residence hall make application to do so and submit a deposit in an amount determined by the university. The deposit serves as a guarantee of the student's intent to live on campus. After the beginning of the semester, the deposit is held by the university to apply toward the cost of any damages or excessive cleaning charges incurred by the student. The deposit is refundable when the student leaves the university or no longer resides in university housing.

b. Issuance of the Housing Contract

After receiving the application for on-campus housing and after verifying that the student had been admitted to the university, Supervisor (for male students) or Associate Supervisor (for female students) of Residence Life will issue a housing contract on a first-come first-served basis. This contract specifies the terms of the contract period, the specific services to be provided by the university as part of the contract, the financial obligations of the student to the university with regard to the housing assignment, any items specifically excluded from the contract, and other special provisions of the contract, including but not limited to cancellation dates or penalties for late payments. The student will sign the contract and return it to PMU. At this point, the contract is binding on both the student and the university.

3. Operation of Residence Halls

a. The University's Responsibility

The PMU will provide competent professional and paraprofessional (student) staff to oversee the operations of the residence halls. The staff, working in close cooperation with the Office of the Physical Plant, will monitor the daily operations of the residential facilities areas including but not limited to:

- Safety and security of buildings and residents.
- Basic operation of the buildings.
- Condition of furniture and other items provided in student rooms.
- Custodial services.
- Maintenance needs.
- Normal repair and upkeep.
- Adherence to the rules which apply to the residents of the facilities.

It is important that the university residence halls provide a clean, safe, well-maintained, and orderly environment in order to facilitate student learning. The Supervisor and Associate Supervisor of Residence Life will develop operational procedures for identifying, through the residence hall staff, items in need of attention, reporting those items for repair in a timely manner, and tracking to ensure that the repairs were completed satisfactorily.

b. Controls on Activities and Furnishings

Due to the inherent hazards of group living, certain restrictions may be placed on the kinds of items residents may bring to their residence hall room. Such exclusions could include candles, cooking devices, space heaters, high wattage lamps, pets, etc.

c. Student Responsibility

The condition of each room will be documented when each resident moves into the room and at the time the resident moves out. The resident will be responsible for the condition of the room and appropriate charges for cleaning and repair will be assessed as needed.

d. Planning for Future Needs

Long-range planning for future needs will also be an important aspect of facility operation. The Supervisor and Associate Supervisor of Residence Life will implement plans for the periodic repair and replacement of residence hall furniture and equipment, long-term residence hall maintenance projects. This may require accumulating financial resources over a period of years in order to pay for these various projects.

4. The Role of Residence Halls in Student Development

The Supervisor and Associate Supervisor of Residence Life will develop procedures and programs which will allow residents to more fully develop as students at the PMU. Each residence hall will feature lounge areas where students can gather and interact, designated “quiet hours” to help promote an atmosphere conducive to intensive study, wireless computer access in each room, and recreational facilities near the buildings.

In addition, special programming opportunities may be utilized which will bring faculty members and other speakers to the residence halls. The residence hall staff also may sponsor programs which will provide opportunities for student residents to participate in on-campus and off-campus programs and events that will help to expand their college experiences. Finally, opportunities will be encouraged for students to assume roles of leadership within the residence hall community.

For the benefit of all residents, each resident will be expected to conform to the behavioral expectations established for students living in the residence halls. Disciplinary action may be taken against students who violate those expectations.

NOTE: Once the appropriate university leadership has been hired and has begun work, and once the university has selected a company for any outsourced management and operation of student housing, further policies and regulations will be developed regarding housing.

5. Business Operations of Residence Halls

It is important that the residence hall program operate in a manner of sound business practices. The Supervisor and Associate Supervisor of Residence Life will ensure that the program adopts procedures which are consistent with the accounting policies and procedures adopted by the PMU for other financial programs. Students will be expected to pay for their room according to a schedule established by the university, whether the entire semester charge is to be paid at the beginning of the semester or whether the university will allow for monthly or other periodic payments. Monetary penalties may be assessed for late payments.

K. ACADEMIC REGULATIONS

1. Academic Calendar

The Registrar will publish and distribute the annual academic calendar which includes dates for registrations, adding and dropping courses, payment of fees, holidays, final exams, commencement and other important dates. The calendar will consist of two 15-week semesters. The first semester will begin in mid-September. The start date of the second semester will vary, according to holiday schedules during the first semester. Typically, however, the end of the academic year will occur in mid-June.

It is the responsibility of each student to consult this calendar and conform to all deadlines.

2. Schedule of Classes

At least two months prior to the beginning of an academic term, the Registrar will prepare and make available to students a Schedule of Classes. The Schedule of Classes will contain a list of courses offered, times and places at which each course is offered, registration instructions, dates and locations for registration and fee payments, instructions for dropping and adding a class or withdrawal from the university, schedules and locations of final exams and other information pertinent to the registration process.

3. Students and Student Guidelines

a. **Student Academic Load**

A student admitted to and enrolled in a degree program usually registers for 15 to 19 credits each semester. The required minimum load for all students is 12 credits per semester, and the maximum load is 20 credits per semester. Under special circumstances, a student with a cumulative GPA of 3.25 or better may secure the permission of his or her dean to register for up to 22 credits in any one semester.

The minimum graduation requirements for a bachelor's degree vary from 120 to 139 credits depending on the program of study. Samples of study plans are provided in this catalog for each program. The degree programs have been designed to be completed in four years. However, some students may require additional time.

b. **Residence Requirements**

Residence requirements for degree completion at the PMU (defined as those courses which must be completed at the university) are set by the academic departments. However, it is generally expected that the final two years will be completed at the university.

PMU residence requirements must be fulfilled regardless of the number of hours transferred from other institutions. These requirements are in addition to the University Core course requirements which must also be taken at the PMU.

c. **Categories of Students**

Full-time Students: To be considered on full-time status, a student must carry a minimum course load of 12 credits per semester, with the normal load being 15. Under special circumstances, the dean of the school or college may allow students to drop their course load below 12 credits.

Part-Time Students: Enrollment as a part-time student is restricted to the following:

- PMU staff members who are pursuing a degree (approval of the employee's director is required)
- Students who need fewer than 12 credits to complete an undergraduate degree (approval of the academic advisor is required)
- Students who are granted permission by their dean
- Students who are enrolled as auditing, non-degree, or visiting students

NOTE: The PMU may or may not choose to allow for part time study at the university. Once the appropriate university leadership has been hired and has begun work, this decision will be made and the necessary policies and procedures will be incorporated into this manual.

d. Time Limit on Duration of Study

Students must complete all degree requirements within eight years of admission to PMU as an undergraduate student. The eight-year period includes leave time from the university. A student in good academic standing is allowed no more than two consecutive semesters of leave. A student who leaves the university for more than two consecutive semesters must submit a new application for admission to the Office of Admissions.

e. Grading System

The grade point average (GPA) is computed on a four-point scale. The following grading system is used at the PMU:

| | |
|-----|-------------------|
| A+ | 4.00 grade points |
| A | 3.75 grade points |
| B+ | 3.50 grade points |
| B | 3.00 grade points |
| C+ | 2.50 grade points |
| C | 2.00 grade points |
| D+ | 1.50 grade points |
| D | 1.00 grade points |
| F | 0 grade points |
| WF* | 0 grade points |

*Administrative Withdrawal Fail

Grades not calculated in the grade point average are

| | |
|----|---------------------------|
| I | Incomplete |
| IP | In Progress |
| AU | Audit |
| EX | Exempt; no credit |
| TR | Transfer; credit counted |
| W | Withdrawal |
| N | No grade |
| P | Pass; credit counted |
| AW | Administrative Withdrawal |

The student's GPA is calculated in the following manner:

The numerical value of each letter grade earned is multiplied by the number of credit hours course is worth. This yields a figure known as "quality points." The sum of the student's quality points is divided by the total number of credit hours. The final figure is the GPA.

f. University Guidelines for Lateness and Attendance

Attendance and participation in all class, studio, workshop, and laboratory sessions are essential to the process of education at the PMU. Students benefit from the lectures and discussions with their instructors and fellow students. Lateness or absence hinders progress for the individual and the class and affects the student's grade.

A regular student should attend all classes and laboratory sessions. A student may be discontinued from a course and denied entrance to the final examination if his or her attendance is less than 85% of classes and lab sessions assigned to each course during the semester. A student who is denied entrance to an examination due to excessive absences will be considered as having failed that course.

University guidelines for lateness and attendance are as follows:

- The specific application of the attendance guidelines is at the instructor's discretion. In general, however, the following guidelines apply:
- In the event a student misses 15% of the sessions in a class for any reason, the instructor may initiate withdrawal of the student from the course.
- If the withdrawal is initiated before the end of the tenth week of class, a grade of W is entered on the student's record. This grade is not calculated in the GPA.
- If the withdrawal is initiated after the tenth week of class, a grade of WF is entered on the student's record and is calculated in the GPA.
- In order to encourage student attendance and to minimize withdrawals, instructors are to keep attendance records and to draw students' attention to attendance requirements.
- Instructors need not give substitute assignments or examinations to students who miss classes
- Three occasions of lateness count as one absence. Lateness is defined by the individual instructor.

g. Examinations

Final and common examination schedules are published by the Office of the Registrar in advance of examination week. If a student is scheduled for more than two examinations in one day or has a time conflict with common examinations, then the student must report to the Office of the Registrar by an announced deadline to make the necessary adjustments.

4. Academic Courses

a. Course Value

All courses are valued in credits. Normally, each credit represents 50 minutes of class instruction or 120 to 180 minutes of laboratory experience per week for the semester. A three semester credit hour course typically meets for three 50 minute sessions per week. A four semester credit hour course typically meets for three 50 minute sessions plus one 120-to-180 minute laboratory session.

b. Class Periods

Except for laboratory, workshop, and specialized design and studio courses, classes ordinarily meet three days per week in 50-minute sessions or two days per week in 75-minute sessions. The university operates on a five-day schedule from Saturday through Wednesday. The university is closed for the weekend on Thursday and Friday with the exception of certain Executive MBA courses, which are offered on Thursdays. The university also may be open on Thursdays during examination periods.

Independent reading or research courses, study projects, internships, and similar kinds of study opportunities meet according to the special arrangements of the college, department or faculty members concerned.

Courses are offered at the discretion of the department. Students should check with the respective academic departments for information on when courses will be offered.

c. PMU Course Numbering System

A common system for naming courses is applied throughout all academic programs at the PMU.

Each course title begins with four letters that indicate the subject matter of the course.

The letters are followed by four numbers:

- The first digit indicates the earliest year a course may be taken. A number 1 course may be taken at any time.
- The second digit indicates credit hours. Most courses carry 3 hours of credit. Courses with laboratories typically carry 4 hours of credit. A small number of courses carry 1 or 2 hours of credit.
- The third digit indicates a course that is part of a group or family of courses. For example, the three general math courses are assigned the number 1 and the four calculus courses are assigned the number 2. More advanced math courses are assigned the number 3.
- The fourth digit serves only to differentiate courses from one another within a family. For example, the four calculus courses are numbered 1, 2, 3, and 4. The two economics courses are numbered 1 and 2.

d. Course Descriptions and Syllabi

Course syllabi will be prepared by faculty and made available to students by the individual course instructor, department, or program offices. Syllabi will include course goals and objectives, content and topics, instructional material and resources, the method of evaluation, the meeting time and place, credit hours, and prerequisites.

e. Course Prerequisites

Courses at the university above the introductory level require a minimum background of knowledge, which will be indicated by prerequisite courses cited in individual course descriptions and syllabi.

Equivalent courses satisfactorily completed at other institutions may also meet prerequisite requirements by transfer credit. Students should consult the head of the appropriate academic unit for more information. Students are responsible for entering the class with the required competence.

In general, courses should be taken in an order of increasing difficulty. Credit may not be granted for a lower level course once a more advanced course has been completed. Courses in which a grade of D or F was received do not satisfy prerequisite requirements. Specific details for different degree programs will be provided by the deans' offices.

f. Meeting Degree Requirements

(1) Performance Expectations

Each college within the university requires minimum standards of academic performance from its students. Typically, these requirements include maintaining minimum grade point averages (GPA) for various categories of courses, including:

- the PMU Core Curriculum
- courses from the Core Curriculum that specific majors require beyond the minimum
- courses from the college that are common to all majors within the college
- courses within the major academic discipline

The required GPA for each category is established by the individual college.

In order to graduate, all students at the PMU are required to maintain an overall GPA of 2.0.

Individual colleges within the university may also require national or international standardized tests for graduation. Students should inquire of the dean's office regarding such requirements.

(2) Repeating Courses

A student who receives an F (0.0) in any course is required to repeat the course and to achieve the required grade point average for that category of course. In the case of an elective, the major department may allow the student to select another elective.

Students may repeat a course one time, with additional repeats allowed at the discretion of the faculty. However, no more than 10 repeated courses are allowed over the student's career at the PMU.

After the first repeat, prior grades count toward the student's GPA. For example: A student who receives a D followed by an A will have the D erased and replaced with the A on the transcript. A student who receives an F followed by a D followed by an A will have the F erased, and both the D and the A will be averaged into the GPA.

Students repeating courses are required to participate in tutoring and remediation programs offered by the college faculty and the PMU Learning Resources Center.

(3) Incomplete Grades and Make-Up Examinations

The work for a course must be complete on the day the semester ends. No incomplete grade (I) is given as a final grade in any course unless there is a compelling medical or other such emergency certified in writing by a medical or other professional. In the case of unexcused incomplete work, a grade of F is given for any missing work (such as papers or quizzes), and the total course grade is computed accordingly.

A student will be allowed to make up incomplete work only in exceptional cases and emergencies (as noted above). The incomplete work must be made up before the end of the next semester. Beyond this period, a grade of I granted to the student reverts into a grade of F.

It is the responsibility of the student to find out from his or her professor the specific dates by which requirements must be fulfilled. The instructor's deadline for submitting incomplete grades to the Registrar is 72 hours after the date of any make-up examination.

(4) Academic Probation

Placement on Probation: Students will be placed on academic probation at the end of any semester in which their grade point average (GPA) is below 2.0. Students on probation have one semester in which to achieve a non-cumulative GPA of 2.0 or higher. (Non-cumulative GPA is defined as a single-semester GPA.) If they do so in their subsequent semester, they are removed from academic probation. Failure to do so results in dismissal from the university

Removal of Probation and Dismissal: Probation will be removed at the end of any semester in which the student attains a cumulative GPA of 2.0. (Cumulative GPA is defined as the total grade point average for all semesters since entering the university.) A student will be dismissed if he or she fails to remove his/her probation by the end of the third semester on probation. Actions involving academic probation and dismissal are entered on the student's permanent record.

Reinstatement: Students who left the PMU not in good standing and have been out of the university for no more than two semesters may submit a written request for reinstatement to the Office of the Registrar. The request should outline activities since leaving PMU that contribute to the student's academic development. Courses taken at another institution during this interim period are not transferable.

Students who have been out of the university for more than two semesters must submit a new application for admission to the Office of Admissions. Dismissed students may also be considered for reinstatement.

(5) Study at Another Institution

An enrolled student who wishes to take courses at another university for transfer credit to the PMU must receive approval from his or her dean. The decision to credit the course taken by the student in another institution will be based on the careful analysis of the course content and the student's performance in the course.

It is recommended that students receive approval before taking a course. In unusual circumstances, however, students will be allowed to petition for credit after they have taken a course at another institution.

The host institution must be recognized by the Ministry of Education of its country and must be accredited. It must provide learning experiences similar to those offered by the PMU.

L. STUDENT RECORDS

1. Student Responsibility

Students are responsible for their behavior, academic or otherwise, at the PMU. The university expects the students to behave as mature members of the academic community and adhere to the highest standards of personal and academic integrity.

Students should keep their own records of all transactions with the university.

It is also recommended that students keep copies of all materials submitted in fulfillment of course work.

2. Permanent Record

A permanent record, reflecting academic achievement, is maintained in the Office of the Registrar for each student who registers at the university.

3. Students' Privacy Rights

Students have the right to:

- Inspect and review information contained in their educational records. The university is not required to provide (or allow the making of) copies of these documents.
- Request changes or updates to their personal data.
- Consent to disclosure, within the extent of KSA laws, personally identifiable information from education records.

NOTE: Once the appropriate university leadership has been hired and has begun work, the university will further define privacy rights, especially with regard to parents' rights to access student records.

4. Documentation

All transcripts and other documents from other institutions become the property of the PMU and, as such, are under the control of the Office of the Registrar. The university is not required to provide (or allow the making of) copies of these documents. Transcripts submitted to the PMU for admission or credit transfer become the property of PMU and can not be returned to the student or forwarded to other institutions.

5. Transcripts

Students may obtain transcripts of their academic records from the Office of the Registrar. Transcripts will only be released with a signed request from the student concerned. The university will issue only complete transcripts, not parts of the student record. The university will not make copies of transcripts on file from other colleges or universities.

6. Names on Diplomas and Degrees

The names of PMU students on diplomas and degrees will be spelled in English exactly as they appear on the student's passport or identity card. If a name on a passport or an identity card does not appear in English, then the spelling of the name will be printed according to personal preference of the student concerned.

7. Graduation

Normally, the university confers degrees at the end of the spring semester. Candidates for degrees file an “Application for Graduation” form in the Office of the Registrar during the registration period of the last expected term of study. Only after an application for graduation has been filed can the Office of the Registrar begin processing the necessary information for final certification for graduation. Students who fail to complete all degree requirements by the end of the term for which they apply to graduate need not reapply for graduation. Their previous application will be automatically forwarded to the following semester.

8. Participation in the Commencement Exercises

Only students who have successfully completed degree requirements and have no “holds” on their records by the end of the term for which they have applied to graduate are certified for conferral of a degree. In witness of the degree conferred, the permanent record of the graduate is appropriately noted with a statement and date of graduation before his or her diplomas is released.

Only degree candidates whose academic records indicate that they satisfy degree requirements and have no financial transcript holds are permitted to participate in commencement ceremonies.

9. University Honors and Awards

Dean’s List: The Office of the Registrar will issue a dean’s list of honor students at the end of each semester. To be placed on the dean’s list, a student must:

- Have registered for and completed a minimum of 15 hours in the semester
- Have at least a semester 3.5 GPA
- Be in good academic standing
- Have no failing grades in any of his/her courses during that semester
- Have no incomplete grades
- Have no disciplinary action against him/her

Graduation Honors: The university will grant Latin honors at graduation. To be eligible for graduation honors, students must have completed at least 60 credits required for their degree in residence at the PMU and have achieved the requisite GPA. These are First Honors: 3.90 GPA; Second Honors: 3.70-3.89 GPA; Third Honors: 3.50-3.69 GPA. Honors are listed in the commencement program and on the student’s diploma and permanent record.

10. Financial Record

The financial record is the student's complete record of financial transactions with the university. This includes:

- Billings and payments of fees, scholarships or financial awards
- Accounts payable
- Other fees or fines assigned by the university.

Campus Officials may access this record only on a "need to know" basis and will keep this information confidential. No information from this record may be released outside the College without the written consent of the student or their guardian. A copy of the financial record may be provided to a student or his/her guardian at their request.

11. Student Life Record

The Student Life record consists of two parts, both of which are maintained by the Vice Rector for Student Affairs.

a. Conduct Record

This record is created only in the event that a student is reported to have committed a violation of College rules. It includes:

- The information related to the violation including who made the charge
- Written evidence and testimony
- Disposition of the case and sanctions which were applied

Campus officials may access this record only on a "need to know" basis and will keep this information confidential. The Vice Rector for Student Affairs will be responsible for determining who on the campus will have access to the student conduct record. No information from this record may be released outside the university without the written consent of the student or his or her parent or guardian. Upon written request by a government official, the Rector may release a conduct record and provide a copy of the release to the student. A copy of the conduct record may be provided to a student or his or her parent or guardian at their request.

b. Activities Record

A student may elect to establish an optional co-curricular activities record with the Vice Rector for Student Affairs. This record would document his/her involvement in:

- University organizations and activities
- Leadership positions
- Volunteer service to groups and/or the university
- Other out-of-class activities

The student may submit any or all activities and can determine the contents of the record. The Vice Rector for Student Affairs will determine who on the campus will have access to this record, and officials will keep this information confidential. The record may not be released without the permission of the student or the student's family.

M. CODE OF STUDENT CONDUCT

1. Acquaintance with Policies, Rules, and Regulations.

Each student at the PMU is expected to be fully acquainted with and comply with all published policies, rules, and regulations of the university. Copies of these various policies and regulations are available on the PMU Web site and at various offices on campus.

2. Student Misconduct.

Each student is expected to act in a manner consistent with the university's function as an educational institution. This includes any off campus conduct which is likely to have an adverse affect on the university or on the educational process. No student or group of students acting in concert may willfully violate the following rules. All disciplinary reports and records for students will be maintained by the Director of Campus Life while the student is enrolled in the university. The university will develop and implement a policy concerning the retention of records for students who have left the university.

Specific examples of misconduct for which a student or students may be subject to disciplinary action include, but are not limited to:

- Commission of an act which would violate the laws of the Kingdom of Saudi Arabia.
- Violation of any university rule, policy, order, or regulation.
- Failure to comply with the direction of a university official acting in the performance of his or her duties.
- Failure to respond to an official summons to appear at the office of a university official within the designated time.
- Failure to meet financial obligations to the university.
- Engaging in conduct that significantly endangers the health or safety of other persons, including members of the university community or visitors on the campus.
- Stealing, destroying, defacing, damaging, or misusing university property.
- Stealing, destroying, defacing, damaging, or misusing property belonging to another member of the university community.

- Forging, altering, or misusing university documents, forms, or records.
- Unauthorized entry into a university building or facility, or the unauthorized possession of university building access control devices.
- Use of university buildings, facilities, equipment, or resources for unauthorized purposes.
- Giving a false or fictitious address to a university official.
- Making false alarms or reports where the person knowingly initiates, communicates, or circulates a report of a present, past, or future emergency that is known to be false or baseless and that would: (1) ordinarily cause action by an official or unit organized to respond to such emergencies, (2) place a person in fear of imminent serious bodily injury, or (3) prevent or interrupt the occupation of a building, room, or other facility.
- Harassment by which the individual intentionally threatens, in person, by telephone, electronically, in writing, or by other means, to take unlawful action against a faculty member, staff member, a currently enrolled student, or prospective students and by this action intentionally, knowingly, or recklessly annoys or alarms the recipient or intends to annoy or alarm the recipient.
- Violation of any campus residential living facility.
- Disorderly conduct on university-owned or university-controlled property or at a university-sponsored or supervised function that inhibits or interferes with the educational responsibility of the university.
- Intentional engaging in a disruptive activity or disrupting a lawful assembly on the university campus.
- Violation of any university policy relating to electronic network facilities such as campus computer networks and the Internet.
- Engaging in any form of academic dishonesty. (See section VIII.K., Academic Dishonesty and Integrity, for details)
- Any attempt to commit any of the prohibited acts.

3. Procedure for the Administration of Discipline

The Director of Campus Life shall have the primary authority and responsibility for the administration of student discipline at the PMU and for investigating allegations that a student has violated university rules, regulations, or specific orders issued by an administrative official of the university.

NOTE: For the first several years, until the university's full organizational staff is in place, this duty should be performed by either the Vice Rector for Academic Affairs (who will begin work during the university's Year Zero, 2005-2006) or the Vice Rector for Student Services (who will begin work at mid-year of the university's Year One, 2006-2007) according to their arrival on campus and availability. At mid-year during the university's Year Three, 2008-2009, when the Director of Campus Life arrives, this responsibility should shift to him permanently. The following procedures are written for the time when full university staffing is in place. Assigned duties will have to be modified as various positions are filled over the coming years.

The Director of Campus Life, hereinafter referred to as the "investigating officer," will investigate reports of alleged violations of university regulations. If the investigating officer determines that there is sufficient credible evidence to believe that a violation of university regulations has occurred and that a known student or group of students may have been involved in the violation, the investigating officer will prepare a formal statement of charges listing the specific alleged violations against each student involved.

During the subsequent investigation, if the student is available, the investigating officer will give the student the opportunity to explain the incident and to challenge any of the evidence presented. If the investigating officer concludes that the student has, by a preponderance of the credible evidence, violated a university regulation, the investigating officer will inform the student of the decision. The investigating officer will then assess an appropriate sanction and inform the student of the sanction to be imposed.

If the student accepts the investigating officer's decision, the student will sign a statement accepting the decision and the designated sanction becomes effective. If the student does not accept the investigating officer's decision on either the determination that the student committed the violation or on the disciplinary sanction to be imposed, the student may request an appeal wherein the case will be reviewed by the Vice Rector for Student Affairs. The student must clearly indicate whether he or she is appealing the determination of guilt or the proposed sanction. If the student appeals the determination of guilt and the Vice Rector upholds the finding of guilt, then the Vice Rector for Student Affairs will assess the disciplinary sanction.

Written notice of the appeal must be received by the Vice Rector for Student Affairs within five class days after the decision by the investigating officer. An appeal is not simply a rehearing of the original case. It must be based on one of the following criteria:

- Whether or not the student was afforded a fair hearing. A fair hearing includes notice of the alleged misconduct and an opportunity to present evidence and to challenge evidence presented by the university,
- Whether or not new evidence is to be introduced that was not available at the time of the original investigation.
- Whether or not the finding of guilt was supported by the evidence, and/or
- Whether or not the sanction assessed was appropriate to the offense.

Both parties, at the discretion of the Vice Rector for Student Affairs, may submit oral or written statements to support their positions. The Vice Rector of Student Affairs may uphold, reject, or modify the original decision, or order that the matter be returned to the investigating officer for reconsideration. The Vice Rector for Student Affairs shall respond to the appeal within ten business days after all documentation was received and all testimony heard, or he may postpone a decision for good cause.

The investigating officer has the burden of presenting the case on behalf of the university by going forward with the evidence and the burden of proving the charges by the greater weight of the credible evidence. The appeal shall be conducted in accordance with procedures adopted by the university that assures that both parties (the university and the accused student) the following minimal rights:

- Both parties will exchange lists of witnesses, expected witness testimony, and copies of any documents to be introduced at least five class days prior to the appeal.
- Each party shall have the right to appear and present evidence in person and to be advised during the appeal by a designated representative or counsel of choice.
- The appeal may proceed notwithstanding the accused student's failure to appear.
- Both parties shall have the right to question witnesses. The accused student may question witnesses with the advice of a designated representative or counsel. All questions shall be limited to relevant evidence.
- The hearing will be recorded (either audiotape or videotape.)

4. Disciplinary Sanctions

The investigating officer, or the Vice Rector for Student Affairs in appeal cases, shall render a decision as soon as practicable as to the guilt or innocence of the accused student and shall, if necessary, assess a sanction or sanctions including, but not limited to:

- A verbal or written reprimand.
- A requirement that the student complete a special project that may include such tasks as writing an essay, attending a special class of lecture, or attending counseling sessions. The special project may be imposed only for a definite period of time.
- Cancellation of a campus housing contract.
- Disciplinary probation imposed for a definite period of time. Disciplinary probation carries with it the stipulation that additional violations of university regulations during the probationary period may result in more stringent sanctions.
- Prohibition from representing the university in any special or honorary role.
- Removal from a student organization office or ineligibility to hold office for a specified period of time.
- Withholding of a transcript or a degree.
- Bar against readmission.
- Denial or non-recognition of a degree.
- Suspension of designated campus rights and privileges for a specified period of time, including access to campus electronic network facilities and participation in extracurricular or student activities.
- Restitution for damage or misappropriation of university, student, or employee property.
- Withdrawing from a course with a grade of W, F, or WF.
- Failing or reduction of a grade on a test or in a course, and/or retaking of the test or course.
- Suspension from the university for a specified period of time. During suspension, the student shall not attend classes or participate in any university campus activities.
- Dismissal from the university. A dismissed student is not allowed to re-enroll in the university for an indefinite period of time, but may be considered for readmission at some future date.
- Expulsion from the university. An expelled student is not eligible for readmission to the university at any time.

5. Interim Disciplinary Action

The Vice Rector for Student Affairs or the Rector of the university may take immediate interim disciplinary action, including suspension from the university, pending a hearing against a student for violation of a rule or regulation of the university when the continuing presence of the student poses a danger to persons or property or an ongoing threat of disrupting the academic process. The Director of Campus Life must hold the initial investigation meeting within ten class days following the imposition of the interim disciplinary action.

6. Suspended, Dismissed, and Expelled Student Restriction.

No student who has been suspended, dismissed, or expelled for disciplinary reasons shall be permitted on the campus of the university during the period of such suspension, dismissal, or expulsion without the prior written approval of the Vice Rector for Student Affairs.

N. ACADEMIC HONESTY AND INTEGRITY

1. Statement of Principle

The PMU expects all students to engage in all academic pursuits in a manner that is above reproach and to maintain complete academic honesty and integrity in their academic experiences both in and out of the classroom. The university may initiate disciplinary proceedings against a student accused of any form of academic dishonesty, including but not limited to cheating on an examination or other academic work, plagiarism, collusion, and/or the abuse of resource materials.

2. Definitions

Cheating: Includes, but is not limited to:

- Copying from another student's test paper, a laboratory report, other report, computer files, data listings, and/or programs
- Using, during an examination, materials not authorized by the person giving the test.
- Using, during an examination and without authorization, a calculator programmed with formulas or course information that the student is expected to know.
- Collaborating, without authorization, with another person or persons during an examination or in preparing academic work.
- Knowingly, and without authorization, using, buying, selling, stealing, transporting, soliciting, copying, or possessing, in whole or in part, the contents of an unadministered test.

- Substituting for another student, permitting any other student, or otherwise assisting any other person to substitute for oneself or for another student in the taking of an examination or in the preparation of academic work to be submitted for academic credit.
- Bribing another person to obtain an unadministered test or information about an unadministered test.
- Purchasing, or otherwise acquiring and submitting as one's own work, any research paper or other writing assignment prepared by an individual or firm. (This section does not apply to the typing of the rough and/or final versions of an assignment by a professional typist.)
- Changing an answer on a test that has already been graded and then requesting a correction from the instructor.
- Participating in any activity or action that affords an unfair academic advantage to the student.
- Using all or part of any work developed or produced for credit in one course and submitting it for credit in another course without the instructor's approval.
- Participating in acts which limit the ability of another student to perform to the best of the student's ability in a course.
- Assisting another student to be academically dishonest.

Plagiarism: Means the appropriation and the unacknowledged incorporation of another's work or idea into one's own work offered for academic credit. Plagiarism includes, but is not limited to:

- Failing to properly acknowledge a statement, idea, or statistic made by another individual in the body of the work,
- Taking a whole section of someone else's work and placing it in the body of the student's own work without properly acknowledging the contributor,
- Representing someone else's entire work as that of his or her own.

Collusion: Means the unauthorized collaboration with another in preparing work offered for academic credit.

Abuse of resource materials: Means the deliberate mutilation, destruction, concealment, theft, or alteration of materials (including library materials) provided to assist students in the mastery of course content.

Academic work: Means the preparation of an essay, dissertation, thesis, report, problem, assignment, or other project that the student submits as a course requirement for a grade.

3. Disciplinary Procedures for Academic Dishonesty Cases

All academic dishonesty cases must first be considered and reviewed by the faculty member. If the faculty member believes that an academic penalty is necessary, he or she shall assign the penalty. The faculty member shall also notify the student of his or her right to appeal the decision to the department dean and, if needed, to the Vice Rector for Academic Affairs.

At each step in the process, the student shall be entitled to written notice of the offense and/or of the administrative decision, an opportunity to respond to the charges, and the right to an impartial disposition as to the merits of the case. After the completion of the academic process, the academic officer making the final disposition of the case may refer the matter to the Vice Rector for Student Affairs for any additional disciplinary action that may be appropriate, as in the case of flagrant or repeated violations.

In the case of flagrant or repeated violations, the Vice Rector for Student Affairs may take additional disciplinary action. The procedures for handling cases of academic dishonesty by the Vice Rector for Student Affairs shall be the same as those established for handling other campus disciplinary cases. (See Section VIII. J. 3., Procedure for the Administration of Discipline, for details.)

4. Grievance and Appeal Procedures for Students

- It is the policy of the PMU to receive, process, and resolve student grievances in a fair and prompt manner and to assure that students receive equity and justice in their association with the university.
- This grievance policy and procedures are established for students for use in cases not otherwise covered by the policies of the university. Applicants for admission are also covered by these grievance procedures.
- Grievances shall consist of matters of disagreement or dissatisfaction arising out of circumstances wherein the student believes that there has been an infraction, breach, or misinterpretation of a university policy, rule, or regulation. Only one subject matter may be covered in any one grievance.

- Students should first attempt to resolve all disputes with the person who made the initial decision. All grievances not resolved at the appropriate lower level shall be presented in writing within three class days to the Director of Campus Life and shall contain a clear and concise statement of the grievance by indicating the applicable policy, rule, or regulation that is alleged to have been violated, the date the incident took place, the person or persons involved, the issue involved, and the relief sought.
- The Director of Campus Life will investigate the grievance and will notify both parties in writing of the decision within five days of the conclusion of the investigation.
- Grievances not satisfactorily resolved with the Director of Campus Life may be appealed to the Vice Rector for Student Affairs. Such appeals must be submitted in writing within ten class days of the decision rendered by the Director of Campus Life. The Vice Rector for Student Affairs will review all of the evidence from the initial investigation and may conduct additional interviews as needed. A written decision will be made by the Vice Rector for Student Affairs within five days following the final meeting with the parties involved and a copy of the decision will be sent to both parties and to the Director of Campus Life.
- Grievances not satisfactorily resolved with the Vice Rector for Student Affairs may be appealed to the Rector of the university. This appeal must be made within ten days following the decision by the Vice Rector for Student Affairs. The Rector will review all of the information from previous investigations and may conduct additional interviews as needed. The decision by the Rector of the university is final and binding on all parties. A copy of the written decision will be provided to all parties involved.
- Failure of a student to process his or her grievance to the next step within the specified time limit shall constitute an abandonment of the grievance.
- Failure of university personnel to give an answer within the prescribed time limit authorizes the student to submit his or her grievance to the next step.
- There can be an extension of the time limits in any step, if mutually agreeable.
- No student shall be disciplined, penalized, or otherwise prejudiced for exercising the rights provided for in this grievance procedure.

5. Grade Grievance and Appeal Procedures for Students

- The assignment of a grade in a course is the responsibility of the faculty member and is based on the professional judgment of the faculty member. Except for issues of computation or discrimination, the faculty member's grade determination is final.
- Students having a grievance concerning a grade in a course should make every effort to resolve the issue with the faculty member who assigned the grade. Faculty members should attend to the concerns of the student and explain the basis for the grade assigned.
- Should a student be unable to resolve the grievance with the faculty member, the student may appeal to the dean of the appropriate academic college. If the faculty member in question is the dean of the college, the student should present the grievance to the Vice Rector for Academic Affairs. The student must present a written statement and provide compelling evidence (examinations, papers, etc.) that demonstrate why the grade should be changed. The written grievance must be submitted no later than thirty days from the conclusion of the semester in which the incident occurred.

IX. BUILDINGS AND GROUNDS REGULATIONS

A. INTRODUCTION

The buildings, grounds, and equipment of the PMU are intended for use by its students, faculty, staff, and other authorized users from the community for activities and programs that are directly related to the educational functions of the university.

Each component of the campus is an educational resource, planned and designed for that specific purpose, and that purpose cannot be compromised. These educational facilities are not available for unrestricted use for other purposes. However, the PMU recognizes a responsibility to provide the use of facilities to individuals and organizations associated with the university. The university also recognizes that in exceptional situations, its buildings and grounds should be made available to those not associated with the university, in order to fulfill its mission to serve the greater community of the Eastern Province.

B. USE OF BUILDINGS AND GROUNDS

1. Use By University Organizations

The buildings, grounds, and equipment of the PMU are intended to support the total educational mission of the university. Campus classrooms, conference rooms, theaters, and other spaces, may be reserved for departmental meetings and for meetings of student and faculty clubs and organizations. Student and faculty clubs and organizations who wish to reserve classrooms for programs and/or meetings should contact the Office of the Registrar in order to ensure that the room is available and that its use does not conflict with class schedules.

The use of university facilities by university organizations is given priority over the use of facilities by non-university groups.

The following priority system has been established for handling requests for the use of university facilities by on-campus organizations:

a. Category 1

- Meetings of recognized university organizations to further the purpose for which that organization exists, such as meetings of a student or faculty organization, university departmental meetings, administrative meetings, general university convocations, alumni meetings, and recognition ceremonies.
- Social or recreational assemblies involving a defined group of individuals whose membership is primarily from the campus.

b. Category 2

- Authorized programs by recognized campus organizations or departments for which admission is charged or revenue generated by advance ticket sales or other forms of payment

c. Category 3

- Conferences, seminars, or other educational assemblies sponsored by the PMU in conjunction with an outside group for purposes directly or indirectly benefiting the university.

d. Category 4

- Social or recreational assemblies involving a defined group of individuals whose membership is not primarily from the campus, but which does have an affiliation with a defined group on the campus.

2. Use By Non-university Organizations

It is the policy of PMU to make campus facilities available to non-university organizations to the extent that the activities of these groups do not conflict or interfere with the normal university functions or the activities of campus organizations and that the purpose of these groups is consistent with the educational mission of the university.

Examples of such non-university organizations would include: (1) meetings of public schools or other educational institutions, (2) city, provincial, or governmental meetings, (3) meetings of a professional or semi-professional nature which have interests related to the work of the university, such as education, teaching, science, technology, business, engineering, philanthropy, or research.

Proposed programs not meeting the criteria listed above will be considered on a case-by-case basis by the Director of Campus Life based on the individual merits of the program.

Non-university groups wishing to use campus facilities for programs must contact the Director of Campus Life for approval to hold the program on campus. The Director of Campus Life will confirm availability of the facilities and make the group aware of campus policies and regulations regarding the use of PMU buildings, grounds, and equipment. The university may assess fees adequate to cover the cost of utilities, custodial services, and any extra labor or equipment costs involved in a non-university group's meeting on campus.

3. Curfew on Buildings

Most university buildings are closed and secured by XX:XX p.m., but some buildings may be closed earlier. Some university programs, such as the Executive MBA program, continuing education, or research may require that buildings be open after XX:XX on a regular basis. In these cases, buildings may remain open after the regular closing hour with written approval of the Director of Campus Life and the Director of Physical Plant Operations.

When it is necessary for employees or students to be in a university building for group activities or programs after the designated closing time or during a weekend for a specific but limited period of time, the office of the Director of Security and Safety also shall be notified in advance.

Individual faculty, staff, or other employees who have been authorized to enter and use university facilities within a particular building may do so on an individual basis after the designated closing time without prior notification of the office of the Director of Security and Safety. However, such individuals must accept the responsibility for immediately locking the door after entering and upon leaving the building. Such individuals should be prepared to provide security personnel with appropriate identification if requested to do so.

Individual students and other persons are not authorized to be present in university buildings after the designated closing time without prior approval. Security personnel may remove unauthorized persons from a building or take other action as may be appropriate if such persons do not have specific authorization to be in a building after the designated closing time.

C. CARE OF UNIVERSITY PROPERTY

University property shall be used only for official university business. No employee of the university may use any property of the university for his or her personal benefit or pleasure except books from the library and other items of established use. University personnel shall assume responsibility for assisting the university in protecting property from mutilation, abuse, and misuse.

D. CAMPUS PLANNING AND CONSTRUCTION

1. University Master Plan

The PMU will develop a Campus Master Plan that seeks to determine the future program and facility needs of the university. This plan will focus on the predicted needs of the university ten to fifteen years in the future and will serve as a planning tool for program development, facility design, and funding procurement.

The Campus Master Plan may derive input from a variety of sources, such as higher education professionals from around the world, architects, university administrators, and students. The Campus Master Plan will also take into consideration external factors such as projected demographic changes in the target student population, projected changes in program and facility needs, and changes mandated by the laws of the Kingdom of Saudi Arabia.

While the Campus Master Plan serves as a planning tool for future needs, it is a fluid document and should be re-evaluated and updated every three to five years.

2. Project Development

a. New Construction

The decision to seek new construction projects begins when the need for new space becomes significant enough to justify consideration. The decision-making process involves analyses of many factors, including but not limited to: cost effectiveness, the level to which the need is essential and central to programming needs, overall costs, alternative solutions, internal and external constraints, funding options, debt service, and competing initiatives. New projects should be included in the Campus Master Plan.

Ideas and requests for new construction can begin at any level, but they must eventually receive approval from the department head, dean, appropriate vice rector, the Vice Rector for Finance and Business Affairs, the Rector, and the PMU Board of Trustees.

b. Renovation Projects

Ideas or requests for space renovation can begin at any level, but they must eventually receive approval from the department head, dean, appropriate vice rector, the Vice Rector for Finance and Business Affairs, and the Rector. Funding for renovation projects must be included in the university's operating budget.

E. SPACE ALLOCATION

A space utilization committee will be appointed by the Rector to evaluate requests for space allocation or reallocation and to recommend action to the Rector. This committee will be chaired by the Vice Rector for Academic Affairs. When new construction is completed, this committee reviews space needs and recommends reassignments of space as appropriate. These recommendations receive final approval by the Rector.

Assignment of administrative office space in all university buildings will be made through the space utilization committee. All space is subject to reassignment based on institutional needs.

The assignment of specific classrooms and laboratories for instructional purposes during each semester is coordinated through the Office of the Registrar. The assignment or reassignment of all rooms for classes, laboratories, or other purposes must be cleared through this office before announcements or commitments for their use are made.

F. MAINTENANCE

The Office of the Director of Physical Plant Operations is responsible for the overall operation and maintenance of all university buildings, equipment, and grounds. Faculty and staff members who have identified facilities or equipment in need of repair should request services through a work order system developed by the Office of the Physical Plant. The work order will specify:

- The exact location of the needed repair.
- The nature of the work to be done.
- Whether or not the repair is an emergency request (meaning that a delay in making the repair poses a significant risk to persons and/or property).
- The name of the person making the request.

The Office of the Physical Plant will have personnel on call to handle emergency facility repairs which occur at times when the office is closed.

In order to determine the immediate and long-term needs of the campus and to secure proper funding for the various projects, the Director of Physical Plant Operations, working in conjunction with university staff, will conduct an annual assessment of facility needs and will develop a systematic procedure for providing ongoing maintenance services for the campus. These services will include, but not be limited to:

- Routine maintenance of buildings and equipment.
- Preventive maintenance programs in which essential equipment is upgraded or replaced prior to failure.
- Deferred maintenance in which a long-range schedule of facility repair and/or equipment replacement is developed.

G. BUILDING SECURITY AND ACCESS

PMU will furnish keys and/or smart cards to university employees only through the procedures specified in this policy.

NOTE: Hereinafter, the term “key” or “keys” will be used to refer both to a key that is placed into a locking mechanism to obtain access and to any electronic access devices and/or code access systems such as smart cards which may be utilized by the university.

Keys will be issues only to authorized persons on an individual basis, and the person receiving the key(s) shall be full responsible for such key(s). Keys shall remain the property of the university.

Only regular university employees who work on at least a half-time basis may be issued keys, unless special approval is obtained by the appropriate Vice Rector and/or the Rector. Students will be issued keys only in exceptional circumstances, including:

- The student is enrolled in a class that requires the use of restricted-access facilities such as the Network Security Laboratory in the College of Information Technology.
- The student is an employee of the university whose duties require access areas such as workrooms in the Learning Resources Center that are normally available only to faculty and staff.

All other student possession of keys to university facilities is prohibited. Exceptions to this provision must be based upon a strong justification and must have the prior written approval of the appropriate Vice Rector and/or Rector.

1. Procedure for Issuance of Keys

Each administrative department head must submit a Key Authorization form for each employee listing the specific keys to be issued. Upon receipt of the approved Key Authorization form, the Office of the Physical Plant will issue the authorized keys.

Department heads must limit the issuance of keys to those employees who must have them to carry out their regularly assigned duties and responsibilities. Keys will not be issued for occasional or random use. Multiple keys will not be issued to any employee whether a university employee or student.

Department heads have the authority to sign Key Authorization forms for their areas of responsibility only. If keys to another department's area are needed, approval must be obtained for that department head on a Key Authorization form.

2. Reproduction of Keys

Each key issued is for the exclusive use by the individual designated on the Key Authorization form, and the key shall not be reproduced or provided to any other individual for his or her use at any time, including temporary or emergency purposes. The reproduction of university keys is prohibited except by the Physical Plant locksmith or, in the case of smart cards, by the Office of the Chief Information Officer in cooperation with the Office of the Physical Plant.

Employees who violate this policy or who reproduce keys or allow them to be reproduced without authorization shall be subject to disciplinary action and/or possible termination of employment.

Students who violate this policy will be subject to disciplinary action and/or separation from the university. If it is determined by the university that keys were illegally reproduced and the security of university facilities has been jeopardized, the person who reproduced the keys will be responsible for the cost of re-keying the affected facilities.

3. Loss of Keys

The loss of a key or keys must be reported immediately by the individual to the department head. The department head will notify the office of the Director of Security and Safety and/or the Physical Plant locksmith or IT department as necessary. Failure to report such loss of keys will be a serious violation of university policy and may result in disciplinary action and/or termination.

The employee who lost the key(s) may be responsible for paying for the cost of replacing the key(s). The Physical Plant locksmith or IT department will assess the charges for the lost key(s) and notify the department head. After the department head has approved the charges, the employee will be notified of the charges. Keys will not be reissued to an employee until all charges have been paid.

4. Return of Keys Upon Termination of Employment

At the termination of employment, it is the responsibility of the department head to contact the Physical Plant locksmith or the IT department, as appropriate, to determine which keys have been issued to the employee and to make sure the key(s) are returned by the employee. A final paycheck will not be issued until all keys have been returned by the employee or payment made for any lost keys.

5. Keys to Student Rooms in Residential Facilities

Students living in campus residential facilities may be issued individual room keys for their assigned room. Spare keys to student rooms are to be kept in locked and secured cabinets at each residential facility. Students must report lost or stolen room keys to the residential facility manager immediately.

H. SAFETY AND ENVIRONMENTAL HEALTH

It is imperative that PMU implement plans, programs, and procedures designed to provide a safe environment for students, employees, and visitors, and that all employees and students share a responsibility for alerting appropriate personnel to potentially dangerous or harmful situations.

The responsibility for implementing and administering this program for the campus is assigned to the Director of Physical Plant Operations working in close coordination with the Director of Security and Safety.

A Safety and Security Committee will be appointed to act in an advisory capacity to appropriate administrative officials. The committee's duties will include but not be limited to

- Recommending health, safety and security policies, practices, and procedures.
- Reporting dangerous or potentially dangerous situations.
- Recommend corrective actions.

X. APPENDICES

- Appendix A Guidelines for Faculty Self-Evaluation Report
- Appendix B Guidelines for Preparing a Professional Portfolio
- Appendix C Sample Student Evaluation Form
- Appendix D Format for Faculty Development Leave Proposal
- Appendix E Student Admissions Flow Charts and Gantt Charts
- Appendix F Sample Forms for University Business Operations

APPENDIX A
GUIDELINES FOR FACULTY SELF-EVALUATION REPORT
EVALUATION OF FACULTY

The faculty member's annual self-evaluation report should consist of a brief listing of activities in the three areas of teaching, scholarly and creative activity, and service during the previous year.

Teaching

This section of the report may include summaries or descriptions of any of the following:

- Student course evaluations
- Peer evaluations of teaching effectiveness
- New courses or programs developed
- Revisions of existing courses or programs
- Improved teaching materials developed
- Additional training in the teaching field or a related area
- Other teaching/instructional activities

Scholarly/Creative Activity

This section of the report may include summaries or descriptions of any of the following:

- Research activity
- Writing activity
- Publications
- Presentation of papers at professional meetings
- Preparation of proposals for external funding
- Other scholarly/creative activities

Service

This section of the report may include summaries or descriptions of any of the following:

- Service to the institution
 - Activities involved in student advising and counseling
 - Sponsorship of or participation in student activities or organizations
 - Activities involved in student recruitment or retention
 - Services to the division and/or department
 - Service on department, college, or university committees
 - Representing the university in the wider community
 - Other service to the institution

- Service to his or her discipline or profession
 - Panel appearances, program participation, and/or other activities in professional organizations
 - Committee assignments and offices held in professional organizations
 - Other service to his or her discipline or profession
- Service to the wider community
 - Consultation as a professional educator or as a specialist in his or her discipline
 - Presentations to community groups in his or her role as a professional educator or as a specialist in his or her discipline
 - Service on civic committees, boards, etc., in his or her role as a professional educator or as a specialist in his or her discipline
 - Other service to the wider community

APPENDIX B
GUIDELINES FOR PREPARING A PROFESSIONAL PORTFOLIO
EVALUATION OF FACULTY

The professional portfolio should document the faculty member's professional activities, accomplishments, and development. Along with the annual self-evaluation report, it comprises a component of the faculty member's annual self-evaluation. It also documents the faculty member's qualifications for the desired faculty rank when promotion is sought.

In preparing and maintaining the portfolio, the faculty member should build a carefully constructed case demonstrating a commitment to the goals of the university, the continuing pursuit of professional excellence, and the potential for high quality future contributions.

The portfolio should contain a current curriculum vitae, a narrative explaining all aspects of relevant achievements, and whatever items are required to document those achievements.

Curriculum Vitae: The curriculum vitae begins with a list of specific degrees held, with place and date of the awarding of each degree; the title of the thesis and/or dissertation; and a listing of major teaching areas. It also includes an employment history listing job titles and brief descriptions of responsibilities in reverse chronological order; membership activities and/or offices held in professional organizations; panel appearances; papers presented; publications or other kinds of scholarly and creative activities; honors and awards; and significant public service.

Narrative: The narrative contains sections dealing with the faculty member's rationale for seeking a positive evaluation, his or her previous performance evaluations, and achievements and potential.

Rationale: The first section of the narrative consists of the faculty member's rationale for seeking a positive evaluation of his/her performance during the preceding year or, when promotion is being sought, for deserving the faculty rank for which he or she is applying. This statement should include an explanation of how his or her philosophies of teaching, scholarly and creative activity, and service are congruent with, and contribute to, the mission and goals of the university. This statement should be concise while also being as complete and convincing as possible.

Performance Evaluations: This section should summarize the results of all the faculty member's previous annual performance evaluations. This provides the context and background against which the immediately preceding year's activities and accomplishments may be compared. The faculty member should explain why any previous evaluations have been less than satisfactory.

Achievements and Potential: This section presents achievements in teaching, scholarly/creative activities, and service:

A. Teaching

1. A listing of all courses taught, the institution at which each was taught, the level of each course taught, and the specific PMU courses taught.
2. A description of a representative sampling of courses taught, which might include an explanation of course syllabi, special materials used, samples of student work demonstrating that course goals were met, and examples of methods and styles of teaching and testing.
3. A brief explanation and analysis of all available student evaluations (or summary data).
4. A description of other teaching activities such as workshops, non-credit seminars, etc.
5. A demonstration of contributions to the educational program of PMU which includes development or revision of courses or programs, including those offered by any recognized units at PMU.

B. Scholarly and Creative Activities

1. A list of scholarly and creative activities with brief explanation of publications, presentations at professional meetings or invited lectures, workshops, etc., and explanations of their significance.
2. A list of work not formally published, but either distributed or submitted for review, and explanations of their significance.

C. Service

1. A list of specific services to the university with explanation of contributions to PMU committees, special assignments or projects, or student service activities (such as advising, sponsoring student activities, or other specific student activities or services to students).
2. A list of professional services with explanation of any activity which benefits the faculty member's discipline/profession in general.
3. A list of public service activities with explanations of applications of the faculty member's professional expertise which benefit the community and contribute positively to the well-being of the PMU.

APPENDIX C
SAMPLE STUDENT EVALUATION FORM
EVALUATION OF FACULTY

The university requires student evaluation of courses to be conducted and used for the purpose of improving learning and teaching, and to inform considerations of faculty renewal and promotion.

Your responses on this instrument are, and will remain, anonymous. The faculty member will not be present in the room while the evaluations are being completed. Completed evaluations are to be placed in the envelope provided and will be returned to the office of the Chair or Associate Chair of the faculty member's academic department by a student designated by the faculty member. Your responses to the following questions will not be returned to the faculty member until after he or she has submitted grades for the class. Your participation in the course evaluation process is strictly voluntary and failure to participate will have no effect on your grade in this class or your standing in the university.

Instructor's Name:

Course and section numbers:

Semester:

Machine-Scored Responses

Indicate the extent to which you agree or disagree with each of the following statements by marking with a #2 pencil the appropriate space on the machine-scored form. Please use the following key to mark your responses. If the statements do not apply to this class, please leave the item blank on the machine-scored form.

A = Strongly Agree
B = Agree
C = Uncertain
D = Disagree
E = Strongly Disagree

1. I understood the learning goals for this class.
2. The class was taught well.
3. The assignments were meaningful.
4. The class was intellectually challenging.
5. All types of communication between faculty member and students were clear.
6. The grading system was clear.
7. The grading system was coordinated with the learning goals.

APPENDIX D
FORMAT FOR FACULTY DEVELOPMENT LEAVE PROPOSAL
FACULTY DEVELOPMENT

Title Page

The title page should contain the following information:

- A brief, descriptive title of the activity proposed during the period of the leave.
- Applicant's name, faculty rank, and departmental affiliation.
- Summary of the proposal. The summary should not exceed 200 words and should state the objectives, significance, and anticipated benefits of the proposed activity.

Description of Proposed Activity

The main body of the proposal should not exceed three pages. It should consist of a detailed description of the proposed activity and should address the following:

- Objectives and expected significance of the proposed activity.
- General plan of the activity.
- Expected benefits to the department, college, and/or university.

Applicant's Qualifications

This section should include sufficient information to ensure that the applicant has the qualifications required to complete and benefit from the proposed activity. The applicant's curriculum vitae may be sufficient to serve this purpose.

Appendices

This section should not exceed 10 pages. It should include any documentation needed to support the description of the proposal, such as a biography of the applicant, a bibliography, a list of the applicant's previous publications relating to the proposed activity, etc.