



# **TEDUKA INTERNATIONAL ACADEMY**

Innovators of Global Further and Higher Education

## Contents

I.	Staff and Staff Resources .....	4
1.	General rules .....	4
2.	Academic staff.....	4
3.	Administrative staff.....	5
4.	Staff Development.....	5
5.	Teaching .....	6
6.	Research .....	8
7.	Working Hours and Duties.....	10
8.	Sick Leave and Sick Pay .....	11
9.	Family Friendly Entitlements .....	11
10.	Annual Leave Arrangements .....	11
11.	Undertaking Paid External Work .....	12
12.	Health & Safety .....	13
13.	Reporting Line.....	14
14.	Part Time Employment .....	14
15.	Salary Deductions.....	14
16.	Probation .....	14
17.	Staff Appraisal Process .....	15
18.	Confidentiality.....	15
19.	Intellectual Property Rights.....	15
20.	Data Protection.....	16
21.	Teaching Governance.....	16
22.	Research Governance .....	16
23.	Initial Appointment & Staff Card.....	16
24.	Induction.....	17
25.	Peer Review of Teaching .....	17
26.	Performance & Development Review (PDR) .....	17
27.	New Academic Programme (NAP) .....	17
28.	Exceptional Performance .....	18
29.	Disability Issues .....	18
30.	An A to Z of Practical Matters regarding Staff and Staff resources.....	18
31.	Students & Teaching .....	20
II.	Teachers Qualifications and Experience .....	21
32.	The different academic grades.....	21
33.	Teaching and Research.....	21
34.	Appointment procedures .....	21
35.	Appointment of Lecturers .....	22

36.	Appointment of Senior Lecturers .....	23
37.	Appointment of Assistant professors.....	24
38.	Appointment of Associate professors.....	25
39.	Appointment of Full professors.....	26
40.	Appointment of Adjunct professors .....	27
41.	Appointment of Visiting Professors .....	28
42.	Appointment of Honorary professors.....	29

# I. Staff and Staff Resources

## 1. General rules

The Teduka International Academy only recruits staff that has already acquired relevant education and experience. In addition, staff will receive an obligatory initial training when it starts working for Teduka International Academy. Furthermore, each employee agrees during annual goal setting and feedback meetings on individual or collective measures for advancement. All employees receive regular feed- back and coaching both from line managers and peers.

## 2. Academic staff

(1) The recruitment process for academic staff of Teduka International Academy has to be fair and transparent. To ensure this the Teduka International Academy takes the following steps in the recruitment process:

1. workforce planning
2. profile of requirements and job advertisement
3. HR marketing
4. composition and constitution of the appointment committee
5. pre-selection of applicants
6. preliminary interview
7. test lecture
8. evaluation by external experts
9. final negotiation for the appointment
10. appointment

At all stages the independent Equal Opportunities Officer is involved.

The recruitment of the Head of the Institution follows the same procedure.

The results will be thoroughly documented and be accessibly for the accreditation agency for scrutiny at any time.

(2) The Teduka International Academy uses an academic scorecard that defines the tasks of the professors and lecturers. Teaching and research are equally important. As a consequence there are incentives for both, research and teaching. This academic scorecard is continuously reviewed and further developed.

(3) Based on the scorecard there is an annual employee appraisal where academic staff can receive and give personal feedback and where the annual goal setting takes place. The results of these meetings are included in action plans for individuals, organizational units and the

institution.

(4) Academic staff is obliged to participate in monthly meetings that act as quality circles where all current challenges can be discussed and concrete action plans are developed. The meetings are focused on continuous improvement of all activities of the institution (teaching, research, student services etc.)

### **3. Administrative staff**

(1) The recruitment process for administrative staff follows these steps:

1. workforce planning
2. profile of requirements and job advertisement
3. HR marketing
4. pre-selection of applicants
5. job interview
6. final discussion between heads of schools and head of institution
7. employment

### **4. Staff Development**

(1) Teduka International Academy wants to enhance current and future organizational effectiveness by assessing, prioritizing, recommending and promoting staff development. Our aim is to promote and support a learning and development culture that enhances the wellbeing and performance of individual staff and the institution. To reach this goal Teduka International Academy ensures that the staff gets the necessary knowledge in the following fields:

For all staff:

- Staff and student wellbeing
- Continuous development
- Workplace knowledge and skills
- IT-services
- Human Resources and Procedures

For academic staff:

- Designing, Delivering & Evaluating Online Study-Units
  - Designing, Delivering & Evaluating Face-to-Face Study-Units
  - Research groups and Initiatives
  - Recent developments in relevant fields
- For administrative staff:
- Knowledge transfer in the work place
  - Inclusion on campus
  - Applied Health and Safety

- Emergency & Evaluation Training

This list is not conclusive and will be updated every 12 months.

(2) The knowledge will be provided through online courses and face-to-face trainings. Additionally a mentoring programme is in place that assures the transfer of knowledge between more experienced staff to the next generation is assured.

## Staff Duties

The duties and responsibilities of academic staff are manifold and include:

- teaching
- research
- scholarship
- supporting the student experience
- curriculum development
- programme management
- academic leadership
- administration
- participation in the democratic processes of the institution (including committee membership)
- participation in quality assurance procedures
- recruitment and admission of students
- Performance and Development Review (PDR)
- representing the University on or to appropriate external bodies

The proportion of time devoted to any of these activities is a matter of the position and the individual work contracts. It also takes into account the personal development needs of the member of staff and both the strategic ambitions and operational needs of Teduka International Academy.

Academic staff and their line managers have a responsibility to seek to contribute to the achievement of Teduka International Academy strategic goals. That includes changes in working practices and methods of delivery.

## 5. Teaching

Teaching at a Teduka International Academy involves a number of interactions and activities with students that are delivered both on-site and remotely and at times that may vary. We use advanced technology to offer a web-enhanced study experience.

The following activities are recognised as ‘formal scheduled teaching’:

- lectures,
- tutorials,
- seminars,

- supervision of projects,
- practicals,
- workshops,
- laboratory projects,
- studio work,
- fieldwork,
- professional practice,
- other formal pedagogic activities (including engagement in distance learning) and
- direct supervision of dissertations and higher degrees.

## Scholarship

Scholarship is the creation, development, dissemination and application of the most current knowledge of disciplines or professional specialisms. It includes the maintenance of the intellectual body of knowledge of subjects and disciplines, in forms such as dictionaries, scholarly editions, catalogues and contributions to major research databases).

Scholars particularly provide important contributions to knowledge and understanding within disciplines or professional specialisms that do not in themselves constitute original and significant research.

Examples of types of scholarly activity include, but are not restricted to:

- Active involvement with Professional, Statutory and Regulatory Bodies, and other professional practice relevant to higher education
- Engagement in Continuing Professional Development.
- Links with the business, public and voluntary sector (consultancy, skill audits)
- Some kinds of industrial research, and product development,
- Contribution to the local, regional and international economies (development plans, incubator units, environmental assessment, market assessment, economic impact studies)
- Leadership in the community (active membership of local strategic partnerships)
- Knowledge Transfer (Knowledge Transfer Partnerships, learning hubs, summer schools)
- examiner/assessor for doctoral students, both internal and external
- Acting as an adviser to another institution/organisation in terms of academic discipline or other educational development (validation, curriculum development adviser, external examining, adviser on management and delivery of an higher education programme)
- Work for external bodies, such as QAA (subject reviewer, institutional auditor)
- Reviewer of research bids
- Evaluator of projects for Research Councils, European Commission, charities
- Conference organisation (membership of organising committee or programme committee, referee of papers, production and/or editing of proceedings)
- External speaker (academic events, conferences, national and international media presentations, appearances as expert)
- Participant at regional, national and international consideration of a subject discipline development or other educational matter relevant to modern higher education (invitations to and active membership of working groups, enquiries, networks, subject associations, related

published reports and policy recommendations)

- Development of peer esteemed pedagogic devices, software and texts
- Writing textbooks

Teduka International Academy in general supports scholarly activities. Nevertheless there might be circumstances that could lead line managers to turning down requests to work off-site, take annual leave at a particular time. The following list is indicative rather than exhaustive.

- Where granting permission to be absent would reduce overall staffing levels such that core activities could not be safely delivered.
- When the request has a detrimental impact on scheduled activities or regular duties and responsibilities.
- Where the proposed activities would create a conflict of interest.
- When pre-scheduled undertakings, such as accreditation events or exam boards, require staff to be present on a particular day.
- Where the requested absence is detrimental to the support of students and colleagues.

If scholars want to undertake paid external work they need a formal permission by Teduka's Chief Executive and Academic Officer and the requested absence may not lead to an unmanageable workload on the individual member of staff.

## **6. Research**

Research is a process of investigation leading to new or substantially improved evidence-based insights and the use of existing knowledge in experimental development to produce new or substantially improved materials, devices, products and processes, including design and construction. It includes work of direct relevance to the needs of business, industry, and to the society.

It is published, disseminated or made publicly available in the form of assessable research outputs. It can also include confidential reports.

Staff involvement in such activities is expected and encouraged. Research and scholarly activities should align with the strategic objectives of Tri-agon. As part of the PDR, staff will be required to report annually on their activities, outputs and other achievements and, with their line manager, agree future objectives.

Accordingly, there are certain normal expectations of colleagues on research leave and some limited teaching or other support may, unusually, be made a condition of leave in some cases:

- Departments expect colleagues who are on research leave to continue to supervise research students, and to be willing to accept new research students.
- Colleagues on research leave are also expected to participate in discussions, planning or representation of faculties where major teaching, research and administrative developments are concerned, such as substantial reorganisation of some area, or key issues related to the future of their faculty.
- We do not normally expect colleagues on research leave to be engaged in day-to-day



administration.

#### 6.1. *Research Expectations*

At annual PDR meetings, and mentoring meetings, you will receive clear guidance on research expectations. These cover expectations concerning

publications and research grant income, that reflect department norms but which also support Teduka International Academy's Strategic Research Objectives.

#### 6.2. *Research Profile*

All research profiles are held on Teduka International Academy's website and all academics are expected to make sure that their externally facing research profiles are up to date.

#### 6.3. *Research Support Allowance (RSA)*

There is an allowance for each academic colleague on a research and teaching contract for travel and research, currently set at 1,000 Euro per annum.

#### 6.4. *Research Grants & Research Buy-Out*

Anyone contemplating an application for external research funding should contact the dean of the faculty at the earliest possible stage. All applications must pass through a set of formal procedures. The Accounting Department will provide guidance, including assistance with costing research proposals as per full economic costing. This includes costing and regulations for research contracts and consultancy contracts.

All research proposals must, at a minimum, be peer-reviewed within the faculty.

The management of grants is delegated by the dean to the grant-holder, who is responsible for ensuring that expenditure remains within budget. This is overseen by the Research Accountant.

#### 6.5. *Research Fellows*

Teduka International Academy welcomes research fellows: fellows who are externally funded Postdoctoral Fellows, unpaid Visiting Fellows from other institutions or Honorary Research Fellows who may be former members of staff or have had some working relationship with the academy. The fellowships are subject to availability of space and satisfactory arrangements for covering costs.

#### 6.6. *Guidelines for Out of Normal Working Hours Building Access*

To ensure your safety in the campus buildings during all periods of "out of hours" access, we ask you to observe the following:

- Ensure the building entrance is locked, i.e. door closes, after you have gained access.
- Ensure that no one follows you into the building without presenting their Teduka International Academy ID card to you.
- Inform someone else of your location and expected time of return.
- If possible keep a mobile phone with you at all times.

#### 6.7. *Academic research leave (Sabbatical)*

The scheme is for one semester of leave after ten semesters in service. Sabbatical research leave is not an automatic or absolute entitlement. It must be applied for in writing to the dean of the faculty. The dean will take into account the impact of the proposed leave on teaching and administration, the recent

research performance of the applicant, and the probability of the period of leave being used fruitfully. A report will be required at the end of the period of leave, reviewing achievements against the plan set out in the application.

#### *6.8. Research Buy-out.*

In this scheme, a period of research leave is funded from external sources rather than by Teduka International Academy. There is a set of rules governing such buy-outs, which are designed both to encourage applications and to limit how many consecutive years of such leave any colleague may secure.

Applications for authority to seek external funding for unpaid leave can be considered at any time by the dean of the faculty. Applicants must provide a written statement making a case for the buy-out, including showing that they have discussed the implications of their leave with colleagues and are able to propose solutions to any problems identified. Notice of applications for unpaid leave must be given in good time before the relevant funding body's deadline.

## **7. Working Hours and Duties**

Due to the range of teaching and learning methods, and the different needs of various subject areas, a precise specification of teaching hours is neither possible nor appropriate. As a general guide, however, a full-time member of academic staff might normally have formal-working hours of 40h/week. However scheduled teaching responsibilities will vary depending on the position.

The determination of the specific duties for an individual academic member of staff and the exact hours of availability for duties is a matter for discussion and agreement between the member of staff and their line manager and should be linked to Teduka International Academy's procedures.

Allocated duties will be such as to enable the staff member to be effective in their professional responsibilities. The following factors shall be taken into account:

- the full range and extent of actual duties to be performed,
- personal development needs,
- experience,
- achieving a reasonable balance of activities,
- wider internal and external responsibilities.

Different arrangements may apply to staff engaged specifically to support courses arranged to facilitate the attendance of part-time students.

Salary shall be by monthly instalments paid on the last day of the month.

## **8. Sick Leave and Sick Pay**

If you are sick your line manager must be informed as soon as possible on your first day of absence, indicating the likely length of the absence and outlining the reasons for it. It is your responsibility to ensure that your manager is kept well-informed.

If you are absent on grounds of sickness for up to and including 3 consecutive calendar days, you are able to self-certificate this period of absence by completing the relevant form, copies of which should be sent to the line manager.

Should you be absent for more than 3 consecutive calendar days, you will be required to submit a doctor's fit note to cover your absence from the fourth day onwards.

## **9. Family Friendly Entitlements**

For information about maternity, paternity and parental leave and pay, adoption leave and pay and your right to request flexible working arrangements, talk to our human resource department.

## **10. Annual Leave Arrangements**

Teduka International Academy's holiday year runs from 1st October to 30th September. In addition to statutory Bank Holidays, local discretionary holidays and days when the institution is closed in the interests of efficiency, you are entitled to 20 days paid holiday (pro rata for fractional contracts) during the course of the holiday year.

A maximum of five days' leave may be carried forward to the following leave year for both full- and part-time employees. All leave not agreed as carry over leave will be lost. Teduka International Academy will not pay employees for leave untaken as an alternative to carrying it over to the next leave year.

If there are exceptional circumstances to carry forward leave in excess of five days, approval must be obtained by the respective Head of Department.

In the holiday year in which your employment commences or terminates, your holiday entitlement will accrue on a pro rata basis for each complete month of service and on the termination of your employment, holiday pay will be worked out on a similar basis.

On leaving employment with Teduka International Academy, any outstanding leave entitlement to date of leaving should be taken. If this is not possible, outstanding leave entitlement will be paid with the final salary. Leave already taken that is in excess of entitlement will be deducted from the final salary.

The timing of all leave is subject to the agreement with your line manager. Subject to the organisational requirements of the institution, you may request that up to four weeks of your normal holiday entitlement be taken in one continuous period, and such a request will not be unreasonably refused.

Academics are supposed to take their vacation during the summer break of Teduka International Academy. Wherever possible, detailed holiday schedules for individual lecturers will be made as soon as reasonably practicable after the beginning of each academic year, in determining holiday schemes, special regard will be given to lecturers with family responsibilities and those who wish to attend conferences or courses that are held in normal holiday periods.

## **11. Undertaking Paid External Work**

Staff wishing to undertake outside work, including consultancy, must contact the dean of the faculty in the first instance to discuss proposals, to gather the necessary information and to ensure that any outside work is appropriately costed.

Colleagues need to be certain that the quantity and nature of any outside work undertaken will not have an adverse effect on their primary commitment to Teduka International Academy.

When considering the principle of paid external work it is important that the legitimate interests of Teduka International Academy and the member of staff can be fairly balanced within the terms of the contract of employment.

Teduka International Academy's principal objectives are to:

- permit external work where this is supportive of a member of academic staff's responsibilities,
- ensure that external work enhances teaching and/or scholarship and/or research,
- ensure that external work does not conflict with the University's interests

The majority of externally funded work undertaken by academic staff is administered either through faculty/departmental (Teduka International Academy) accounts or through a subsidiary company of Teduka International Academy. Subsidiary companies are used for activities that do not conform to the primary purposes of Teduka International Academy. Determination of whether or not a specific activity falls within the definition of a primary or non-primary purpose requires detailed knowledge of the scope of the activity itself and the terms and conditions that apply to its performance.

The decision as to whether an activity should be undertaken via Teduka International Academy or a subsidiary company must be made by the CEO in consultation with faculties. It should be noted that activities routed through a subsidiary company of Teduka International Academy do not necessarily result in staff being eligible for additional payments. Further information is available from the management of Teduka International Academy.

Permission to undertake external work will not normally be withheld for the following activities:

- external examining
- acting as an assessor or moderator
- occasional lectures or seminars
- occasional media appearances
- occasional newspaper articles

An obligation to undertake any external work, including consultancy, must be approved by your line manager and might necessitate a contract variation or amendment. To inform this decision, members of academic staff seeking to undertake external work should provide the following information to their line manager:

- the nature of the work
- the person(s) or organisation(s) for whom it is undertaken
- the relationship of the above person(s)/organisation(s) to Teduka International Academy or its clients,
- the amount of the time the work will take,
- any proposed use of Teduka International Academy resources,
- a statement about whether or not the work was obtained through the agency of Teduka International Academy.

Where the use of Teduka International Academy resources is necessary for the proposed work, prior approval must be obtained from your line manager and appropriate charges will be levied by Teduka International Academy.

Should the line manager decide that the proposed work will either interfere with the performance of your professional duties, or improperly compete or conflict with the interests of Teduka International Academy, permission for you to undertake the work shall be refused. Applicants will be informed of this decision within five working days of submitting the original request, or an alternative mutually agreed timescale. Agreement will not be withheld unreasonably, and only after consultation. The reasons for withholding permission will be provided in writing and will be subject to appeal. Any appeal must be made in writing to the Dean (or equivalent) within ten working days of the original decision.

Approval for external work will normally be limited to a period of one year. Further approval from your line manager must be obtained before any continuation or extension of external work is undertaken

For all other paid external work, academic staff must ensure that they do not give the impression that they are acting for or representing Teduka International Academy through the use of Teduka International Academy's letterheaded or a Teduka International Academy email address. Furthermore, staff undertaking private work should ensure that they have obtained the appropriate insurance indemnification, as Teduka International Academy's provisions do not cover such activities.

## **12. Health & Safety**

Teduka International Academy is committed to excellence in health and safety performance and to meeting its duties of care to the health, safety and well-being of its employees and students, as well as others, including visitors.

All new employees will receive information covering general health and safety practices relating to Teduka International Academy and are to be advised of specific practices within their own work area. Employees have a responsibility to familiarise themselves with Teduka International Academy's Health and Safety policy and with any health and/or safety procedures that apply to them in their area of work. This particularly applies to emergency evacuation procedures and those related to reporting an incident at work.

All appointments are subject to compliance with the national health & safety policies and standards, and including the requirements to take care for their own health and safety, to take due consideration for the health and safety of others, and not interfere with or misuse facilities that are there in the interests of health and safety.

### **13. Reporting Line**

All employees are responsible to a designated line manager for the proper performance of their duties. On occasion their line manager has the discretion to delegate this responsibility to another senior colleague if appropriate.

An outline of each employee's anticipated duties and responsibilities within the faculty or department is contained within their job profile and their work contract.

Academic staff and teaching fellows are ultimately subject to the authority of the President & Vice-Chancellor of Teduka International Academy, however they work under direction of their faculty dean to whom they are accountable. Consistent with Teduka International Academy's Statutes the faculty dean may delegate this authority to heads of departments and other senior colleague if appropriate.

### **14. Part Time Employment**

Part-time employees are entitled to payment in respect of these days on a pro rata basis according to the number of hours worked. Employees who are required to work on a public holiday are entitled to time off in lieu.

### **15. Salary Deductions**

It is the employee's responsibility to return Teduka International Academy property by a date specified by Teduka International Academy. Teduka International Academy reserves the right to deduct from the employee's salary an amount up to the current market value of the property not returned, i.e. based on the value of the property at the time that it is not returned and not on a replacement cost basis.

### **16. Probation**

All appointments are subject to a probationary period. These periods shall be defined by the terms of individual contracts of employment.

## **17. Staff Appraisal Process**

It is a condition of all appointments that employees participate fully in the annual Staff Appraisal process. The objectives of staff appraisal are to review current performance in order to help staff maximise their potential within Teduka International Academy and ensure that individuals are playing a part in achieving the evolving strategic objectives/vision of Teduka International Academy and to identify, agree and provide development opportunities and resources which will be beneficial to both staff members and Teduka International Academy.

There is no automatic incremental progression into or within the higher positions.

## **18. Confidentiality**

During the course of employment employees may have access to, gain knowledge of, or be entrusted with, information of a confidential nature. This may include:

- future plans and strategies of Teduka International Academy,
- organisational policies,
- information about Teduka International Academy's community including its staff, students, clients, suppliers, manufacturers, etc. (past, present or potential) and the terms upon which they do business,
- research and development of new products including the nature, origin or composition of products (whether in production or in re- search stage) and manufacturing processes and
- scientific or medical test results.

All employees must agree, at any time, during or after the end of their employment with Teduka International Academy, unless expressly authorised by the relevant head of department or faculty dean, not to disclose to any person or make use whether directly or indirectly of such confidential information as de- scribed above. Disclosure or misuse of information by employees during the course of their employment will be treated as gross misconduct.

In some circumstances employees may be required to sign a specific Confidentiality Agreement.

## **19. Intellectual Property Rights**

It is a condition of employment that all intellectual property rights (including copyright) or results arising from Teduka International Academy work are automatically as- signed to Teduka International Academy and the protection and exploitation of such intellectual property will be the sole responsibility of Teduka International Academy or its nominees or nominated assignee(s).

## **20. Data Protection**

Employees are required at all times during their employment to comply with the provisions of European Union Directive on Data Protection, the subsequent national legislation and with any policy introduced by Teduka International Academy to comply with the Act.

## **21. Teaching Governance**

The Vice-President for Teaching & Research is responsible for strategy and policy in respect of achieving an outstanding learning experience. The deans of the faculties will be responsible for strategic planning and decision-making, as well as policy development for their faculty.

The programme directors are in charge of the day to day management of teaching and learning that takes place within the faculties and is supported by Teduka International Academy's Teaching Support Unit.

The module leaders are responsible for managing their modules and for resolving low-level issues or problems, including student complaints. Problems and complaints which cannot be resolved at that level will be referred up to programme directors. If still not resolved, the problem or complaint will be referred to the dean of the faculty who is the last instance and will be required to provide final resolution.

## **22. Research Governance**

The Vice-President for Teaching & Research has overall responsibility for Teduka International Academy's research strategy and policy development. He sets out a framework for governing the different forms of collaborative research, as well as specific processes and criteria for the establishment, monitoring and controlling of research activities.

## **23. Initial Appointment & Staff Card**

After you return your signed contract and bank account details you will then be issued with a staff card, keys, a computer with software and an e-mail account that give you access to Teduka International Academy's physical facilities and virtual resources (library etc.).

This email address is the only email account that students and Teduka International Academy will use to communicate with you. Therefore it needs to be checked regularly.

Once you have your central account you will be able to access Teduka LMS (this Learning Management System is the computerised system where you can obtain student information – including class rosters, etc.



## **24. Induction**

All new staff are invited to a course organised by Teduka International Academy to be formally welcomed to Teduka International Academy and senior staff will give presentations on key issues. At this gathering you will meet the senior management team and key administrators as well as other new staff.

There is also an online introductory training and information package produced by the Teaching Support Unit. This programme also includes Equality and Diversity Issues such as:

- Diversity in The Workplace
- Unconscious Bias
- Recruitment and selection training is a prerequisite for membership of appointment committees
- Good Practice Information on recruitment and selection

## **25. Peer Review of Teaching**

Academic staff are encouraged to engage in peer review of each other's teaching on a regular basis to provide enhanced awareness of differences in teaching techniques and approaches and to provide opportunities for renewal and improvement in teaching through the process of critical peer review. This process should take place at least once every three years.

## **26. Performance & Development Review (PDR)**

Each faculty conducts annual Performance & Development Reviews for all staff. Staff will be reminded at the appropriate time of the approach of the next review round. PDR are intended to be a supportive process, aimed at positive career development.

Reviewees are required to supply a complete preparation form, including objectives and measures for the next academic year. They should also refresh their memory of their last review report, which is also available to their reviewer. After the review, the reviewee is asked to countersign the report if in agreement with it or to indicate any points of disagreement.

## **27. New Academic Programme (NAP)**

The New Academics Programme (NAP) is designed to ensure that new academics are fully equipped to work effectively within Teduka International Academy in relation to the full breadth of tasks associated with their position.

The New Academics Programme reflects a fresh approach to the training of staff embarking on an academic career at Teduka International Academy and is part of an evolving wider framework for academic staff development. Successful completion of the NAP programme is a necessary requirement of probation for all new lecturers.

It is also a Teduka International Academy policy for new lecturers to be given guidance in their early years at Teduka International Academy by an experienced colleague appointed as mentor by the Head of Department.

## 28. Exceptional Performance

On an annual basis colleagues are invited to put forward a case for exceptional performance for accelerated increments or discretionary salary points. For each faculty there are several awards available (Teaching Award, Research Awards, Award of the President, Innovation Award ...).

## 29. Disability Issues

Individual members of staff who have personal disability issues they wish to discuss, should do so either through their line manager or Human Resources.

## 30. An A to Z of Practical Matters regarding Staff and Staff resources

### ○ *Administrative Duties (Service & Leadership)*

- It is a contractual duty of every member of the academic staff to give such assistance in the Department in which he or she holds office as may be required by the Head of Department. School practice is to share administrative tasks among colleagues, on the principle that there should be a rough equality in their distribution, as appropriate to the experience of individuals; and that there should, in general, be rotation of the tasks that make the heaviest demands.

### ○ *Computer Support*

- This is organised through the Teduka International Academy IT Support. All problems can be logged online using the IT issue tracking system.
- Administration rights on Teduka International Academy desktop PC's is not routinely allocated. Teduka International Academy operates a managed desktop system which helps maintain the integrity of the Teduka International Academy IT infrastructure.

### ○ *Email*

- Email is the modal channel of communication in Teduka International Academy. Most important information is circulated by this means. It is vital that colleagues check their email regularly, since much goes round only electronically. Your email account will be set up automatically once you have signed your contract letter and returned it to Human Resources.

### ○ *Financial Procedures & Approval*

- Financial control is a responsibility of the dean of the faculty, who sets limits for allocations to departments and individual staff members under a decentralised budgeting scheme.
- In the case of research funds held by named budget-holders, those budget-holders are ultimately responsible for their own accounts though these will be overseen by the accounting department.
- Colleagues seeking reimbursement for released expenses of any kind must complete an on-line claim form. They have to make sure that tickets and original receipts are attached, since otherwise the finance department will refuse to accept the claim. Colleagues are reminded that credit card vouchers, copies of cheque stubs, application or booking forms are not acceptable as receipts. Claims for expenses have to be received within three months of the incurred expenditure.

- *First Aid, Accidents And Emergencies*

- A first aid kit is available at each site and it is properly marked. The training needs of the first aiders are coordinated centrally on behalf of the faculties by Human Resources.
- All accidents, whether involving injury or not, must be reported to Human Resources who, together with the supervisor of the work area/activity involved in the accident, must investigate the circumstances and, in all but the most minor cases, prepare a written report for the respective dean or head of department advising remedial measures. Responsibility for implementing these remedial measures will lie in the first instance with the supervisor of the area/activity.

- *Health & Safety*

- All staff are required to complete and sign the Health & Safety Checklist as soon as possible after their arrival. This can be completed as part of the induction meeting with your line-manager, at which workload, expectations and career development will be discussed.

- The Health & Safety guidelines for working on a computer are as follows:

- Breaks or changes of activity should be included in working time. They should reduce the workload at the screen.
- Breaks should be taken when performance and productivity are still at a maximum, before the user starts getting tired. Appropriate timing of the break is more important than its length.
- Short, frequent breaks are more satisfactory than occasional, longer breaks: for example a 5-10 minute break after 50-60 minutes continuous screen work is likely to be better than a 1-20 minute break every 2 hours.
- Wherever practicable, individual control over the nature and pace of work allows optimal distribution of effort over the working day.
- If possible, breaks should be taken away from the workstation, and allow the user to stand up, move about and/or change posture.

- *Risk Assessments*

- The programme directors need to ensure that staff and students taking part in their academic duties are covered by appropriate risk assessments and have followed procedures such that in the unlikely event of an accident they are covered by the Teduka International Academy's Liability Insurance.
- This note concerns independent work by staff and students (e.g. research for thesis involving fieldwork, staff attending overseas conferences or undertaking fieldwork and student dissertations involving work away from the campus).
- For all these professional activities, all staff need to complete the risk assessment declaration.
- Staff will have to complete a full risk assessment if they undertake work that is not covered by the generic risk assessments (e.g. work with ethical considerations such as working with children, work in a hazardous environment etc).

- *Staff Directory & Telephones*

- All members of staff should be listed in Teduka International Academy's directory automatically by Human Resources. However, you should access your entry as soon as possible to check that full details have been correctly entered.

- *Travel*
- All staff are able to self-book travel and accommodation but before doing so should read Teduka International Academy's financial regulations on travel related issues and you must seek approval from your line manager prior to booking travel or accommodation and you must satisfy yourself that there is enough money in your account to cover your expenses.
- If you self-book flights, rail travel and accommodation you have to claim back your expenses on an expenses form.

- *Web Pages*
- The Academy has a web site which is managed by the marketing department. All content should be sent direct to the Web Content Editor (marketing@teduka.eu).

### **31. Students & Teaching**

- *Academic Advisors*
- Members of academic staff are required to act as academic advisors to students on undergraduate degree programmes.

- *Virtual Learning Environment VLE*
- Teduka International Academy employs a specific Learning system as its Virtual Learning Environment (VLE). The Teaching Support Unit will give you access to the VLE and all available resources. This also includes our Online Library.
- Teduka International Academy runs online introductory courses throughout the year and provides full online support through the Teaching Support Unit's hotline.

- *Degree Ceremonies*
- Degree ceremonies are held at least twice a year. These are occasions which are very special for our students and their families. It is the expectation that academic colleagues will attend at least one ceremony a year. Each year's allocation of attendance will be made by the faculties.
- Colleagues are also encouraged to attend the receptions for graduands and their families which follow or precede the ceremonies relevant to our students.

- *Developing New Learning Units, Modules and Courses*
- The Teaching Support Unit provides guidance and templates for new learning units, new modules and new programmes.
- All new modules and new programmes have to be approved by the faculty prior to going to the Vice-President for Teaching & Research for final approval.
- Funds are available from the Teaching Support Unit to help develop innovative teaching and for projects to support the student experience.

- *Counseling Hours Policy*
- During teaching semesters in which a member of staff is involved in teaching on a course, it is normally expected for the member of staff to offer at least two office hours per week in which students can book in to see them. Preferably these should be on different days. Appointments are usually made via email.

## II. Teachers Qualifications and Experience

### 32. The different academic grades

There are five different academic grades at Teduka International Academy:

- (i) Lecturer
- (ii) Senior Lecturer
- (iii) Assistant Professor
- (iv) Associate Professor
- (v) Full Professor

In addition to the above mainstream academic grades, Teduka International Academy has the following positions:

- (vi) Adjunct Professor
- (vii) Visiting Professor
- (viii) Honorary Professor

The Lecturer, Senior Lecturer, Adjunct Professor and Visting Professor grade are purely teaching streams while the Assistant Professor, Associate Professor and Full Professor, can be either Teaching or Research tenure or both as explained in section 3.0

### 33. Teaching and Research

Teduka International Academy strives in striking a balance between teaching and research responsibilities of its faculty in order to reach its academic objectives and fulfil its vision. To this effect, faculty members may be appointed either at a teaching tenure (TT), research tenure (RT) or teaching and research tenure (TRT). **Teduka International Academy has entered into an agreement with the University of Vitez for full academic affiliation and to share its academic workforce. Therefore all academic staff who are currently employed with the aforementioned university, and who shall be employed in the future, will be also affiliated with Teduka International Academy. This is regulated by the agreement which is included in Annex I of this report. The Curriculum Vitae of each academic may be downloaded and reviewed from the following link <https://unvi.edu.ba/en/about-us/about-the-university/teachers/>**

### 34. Appointment procedures

Appointment of academic staff in any of the streams mentioned in section 2.0 must always be backed by academic need as justified by the Chief Executive and Academic Officer, senior academic management and executives. Official academic appointments through progression and promotion should be considered following a business case submitted by the applicant to the senior academic management and executives

The Chief Executive and Academic Officer, in consultation with senior colleagues and the Human Resources department, will determine whether the new role will be recruited through an internal only or an external process. In limited and exceptional circumstances a direct appointment made for a named individual who meets the specified criteria.

### 35. Appointment of Lecturers

A lecturer is the entry-level position into the academic ranks, for which one usually requires a good Bachelors degree or a Masters degree or equivalent experience in the sector or a field of study. Individuals appointed at a lecturer grade should have some experience in teaching at tertiary education level; however an individual whose expertise is of a more practical nature and whose skills and knowledge is considered as highly relevant for a specific academic programme, the academy may appoint the individual to this grade without prior experience in tertiary teaching but will provide support and training in Higher Education Pedagogy.

Qualification requirements for Lecturer at Teduka International Academy include:

- In possession of a good Bachelor degree or a Masters degree
- At least five years industrial experience in the subject being taught
- Good pedagogical and didactical aptitude

Or

- Proven international recognition and multiple awards in a specific field of study

**Title:**

Mr./Ms Name Surname

Lecturer

Teduka International Academy

Areas of responsibility

- Before applying for a lecturer position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the lecturer will be notified in writing by the faculty management.
  - Commitment to teach and/or co-teach assess at least twenty-five (25) modules per academic year
  - Commitment to supervise ten (10) Bachelor theses per academic year
  - Commitment to examine ten (10) Bachelor theses per academic year
- Application process
- The candidate must submit a statement of academic competences and include the relevant formal qualifications and/or awards.
  - The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
  - All documents submitted by the candidate will be reviewed by a selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy, the candidate will be called for an interview
  - Should the outcome of the interview be positive the candidate will be offered the position of lecturer
  - Further meetings will be held to agree on academic tasks required by this post.

## 36. Appointment of Senior Lecturers

A Senior lecturer is a position into the academic ranks which is designated to faculty members who make a significant contribution to teaching and development within their respective departments, for which one usually requires a good Masters degree or equivalent experience in the sector or a field of study. Individuals appointed at a Senior lecturer grade should have experience in teaching at tertiary education level; however an individual whose expertise is of a practical nature and whose skills and knowledge is considered as highly relevant for a specific academic programme, the academy may appoint the individual to this grade without prior experience in tertiary teaching but will provide support and training in Higher Education Pedagogy.

Qualification requirements for Senior Lecturer at Teduka International Academy include:

- In possession of a good Masters degree
- At least seven years industrial experience in the subject being taught
- Excellent pedagogical and didactical aptitude

Or

- Proven international recognition and multiple awards in a specific field of study

### **Title:**

Mr./Ms Name Surname

Senior Lecturer

Teduka International Academy

Areas of responsibility

- Before applying for a Senior lecturer position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the lecturer will be notified in writing by the faculty management.
- Commitment to teach and/or co-teach assess at least twenty-five (25) modules per academic year
- Commitment to supervise ten (10) Bachelor theses per academic year
- Commitment to examine ten (10) Bachelor theses per academic year

### Application process

- The candidate must submit a statement of academic competences and include the relevant formal qualifications and/or awards.
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by a selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy Academy, the candidate will be called for an interview
- Should the outcome of the interview be positive the candidate will be offered the position of lecturer
- Further meetings will be held to agree on academic tasks required by this post.

### **37. Appointment of Assistant professors**

An Assistant Professorship is the entry-level position into the professorial ranks, for which one usually needs a Ph.D. or other doctorate. In most places at least 50% of assistant professors are promoted to associate professors after the sixth year. In extraordinary circumstance, the Academy can appoint an Assistant Professor without a doctorate or any academic credentials if the candidate is vested with international recognition and awards in a specific academic field he/she is assigned to teach, coordinate or research.

Qualification requirements for Adjunct Professor at Teduka International Academy include:

- In possession of a research-based or professional doctorate in a specific subject offered by the Academy
- At least five peer-reviewed publication (principle or co-authored)
- Excellent pedagogical and didactical aptitude

Or

- Proven international recognition and multiple awards in a specific field of study

#### **Title:**

Ass. Prof. Name Surname

Assistant Professor

Teduka International Academy

#### Areas of Responsibility

- Before applying for an Assistant Professor position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the lecturer will be notified in writing by the faculty management.
- Commitment to teach and/or co-teach assess at least twenty-five (25) modules per academic year
- Commitment to supervise five (5) Bachelor theses per academic year
- Commitment to examine five (5) Bachelor theses per academic year
- Commitment to supervise five (5) Masters theses per academic year
- Commitment to examine five (5) Masters theses per academic year

#### Application Process

- The candidate must submit a statement of academic competences and include the relevant formal qualifications and/or awards.
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by the selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy, the candidate will be offered the position of Assistant Professor.
- Further meetings will be held to agree on academic tasks required by this post.



## 38. Appointment of Associate professors

This mid-academic level professorial position is usually awarded after a substantial publication record, such as peer-reviewed publications, a book, or second book. An Associate Professor is an expert in a particular field specifically appointed to provide higher education teaching services and Research on an indefinite part-time or full-time basis at Teduka International Academy.

The qualification requirements for an Associate Professor at Teduka International Academy include:

- In possession of a research-based or professional doctorate
- At least five peer-reviewed publication (principle or co-authored)
- At least one book/edited book
- Experience in teaching at Post-graduate and Doctoral Level

### **Title:**

Prof. Name Surname

Associate Professor

Teduka International Academy

### Areas of Responsibility

- Before applying for an Associate Professor position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the adjunct professor will be notified in writing by the faculty management.
- Commitment to teach and/or co-teach assess at least fourteen (14) modules per academic year
- Commitment to supervise five (5) Masters theses per academic year
- Commitment to examine five (5) Masters theses per academic year
- Commitment to co-supervise one (1) Doctoral theses per academic year
- Commitment to examine one (1) Doctoral theses per academic year
- Attainment of external funding amounting to not less than €40,000

### Application process

- The candidate must submit a statement of academic competences and include the relevant formal qualifications and a sample of his/her publication (articles and books)
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by the selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy, the candidate will be offered the position of Associate Professor.
- Further meetings will be held to agree on academic tasks required by this post.

### **39. Appointment of Full professors**

The designation of Full Professor is the most senior academic role in a faculty and is usually awarded after a substantial publication and research record. A full Professor is a senior expert in a particular field specifically appointed to provide higher education teaching and Research on an indefinite part-time or full-time basis at Teduka International Academy.

Qualification requirements for appointment of Full Professor at Teduka International Academy include:

- In possession of a research-based or professional doctorate
- At least ten peer-reviewed publication (principle or co-authored)
- At least two book/edited book
- Experience in teaching at Post-graduate and Doctoral Level
- National and International academic awards

**Title:**

Prof. Name Surname

Professor

Teduka International Academy

**Areas of Responsibility**

- Before applying for an Associate Professor position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the adjunct professor will be notified in writing by the faculty management.
- Commitment to teach and/or co-teach assess at least eleven (11) modules per academic year
- Commitment to supervise five (5) doctoral theses per academic year
- Commitment to examine five (5) doctoral theses per academic year
- Attainment of external funding amounting to not less than €50,000
- Commitment to publish at least two A publications per year
- commitment to publish at least one edited book per year

**Application process**

- An open call for application is published by Teduka International Academy HR department
- The candidate must submit a statement of academic competences and include the relevant formal qualifications and a sample of his/her publication (articles and books)
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by the selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy, the candidate will be offered the position of Full Professor.
- Further meetings will be held to agree on academic tasks required by this post.

## 40. Appointment of Adjunct professors

An Adjunct Professor is an academic whose primary full-time employment is not at Teduka International Academy and does not hold any departmental positions within the same institution. An Adjunct Professor is an expert in a particular field specifically appointed to provide higher education teaching services on a part-time casual or discontinuous basis, often on voluntary basis, to Teduka International Academy.

The qualification requirements for an Associate Professor at Teduka International Academy include:

- In possession of a research-based or professional doctorate
- At least five peer-reviewed publication (principle or co-authored)
- At least one book/edited book
- Experience in teaching at Post-graduate and Doctoral Level

### **Title:**

Prof. Name Surname

Associate Professor

Teduka International Academy

### Areas of Responsibility

- Before applying for an Associate Professor position at Teduka International Academy, the candidate must understand and commit to the requirements envisaged for this post. The requirements may change from time to time as approved by the management – in such case the adjunct professor will be notified in writing by the faculty management.
- Commitment to teach and/or co-teach assess at least fourteen (14) modules per academic year
- Commitment to supervise five (5) Masters theses per academic year
- Commitment to examine five (5) Masters theses per academic year
- Commitment to co-supervise one (1) Doctoral theses per academic year
- Commitment to examine one (1) Doctoral theses per academic year
- Attainment of external funding amounting to not less than €40,000

### Application process

- The candidate must submit a statement of academic competences and include the relevant formal qualifications and a sample of his/her publication (articles and books)
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by the selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy Academy, the candidate will be offered the position of Associate Professor.
- Further meetings will be held to agree on academic tasks required by this post.

## **41. Appointment of Visiting Professors**

The Visiting Professor is appointed by Teduka International Academy on a definite contract basis for an initial period of one year. Follow one year of teaching and other academic-related service, the management may renew the contract. In the case of renewal, the tasks related to this post may be revised depending on the evolving needs of the institution.

### **Title:**

Prof. Name Surname

Visiting Professor

Teduka International Academy

Qualification requirement to be appointed Visiting Professor at Teduka International Academy must be/have:

- In possession of a research-based or professional doctorate
- At least five peer-reviewed publication (principle or co-authored)

### Areas of Responsibility

- Teach a minimum of 28 hours in an academic year up to a maximum of 252 hours as assigned by the management
- Commit to supervise five theses per academic year
- Commit to examine three theses per academic year

### Application process

- The candidate must submit a statement of academic competences and include the relevant formal qualifications and a sample of his/her publication (articles and books)
- The candidate shall submit a scheme of work for one or more modules offered by Teduka International Academy.
- All documents submitted by the candidate will be reviewed by the selection board appointed by the Academy Director and if this satisfy the requirements and reaches the standards set by Teduka International Academy, the candidate will be offered the position of Associate Professor.
- Further meetings will be held to agree on academic tasks required by this post.

## 42. Appointment of Honorary professors

Teduka International Academy is committed to recognise distinguished work and contribution towards higher Education and thus it awards honorary professorships on a selective basis to individuals who merit special recognition for their contribution to Higher Education either through financial support or Academic achievements. Two references external to Teduka International Academy are required for a candidate to be considered

### **Title:**

Prof. Name Surname

Honorary Professor

Teduka International Academy

In order to be appointed Honorary Professor at Teduka International Academy the nominee must be/have:

- Obtained outstanding achievements in the public, civic, intellectual, business, cultural or sporting sector
- A strong connection with Teduka International Academy through financial support, such as research sponsorships and/or donations of more than one million euros
- A close education connection to Teduka International Academy, for example:
  - as an alumna/alumnus
  - as a result of sustained and productive academic collaboration
  - as a volunteer or collaborator in other areas of Higher Education life
- The award will create or strengthen a relationship which will add to Teduka International Academy's standing, and offers potential for the future
- The recipient provides a role model to graduating students or is otherwise likely to add value to a degree congregation, engage the interest of the students and enhance the graduation experience with an inspirational speech.

### Application process

- A member of the Senior Management nominates a candidate who satisfies one or more of the above criteria to an Honorary Professorship. Upon nomination, the candidate must understand and commit to the requirements envisaged for the bestowment of this honour.
- The candidate must submit two external references if nominated by Teduka International Academy.
- The references and other relevant documents related to this candidature will be reviewed by the management and if this satisfy the requirements and reaches the standards set by Teduka International Academy the application will be considered.
- Should the outcome of the review be positive the candidate will be informed of the bestowment of the title of Honorary Professor.

As approved by the Teduka International Academy President  
on behalf of the Board of Governors,

Today, 24<sup>th</sup> of December 2021



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Professor Dr. Glen Farrugia  
President & Chief Executive and Academic Officer  
Teduka International Academy