Policy for Quality Assurance
AY 2020-2021

1. Introduction

The American University of Malta is a private university founded by Sadeen Education Investment Ltd. Sadeen Education Investment is committed to establishing a university based on the American model. It was determined that Malta would be the right location for the university. After a rigorous review process of all aspects of the proposed university, including its planned physical plant, academics, and financing, the American University of Malta (AUM) was officially born on 16 September 2016, with the issuing of its license and accreditation (License Number 2016-002) by the National Commission for Further and Higher Education of Malta (NCFHE).

The mission, vision, and values of the AUM read as follows:

Mission Statement: An American comprehensive university dedicated to nurturing those who are inquisitive of mind, ambitious of heart and robust of spirit.

Vision Statement: Securing a bright future for all by producing a next generation of leaders with an ethical, entrepreneurial, and innovative spirit.

Values: Integrity, Quality, Relevance and Courage.

The g**oals** stipulated in the **AUM 2021-2025 Strategic Plan** are

Goal 1: Commit to excellence in everything AUM.
Goal 2: Foster a holistic learning environment, preparing students for a lifetime of success.
Goal 3: Challenge students to reach beyond their expectations.
Goal 4: Build a global brand and presence.
Goal 5: Operate on the leading edge of technology in education.
Goal 6: Contribute to the community and economy of Malta and the region.

AUM has two external stakeholders: the Board of Trustees and Clemson University. The Board of Trustees is responsible for upholding the mission and strategic direction of the university through oversight of the Office of the CEO and the management of all fiduciary matters. The Board receives regular reports from the university's CEO or Provost.

The current Board members are as follows:

SN	Name	Title
1	His Royal Highness Prince Jean de Nassau	Chairperson
2	Eng. Hani Salah	Vice Chairperson
3	Prof. Saleh Abu Jado	Secretary
4	HE Mr. Taher Al Masri	Member
5	HE Dr. Taleb Al-Rifai	Member
6	HE Dr. Ibrahim Saif	Member
7	Dr. Omar Al-Jazy	Member
8	Prof. Derrick Gosselin	Member
9	Mr. Stephen Klimczuk-Massion	Member
10	Mr. Adrian Hillman	Member

Secondly, the National Commission for Further and Higher Education requires AUM to have a Quality Assurance Advisory Partner (QAAP). Clemson University, through contractual agreement serves as the QAAP. Clemson University is situated in South Carolina, USA, and is ranked as one of the best national public universities by *U.S. News & World Report*; it is a science- and engineering-oriented college dedicated to teaching, research, and public service. The QAAP undertakes a rigorous review of AUM's policies and procedures annually, and it prepares an annual report for the NCFHE and AUM's senior administration and Board of Trustees. The annual report consists of a description of all policies and procedures, an evaluation of the implementation of those policies and procedures, and recommendations for revisions. On-going communication with candid dialogue between AUM and Clemson University is the keystone to the successful partnership.

2. Quality Assurance Key Principles

Quality Assurance applies to all aspects of AUM's activities, and the policies are amended and updated as the university grows. These activities include, but are not limited to the following:

a) All activity at AUM is guided by the University's Mission, Vision and Strategic Plan. The specific activities and goals that are integrated in the University's annual plans for each department are reconciled with goals in the Strategic Plan. This enables the university to judge the extent to which its mission and goals are achieved generally and by each unit.

b) AUM is committed to continue developing programs that comply with the standards for accreditation of the National Commission for Further and Higher Education and to start seeking US accreditation.

c) AUM emphasizes the importance of teaching and learning, and as a university it recognizes that research, scholarship, and creative work, as appropriate to specific disciplines, is essential for its faculty and, when possible and appropriate, its students. Full-time faculty

members are required to contribute actively within their fields through participation in conferences, and publishing scholarly and creative work, and they are expected to involve their students in research when possible. High quality teaching and research, as defined in the policy and procedures for faculty review, contract renewal, and promotion, are conditions for faculty success.

d) At its inception the implementation of the Quality Assurance system is carried out by the Quality Assurance Manager (QAM), who works closely with and reports to the Provost or the CEO. The QAM is responsible for maintaining 1) AUM's Mission, Goals, and Strategic Plan, 2) each academic and administrative unit's Annual Plans, and 3) Learning Outcomes Assessment Plans and Reports for each degree program and for the General Education program.

e) The Quality Assurance Office works closely with Leadership at AUM to develop each of the Strategic Objectives and Key Performance Indicators. The Key Performance Indicators (KPIs) are institutional markers of the University's progress towards meeting its goals. Therefore, the QA Office monitors and reports on progress against the University's Key Performance Indicators (KPIs) and targets annually and assists in realignment, as necessary.

f) Each administrative and academic unit/department is responsible for developing and implementing its own annual planning and review process. As of the 2019/2020 Academic Year students have been asked to participate in a number of academic committees some of which are tasked with reviewing program and degree outcomes.

g) As a university that embodies international standards and best practices, AUM assures its faculty and students of academic freedom and requires of its faculty and students to uphold academic integrity. Faculty members and students may avail themselves of the procedures for filing formal grievance if they feel academic freedom has been violated. The university's policies also stipulate that every faculty member and student adhere to the highest standards of academic integrity in their teaching, study, and research. Any violation of the explicitly stated standards of academic integrity in the Catalog, Faculty Policies and Procedures and Student Handbook is regarded by the university as a breach of the Code of Ethics for students and a violation of the contract for faculty. In both cases, action may be taken by the appropriate authorities.

h) AUM embodies an environment of openness and appreciation for all students, faculty, staff, and visitors, regardless of race, ethnicity, religion, nationality, sexual preference, or disability. Intolerance and discrimination of any kind is unacceptable, as per AUM's non-discrimination policy.

i) Whenever the university contracts an activity to an outside provider, the conditions and expectations of the quality of its service are stipulated in the contract and supervised by the unit overseeing the activity.

3. Internal Quality Assurance

The American University of Malta (AUM) is committed to providing the highest quality educational programs based on the standards and best practices of American and European higher education. It also aims to ensure that it is compliant with national and international accreditation standards and criteria. AUM achieves its mission by continuously ensuring effectiveness of its academic and administrative processes. To this end, AUM:

  i.   specifies the learning outcomes of all programs, and units,
  ii.   evaluates the degree to which it achieves those outcomes, and
  iii. feeds the results of its assessments back into planning and budgeting to sustain program quality and drive continuous development and improvement.

AUM is committed to ensure that it is meeting the achievement of its mission and all its goals. To that end it undertakes to continuously assess its academic programs and administrative units and processes to ensure the best learning experience for its students. The university is committed to a rigorous, systemic, and continuous improvement process, that allows for the evaluation of each stage of program development and for the improvement of programs and administrative units on a regular basis.

The following principles represent AUM's policy for institutional effectiveness and continuous improvement:

  1. The University understands that assessment is not a one-time activity, but is continuously evolving, ongoing, and incremental.
  2. Departments and units are receptive to change and understand that deficiencies are considered as an opportunity for improvement.
  3. Assessment procedures are well communicated and understood among all relevant staff in the university.
  4. Through assessment, the department/unit seeks to improve its programs and administrative services in relation to their stated objectives and intended outcomes.
  5. Results of the assessment process clearly affect the decision-making process.
  6. Learning experiences from the achieved results are documented, communicated to relevant staff, and used in improvement plans and processes.
  7. Program and unit goals are assessed and evaluated periodically according to approved procedures.
  8. Constant support from the university administration is required.
  9. The link between the assessment for effectiveness and budget allocations is clearly understood.
  10. The Standards of the NCFHE related to institutional effectiveness planning and evaluation must be taken into consideration.

3.1 A Culture of Quality

At AUM, the policies and procedures for quality assurance are embedded within the respective offices of the university. Quality Assurance at the American University of Malta focuses on the standards highlighted in the National Quality Assurance Framework for Further and Higher Education (2015), which are based upon the European Standards and Guidelines (2015). These NQAF standards have been aligned with the responsible governing office at AUM. This alignment allows the university offices to oversee standards that fall within their purview, and to ensure that appropriate policies and procedures, and systems for assessment and evaluation are implemented. Within this framework, all university divisions operate under a specific charge, and each division is responsible for defining and evaluating its effectiveness through the process of strategic and annual planning. Thus, the university has a comprehensive quality assurance system that is directly aligned with each of the NQAF standards.

NCHFE Standard	AUM Responsible Governing Office
Internal Quality Assurance Policy	Office of the CEO
Institutional Probity	Administration and Finance
Design and Approval of Programs	Academic Affairs
Student-Centered Learning, Teaching and Assessment	Academic Affairs
Student Admission, Progression, Recognition and Certification	Academic Affairs
Learning Resources and Student Support	Academic Affairs
Teaching Staff	Academic Affairs
Information Management	Administration and Finance

Public Information	Admissions and Marketing
Ongoing Monitoring and Periodic Review of Academic Programs	Academic Affairs
Cyclical External Quality Assurance	Office of the CEO

The Quality Assurance Manager is responsible for guiding the planning of:

- AUM's Mission, Vision, Goals, and Strategic Plans
- Policies and Procedures for all divisions
- The process for developing academic and administrative unit's annual plans and their evaluation
- The academic program level operational and learning outcomes assessment plans for the undergraduate and graduate degrees

3.2 Internal Quality Assurance Standards

AUM's internal quality assurance system is built upon the 11 standards for quality assurance as outlined in the National Quality Assurance Framework for Further and Higher Education (2015), and which are based upon the European Standards and Guidelines (2015). All AUM programs are designed and developed around the Malta Qualifications Framework and the European Credit Transfer and Accumulation System (ECTS). The 11 NQAF standards are as follows:

1. Policy for Internal Quality Assurance
2. Institutional probity
3. Design and approval of programs
4. Student-centered learning, teaching and assessment
5. Student admission, progression, recognition and certification
6. Teaching staff
7. Learning resources and student support
8. Information management
9. Public information
10. On-going monitoring and periodic review of programs
11. Cyclical external quality assurance.

3.3 Design and Approval of Courses

All AUM programs are pegged to the Malta Qualifications Framework and accredited by NCFHE. Each course description submitted to and approved by NCFHE is based on learning outcomes, with clear and specific knowledge, skills, and competencies for every course. The workload for each course is specified in both ECTS and US credits – AUM has clearly defined policies that regulate expected student workload in terms of ECTS and compliance with the Federal Definition of the Credit Hour. These policies are codified and published in the University Catalog which is available on the university website.

In previous years, program curricula were being created for AUM by Arkansas State University located in Jonesboro, AR, and Arizona State University located in Tempe, AZ, both regionally accredited universities located in the United States. However, apart from these agreements that the AUM has signed with external partners for content development, AUM has also been encouraging its faculty members to propose new programs and courses. The Curriculum Committee reviews these proposals and makes recommendations to the Provost, who then approves the new programs or otherwise. Once the new program proposal is approved, this goes to the Accreditation/Planning Committee who makes sure that the content that is being developed is compliant with NCFHE standards. All new programs and courses are then submitted to NCFHE for accreditation.

The Curriculum Committee is also charged with evaluating the general education component of the academic curriculum. In particular, it makes recommendations regarding additions to the general education options as well as required courses and pre-requisites for AUM's majors.

Finally, the Curriculum Committee is also charged with making recommendations regarding budget and resources required for every program to the Provost and to the Finance Department. AUM uses the following course levels and uniform course numbers to ensure consistency throughout the university curriculum:

> 000-099 Preparatory Courses that do not carry credit
> 100-299 Lower-level undergraduate courses
> 300-499 Upper-level undergraduate courses
> 500-699 Graduate-level courses

The course levels are defined as follows:

> 100 - Introduction to subject or survey of a discipline
> 200 - Increased depth of study combined with application of theory
> 300 - Analysis, synthesis, evaluation of theory or data
> 400 - Creation of new ideas, behaviors, objects of art
> 500 - 600 Graduate-level work

Course-teacher evaluations are carried out by the Quality Assurance Manager and the University Librarian, and communicated to faculty by the Provost at the end of every semester.

3.4 Teaching, Learning and Assessment

3.4.1 Teaching and Learning

The strength of a university lies in the quality and the alignment of its teaching and research. AUM emphasizes teaching and learning, and recognizes that research, scholarship, and creative work, as appropriate to specific disciplines, is essential for faculty and, when possible and appropriate, students. Full-time faculty members are required to contribute actively within their fields through conferences, publishing, and creative work, and they are expected to involve their students in research when possible. High quality teaching and research, as defined in the policy and procedures for faculty review, contract renewal, and promotion, are conditions of faculty success and continued employment.

For quality assurance and contract renewal, a faculty member is required to demonstrate significant research and scholarly work understood as accomplishing or participating in the relevant activities from the beginning of the contract. The evaluation of faculty for contract renewal and promotion are based on evidence of the criteria for teaching, learning and research.

- Knowledge of discipline
- Knowledge of the current developments in the discipline and its relationship to the general education and the promotion of general education skills in the discipline
- Communication skills
- Ability to utilize various teaching methods and strategies including but not limited to using technology where appropriate
- Knowledge and use of current pedagogy
- Application of research findings to classroom activity
- Supervision of graduate/thesis /projects
- Engagement in new curriculum and course development
- Constructive participation in program learning outcomes assessment
- Demonstration of teaching effectiveness through student ratings of instructors, peer evaluations, quality advising, teaching awards mentoring of student groups, etc.

Additionally, AUM supports the faculty activities in research, scholarship, and creative endeavors. High quality and original scholarship, research, and creative activity are distinguishing features of a strong university; thus, the American University of Malta expects its faculty to be actively engaged in their academic fields. The university insists on the rigor and seriousness of the research conducted by its faculty, as evidenced by such factors as publication in international, indexed journals and with academically reputable publishers, a strong citation index/ impact factor, a growing reputation in one's field, and others. The university also understands that not all scholarly activities are appropriate for all disciplines, and so encourages a range of activities from traditional research and scholarly publication, to other contributions to one's field, to creative works such as literary works, juried exhibitions of visual arts, and performances.

3.4.2 Assessment

The faculty and academic affairs offices have a joint responsibility to communicate to students the criteria and method of assessment. Faculty are required to provide a course syllabus during the first of the class meetings to each of their students. The course syllabus includes the criteria and methods of assessment and grading.

Additionally, the university has clearly established grading policies that are printed in the University Catalog to ensure transparency in the integrity of the grading system. These include:

Course Grade Distribution	
Course Work	Percentage
Midterm Exam	No more than 20%
Final Exam	No more than 40%
Class Assessment	No more than 50%

Undergraduate Grading System			
Grade	GPA Points	Percentage Scores	Standard
A	4.0	94.00 - 100	Excellent
A-	3.7	90.00 - 93.99	Excellent
B+	3.5	86.00 - 89.99	Very Good
B	3.0	83.00 - 85.99	Very Good
B-	2.7	80.00 - 82.99	Good
C+	2.5	76.00 - 79.99	Good
C	2.0	73.00 - 75.99	Good
C-	1.7	70.00 - 72.99	Unsatisfactory
D+	1.5	66.00 - 69.99	Unsatisfactory
D	1.0	63.00 - 65.99	Unsatisfactory
F	0	0.00 - 62.99	Failing

Grades Not Included in GPA Calculation	
Grade	Standard
I	Incomplete
S	Satisfactory
TR	Transfer
F	Failure
W	Withdrawal

AUM provides students and faculty with fair and accurate assessment guidelines for undergraduate courses that align with course learning outcomes and program goals. AUM faculty ensure that the academic assessment of undergraduate students is fair, accurate, aligned with learning outcomes and program goals and is undertaken at an appropriate level. Students undergo a minimum of three (3) assessments distributed evenly throughout the semester. The course syllabus identifies the assessment tools applied to all students in the course. The procedures to employ the assessment instrument are distributed to all students. Assessment of student learning can be in the form of exams, projects, papers, presentations, assignments, in-class quiz, case study/analysis, etc.

In addition to the above-mentioned assessment tools, "in class participation" may be used as an assessment tool. AUM faculty ensure that appropriate assessment tools are employed for the specific learning outcomes. No single assessment tool can count for more than 40% of the total grade. "In class participation" may be used in calculating final grade provided it does not exceed 10% of the total grade.

Faculty are responsible for safeguarding the integrity of the assessment process. The low faculty/student ratio ensures that faculty physically recognize their students. Faculty are responsible for creating safe testing and assessment environments. Although the students are primarily responsible for preserving and enforcing the Academic Honesty Policy, faculty members share interests with the students in matters of academic integrity. It is the responsibility of all faculty members to give tests and examinations in accordance with the provisions of the Professional Code of Conduct. Faculty members are also expected to ensure the security of tests and exams and to proctor them. The full Code is set forth in the *Faculty and Staff Handbook* and the *Student Handbook*. Faculty members are expected to support and abide by the Professional Code of Conduct and to encourage students to pursue its goals and stipulations.

AUM has also purchased a license subscription with Turnitin and this is already being used by faculty and students. Turnitin is a software that enables universities and educational institutions to check students' submitted work against a database of published works, with the aim of identifying any instances of plagiarism (www.turnitin.com). Faculty and students may gain access to Turnitin either through the University Library webpage or through Moodle. Students may put their papers through Turnitin for an unlimited number of times before submitting their work to faculty for grading. Students and faculty are given instruction on how to access and use this software.

Students also have the opportunity to appeal grades if they feel that the assessment or grading process was unfair or unjust. The process for grade appeals is clearly outlined in the AUM Catalog and therefore available to all students. In addition, the charge of the Student Academic Conduct Committee includes: *Reviewing grade appeals and petitions for reinstatement and making recommendations to the Provost regarding specific cases.*

3.4.3 Diversity

The American University of Malta (AUM) seeks to admit qualified students who wish to become part of a new, innovative global academic institution based on the American model. It is the goal of AUM to admit those students most likely to benefit from its academic programs and diverse student body. Applications are welcome from all students without regard to race, color, religion, national origin, disability, sex, or age.

To be considered for admission, each applicant must present sufficient evidence of appropriate qualifications in line with the requirements of Malta. Factors considered include, but are not limited to, marks on leaving certificates and on other standardized exams, English proficiency, and level of difficulty and appropriateness of coursework, essays, and recommendations.

3.4.4 Mitigating Circumstances

Midterm exams and final exam policies, and procedures for exceptions are clearly articulated to students who are experiencing mitigating circumstances. These policies are printed in the University Catalog, and available on the university website. AUM staff and faculty work closely with students to ensure that any mitigating circumstances surrounding formal evaluation is addressed fairly and upholds standards for academic integrity. Currently, midterm exam schedules and final exam schedules are published in the *Student Handbook* and are available on the Registrar's webpage five years in advance to allow students as much in advance planning as possible.

Midterm Exam Policy: The midterm exam may be scheduled by the instructor during the eighth week of the semester, and covers *the* content covered during the previous weeks. The grade constitutes no more than 20% of the final grade. The date of the midterm exam must be included in the course syllabus. If the instructor teaches multiple sections of the same course, the date for a common midterm exam must be scheduled, and the students informed of the date at the beginning of the semester. Students may be excused from the midterm exam and given a makeup exam on another date only if there is documented evidence of illness or other extenuating circumstances.

Final Exam Policy: Final exams are usually given at the end of undergraduate courses, in the 16th week of the semester. Except for project submissions, laboratory courses, and studio courses, no exam or assessment mechanism of any kind may be given during the last week of classes. Exams may not exceed the scheduled length (2 hours for most courses). The final exam schedule is established at least one week prior to beginning of the semester by the Registrar's Office, and all course instructors include the day and time of the final exam on their syllabi. AUM posts the final exam schedule on campus. No final exam may be given at any date and time other than that established by the Registrar at the beginning of the semester. An instructor who is assigning a take-home exam or significant end-of-semester paper or project inform the students on the syllabus at the beginning of the semester. Take home exams are distributed by the beginning of the last week of classes so that students can coordinate them with preparation for other exams. Students must not be required to submit exams before the date of the regularly scheduled exam for a course. Accommodation is made for students with more than one final exam scheduled in the same time period. Re-taking (or re-sitting) a final exam is not permitted. Students may be excused

from the midterm exam and given a makeup exam on another date only if there is documented evidence of illness or other extenuating circumstances.

3.4.5 Transfer of Credits/ Recognition or Prior Learning

Only courses with a "C" or better (undergraduate) or "B" or better (graduate) may be transferred into AUM. Such credits should have been earned not more than five years prior to the transfer. Credits for transfer must be approved by the Provost or designee in writing. Transfer credits will be noted on the transcript with a grade of "TR."

Undergraduate transfer credit may be awarded up to limits established in 'Degree Requirements'. Furthermore, students must meet the general education, major and upper level course requirements in order to graduate.

A maximum of nine (9) graduate credits from a graduate school at an accredited university may be transferred to the MBA at AUM, subject to program-specific rules and regulations. Transfer credit will not normally be accepted for research or thesis/dissertation work.

Grades earned in transferred courses do not count in the student's cumulative GPA (CGPA), though transferred credits count toward the cumulative earned hours and may apply towards meeting graduation requirements.

An enrolled student is eligible to apply to take courses at another college/university during the summer with the intention of transferring credits to AUM provided the following conditions are met:

• Contact/credit hours for the course at the host university must be equivalent to or greater than the contact/credit hours required for its equivalent course at AUM, if equivalency is sought.

• The language of instruction of the course(s) taken at the host university must be English (except for language courses conducted in other languages), unless otherwise approved by AUM.

Students should verify in writing with the Registrar prior to enrolling in any courses at another college or university to ensure the course/credits will transfer back to AUM.

3.5 Admissions

AUM admissions criteria can be found online and are transparent to prospective students and recruitment agents for both undergraduate and graduate programs. AUM's website also includes detailed, step-by-step information about the admissions process.

AUM's Admissions Policy covers undergraduate and graduate programs as well as conditional admission into the English for Academic Purposes program. A copy of this Admissions Policy is published online at: https://aum.edu.mt/admissions/ The aim of the Admissions Policy is to consolidate all the international qualifications that applicants might attain to gain entry into the University. The policy outlines what general qualifications are required for every program level, including English test scores for non-native speakers and what documentation needs to be submitted for eligibility.

The program pages on the AUM website highlight clearly whether there are any additional entry requirements that are over and above the generic ones outlined in the Admissions Policy for any one specific program.

3.6 Faculty

All faculty members are required to hold office hours where students are given the opportunity to discuss queries, concerns, etc. with their lecturers or to receive support when necessary. Office hours must be posted both on the course syllabus as well as at faculty member's office. All students have advisors within the faculty that act as mentors and assist with decision making regarding particular programs in their major or in the General Education component. Students in the advanced levels of EAP typically are assigned a faculty member who normally teaches in the general education curriculum. Those students who have declared a major are assigned a faculty mentor who is associated with that field of study. Students who have yet to disclose a major are assigned a general education faculty member. Students are required to meet with their faculty advisor at least once per semester.

Faculty of all ranks teach courses at AUM. Faculty members are employed either full-time or part-time. Faculty members are responsible for fulfilling their teaching and advising assignments, assisting with curriculum and program development, engaging in scholarly inquiry, recruiting, participating in committee work, and assisting as requested to develop AUM as a thriving American model university.

AUM expects that all full-time faculty members at the rank of Assistant Professor, Associate Professor, or Full Professor will hold a terminal degree as appropriate to the academic discipline. In some fields, a non-terminal degree is enough if the candidate has a combination of extensive experience and scholarship. Such cases are acceptable only when individuals with a terminal degree are rare, and when the university has made multiple attempts but has been unable to identify a candidate with a terminal degree. Faculty will receive initial appointment at the rank they held at their previous institution. Those who have their initial faculty appointment at AUM will receive the rank of Assistant Professor. All faculty members at these ranks are eligible for promotion according to AUM's promotion policy and procedure.

The university also hires full time faculty members as Instructors who do not possess the generally accepted terminal degrees. Faculty hired as Instructors have a higher teaching load than faculty at a professorial rank, as well as service expectations, but they have no research requirements. They are typically assigned to teach introductory level courses only. Instructors are not eligible for promotion. In addition, the university may hire full time teaching assistants, at either the undergraduate or graduate levels. Teaching assistants do not supervise a course, are not responsible for syllabi, and do not grade the students. Their sole role is to assist the teachers of record in any course to which they are assigned. For undergraduate courses, a teaching assistant may hold a bachelor's degree in a field appropriate for the course, and ideally relevant experience in the field. For graduate courses, a teaching assistant is expected to hold a master's degree and have experience related to the field. Teaching Assistants will have a teaching load comparable to

that of an instructor, with no research expectation and with service responsibilities as appropriate to credentials and experience.

Adjunct faculty is hired as needed, consistent with NCFHE expectations and other relevant policies. In general, adjunct faculty are expected to hold the same credentials as a full-time faculty member, appropriate to the course or courses they are assigned to teach. Adjunct faculty may hold the rank appropriate to their credentials.

A faculty member who is assigned to teach a graduate course is expected to possess a terminal degree in an appropriate field, and/or extensive experience of a level and kind relevant to the topic of the course he or she is assigned to teach and an extensive research agenda.

3.7 Learning Resources and Student Support

AUM offers the following learning resources and student support:

Library: AUM offers students, faculty, and staff access to a vast academic collection of books and periodicals and technical facilities such as computers and a multifunction printer. The Library collection provides a variety of books as well as online databases that include:

- *Academic Search Complete:* A collection of full-text journals and magazines (6400), providing users access to information from many sources unique to this database. It includes peer-reviewed (5700) full text journals for STEM research, as well as for the social sciences and humanities. Scholarly content covers a broad range of important areas of academic study, including anthropology, engineering, law, sciences and more.

- *Business Source Complete:* This database offers 2000 full-text journals and magazines, content about companies, videos and 1200 peer-reviewed business journals. It covers all disciplines of business, including marketing, management, accounting, banking, finance and more.

- JSTOR eBooks: Access to 60,000 eBooks in 15 Arts & Sciences collections that span 60 disciplines

- *ProQuest eBook Central:* Over one million eBooks from 750 publishers. Students can find scholarly eBooks in multiple subjects from world-renowned publishers.

- *WorldCat:* WorldCat is the world's largest network of library content and services. WorldCat libraries are dedicated to providing access to their resources on the Web, where most people start their search for information. Some of the features include searching many libraries at once for an item, finding books, music, and videos to check out or finding research articles and digital items (like audiobooks) that can be directly viewed or downloaded plus links to "Ask a Librarian" and other services at your library.

- *Print Books* The AUM Library print collection of 1000 books covers the following subjects – accounting, business, economics, math, statistics, English, algebra, calculus, history, philosophy, computer science, sociology, graphic design, chemistry, biology, engineering,

game development, and psychology. All the required textbooks for each course are updated each semester and held in course reserves.

Disability Services: Students with disabilities may find that they require additional support, services or considerations if they are to realize their potential as students at AUM. The university supports students with physical, emotional, and learning disabilities so that they have access to the full range of the university's academic and cultural opportunities and resources. Such students should contact the Director of Student Affairs for a confidential discussion.

Career Services: Career service programs at AUM are designed to support the university's mission by promoting students' successful academic progress and adjustment and by providing degree-seeking students with individual career guidance and assistance in job placement. It provides students with individual or group guidance and preparation to enter the professional job market. Career services programs work in close collaboration with faculty to assess students' progress and to suggest suitable job placement opportunities.

Personal Counseling Services: AUM student affairs provides guidance as student face minor or extreme emotional and mental health challenges. Student affairs can make referrals to personal counselors, psychologists or psychiatrists. The mental health specialists' role is to assess the problem and provide support and guidance for students experiencing mental health challenges.

Student Residence Visa: Student Affairs arranges for student resident permits under the sponsorship of AUM. Resident permits must be renewed according to Malta (Identity Malta) immigration laws and regulations. Students on an AUM visa who discontinue their studies or transfer to another university must submit their passport for visa cancellation prior to their departure. It the responsibility of all international student to be knowledgeable about and follow resident permit regulations and procedures.

3.8 Information Management

Apart from completing a Course Review at the end of every semester for every course taught, faculty also undergo an evaluation process by the students. Evaluations are collated by the Provost and, where there are at least 5 responses, shared with faculty. In addition, faculty are apprised of the average evaluation score for every course in each element of the evaluation. All full-time faculty members are encouraged to include their course evaluations within their portfolios. Faculty are advised that they should reflect on their teaching and their evaluations providing commentary on changes they are considering and reporting on the efficacy of prior adjustments.

3.9   Public Information

AUM recognizes the need to be transparent. AUM's website has been revised and updated to include all the necessary information required by prospective applicants, such as, general and specific entry requirements, intended learning outcomes, MQF level, teaching and assessment processes, required GPA scores, etc. This information is included in the program webpages for all

the undergraduate, graduate and EAP program. The program pages also include a degree plan outline together with information about the relevant credit hours. Much of this information may also be found in the AUM Catalog published online. Also, depending on the area of interest, admissions counsellors may help applicants connect with faculty members who can answer queries about specific courses.

With regards to the student population, all course syllabi are uploaded to MyAUM, so that students have access to all information about ECTS, learning outcomes, course topics, assessments, compulsory and supplementary reading etc., in addition to information on the instructor of record, office hours, and so on. Students are also assigned a faculty advisor depending on their specific major, who assists with degree progression.

3.10   Ongoing Monitoring and Review of courses and programs

Assessment of academic outcomes of the educational program(s) is carried out on three integrated quality assurance cycles:

1. Course level review cycle is carried out at the end of every semester for every course offered in that semester. It is conducted by the program faculty members.
2. Annual program level review cycle, which is carried out in June for every program. It is conducted by the Curriculum Committee, which includes the Chair, designees, faculty members and a student representative. The process is assisted by the Quality Assurance Manager and the Provost.
3. Comprehensive program level review cycle, which is carried out every five years for every program. It is led by the Provost and is conducted by the Curriculum Committee together with the Accreditation/Planning Committee.

Course Level Review (each course on the schedule, every semester): Every semester, each faculty/instructor completes a course file for each course she/he/they is teaching. A course file is submitted to the Provost or designee at the end of the semester which includes the following:

- Course Syllabus
- Copies of teaching material
- Completed assessment plan
- Copies of assessment tools (Exams, assignments, etc.) with key answers/rubrics, and grading scheme for each assessment tool
- Examples of graded student performance for each assessment tool including best, average, and poor
- Faculty member self-evaluation report (which include research and any other scholarly activities)

Annual Program Review (every June to commence after the first graduating class of a program):

For every program, an annual program level review cycle is carried out beginning in September

and ending in May of each year. This review is conducted by the Curriculum Committee with input from the Provost or designee and the program faculty members. This review process specifically examines the evaluation of programmatic student learning outcomes to include such activities as class observation, faculty annual report, and senior exit survey. Based on this review, the Chair prepares an annual program review report that is presented to the Provost. Where appropriate, the Committee guides improvements on program curriculum and courses that must be approved by the Provost of the University. The implementation of these recommended improvements is monitored during the next annual review cycle.

Comprehensive Program Review (every five years):

The five-year intensive program review starts with the development of a comprehensive self-study. These reviews enable the university to audit its degree programs in order to determine strengths and weaknesses. They are performed in conjunction with the five-year reaccreditation of each degree program as required by the National Commission for Future and Higher Education (NCFHE). These reviews provide a valuable external stimulus for improvement at the program and institutional level.

4. External Quality Assurance (EQA) System

AUM has two external stakeholders: The Board of Trustees and Clemson University. The Board of Trustees is responsible for upholding the mission and strategic direction of the university through oversight of the Office of the CEO and the management of all fiduciary matters. The Board receives regular reports from the university's CEO or Provost.

Secondly, NCFHE requires AUM to have a Quality Assurance Advisory Partner (QAAP). Clemson University, through contractual agreement serves as the QAAP. The QAAP undertakes a rigorous review of AUM's policies and procedures annually, and it prepares an annual report for the NCFHE and AUM's senior administration and Board of Trustees. The annual report consists of a description of the policy and process, an evaluation of the implementation of the policy and procedures, and recommendations for policy and procedure revisions.

5. Roles and Responsibilities

Entity	Responsibilities
Board of Trustees	- Approves the vision, mission, values and the strategic goals; - Confers AUM's academic degrees; - Appoints the CEO of AUM, approves the CEO's contract and conducts periodic reviews of the CEO's performance; - Provides direction to the AUM management regarding the University's Strategic Plan; - Maintains financial responsibility; - Sets tuition fees, etc.

	- Governs the university's mission, approves its strategic plans, and oversees its general policies; - Endorsees the policies that have been approved by the CEO/Provost of AUM; - Approves policies in the areas of health and safety as well as those that entail significant departures from the University mission, and policies that have strategic implications for the university or involve considerable expenditures; - Delegate the operation supervision of AUM to the CEO and the AUM administration
CEO	- Reports directly to the Board of Trustees; - Provides vision and leadership to establish AUM as a leader in higher education in Malta, the EU, and abroad; - Leads the development of AUM's Strategic Plan to advance the university's mission and strategic plans and to promote revenue, profitability, and growth as an organization; - Recruits for senior university positions; - Maintains effective communication and contact with the Government of Malta; - Provides effective financial management; - Supervises quality assurance activities, including the preparation of annual outcomes assessment reports and integrate outcomes assessment into strategic planning; - Promotes the university in Malta and international educational markets through written articles and personal appearances at conferences and on radio and TV; - Directs and manages the marketing of the university on the local, regional and international levels; - Initiates partnership with the public and private sectors and conclude MOUs. - Secures NCFHE and US accreditation; - Represents the university at local, regional and international levels; - Approves the university's operational procedures, policies, and standards; - Reviews activity reports and financial statements to determine progress and status in attaining objectives, and revises objectives and plans in accordance with current conditions and strategic plans; - Evaluates the performance of senior administrators for compliance with established policies and objectives of the University and contributions in attaining objectives; - Represents the university at legislative sessions, committee meetings, and at formal functions; - Presents the AUM Annual Report to the Board of Trustees; - Builds a development process using professional contacts, direct

	mail, special events, and foundation support; • Negotiates salary and benefits when necessary and appropriate.
Provost/CAO	• Serves as the Chief Academic Officer with oversight of all aspects of the academic program and provides leadership for all areas of student programs and services; • Reports to and collaborates with the CEO in administration of the institution; • Represents the CEO in his/her absence; • Ensures the standard and quality of education; • Promotes academic excellence throughout the university; • Provides dynamic, visionary leadership that builds upon academic and programmatic strengths, while exploring and developing new opportunities; • Works directly with academic personnel at all levels as they seek to develop and strengthen their units; • Oversees all academic policies and procedures; • Supervises the Registrar's Office, Student Affairs and the Library; • Coordinates and administers all academic activities and functions of the university; • Approves program development and manages resource allocation; • Facilitates and supports faculty professional development and innovation in teaching and learning; • Facilitates and supports robust research, scholarship, and creative work among all faculty; • Facilitates interdisciplinary collaboration and integrative approaches to advancing academic and societal needs; • Serves a key role both in ensuring the transparency of budgetary processes within the university's academic units and oversees the systematic allocation of AUM's fiscal resources to those units, in collaboration with the Finance Department; • Works collaboratively and effectively with administrators, faculty, staff, and students in a consultative decision-making process resulting in shared university governance; • Facilitates cooperation among Departments' managers/directors in meeting AUM's strategic goals and fulfilling its mission; • Ensures compliance on the part of academic and student services units with all accreditation requirements and expectations; • Actively promotes community service on the part of faculty, staff, students, and the university as a whole; • Oversees an increasingly robust program of academic strategic planning and outcomes assessment; • Provides leadership and support for the effective use of instructional technology.

Director of Finance and Administration	• Undertakes the personnel and financial management of AUM; • Develops relevant policies and procedures for the functions supervised by this office; • Manages the AUM annual budget; • Coordinates recruitment and supervision of staff; • Supervises human resources (HR), Finance, information technology (IT), and Facilities; • Ensures availability and maintenance of all information and instructional technology; • Manages AUM's physical plant and grounds; • Performs other duties as assigned by the CEO including budget planning and management, funds management, administrative services, accounting, business services, human resources, payroll, inventory, procurement, and financial reporting; • Oversees purchasing, facilities, and information technology; • Reports to the CEO of the university.
Director of Marketing and Admissions	• Work with responsible parties to create a brand of excellence; • Build a process and hire a team that will create and establish the AUM brand in full adherence to compliance standards; • Create a recruitment model that enables and attracts top students to join the university; • Build a process and hire a team that projects AUM as a University of choice and delivers recruitment of high-quality students; • Work with internal and external stakeholders to build a framework that enables a brand of excellence; • Work to develop a 5-year strategic vision that propels the university as a key player in the international Higher Education market; • Overseeing the building and owning the process of a multi-tiered content marketing strategy (based on vertical campaigns); • Heavy involvement in all digital strategies and be the owner of AUMs product marketing tool; • Responsible for the Public Relations of the University including engagement with local media houses; • Proactively building strong and positive community relationships both at a local and national level; • Owning the management of strategic events-based marketing campaigns (Virtual and in person); • Manage and track budgets for Marketing and Admissions expenditures and new budget requests; • Develop a metrics-based approach to growing all marketing activity into a predictable and sustainable model;

	• Work with the marketing team to develop a comprehensive recruitment and marketing plan which leads to sustainable increase in student numbers; • Creating and ensuring synergies between the Marketing and Admissions functions to set and reach recruitment goals; • Develop best practices for AUM international recruitment and actively work to promote a diverse international student population; • Use analytical methods to identify recruitment and advertising opportunities and regularly update leadership team, with regards to progress towards goals and enrolment numbers; • Ensuring the University's CRM is updated and maintained and resulting data is analyzed; • Providing regular reports to the leadership team; • Cultivate and maintain solid, loyal relationships with global-focused recruitment channels including education counsellors, government and sponsoring organizations, feeder institutions, articulation partners and Agents; • Provide on-going training, support and detailed program knowledge to external marketing and recruitment partners; • Support global partners at promotional events in order to accurately represent AUM program offerings.
Quality Assurance Manager	• Manages and supervises all aspects of quality assurance and institutional research; • Ensures ongoing compliance with NCFHE standards and any other accrediting bodies relevant to AUM; • Conducts institutional research, as needed; • Manages the strategic planning process upon direction of the Provost and CEO; • Supervises all program and unit level outcomes assessment; • Administers Course-Teacher Evaluations for every course taught at AUM; • Provides reports required by NCFHE and other accrediting bodies; • Manages the preparation of the AUM Annual Report; • Manages the process of preparation for and execution of all periodic reviews by NCFHE and other relevant accrediting bodies; • Maintains a comprehensive dashboard for board KPIs; • Serves as liaison with AUM's Quality Assurance Advisory Partner.
Registrar	• Responsible for providing full support to students during registration periods and validating awarding of degrees, as well as verifying all class scheduling and handling student academic progress and accomplishments. • Registrar also supports academic departments and administrative

	staff in providing a high quality student experience built on accuracy, security and timeliness through essential information via integrated student-related systems.
Student Affairs	• Provides leadership for all areas of student programs and services, including:, residence life, career services, counseling, sports, health services, and student activities; • Supervises Student Life, including Athletics; • Supervises Residence Halls; • Provides leadership and guidance to student government and clubs; • Prepares, maintains, and revises annually the *Student Handbook;* • Undertakes other duties as assigned by the Provost.