



# **International Space University**

*Excellence in Space Education for a Changing World*

# **ACADEMIC HANDBOOK**

*Version 3.1*

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## **FOREWORD**

This Academic Handbook describes the various academic components of the International Space University (ISU) and presents the rules and processes that apply to the ISU Faculty, academic staff, and students with the aim of ensuring the highest standards of academic quality within the programs undertaken by the University. Its contents were reviewed and discussed by the Committee on Academic Appointment, Review, and Evaluation (CARE), the Academic Council, and were endorsed by the Board of Trustees on January 28, 2010.

This Handbook includes information on:

### **ISU organization and academic structure**

Chapter I presents the ISU mission and vision, general rules and processes governing the academic life of the University, and the academic programs offered by the University.

### **Overall academic programs management**

Chapter II presents the overall organizational structure of the University and describes the particular management structures used in the different academic programs carried out by the University.

### **The College of Teachers**

The College of Teachers comprises the teaching personnel who provide instruction to the ISU programs. Chapter III states the guidelines applicable to all academic staff, including recruitment, evaluation, and coordination of Faculty activities.

### **Admission rules and funding**

Chapter IV presents the rules and processes for student admissions, evaluation, and conditions under which scholarships are offered.

### **Code of conduct and ethics**

Chapter V presents the Code of Conduct and Ethics applicable to the activities of the University.

This Handbook is one of a series of documents that constitute the rules and regulations applicable to the University's academic activities. The other documents are:

- Master of Space Studies (MSS) Program Handbook, which applies the general rules to the MSS program;
- Space Studies Program (SSP) Handbook, which applies the general rules to the SSP program;
- Southern Hemisphere Summer Space Program (SHSSP) Handbook, which applies the general rules to the SHSSP program;
- Request for Proposal (RFP) to host future ISU SSP sessions, which presents the ISU requirements for SSP host sites and the process for becoming a host site.

Angie Bukley, Dean of ISU

Strasbourg, August 2014 (updated version 3.1 dated March 2015)

## Chapter I

### ISU Organization and Academic Programs

#### 1. THE INTERNATIONAL SPACE UNIVERSITY MISSION AND VISION

“The International Space University is founded on the vision of a peaceful, prosperous, and boundless future through the study, exploration, and development of space for the benefit of all humanity. ISU is an institution dedicated to international cooperation, collaboration, and open, scholarly pursuits related to outer space exploration and development. It is a place where students and faculty from all backgrounds are welcomed; where diversity of culture, philosophy, lifestyle, training and opinion are honored and nurtured” (*ISU Credo §2 and 3, Peter Diamandis, Todd B. Hawley, Robert D. Richards, ISU Founders*).

The ISU mission is to be an interdisciplinary, international, and intercultural educational institution devoted to:

- Education and training in space-related fields for professionals of all disciplines;
- Creation and expansion of knowledge;
- Exchange and dissemination of knowledge and ideas; and
- Service to a global community dedicated to the development of space-related activities for peaceful purposes, to the improvement of life on Earth, and to the expansion of life into space.

Committed to excellence in space education, ISU offers, with the support of the world space community and within an international and intercultural environment, specific interdisciplinary programs in Space Studies. These programs prepare professionals from all sectors to meet the present and future challenges of international space competition and cooperation. Participation in ISU programs shall be open to individuals and institutions of all nationalities.

All correspondence and teaching in ISU academic programs shall be conducted in **English** as the official language.

ISU is also recognized as a forum where space activities can be discussed internationally, unconstrained by national or political conditions and unencumbered by any particular bias. ISU has permanent observer status with the Committee for Peaceful Uses of Outer Space (COPUOS) of the United Nations. It has been invited by the space agencies of the world to serve on the Space Agency Forum, the focus of which is educational matters. ISU is a member of the International Astronautical Federation. In addition, ISU has cooperative agreements with organizations devoted to furthering public understanding and knowledge about space, such as the National Space Society, American Astronautical Society, and The Planetary Society. The administration and faculty of the ISU actively seek cooperative agreements with other like-minded organizations around the world.

As an open academic forum:

- ISU research activities and publications shall be funded, developed, and distributed without censorship or secrecy, unless required by organizations for specific topics;
- ISU welcomes open and free discussions within its network, in accordance with its Code of Conduct and Ethics.

ISU shall not undertake programs and activities that would limit the international character of ISU or its dedication to the peaceful use of space activities.

## 2. INTERNATIONAL SPACE UNIVERSITY NETWORK

To fulfill its international commitments, ISU as an international network university is comprised of the following elements:

- **Central Campus and ISU Headquarters**, located in Illkirch-Graffenstaden, a city that is part of the Strasbourg Urban Community in France;
- **ISU North America Office**, located in Arlington, Virginia, USA;
- **Space Studies Program Host Institutions**, spanning five continents and listed on the ISU website;
- **Master of Space Studies Program Internship Host Institutions**, representing all space-faring nations and many non space-faring nations;
- **National Liaisons and Foundations**, spread throughout the world;
- **Sponsors and Partners**, including universities and research institutes, industries, and space agencies;
- **ISU Faculty and Lecturers**, from renowned universities, research institutions, industries, space agencies, and governmental and international organizations from around the world who form an invaluable international resource of knowledge and experience;
- **ISU alumni**, who form a vibrant and global network of highly dedicated professionals from over 100 countries, grouped within five alumni associations; and,
- **Governing members and members** of the various ISU boards and councils.

ISU draws its strength from the relationships it has developed with all of the members of this network, who provide an invaluable resource of highly skilled and enthusiastic individuals. Many alumni have benefited from the network in obtaining employment. Numerous agencies and corporations in the space sector have come to recognize the unique experience gained by hiring ISU graduates, and actively seek out alumni in relation to employment opportunities and career advancement.

## 3. RECOGNITION

The government of France formally recognizes ISU as an “Establishment of Higher Education”<sup>1</sup>, and universities worldwide at the graduate level recognize the certificates of scholarly achievement issued by ISU. ISU certificates are formally recognized by the University of Stuttgart, Université de Strasbourg, and the Moscow Aviation Institute. The MSS certificate is also recognized on a case-by-case basis by top-ranking international universities.

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<sup>1</sup> Arrêté du 27 février 2004 portant reconnaissance par l’Etat de l’Institut ISU, NOR: MENS0400386A

In addition, ISU has been approved by the United States Department of Education as an eligible institution under the Higher Education Act of 1965, as amended; therefore, ISU may participate in United States federal student financial aid programs.

#### **4. ISU ORGANIZATION**

The International Space University (ISU) is a non-profit association registered in Alsace, France, with a subsidiary registered in the state of Massachusetts in the USA, which has been granted 501(c) (3) status.

The members of the association, called the **Governing Members**, are international organizations, industries, space agencies, academic institutions, and individual members. Governing Members together form a non-profit group formed under the ISU By-Laws that has the privilege of electing representatives to the Board of Trustees. No employee of ISU may be a member of the Governing Members. The organizational elements are listed below. Descriptions of each are provided in this or subsequent chapters of this document.

- Academic Council
- Academic Staff
- Administrative Staff
- Board of Advisors
- Board of Trustees
- Executive Committee
- ISU Central Campus Faculty
- ISU Extended Faculty
- North American Operations
- Visiting Lecturers

##### **Board of Trustees**

The Board of Trustees (BOT) determines the University's overall objectives and has the full power to adopt rules and regulations governing the University and to allocate the resources of the University. The Board determines policy matters and may approve the academic policy proposed by the Academic Council. The Members of the Board of Trustees are elected by the Governing Members during the General Assembly of the Governing Members. The Board of Trustees elects its own chairman and is responsible for hiring, or dismissing with cause, the President of ISU. The Chair of the Board reports to the General Assembly of the Governing Members. The list of members of the Board of Trustees is posted on the ISU website and shall be kept up to date as changes in membership occur. No employee of ISU may be a member of the Board of Trustees.

To ensure effective communication, a representative of the Academic Council is a member of the Board of Trustees, with full voting rights.

##### **President of ISU**

The President of ISU is the Chief Executive Officer of ISU and reports to the Board of Trustees. The President and Board of Trustees delegate to the Dean, as Vice President for Academic Programs, the responsibility for all of the ISU academic programs and, consequently, the Dean is responsible for the academic activities of the University.

## **Chancellor**

The Chancellor of ISU is a distinguished member of the space community who is appointed by the BOT based on a proposal by the President of ISU. The Chancellor acts as an unpaid advisor to the President and Board of Trustees, and is the Chair of the Board of Advisors.

## **Board of Advisors**

The Board of Advisors (BOA) provides advice on all relevant matters to the ISU President and BOT. The BOT elects members of the BOA. The members include heads of major space agencies, major space companies, key international organizations, and academic institutions. The list of members of the BOA is posted on the ISU web page and shall be kept up to date as changes in membership occur.

## **Academic Advisory Committee**

The Academic Advisory Committee is a standing committee of the Board of Trustees, the mission of which is academic affairs. This committee, which is further described in the ISU By-Laws, works closely with the Dean and the Academic Council to develop all recommendations to the BOT associated with the financial and policy aspects of academic affairs. To ensure effective communication, the chair of the Academic Advisory Committee of the BOT is a permanent invitee to the Academic Council and, conversely, the representative of the Academic Council to the Board of Trustees is also a member of the Academic Advisory Committee of the BOT.

## **Academic Council**

The Academic Council of ISU is responsible for ensuring the academic quality of the teaching and research activities of ISU. The Council has created a set of policies and standards for the faculty within the overall guidelines established by the Board of Trustees and in cooperation with the President of the University. Appendix A describes the role, rules, and processes of the Academic Council. The names of the current Academic Council members are posted on the ISU web site.

To ensure integration of policies between the Academic Advisory Committee of the BOT and the Executive Officers of ISU, the Chair of that committee as well as the President of ISU and the Academic Officers (the Dean, Associate Dean and the Program Directors) are permanent invitees to the meetings of the Academic Council. As noted above, the Academic Council is represented on the Board of Trustees and the BOT Academic Advisory Committee.

## **5. MANAGEMENT STRUCTURE**

ISU is organized in three units:

- Administrative Unit, reporting to the President;
- Academic Unit, under the Dean and Vice President for Academics and Research; and,
- North American Operations, under the Vice President for North American Operations.

In addition, the President's Office manages the personnel, admissions, and business development units.

## 6. FACILITIES

### Central Campus Facilities

The Central Campus is located in a building built expressly for ISU under the leadership of the Urban Community of Strasbourg with funding from the French Government, the Alsace Region, the Department of “Bas-Rhin” and the Urban Community of Strasbourg.

### SSP Host Institution

The SSP Host Institution provides the facilities for the SSP according to a contract established between ISU and the Host Institution. Hosting an SSP is an opportunity for the host country and site to create an important event on a space theme, increase the local awareness and appreciation of space activities, as well as to increase the visibility of ISU in the host site region. The SSP can build closer ties with the local community via student and faculty exchange, professional development programs, and joint research. ISU works to ensure that a longer-term relationship and partnership with the host institutions will be a mutually rewarding experience.

Each year, the selection of a location for the SSP is made to ensure that:

- SSP sessions are hosted in all parts of the world, according to a coherent sequence of space-faring countries and of countries interested in developing their space programs; and that
- SSP sessions will be hosted by academic institutions or well-recognized consortia with the appropriate academic and support facilities.

More information on the selection of the Host Institution is available in the “RFP to Host the International Space University’s Space Studies Program,” which is posted on the ISU web site.

### Internship Host Institution

During their internship period, the Master of Space Studies (MSS) students work at a Host Institution under the supervision of a local Internship Mentor. The conditions of the internship are specified in a signed agreement between ISU and the Internship Host Institution, including the objectives for the assignment and local requirements for the student.

## 7. ISU PROGRAMS AND ACADEMIC ACTIVITY

### ISU Programs

ISU offers academic and professional development programs throughout the academic year. An ISU academic year is defined as September through August. The programs offered by ISU are designed to further both international graduate student studies and professional space-related careers. A unique International, Interdisciplinary, and Intercultural (3-Is) perspective characterizes the ISU programs.

The general goals of ISU Programs are to provide its students or participants with the following:

- Basic knowledge and skills, both technical and non-technical, in all space-related fields (including scientific, technical, legal, commercial, and social science disciplines), and a coherent view and understanding of the interactions among all these fields;

- An appreciation of the global perspective and related challenges presented by the international character of space activities and their applications, including the differences in method and logic as influenced by cultural and disciplinary backgrounds; and
- Privileged contacts within a network that includes leading figures from space-related industries, governments, international organizations, and universities around the world.

To achieve these goals, ISU programs are taught by an international faculty from academia, industry, and space agencies. Because ISU faculty members and visiting lecturers come from different organizations, different cultures, and different nationalities, they give ISU students the opportunity to consider and address different cultural and international points of view. Faculty members are expected to encourage their students to think independently as they learn from the other participants with similar interests but differing backgrounds from around the world.

Tailored to the needs of postgraduates and professionals in the space sector, or those who wish to work in this sector, ISU offers two categories of programs.

#### Academic Programs

- Master of Space Studies (MSS) – 12 months full-time;
- Space Studies Program (SSP) – nine weeks full-time; and
- Southern Hemisphere Summer Space Program (SHSSP) – five weeks full-time.

#### Professional Programs

- Executive Space Course (ESC): a one-week course providing a basic introduction to space topics to graduate-level professionals;
- The Alumni Conference organized under the responsibility of the ISU Alumni that convenes annually during the SSP; and
- Professional Development Programs (PDPs) or workshops developed on demand.

These programs are presented in detail in the individual program handbooks and on the ISU web site. Faculty shall be familiar with the individual program handbook prior to teaching in that program.

### **General Characteristics of Academic Programs**

#### ***General Structure of the Programs***

The general structure of the programs includes the following elements:

#### Lectures, workshops, seminars, and case study discussions

- Core lectures, presenting the most fundamental aspects of space and space-related activities (e.g., fundamentals of science, engineering, law, business and other relevant areas);
- More specialized and advanced lectures and seminars presenting topics that change over time (e.g., the latest technical developments, new legal frameworks, updated business best practices and the like); and
- Workshops or case studies organized during a particular academic year that are relevant to current events and offer hands-on experiences.
- Discipline specific electives in the MSS and departments in the SSP

#### Individual work in one area of expertise

Individual work is done during the MSS internship as well as the individual project executed during the SSP or the MSS programs at ISU.

### Teamwork experience and skill development

Team Projects (TP) and White Paper (WP) projects are designed to challenge the students to work as an interdisciplinary and international team to solve a common problem. These projects are an opportunity for students to understand other team members' areas of expertise and ways of thinking as well as to work together towards a common goal.

### Intercultural Events

Intercultural interaction is encouraged through the organization of Cultural Nights or other extracurricular activities, where each student or group of students presents their country and culture. In addition, opportunities for intercultural communication arise through class discussions among individuals of various backgrounds.

### ***Specific Pedagogical Approach***

Active participation by the students in hands-on exercises are included in the curricula. These exercises provide skill sets allowing the students to:

- Make appropriate decisions at the appropriate time, using critical thinking and foresight;
- Understand the methods of working and of management in various countries;
- Lead international teams and to manage international projects by taking note of different cultural approaches, political and legal implications, and budgetary and financial issues; and
- Communicate with different partners and the public, and to connect different industrial, governmental, and academic perspectives.

### ***Specific profile and skills built-up***

ISU admits students and participants who have already earned an undergraduate degree in one domain of knowledge. The goal of ISU is to extend and expand this knowledge to all disciplines concerned with space. This generates an intrinsic interdisciplinary educational experience for each student.

## **8. RESEARCH, DOCTORAL, AND HONORARY DEGREES**

### **Research Policy**

ISU carries out high-quality international and interdisciplinary research programs. These programs are essential to the development of knowledge related to space and space-related activities. The ISU Research Steering Committee (RSC), chartered in October 2012, provides advice and direction for the planning, implementation, and assessment of ongoing research activities of the University. The ISU Dean chairs the RSC with representation on the committee comprising the academic program directors, chairs of the Academic Council and the Committee on Academic Appointment, Review and Evaluation, a Central Campus Faculty member, and an external advisor.

The ISU Central Campus Faculty members are encouraged to perform independent research and to contribute to research at affiliate institutions or their home laboratories. They shall note their ISU affiliation as they publish the results of their research activities.

Student research, including individual research projects, the SSP and MSS Team Projects, and the SHSSP White Paper, is done under the guidance of the ISU Faculty and MSS Internship Mentors.

## **Doctoral Degree**

As a private school in France, ISU may not offer a doctoral degree; however, ISU facilitates the entry of ISU students into doctoral programs with many other universities, including the University of Strasbourg, the University of Stuttgart, and the Moscow Aviation Institute. Bilateral agreements are executed on a case-by-case basis.

## **Honorary Degrees**

ISU awards honorary degrees on a selective basis to distinguished individuals. The ISU policy on honorary degrees, including criteria, procedures, and other details are included as Appendix B of this handbook.

## **9. OTHER ISU PROGRAMS**

### **ISU Short Programs: PDP, Workshops and Symposia**

ISU offers programs for continuing education and training for professionals inside and outside the space community in the form of short courses, interactive seminars, conferences, workshops, or symposia between two days and two weeks in duration. Each program provides an international view of current and future space activities in the field of interest. Their interdisciplinary nature offers participants an opportunity to integrate the many complex issues of today's space activities.

## **10. ISU PUBLICATIONS**

As a result of its academic activity, ISU publishes several kinds of documents, as listed below:

- Reports on Individual Projects executed by the MSS students during their Internships;
- Reports on the MSS Team Projects;
- Reports on the SSP Team Projects; and
- SHSSP White Paper reports.

All these documents are available in the ISU Library and can be located via the ISU Library website: [isulibrary.isunet.edu/opac](http://isulibrary.isunet.edu/opac). In particular, as a service to the space community, recent Team Project final reports can be downloaded from the ISU website as PDF files. In addition, ISU Faculty members have published texts and scholarly books. A list of these is available in the ISU library and can be accessed via the ISU library website.

### **Conference Papers and Refereed Papers in Scientific Journals**

The Central Campus Faculty and staff of ISU are expected to publish results of their research, noting their affiliation at ISU, in refereed journals and in proceedings of conferences. A list of some of these papers and articles can be found on the ISU web site.

## Chapter II

### Management of ISU Programs

#### 1. ACADEMIC MANAGEMENT AND ORGANIZATION

The programs are the responsibility of the Academic Unit, under the leadership of the Dean, supported by the Associate Dean. The Academic Unit also receives support from the business development, administrative, and technical staff in the office of the President.

The Academic Unit is organized as follows:

The Dean delegates the direct responsibility of each program to the Associate Dean or to a Program Director. The Dean, Associate Dean, and Program Directors are normally in residence at the Central Campus and are responsible for the overall quality and content of the academic programs. Exceptions to the residency requirement may be granted when an SSP or SHSSP program director is detached from another organization or agency.

To ensure that the academic programs are of the highest quality and that they respond to the needs of the space community, an Academic Advisory Committee, as described in Chapter I, has been established by the Board of Trustees to advise the Dean, Associate Dean, and Program Directors on the curriculum and the structure of the programs.

The programs are prepared and delivered by an international and interdisciplinary team of Faculty, Lecturers, Teaching Associates, and MSS Internship Mentors who report to the Dean or, by delegation, to the Associate Dean or Program Directors. The appointment of Faculty and the academic review and evaluation of the entire academic team of ISU is performed by an international committee known as the Committee on Academic Appointment, Review, and Evaluation (CARE), on the basis of proposals made by the Dean. The structure and function of the CARE is described in Appendix C.

The Academic Unit also manages the Admissions and Funding Committee and the Registrar. The relationships of the Academic Unit are depicted in the chart in Figure 3.

#### 2. THE ACADEMIC UNIT

To plan, organize, and deliver the programs of ISU, the Dean, Associate Dean, and Program Directors are supported by the following individuals and groups:

##### Personnel

##### ***The Faculty of ISU***

The Faculty of ISU comprises those having faculty status (*ISU Bylaws 12.2*). Some of the ISU faculty members are in residence at the Central Campus and are identified as Central Campus Faculty. Other members of the ISU Faculty, Associate Faculty, and Adjunct Faculty are referred to as the ISU Extended Faculty. Tasks and responsibilities of all ISU faculty members are discussed in Chapter III.

### **Academic Support Staff**

The majority of the Academic Support Staff are in residence at the Central Campus. These staff members support the MSS, SSP, and all other academic programs executed by the University. During each SSP, a subset of the Academic Support Staff moves to the host site for the duration of the Program. The SSP Department and Team Project Teaching Associates as well as SSP temporary staff are hired for the duration of the program. Volunteer local staff members provide additional support.

### **Institutional Bodies**

The Academic Unit benefits from the advice and the support of the Academic Council and the Academic Advisory Committee of the Board of Trustees, which are described in Chapter I.

### **Internal Committees and Services**

The Academic Unit has established several committees and working groups to facilitate the management of the programs and to support the students.

#### **Admissions and Funding Committees**

The *Admissions Committee* is chaired by the Dean and comprises the Associate Dean and Central Campus Faculty. This committee evaluates the applicants to all ISU programs. It selects the students who are admitted to the programs and makes recommendations regarding the award of scholarships to these students. In case of conflicting inputs regarding the evaluations, the Admissions Committee deliberates and makes a binding decision.

The *Funding Committee* awards scholarships to admitted students based on need and merit. It is composed of the Dean, Associate Dean, SSP Director, MSS Program Director, the President of ISU, and the Admissions Manager. The President chairs the Committee.

When deemed necessary, a committee chair may invite external members to ensure a fair evaluation of the applicants.

Applicants to ISU academic programs are selected and awarded scholarships according to the procedures and criteria presented in Chapter IV.

#### **Academic Management Working Group**

This working group comprises the Dean, Associate Dean, and Program Directors. The group convenes generally twice per academic year to promote synergy across the ISU academic programs and to address issues relevant to all ISU academic offerings.

#### **Information Technology (IT) Working Group**

The IT Working Group comprises representatives from the academic programs, the administrative unit, and an MSS student representative. The working group meets monthly September through May to address relevant IT issues and concerns with a focus on supporting the ISU academic programs.

### **Academic Timeline**

To effectively manage the Academic Program and all the relevant activities, an Academic Timeline has been established. A *template* is presented in Appendix D. Actual planning dates will vary.

### **3. ACADEMIC OFFICERS**

#### **Dean**

The Dean holds the position of Vice President for Academics and Research of ISU. Reporting directly to the President and working in close collaboration with the Vice President for North America and the Administrative Unit, the Dean and Vice President for Academics and Research is responsible for all academic programs and management of academic staff. In addition, the Dean manages research and academic partnerships. The Dean is a member of the Central Campus Faculty, with academic rank to be determined by the CARE based on his/her academic credentials. The position description for the Dean, along with position descriptions of other ISU academic staff, is provided in Appendix E.

The Dean is nominated by the President of ISU and appointed by the Board of Trustees.

#### **Associate Dean**

The Associate Dean reports directly to the Dean and Vice President for Academics and Research. The Associate Dean may also serve as a Program Director. The Associate Dean provides direct support to the Dean with respect to all academic and research programs as well as providing recommendations on faculty status. The Associate Dean is also responsible for soliciting and selecting proposals for Team Projects for both the MSS and SSP Programs. The Associate Dean is a member of the Central Campus Faculty, with academic rank to be determined by the CARE based on his/her academic credentials.

The Associate Dean is nominated by the Dean and appointed by the President of ISU.

#### **Academic Program Directors**

The Program Directors are accountable to the Dean and are responsible for the preparation, organization, and delivery of their respective Academic Programs. A Program Director may be a member of the Central Campus Faculty, with academic rank to be determined by the CARE based on his/her academic credentials.

Program Directors are nominated by the Dean and appointed by the President of ISU.

## Chapter III

### Academic Staff: The ISU Faculty and Teaching Associates

#### 1. GENERAL INFORMATION

The special characteristics of the ISU educational programs are reflected in the great diversity of its academic staff. ISU assembles a College of Teachers whose professional experience spans all the major disciplines relevant to space activities. ISU teachers are drawn from different types of organizations that participate in space endeavors including industry, government agencies, inter-governmental organizations, universities, and research institutes. Many individuals contribute on a part-time basis, each bringing a unique combination of professional knowledge and experience to the ISU programs and transmitting their energy and enthusiasm to the students.

**The College of Teachers** delivers the educational content of the programs and performs research. The College of Teachers includes the following personnel:

- Members of the Faculty of ISU;
- Adjunct Faculty;
- Visiting Faculty and Lecturers;
- Associate Faculty;
- MSS Internship Mentors; and
- Teaching and Research Associates.

All members of the ISU College of Teachers are responsible to the Dean.

#### 2. THE FACULTY OF ISU: CENTRAL CAMPUS, EXTENDED, AND VISITING FACULTY

##### Faculty of ISU

The Faculty of ISU comprises Central Campus Faculty, Extended Faculty, and Visiting Faculty members. Faculty may also be granted the title Emeritus. The President of ISU appoints each member of the Faculty.

##### Central Campus Faculty Members

Central Campus Faculty members are those members of the ISU Faculty whose main duties are executed at the ISU Central Campus for more than one academic year. Their contract with ISU implies full-time residence at the Central Campus and, as appropriate, the Space Studies host site during each academic year of its duration.

##### Extended Faculty Members

Extended Faculty members are those members of the ISU Faculty, Associate Faculty, and Adjunct Faculty whose main duties are within their home institution or organization. They are invited to contribute to the delivery of the ISU academic programs on a part-time basis. In this respect, an

Extended Faculty member may have a formal agreement with ISU for the duration of the agreed term of service.

#### Visiting Faculty Members

Visiting Faculty members are those members of the Faculty who are resident at the Central Campus for a duration of less than or equal to one academic year and contribute to the delivery of the ISU academic programs while in residence. In this respect, a Visiting Faculty member will have a formal agreement with ISU specifying the duration of the Visiting Faculty appointment and his or her duties and responsibilities.

For each academic year, and for each program, the duration of the residence of Visiting Faculty members is agreed upon by the Program Director in coordination with the Dean. The duration of a Visiting Faculty member may be extended beyond one academic year if agreed upon by the Program Director with the approval of the Dean.

#### Emeritus

The President, with concurrence of the Academic Council, may bestow the status of Emeritus to any ISU faculty member or academic administrator who has served the institution in such a capacity that his or her long term service and contributions to the academic content and quality of the ISU programs merit this distinction. Recommendations for this status from the ISU faculty may also be offered at any time.

### **Titles**

Official ISU titles or rank are assigned to Central Campus Faculty and Visiting Faculty members only. Extended Faculty members are not assigned an official rank or title, but may use the phrase "Member of the ISU (Adjunct/Associate as appropriate) Faculty" or "ISU (Adjunct/Associate as appropriate) Faculty Member" in their *curriculum vitae* or resume or if publishing a work on which they wish to acknowledge their ISU affiliation.

The official ISU titles for Faculty members are defined below.

#### ***For Central Campus Faculty Members***

##### Full Professor

This is the highest academic rank within the ISU. It is assigned only to those Central Campus Faculty members who have the highest level of seniority, excellent teaching skills, extensive experience in interdisciplinary programs, an excellent publication record in peer reviewed journals, high research productivity, and service to the academic community for at least ten years through full-time employment with ISU or with another academic institution of higher education.

##### Associate Professor

This is the second highest academic rank within the ISU. It is assigned only to those Central Campus Faculty members who have demonstrated competency and proficiency in all aspects of teaching skills in interdisciplinary programs and research expected of someone with a record of at least five years of full-time employment at ISU or in another academic institution of higher education.

##### Assistant Professor

This is the entry level academic rank at ISU. It is assigned to Central Campus Faculty members who demonstrate basic academic capabilities, with a Ph.D. or equivalent degree, some teaching and research experience, and initial promise as an academic professor.

### **For Visiting Faculty**

Visiting Faculty who are in full time residence for one academic year are titled Visiting Professor. No other rank is assigned.

### **Criteria for Assignment of Titles of Rank to Central Campus Faculty**

The President of ISU, considering the recommendations of the CARE and the criteria below, assigns the appropriate Rank to Central Campus Faculty.

Criteria for the evaluation and the award of titles to Faculty of ISU are as follows:

1. Education and degrees.
2. Level of seniority.
3. Knowledge and experience in field of specialization.
4. Leadership capabilities and experience, particularly in interdisciplinary, international, and intercultural aspects of space-related activities and programs.
5. Applicants from academia and non-academia.
  - a. For applicants coming from academia:
    - i. Demonstrated excellence in teaching at a graduate-level and experience in advising graduate students.
    - ii. Proven research capabilities with a record of publications, particularly in peer-reviewed journals.
  - b. For applicants **not** coming from academia:
    - i. Demonstrated presentation and communication skills (e.g.: conferences, team leadership).
    - ii. Proven capability to initiate, develop, and/or conduct successful projects, with a record of appropriate publications and/or patents.
6. Administrative experience.
7. Outreach activities and public service.
8. Membership in professional societies and offices held in these organizations.
9. Level of peer recognition on both national and international levels, as an authority. and representative in the field.
10. Honors and awards received.
11. Broad knowledge and experience in a space-related field.
12. Demonstrated ability to work with and advise students.

### **ISU Faculty Teaching Responsibilities**

#### **General responsibilities and tasks**

Under the direction of the Dean and by delegation of the Program Directors, Faculty members execute the task of contributing to the '3-I' spirit of ISU and disseminating this spirit to the academic and other programs of ISU by:

- Developing and delivering the academic programs:
  - Delivering lectures and workshops,
  - Leading seminars,
  - Advising students,
  - Evaluating students, which may include preparation, correction, and grading of assignments and examinations; or through other contributions, as requested by the Program Director;

- Contributing to the other programs of ISU, such as the Executive Programs, PDP, and publication of educational materials;
- Participating in the academic life of ISU, particularly by attending academic meetings when in residence either at the Central Campus or at the SSP host site;
- Assisting ISU with identification of potential sponsors for the programs;
- Assisting with lecturer integration into ISU;
- Assisting with the implementation of ISU Academic and Ethical Guidelines;
- Maintaining the confidentiality of sensitive information such as student evaluation and records and TA and Peer Review evaluations. These records may not be disclosed externally without the prior written approval of the relevant Program Director; and
- Collecting feedback, assessing effectiveness of instruction, and making adjustments as necessary.

#### ***Specific Teaching Responsibilities in the MSS Programs***

Each MSS Faculty member shall contribute through:

- Working closely with the Program Director and colleagues in preparing and implementing the academic program;
- Assisting in developing courses of study that are both coherent and cohesive for the MSS;
- Preparing course materials for his/her lecture(s) (i.e., view graphs, slides, computer displays, glossaries) in the format required by ISU (with a sensitivity to the interdisciplinary and multicultural character of the ISU program) ;
- Coordinating, if applicable, demonstrations and laboratory work using available tools (in particular those existing at ISU) in order to provide hands-on workshops as part of the curriculum;
- Delivering lecture presentations - all lecturers should be capable of giving presentations and responding to student questions in **English** without the aid of a translator;
- Assisting the Program Director in preparing questions on his/her lectures for the examination;
- Supervising the progress of assigned Masters candidates as their Academic Advisor;
- Supervising and grading individual project and internship reports of assigned students;
- Grading the questions relevant to their discipline as well as interdisciplinary questions at each examination to which they contribute, as requested by the Program Director; and
- Actively participating in supporting the students with implementation of the current year Team Project.

The Dean, Associate Dean, or Program Directors may delegate other responsibilities to MSS Faculty members as required to effectively execute the ISU academic programs.

#### ***Specific Teaching Responsibilities in the Space Studies Program***

Every ISU faculty member or visiting lecturer teaching in the SSP shall contribute to the program by providing support within the Core, Department, or Team Project activities. Participating ISU faculty members and visiting lecturers shall support the Department and Team Project Chairs in preparing and implementing the academic program and are responsible for instruction and student support.

ISU faculty members and visiting lecturers perform and assume the following duties and responsibilities during the preparation and implementation of an SSP.

- Be in residence at the SSP site for the duration specified in their agreement with ISU;
- Work closely with the SSP Director, Chairs, and colleagues to prepare and implement the academic program;
- Assist in developing courses of study that are both coherent and cohesive for the SSP;
- Prepare materials for his/her lecture(s) in the format required by ISU;
- Provide academic materials to meet deadlines specified by the SSP Director;
- Deliver lecture presentations - all lecturers should be capable of giving presentations and responding to student questions in **English** without the aid of a translator;
- Assist the Core and Department Chairs in preparing questions for the core examination;
- Assist the department/team project faculty with grading and evaluating the students in their Department/Team Project;
- Provide students with academic counseling;
- Participate in all relevant workshops or departmental activities;
- Coordinate professional visits and workshop preparation as requested or required;
- Actively participate in supporting the students with implementation of the current year Team Projects; and
- Attend and participate in all academic meetings.

***Specific Teaching Responsibilities in the Southern Hemisphere Summer Space Program***

Every ISU faculty member or visiting lecturer teaching in the SHSSP shall contribute to the SHSSP and provide support within the Core and White Paper Project activities. Participating ISU faculty members and visiting lecturers shall support the Program Director in preparing and implementing the academic program and are responsible for instruction and student support.

ISU faculty members and visiting lecturers perform and assume the following duties and responsibilities during the preparation and implementation of an SHSSP.

- Be in residence at the SHSSP site for the duration specified in their agreement with ISU;
- Work closely with the SHSSP Director and colleagues to prepare and implement the academic program;
- Assist in developing courses of study that are both coherent and cohesive for the SHSSP;
- Prepare materials for his/her lecture(s) in the format required by ISU;
- Provide academic materials to meet deadlines specified by the SHSSP Director;
- Deliver lecture presentations - all lecturers should be capable of giving presentations and responding to student questions in **English** without the aid of a translator;
- Assist the SHSSP Director in preparing questions for the core examination;
- Provide students with academic counseling;
- Participate in all relevant workshops or other academic activities;
- Coordinate professional visits and workshop preparation as requested or required;
- Actively participate in supporting the students with implementation of the current year White Paper Project; and
- Attend and participate in all academic meetings.

### **ISU Faculty Research Responsibilities**

Central Campus Faculty members shall contribute to the definition, initialization, development, and execution of the research programs of ISU. Visiting Faculty members support these research activities, when so approved by the Dean, under specific contractual agreements.

### **Administration and General Support responsibilities**

As full partners in the academic life of ISU, faculty members are expected to contribute to the definition, development and, if requested, to the management of the academic programs of the ISU. All faculty members are eligible to stand for election as members of the Academic Council, which is elected by the ISU Faculty.

Faculty members may be given particular responsibilities by the Dean, including but not limited to those resulting from a specific contractual agreement.

### **Additional Responsibilities of SSP Core, Department, and Team Project Chairs and Theme Day, Workshop, and Distinguished Lecture/Panel Coordinators**

#### ***Core, Department and Team Project Chairs***

Faculty members and Visiting Lecturers may be appointed by the Dean to serve as Core, Department, and Team Project Chairs for a specified SSP, after nomination by the SSP Director and endorsement by the Academic Council (see Section 8 below).

The Chairs are required to be in residence during the relevant three or four-week phase of a given SSP to ensure continuous leadership for the delivery of the core material, the departmental activities, and the successful execution of the Team Project. Mutually agreeable durations on site may be negotiated with the SSP Director.

In addition to their teaching, research, and academic tasks and responsibilities as described above, Core, Department, and Team Project Chairs shall also execute the following:

- Attend the Curriculum Planning Meeting (CPM) for the corresponding SSP;
- Update the current year SSP curriculum for the part of the session that is their responsibility and ensure the maintenance of the highest academic standards of this curriculum within the allotted budget;
- Nominate departmental faculty and visiting lecturers;
- Coordinate the preparation and the work done at the SSP both within their area of responsibility and with the other Core, Department, or Team Project chairs in cases where responsibility is shared;
- Organize all the activities of their Department or Team Project (including workshops, student assignments and evaluation, professional visits);
- Monitor the Department or Team Project budget in cooperation with the SSP Director;
- Provide a written evaluation of the Department or Team Project TA to the SSP Director;
- Provide a written evaluation of the students registered in their Department or Team Project to the SSP Director;
- Serve on the Examination Review Committee as requested;
- Support the Team Projects and contribute to TP activities on the request of the Team Project Chairs and participate in Team Project reviews, when they are onsite at the appropriate time; and

- Submit the following deliverables at specified due dates:
  - i. Finalized Department faculty list with current contact information, updated curriculum vitae, and a short biography for each faculty member
  - ii. Core lecture summaries, Core Lecture Study Notes, core lecture presentation materials,
  - iii. List of visiting lecturers and professional visits,
  - iv. Materials requested for the SSP Handbook, and
  - v. Other materials that may be requested by the SSP Director prior to the start of the SSP.

#### ***Theme Day, Workshop, and Distinguished Lecture/Panel Coordinators***

Faculty members or Visiting Lecturers may be appointed by the SSP Director, in cooperation with the Dean, as Theme Day, Workshop, or Distinguished Lecture/Panel Coordinators.

Theme Day, Workshop, and Distinguished Lecture/Panel Coordinators are required to be in residence during a given SSP for specified periods agreed upon with the SSP Director. Their duties include the following, where the term “academic activity” refers to the theme day, workshop, distinguished lecture or panel as appropriate:

- Prepare the content of the assigned academic activity and ensure the maintenance of the highest academic standards within the allotted budget;
- Nominate and coordinate with all academic activity participants or panel members;
- Coordinate the preparation of the academic activity with the relevant department or TP chair and other SSP faculty or lecturers as necessary; and,
- Submit the following deliverables at specified due dates:
  - i. Finalized list of academic activity participants with current contact information, updated curriculum vitae, and short biography of each,
  - ii. Appropriate summaries or notes along with any presentation materials, and
  - iii. Materials required for the SSP Handbook.

#### **Additional Responsibilities and Tasks of the Central Campus Faculty**

##### ***General***

Central Campus Faculty members have the following additional responsibilities and tasks related to the activities at the Central Campus:

- Responsibilities specific to the MSS;
- Research;
- Tasks of general interest; and
- Support to other programs, such as the SSP, SHSSP, outreach, symposia, and Professional Development Programs.

Central Campus Faculty may pursue consulting activities, so long as these activities do not interfere with their ISU responsibilities, and provided such activity has been reviewed and approved by the Dean.

A Central Campus Faculty member may be asked by the MSS Program Director to take on specific responsibilities with respect to the MSS Program, such as coordination of program elements, student internships, the Team Project, a disciplinary or review process, a specific examination or re-examination process, care of laboratory equipment, or other duties directly supporting the MSS Programs.

##### ***Academic Advisor***

A particular responsibility of Central Campus Faculty members is to provide academic and pastoral advice to the MSS students.

The MSS Academic Advisor provides advice and guidance to students in all aspects of the MSS curriculum regarding:

- (a) General academic issues;
- (b) Selection of subjects;
- (c) Individual projects; and
- (d) Internships.

The Director of the MSS Program shall assign an Academic Advisor for each student after taking into account the areas of specialty and interests of the concerned advisees and advisors.

The Academic Advisor is the formal academic contact between ISU and each student assigned as an advisee. Although a student may seek advice on all issues from any person at the ISU Central Campus, the Academic Advisor is responsible for ensuring that all formal academic issues for those students assigned as his/her advisees are addressed.

The Academic Advisor must be available to his/her advisees throughout the MSS academic year, establishing regular meetings to ensure that concerns are identified and dealt with promptly, and that the student's progress is properly recorded.

The Academic Advisor must take an active role in the student's selection of an individual project and internship in consultation with the student's local Mentor.

#### ***Research Responsibilities***

Central Campus Faculty members are expected to propose and to contribute to individual research programs. They are expected to supervise the research work of students who fall under the Central Campus Faculty member's area of general expertise. Central Campus Faculty members are expected to publish the results of their research in international peer-reviewed journals and contribute papers in their discipline to international conferences. They may be asked to contribute to specific research programs sponsored by ISU.

#### ***Consulting and Research***

As stipulated in their contract with ISU and in accordance with the general policy and rules of ISU, Central Campus Faculty members may spend up to 20% of their time consulting in areas related to ISU and which could benefit ISU, or performing independent research in the Faculty member's field of study.

### **3. ADJUNCT AND ASSOCIATE FACULTY AND VISITING LECTURERS**

#### **Titles**

##### Adjunct Faculty

The title of Adjunct Faculty is conveyed by the Dean on an annual and renewable basis to any individual who is a regular contributor to the ISU academic programs.

##### Associate Faculty

The title of Associate Faculty is conveyed by the Dean on an annual and renewable basis to valued former members of the ISU Faculty whose currency credentials as describe in Section 6 of this chapter have expired, but remain occasional contributors to ISU academic programs.

### Visiting Lecturer

The title of Visiting Lecturer at ISU will be conveyed by the Dean on an annual and renewable basis to any individual invited to give at least one lecture as part of any ISU academic program during an academic year.

### **General responsibilities and tasks**

During a given academic year, Adjunct and Associate Faculty members and Visiting Lecturers are invited to contribute to the academic programs of ISU. They may be nominated by individual Faculty members in the Masters programs and by Chairs in the SSP for a given academic session. They are appointed by the relevant Program Director.

Adjunct and Associate Faculty members and Visiting Lecturers contribute to the academic programs by

- Delivering lectures;
- Leading seminars or workshops;
- Advising the students; or
- Other contributions as dictated by specific program requirements.

More specifically, their responsibilities include the following:

- Preparing course materials for his/her lecture(s) in the format required by ISU. Development of the lecture presentation should be done respecting the interdisciplinary and intercultural character of the ISU programs in particular in respecting cultural differences. Course materials should be given to the relevant Program Director or designated academic staff for review no later than the due date specified by the Program Director.
- Delivering lecture presentations and responding to student questions in the official ISU language (English) without the aid of a translator.
- Participating in ISU academic program workshops.
- Supporting the students with implementation of the current year Team or White Paper Projects.
- Assisting with the implementation of the ISU Student Code of Conduct.

Adjunct and Associate Faculty and Visiting Lecturers will coordinate with the appropriate respective Faculty members to ensure effective integration of their contribution to the program with that of others.

Adjunct and Associate Faculty and Visiting Lecturers are not required to reside full-time at the Central Campus nor remain at the SSP host site other than during their service to ISU. However, some Adjunct and Associate Faculty and Visiting Lecturers may be invited by the Program Director to stay a longer time to ensure continuity of the delivery of the program. When in residence, either at the Central Campus for the MSS Program, or at the host site for the SSP or SHSSP session, Adjunct and Associate Faculty and Visiting Lecturers are expected to be available to students, to participate in the academic activities of the program, and to attend academic meetings.

### **Promotion to the Faculty of ISU**

After completion of the necessary requirements, a Visiting Lecturer, Associate or Adjunct Faculty member may be eligible to become a member of the Faculty of ISU. He or she will be informed of his

or her eligibility by the Dean, and may then accept appointment to the Faculty of ISU. See: *Procedure for Faculty Appointments* (Section 6, below) for the process and relevant criteria for this promotion.

#### **4. INTERNSHIP MENTOR**

The role of the MSS Internship Mentor at a host institution (space industry, organization, or agency, affiliate institutions, or other institution) is as follows:

- Act as a single point of contact between the host institution and ISU in relation to an MSS student's Internship Project;
- Guide and supervise the academic work of the student, in conjunction with the Academic Advisor, from the time of the Mentor's appointment up to the submission of the student's Internship Project report in written form (generally, just prior to the completion of the MSS);
- Take responsibility for the academic supervision and practical/logistic arrangements of the Internship Project; and
- Assist ISU in the final evaluation of the student's work during his or her Internship.

To fulfill these requirements, the Mentor should be familiar with the background of the Internships Project and conversant with the opportunities and constraints for work during the Internship period. Mentors should be available for a minimum of one hour per week during the Internship period for one-on-one discussions regarding the student's Internship work, and, to the extent possible, before and after Internship.

As part of the overall MSS student evaluation process, Mentors should maintain contact with the student's Academic Advisor throughout the academic year. At the completion of the student's internship, the Mentor must submit a report, evaluating the student's performance at the host institution.

#### **5. TEACHING AND RESEARCH ASSOCIATES**

##### **Teaching Associates**

Teaching Associates (TAs) are members of the academic staff. During the SSP, they work under the supervision of a Department Chair or Team Project Chair or directly with the SSP Director; during the SHSSP, they work under the supervision of the SHSSP Director, during the MSS programs, they work under the supervision of the MSS Program Director, or a Team Project Faculty Advisor. Those TAs associated with the MSS program are encouraged to be working towards a Ph.D. degree.

TAs support academic and related activities. During the SSP and SHSSP, they are required to be in residence throughout the Program. During the MSS, they are required to be in residence for at least nine months.

##### ***Teaching Associate Responsibilities***

The Teaching Associate shall

- act under the direct supervision of his/her Department or Team Project Chair or Program Director;
- contribute to academic presentations during lectures, departmental activities, workshops, theme days, panels, and office hours;

- attend all academic activity (department, TP, WP, or other) meetings and workshops to aid Chairs, Faculty Members, and Visiting Lecturers and to help students integrate classroom material with Team Project research;
- contribute to counseling the students to help with any problems and bridge any cultural differences;
- assist with implementing the academic and ethical guidelines;
- assist in lecture material preparation;
- assist the White Paper or Team Projects with logistics;
- proctor examinations; and
- complete other tasks as assigned by his/her Department Chair, Team Project Chair or Program Director.

In addition, SSP and SHSSP TAs shall:

- assist the management staff in welcoming Chairs, Faculty Members, and Visiting Lecturers, introducing them to the host site, and showing them to their residences;
- monitor the Computer Laboratory and Library as needed and under the supervision of the Program Director;
- assist in unpacking and distributing ISU equipment and materials at the beginning of the session;
- assist in student registration, orientation, and departure; and
- assist in packing ISU equipment and materials at the end of the session.
- 

## 6. PROCEDURE FOR FACULTY APPOINTMENTS

### Admission to the Faculty of ISU and Award of Title

Individuals are admitted to the Faculty of ISU by appointment of the President of ISU, after recommendation of the CARE.

### Appointment as Central Campus Faculty Member of ISU

#### **Eligibility**

For Central Campus Faculty positions (Professor, Associate Professor, and Assistant Professor), ISU seeks individuals who, in addition to knowledge and experience in their own field, have the capability to formulate and organize academic programs in the 3-I spirit of ISU. The following qualifications shall be sought when appointing the Central Campus Faculty members:

- Demonstrated excellence in teaching at a graduate level and advising graduate level students in an academic environment in one or more of the fields taught in the ISU educational programs;
- Formal education at the level of Ph.D. or equivalent;
- Proven research capabilities with a record of publications in peer-reviewed journals
- Open-mindedness to interdisciplinary, international, and intercultural aspects of space related activities and programs;
- Excellent communication, teamwork, interpersonal, and organizational skills;
- Experience working in a university or in space-related organizations or industries;

- Broad knowledge and experience in space-related activities in national and international arenas; and
- Excellent command of the English language and proficiency in a second language for native speakers of English is strongly desired.

#### ***Procedures of recruitment and appointment***

When Central Campus Faculty positions become open at ISU, the Dean is responsible for initiating faculty recruitment. A call for applications to these positions is advertised worldwide, including ISU Internet-networks, with a detailed description of the position(s). All applications are filed by the Assistant to the Dean who confirms to the applicants that their applications have been received.

After the application deadline, the Dean forwards all applications, along with any comments, to the Chair of the CARE. The CARE shall review all applications and make recommendations, including a ranking of the applicants for a given position, as well as a recommended title for each ranked applicant, according to the criteria described below. The Chair of the CARE reports on these recommendations to the President of ISU through the Dean. After considering these recommendations, the President appoints Central Campus Faculty members and assigns the approved rank.

The Dean will assign to each Central Campus Faculty member the fractions of time expected to be devoted to teaching, research, administration, and service.

#### ***Contract***

Each Central Campus Faculty member appointed at ISU receives a contract specifying the duration and the financial conditions of his/her appointment, and his/her tasks and responsibilities during his/her employment at ISU.

Each Central Campus Faculty must observe the ISU Code of Conduct and Ethics presented in Chapter V.

#### ***Re-appointment***

Central Campus Faculty members can be re-appointed by the President of ISU at the end of their term, after nomination by the Dean and recommendation by the CARE following his/her evaluation.

### **Appointment as ISU Faculty Member**

#### ***Eligibility***

Faculty of ISU must have officially served in ISU programs the equivalent of at least nine (9) weeks of *teaching duty* (student contact) at SSP, SHSSP, or MSS Program or have accumulated the equivalent of one academic year of *service* over the preceding five (5) years.

#### ***Currency Requirements***

Once a person has been admitted to the ISU Faculty, he/she shall remain a member in good standing, provided that he/she maintains his/her currency status as defined below and satisfactorily passes the evaluation process to be completed for each Faculty member every four (4) years (see Section 8).

The Dean's office shall keep a record of ISU activities for each Faculty and Lecturer in any of the ISU programs. To remain in good standing, an ISU Faculty member must in every five (5) year period fulfill a total of two (2) weeks of

- teaching duty at SSP, SHSSP, or MSS; or
- a combination of teaching duty in the SSP, SHSSP, or MSS Program and of contribution to the academic life of ISU, or *service*.

With regard to the ISU Faculty currency requirements, the following definitions are applied:

a) Teaching duty is defined as the time served as a teacher on site (actual number of teaching days, not time spent at the site) for SSP, SHSSP, or MSS Program.

Note: The SSP Director, SHSSP Director, a Chair in the SSP, and a Chair or Co-Chair of an MSS Team Project (if not a member of the Central Campus Faculty) will earn teaching duty credit at 1.5 times the time actually served on-site for purposes of the eligibility and currency requirement.

b) Contribution to the Academic life of ISU, or *service*, is calculated as follows:

Mentorship of MSS Intern:	2 weeks per internship
Board of Trustees members:	3 days per meeting
Chair of the CARE:	1.5 weeks per year
Chair of the Academic Council:	1.5 times the number of days served
CARE members:	1 week per year
Academic Council Members:	2 weeks per year
Other official ISU Committees:	1.5 times the days of the committee meeting

Official representation of ISU at meetings, symposia, workshops, on topical teams, or other professional meetings: 1 day per day of participation or 1.5 days per day of participation for those who contributed to the organization of the event. This equivalence will be awarded only if the participant has presented a paper or chaired a session indicating his or her ISU affiliation.

Teaching Associates will be awarded the equivalent of one week of credit per SSP, SHSSP, or MSS session at the discretion of the Dean and based on the advice of the respective Program Director.

Equivalent weeks of teaching duty or service are awarded only to official members or officially invited participants of academic activities or committees. Voluntary attendance is not taken into account.

Weeks are computed as follows.

- For a stay of less than one week, the equivalent number of weeks credited is the number of days divided by 5; and
- For a stay of more than one week, the equivalent number of weeks credited is the number of full weeks of stay plus the number of extra days divided by 5.

Each year, the *good standing* status of each Faculty member will be reviewed by the Academic Council and CARE. Any member of the Faculty who does not meet the currency requirement will automatically come up for review by the CARE. The CARE shall have the discretion to maintain the status of these individuals who have not met the minimum currency requirements. In addition, leaves of absence may be granted by the President of ISU following the recommendation of the CARE.

If membership in the Faculty should lapse solely due to failure to meet the currency requirement, such membership will be reinstated when the currency requirement is again met. Meanwhile, the title of Associate Faculty will be assigned to such a member.

## **Adjunct Faculty**

### ***Eligibility***

Adjunct Faculty of ISU must have officially served in ISU programs the equivalent of at least three (3) weeks of *teaching duty* (student contact) at SSP, SHSSP, or MSS Program over the preceding five (5) years or have accumulated at least two days of teaching duty every academic year over the preceding five (5) years.

Teaching duty for Adjunct Faculty is defined the same as for Faculty.

Service as a Chair in the SSP, or service as Faculty Advisor of a MSS Team Project (if not a member of the Central Campus Faculty) will be counted as 1.5 times the time actually served for purposes of this eligibility requirement.

Every year, the status of each Adjunct Faculty member will be reviewed by the Dean's Office. Any Adjunct Faculty member who meets the eligibility requirement for Faculty will automatically be reviewed for Faculty status by the Academic Council and CARE. Upon recommendation by CARE, the Dean and President shall make the Faculty appointment.

### ***Currency Requirements***

Currency Requirements for Adjunct Faculty are the same as for Faculty, but at the reduced level of one (1) week over five years.

## **Teaching Associates**

Teaching Associates in the MSS Program are selected by the Dean on a competitive basis and are, in general, considered as temporary employees. Preference is given to recent ISU graduates. MSS TAs shall be encouraged to pursue a Ph.D. while working at ISU, to participate in ISU research projects, and ultimately to be promoted to ISU Faculty status.

Teaching Associates in the SSP and SHSSP apply for the TA positions in a competitive process. Upon selection by the Program Director, the TAs are appointed for the duration of the SSP or SHSSP session.

## **7. PROCEDURES FOR PROMOTION**

The Office of the Dean shall keep a record of the activity for all members of the ISU College of Teachers.

### **Promotion of Adjunct Faculty and Visiting Lecturers**

Each year, the CARE reviews the record to assess the eligibility of the Adjunct Faculty and Visiting Lecturers and prepares a list of those eligible for promotion based on the above criteria. The Chair of the CARE transmits this list to the Dean, who officially writes to each eligible Adjunct Faculty and Visiting Lecturer to inform them of their eligibility.

The CARE will evaluate the applications of eligible Adjunct Faculty and Visiting Lecturers, using the criteria for appointment shown above and the results of the past performance evaluations. The Chair of the CARE then reports to the President of ISU on the CARE recommendations.

### **Promotion of Teaching Associates**

At the discretion of the Dean, MSS Teaching Associates will be nominated as Adjunct Faculty at the end of two years at ISU. They will also receive two (2) weeks of ISU teaching experience credit.

SSP and SHSSP Teaching Associates who are recommended by the SSP Director are eligible to receive a one (1) week teaching experience credit.

## **8. ACADEMIC STAFF APPOINTMENT TO AN ISU PROGRAM**

Each member of the College of Teachers (except for Central Campus Faculty members) appointed to an ISU Program will receive either:

- A letter of invitation stating the financial conditions, if any, of his/her invitation and a description of his/her tasks and responsibilities during his/her appointment at ISU; or
- A contract or a short-term agreement, if the duration of his/her appointment is more than one week during an academic year, or if he/she receives a stipend. The contract or short-term agreement will indicate the duration of his/her appointment, the financial conditions, and required tasks and responsibilities of this appointment at ISU.

### **Visiting Lecturers and Visiting Faculty**

As noted above, ISU Faculty and Visiting Lecturers may be invited to contribute to an ISU program by the Director of an individual program in coordination with the Dean. An official letter of invitation will be sent by the Program Director, indicating the tasks requested during the time spent with ISU.

The following conditions are applied to ISU Faculty and Visiting Lecturers:

- ISU Faculty members or Visiting Lecturers who are to be resident at the Central Campus for at least three months shall be nominated by the Program Director and appointed by the Dean. If the residence time is one academic year or more, the President will appoint them as Visiting Faculty.
- ISU Faculty members or Visiting Lectures who will be resident at a given SSP for at least one week shall be nominated by an SSP Core, Department, or TP Chair and appointed by the SSP Director.

### **Appointment as Chair at the SSP**

ISU Faculty and Visiting Lecturers may be offered the position of Core, Department, or Team Project Chair for an SSP. Chairs are required to be in residence in a given program, corresponding to the particular phase of the program for which they are a Chair as reflected by their title. Team Project Chairs may be asked to report for duty for an extended period at the discretion of the SSP Director.

The SSP Director will nominate the Faculty or the Visiting Lecturers who will be offered the Chair position and submit these nominations to the Academic Council for review and endorsement. The appointments are made by the Dean.

### **Appointment of MSS Internship Mentors**

Each MSS Internship Mentor will be assigned by the host institution in coordination and agreement with ISU with respect to his/her capacity to provide supervision and make an academic evaluation of the student.

### **Appointment of Teaching and Research Associates**

The competitive process described in Section 6 of this Chapter shall be used to select Teaching Associates in residence at the Central Campus. The TAs are appointed by the Dean in coordination with the MSS Program Director. The competitive process described in Section 6 of this Chapter shall be used to select teaching Associates in residence at the host site of a SSP or SHSSP for the duration of the session. SSP and SHSSP TAs are approved by the respective Program Director and appointed by the Dean.

Research Associates are nominated by the Central Campus Faculty member who is to be his/her research supervisor and appointed by the Dean.

## **9. PERFORMANCE EVALUATION OF ISU TEACHERS**

### **Objectives**

A review of the performance of ISU Teachers will be conducted periodically by the Dean to assess the quality of their effort and contribution to ISU and its programs, and to identify opportunities for improvement in Central Campus Faculty, ISU Faculty, Adjunct Faculty, Associate Faculty, Visiting Lecturers, and Teaching/Research Associates at all levels. This review will be performed as a minimum:

- Every four (4) years for the ISU Extended Faculty,
- Every four (4) years, or at the end of each reappointment period or when there is consideration for a promotion for Central Campus Faculty and Adjunct Faculty, and
- After the accomplishment of each program for Visiting Lecturers and Teaching/Research Associates.

Should a member of the Faculty receive an overall unsatisfactory evaluation, that individual's membership status in the ISU College of Teachers will be determined by the CARE, which shall have the option of maintaining his/her membership status on a probationary basis (in which case a special re-evaluation shall be scheduled by the CARE at such time as it deems appropriate), or to recommend that the President of ISU terminate his/her membership status.

### ***For Central Campus Faculty***

The objectives of the periodic review of performance are to:

- 1) decide on the renewal of contracts;
- 2) decide on advancement to a higher category (promotion);
- 3) determine whether the high quality of teaching required is being consistently achieved at all levels of planning and presentation, including classroom lectures, Team Projects, workshops, and seminars;
- 4) determine whether the necessary rapport with the "client" (e.g., students, research contractors) exists and whether the quality of academic advice is adequate;
- 5) determine, in the case of Assistant Professors and newly appointed Associate Professors, whether the scope, character, quality, and quantity of their research and publications meet the high standards established by ISU; and

- 6) provide constructive feedback in order for them to improve their performance.

**For the ISU Extended Faculty**

The objectives of the four-year performance review are to:

- 1) Determine whether they should continue to be part of ISU Extended Faculty and to be invited to participate in future ISU academic programs;
- 2) Evaluate the “good standing conditions;” and
- 3) Provide constructive feedback in order for them to improve their performance.

**For Visiting Lecturers and Teaching/Research Associates**

The objectives of the performance review are to:

- 1) determine whether they should continue to be invited to participate in future ISU academic programs;
- 2) update the eligibility of Visiting Lecturers to become Visiting Faculty;
- 3) determine whether an eligible Visiting Lecturer should be promoted to Adjunct Faculty;
- 4) determine the assignments of academic credits for the Teaching Associate; and
- 5) provide constructive feedback in order for them to improve their performance.

**Procedures for the Performance Evaluation of ISU Faculty, and Advancement for Central Campus Faculty**

Faculty shall be evaluated in teaching, research, and service and administration. The evaluation will include, but is not limited to, activities within academic and professional programs.

This assessment will take into account the evaluation of the Faculty members via student feedback, the Directors of the programs to which they have contributed, and the Dean.

The relevant Program Director and the Dean will prepare an evaluation report on each Faculty member. This report will be reviewed and discussed with that Faculty member.

The CARE may consult the Dean, the Program Directors, the Faculty members responsible for the disciplines in the MSS, or the Core, Department and Team Project Chairs in the SSP who worked with the Faculty member under evaluation.

All appointments and promotions will be made commensurate with recommendations by the CARE.

Central Campus Faculty members’ consulting work, if any, performed on behalf of ISU during the evaluation period, may be taken into account in their overall evaluation.

**General Standards**

The following general standards apply to all three ranks of Central Campus Faculty members:

**Teaching**

Teaching includes formal and informal teaching of lectures, workshops, seminars, White Paper and Team Projects and the preparation for such activities. Special weight will be given to activities that include the preparation of new lectures, workshops, or seminars; organization of video and/or audio conferences, tele-education courses or video presentations; and the development of pedagogical software. All members of the Central Campus Faculty will be expected to advise students in the MSS

programs; assist students in Team Projects, professional internships, and individual projects; and actively interact with all students, especially their Academic Advisees.

### **Research**

In descending order of importance, research activities should include:

- 1) Original, technical, scientific, or social science research appropriate for publication in a respected and peer-reviewed professional journal or in a professionally reviewed and critiqued academic book (the evaluation committee shall assign value to articles published in various journals);
- 2) Guidance and supervision of Masters students;
- 3) Participating in, or managing, sponsored research projects that ISU, affiliate institutions, and other academic or research institutions might fund under the ISU Research Program, or which are independently funded;
- 4) Serving as an editor, reviewer, or contributor to a refereed journal, monograph, book, or encyclopedia that is relevant to a primary or secondary field of study; and
- 5) Publications in conference proceedings, books, and popular or general readership journals.

All research projects should be approved by the Dean for the purpose of determining their weighted importance in the evaluation procedure.

### **Service and Administration**

All Central Campus Faculty members are expected to support the efforts in establishing the program structure, content, and evaluation procedures, and to participate in ISU management activities. Service to relevant professional organizations and societies, and PDP administrative activities are included in this category. Although service/administration is considered in the annual review and promotion procedures, this category will be third in importance to teaching and research activities. Nevertheless, no faculty member who has a poor record of service/administration will be promoted to a higher rank.

### **Specific Standards for Evaluation and Expected Performance**

The following specific standards apply to each category of Central Campus Faculty members:

#### **Full Professors**

Full Professors are expected to play a leading role in teaching, advising students, research, program development, and service/administration. The respective fraction of time spent for each of these tasks will be agreed upon on a case-by-case basis with the Dean, depending upon the requirements of the academic programs.

An overall rating of good to excellent in all activities is normally expected of Full Professors, taking into account both student and peer evaluations.

#### **Associate Professors**

Associate Professors are expected to play an important role in teaching and advising students, research, and service/administration. Associate Professors who have been recently appointed to this rank will be given enough research time to more thoroughly establish their research credentials and international recognition as scholars. Thus, they will be given a teaching and/or administrative/service assignment leaving them sufficient available time for research. The respective weight of teaching, research, and administrative/service assignment will be agreed upon with the Dean on a case-by-case basis, depending upon the needs of the academic programs.

An overall rating of good to excellent is expected of Associate Professors, taking into account student and peer evaluations.

Only those Associate Professors who achieve clear and unequivocal recognition of their international scholarship and research excellence will be considered for advancement to Full Professor. Associate Professors with five years full-time experience with ISU and who meet the performance criteria will be automatically considered for advancement to the rank of Full Professor by the CARE Committee. If a review of their teaching, research, and service/administration record does not lead to a re-appointment within this five year period, Associate Professors will be encouraged to seek an appointment elsewhere.

### **Assistant Professors**

Assistant Professors are required to contribute to teaching, research, and service and administration. The respective fraction of time spent for each of these tasks will be agreed upon on a case-by-case basis with the Dean, depending upon the requirements of the academic programs. Because of their need to establish themselves as researchers, Assistant Professors will be given enough time to perform their research.

To continue holding the position of an Assistant Professor, normally a rating of good to excellent is expected of him/her, taking into account student and peer evaluations. Assistant Professors receive their first performance review after three years of full-time service.

To be appointed or promoted to a higher rank, Assistant Professors must consistently achieve a good to excellent rating in teaching and in research, and be a strong contributor in service/administration.

An Assistant Professor with three years of full-time service at ISU who meet the performance criteria will automatically be reviewed for promotion to the rank of Associate Professor by the CARE Committee. If a review of their teaching, research, and service and administration record does not lead to a re-appointment within this three year period, Assistant Professors will be encouraged to seek an appointment elsewhere.

### **Procedures for the Performance Evaluation of Adjunct Faculty, Visiting Lecturers, and Teaching/Research Associates**

Performance evaluations of Adjunct Faculty, Visiting Lecturers, and Teaching/Research Associates, will be performed at the end of each program by the Program Directors and will take into account the evaluation of the instructors by the students and peers.

### **Other Key Review and Performance Evaluation Procedures**

a. Academic, Research, and Service Review Form: All faculty members must complete the review form as required by the CARE and submit it to the Dean.

An annual updated status report will be provided by the Dean to CARE on the basis of each Central Campus Faculty's objectives.

b. Funded Research Projects that Contribute to ISU Financial Status: Funded or sponsored research awards to ISU, or to ISU and its affiliate institutions will be particularly encouraged and rewarded.

## **10. APPEAL PROCEDURE**

Any individual wishing to question an academic appointment or promotion decision by the President (including title assignment) should, within three months, request reconsideration in writing to the President. The President shall consult the CARE, give all parties a fair chance to present their cases, solicit additional external references as required, and resolve the dispute within three months, at which point President's decision is final.

## Chapter IV

### Student Enrollment and Records

#### 1. STUDENT APPLICATION

##### Application to the MSS, SSP, and SHSSP

Applications must be submitted on the official application forms to the Admissions Office at the ISU Central Campus in Strasbourg. Application forms must be completed online through the ISU web site: [www.isunet.edu](http://www.isunet.edu). Complete applications include the application form, official transcripts, recommendation letters, Curriculum Vitae, and an essay.

In some countries, special procedures should be followed. Applicants should consult the ISU Admissions Office to confirm whether or not special procedures are required.

##### Application to Other Programs

Specific application criteria for each program are given on the ISU website as part of the program description. Generally, these programs require a professional Curriculum Vitae, an essay, and recommendation letters.

#### 2. STUDENT SELECTION REQUIREMENTS AND CRITERIA

Applicants are assessed on the basis of their academic and professional qualifications and their achievements, as well as on their proficiency in English. The Admissions Committee evaluates and selects students.

##### Academic and Professional Requirements

ISU seeks individuals who demonstrate:

- (a) Excellence: outstanding ability in their chosen field of academic study, research, or professional work.
- (b) Motivation: individuals who will take on personal and professional responsibilities in the development and peaceful exploration of space - leaders, innovators, managers, or researchers.
- (c) Commitment and open-mindedness: individuals who, working within a multidisciplinary environment, are committed to international understanding and cooperation.

As a minimum, applicants must have an academic qualification at the level of the Bachelor's degree (Europe, Canada, Japan, or USA) or equivalent awarded by an accredited university. For SSP applicants, under exceptional circumstances, appropriate professional experience in fields relevant to the main academic content of SSP may be considered by the Admissions Committee in lieu of the required academic qualification. For the SHSSP, applicants must have completed at least two years of undergraduate university study.

Particular positive attention will be given to applicants holding higher academic degrees and to applicants with professional experience in industry, government agencies, or academic institutions.

Students who have successfully completed the SSP within the past seven years may be exempt from completing the Module 1 of the MSS program, provided they ranked in the top 50% of their cohort. Students who have successfully completed the SHSSP within the past seven years may be exempt from completing Module 1 of the MSS program, provided they ranked in the top 25% of their cohort.

### **Language Requirements**

ISU courses are carried out exclusively in **English**. All applicants to ISU programs who do not have English as their first language must demonstrate that they are sufficiently proficient in English to follow classes and to conduct project work successfully by providing one of the following proofs of language proficiency:

- (a) Test of English as a Foreign Language (TOEFL). The minimum score required in TOEFL is 580 in the paper-based test or 237 in the computer-based test.
- (b) The British Council/Cambridge Syndicate English Language Service test (BC/CS). For BC/CS tests, an average score of 6 with a score of 5 or more in each component must be obtained.
- (c) An academic degree obtained from an institution with English as the principal language of instruction.

## **3. SELECTION POLICY AND PROCEDURES FOR MSS, SSP, AND SHSSP**

### **Admissions and Funding Committees**

The Admissions Committee handles all aspects of the evaluation and admission of applicants. This includes:

- The assessment of each applicant's qualifications, judged according to the published selection requirements and criteria; and
- Any ranking or prioritization that is required in connection with the allocation of scholarships, financial aid, or for any other purpose.

The Funding Committee awards scholarships to admitted students based on need and merit.

### ***Committee Membership***

#### The Admissions Committee

The Dean chairs this committee and can delegate the chairpersonship to one of the Program Directors. The membership comprises the following:

- Director of the SSP and the Director of the MSS Programs, by virtue of their office;
- Central Campus Faculty members, including at least one who has been active in the SSP; and
- The Admissions and Recruitment Manager and the persons responsible for the admission office are permanent invitees.

The Chair may invite external members when deemed necessary for a fair evaluation of the applicants.

#### The Funding Committee

The President chairs this committee and can delegate the chairpersonship to the Dean or the Associate Dean. The membership comprises the following:

- Dean and Associate Dean;
- Director of the SSP and the Director of the MSS Program, by virtue of their office; and
- Central Campus Faculty members, including at least one who has been active in the SSP

The Admissions and Recruitment Manager is a permanent invitee. The Chair may invite external members when deemed necessary for a fair evaluation of the applicants.

### **Admissions Procedures for MSS, SSP, and SHSSP**

Admissions are made on a rolling basis throughout the review period, which starts when there are sufficient applications to begin the process. Other time periods may be established, depending upon the SSP location and the country's visa requirements. A letter signed by the Admissions and Recruitment Manager is sent to applicants as the Admissions Committee makes their decisions.

### **Evaluation Procedures**

As soon as a complete application is received, two reviewers are designated. Each reviewer independently completes a standard evaluation form based on the selection requirements and criteria, and concludes with one of the following recommendations:

- A - highly recommended for admission;
- B - recommended for admission;
- C - borderline case;
- D - not recommended for admission; and
- N - case requiring further discussion (for example, a case where the Committee member is not familiar with the academic system of the country in which the applicant graduated, when the file is not clear on some points, or a candidate who has not yet received his/her degree).

Note that in order to further refine the applicant evaluations, intermediate ratings (for example: B+ or B-) are also used.

Each reviewer has the right to ask for a Review Committee discussion for candidates receiving B- or lower, in case of doubts.

Reviewers are encouraged to make use of telephone contacts with the applicant or the applicant's references whenever appropriate. This is particularly important to assess the ability of the applicants to function in English and to validate the academic level displayed in their application.

### **Process for admission to the MSS, SSP, and SHSSP**

The admissions process for MSS and the SSP has three steps:

- 1) Establish a list of eligible students through the academic evaluation of the applicants.
- 2) Rank the students, taking into account their academic qualification, their background, and their nationality, so that the class profile complies with the 3-Is of ISU.
- 3) Award scholarships to optimize the number of students with the aforementioned distribution of nationalities and backgrounds.

Establishing a list of academically qualified students. To allow the best applicants to seek financial support and to prepare their visa request, they must be informed of their acceptance to ISU as soon as possible. The Admissions Committee therefore meets several times in preparatory meetings as soon as the number of applications received is sufficient.

Applicants whose grade is AA, AB or BB as a result of the two required reviews are placed on the list of academically qualified applicants. The committee reviews the applicants whose grade is BC. The committee may either conclude that an application can be upgraded to BB and placed on the list of academically qualified applicants, or request a further review by a third reviewer. In the latter case, the file is re-examined at the next meeting.

During these preparatory meetings, the Committee makes recommendations regarding the way the files with a 'N' rating should be completed or re-evaluated. The Admissions Office forwards these recommendations to the applicants. The follow-up on these files is tasked to one of its Reviewers.

Ranking of the students. After the deadline for submission of applications for scholarships assistance, and again after the final deadline, the Admissions Committee meets as the Admission Jury. During this meeting, the Committee reviews all the applicants academically qualified (AA, AB, and BB) and ranks them according to the academic qualification, the domain of expertise, and the nationality of the applicants.

Based on this ranking, the Committee establishes the list of admitted students corresponding to the maximum number of students allowed in a way that complies both with the 3-I character of ISU and the most outstanding academic credentials. Following the same procedure, the Committee establishes a Wait List. Applicants placed on this Wait List will be admitted as replacements for students with similar nationality or background, when a student from the admitted list does not accept or resigns from their admission for any reason.

Awarding of Scholarships. ISU receives funding from industry and government agencies for the support of students who are unable to provide the full amount of the tuition fee. To the extent that such sponsorship is available, ISU is able to offer scholarships to selected applicants. This financial aid is allocated competitively on the basis of merit and need.

To prioritize scholarship recipients, the Funding Committee uses the ranked list of applicants, along with the applicants' scholarship applications, and matches them to the most appropriate type of scholarship. The Funding Committee meets as needed following the Admissions Committee's first issue of applicant rankings.

ISU does not provide funds for living expenses (except for SSP scholarships where the tuition includes lodging and most meals).

A small number of prestigious Full Scholarships are awarded competitively on the basis of academic and professional merit only.

In addition, partial scholarships are awarded competitively on the basis of:

- Academic and professional merit
- Demonstrated financial need.

Some scholarships are reserved for specific groups of students, depending upon the conditions linked to the scholarship.

Application for scholarships must be made by completing the special form included in the application package, before the deadlines indicated in the Admissions Procedure (see ISU website for the applicable dates).

### **Follow-on Academic Procedures**

### **MSS Applicants**

At the time that an offer of a place in the entering MSS class is made, the Director of the MSS Program assigns an interim Academic Advisor to each applicant. The Academic Advisor makes direct contact with the future student to start the necessary academic preparations, including preliminary discussions on the choice of the Personal Assignment and professional internship.

### **Auditors of ISU Programs**

#### **Rationale**

In recognition of their program support, ISU will consider requests from individuals or sponsors to provide exceptional education services. Should the existing programs fail to address the particular requirements of an individual or sponsor's personnel or partners, those individuals may audit a program or part of a program. Tuition and fees would be the same as for a regular student.

#### **Auditor of ISU Programs**

An Auditor of an ISU program is an individual who has been authorized by the Dean of ISU to attend a specifically defined part of a program, such as the lecture content of one (or several) module(s) of the MSS or the core lectures of an SSP, as long as the individual meets the following three conditions.

- 1) They must possess the required qualification to have been admitted to ISU through the regular admission process.
- 2) They pursue a well-identified pedagogical program established in agreement with the Program Director of the corresponding program of ISU.
- 3) They attend all lectures or academic activities of the program/program segment as a regular student.

The Auditor shall not participate in any group activities for which marks are awarded, including assignments and team projects. The Auditor will be given a certificate of participation for the component attended, after an interview with the Program Director, but will neither take the exams nor be awarded a degree.

### **Registration**

All admitted students are sent an agreement that they must complete prior to the start of the program, detailing the terms and conditions of their participation. Successful applicants are required to be registered (with tuition fees paid) and present at the start of the academic course.

### **Other Programs**

Short courses and other programs will specifically list the applicable tuition elements in their course description. In general, meals, travel, and lodging are the responsibility of the student.

## **4. DEFERRAL OF ADMISSION**

When an applicant has been admitted to any ISU program but does not enroll in the year of his/her admission, the following conditions apply:

- 1) The applicant may defer matriculation to the following year if the applicant provides written notice to ISU of his/her desire to receive a deferral and receives approval of that request from ISU prior to the start of the program to which he/she was admitted. Applicants who do not receive such approval from ISU must re-apply for admission in the subsequent years and the normal admission process applies.

- 2) Although matriculation is deferred, any ISU controlled scholarship that may have been offered will not be deferred. Scholarship applications for students who have deferred admission will be reviewed with those of all the regular admissions for the year of matriculation.
- 3) A deferral is valid for one year only, and if a deferred student does not attend in the following year he/she must reapply for admission using the normal admissions policy, including payment of the deposit.

## **5. STUDENT RECORDS**

### **Collation of Grades and Records**

After the completion of each academic program, the Program Director forwards the grades and records of all the students attending this program to the ISU Academic Unit. All transcripts of grades and records for each student of an academic program will be kept permanently on file in the Academic Unit at the ISU Central Campus.

### **Request for Transcript of Grades and Records**

Each student and ISU Alumnus/a can request a copy of his/her Transcript of Grades and Records through an online ordering process available on the ISU web site.

### **Privacy of Student Record**

All student records, including student evaluations for any ISU program, test scores, and other evaluations of a student's performance are confidential and cannot be released to anyone outside ISU without the express written consent of the student.

During a program, students can obtain a copy of their records from their program's office. Students in the MSS programs can obtain their records through the Academic Unit at the ISU Central Campus.

## **6. SUPPORT FOR STUDENTS ENROLLED IN AN ISU ACADEMIC PROGRAM**

### **Academic Advisors**

ISU is committed to the concept of a close student-teacher relationship in which continued interaction constitutes a substantial part of the educational process. Each student is advised at ISU by an Academic Advisor or SSP Department Chair. The role and task of this Advisor is described in Chapter III, Section 2.

During his/her internship at the host institution, each MSS student is supervised by an Internship Mentor, a member of the host institution, in cooperation with his/her Academic Advisor. The role and task of the Internship Mentor is described in Chapter III, Section 4.

### **Program Handbooks**

Each student is issued a Program Handbook for their individual program. The Handbooks are updated each year and focus specifically on the resources and services available for the particular programs.

## 7. ACADEMIC AND ETHICAL GUIDELINES

### Attendance and Participation

ISU gives its students a breadth of educational experiences through formal methods such as lectures, as well as through more informal channels of discussion and participation in activities inside and outside of the classroom. In addition, ISU seeks to develop each student's capabilities, network of associates, and interpersonal skills in small and large group settings.

As a result, all students are required to regularly attend and actively participate in all official academic activities and functions, including scheduled lectures, seminars, discussion groups, workshops, and professional visits. The individual Program Handbooks contain more details on allowed absences or student withdrawal.

### Academic Warning

If a student's academic participation/performance in an academic program is unsatisfactory, the student will be subject to the procedures outlined in their specific Program Handbook. The nature and scope of the appropriate action shall be decided by the Program Director.

### Disciplinary Measures

The Dean, upon the recommendation of the Program Directors, may impose one of the following disciplinary measures for unsatisfactory academic performance or violation of the ISU Code of Conduct and Ethics, depending upon the severity of the offense: *warning*, *probation*, or *dismissal*.

These disciplinary measures are described in the respective program handbooks.

## 8. STUDENT PERFORMANCE EVALUATIONS

### The Purpose of Performance Evaluation

The purpose of the performance evaluation of the students is to give feedback on progress made and to measure both the student's academic competence in space-related subjects (especially from interdisciplinary and international perspectives), and their development of skills in teamwork, leadership, and contributions to their team or Team Project. Specifically, the performance evaluation of the students emphasizes the following elements:

- (1) It provides a quantitative and qualitative evaluation of the knowledge acquired in the fields covered within the program's curriculum.
- (2) It measures the ability of the students to put into practice the knowledge gained.
- (3) It evaluates the contribution of students to the course and the participation in the teamwork activities, through direct observation and student peer reviews, especially in Assignment Teams and Team Projects.
- (4) It provides continuous feedback on efforts that helped or hindered the student's performance of his/her work through both oral and written presentations.

### Examination Committee

Considering the difference of cultures and native languages of students, it is important that the wording of the examination does not lead to misunderstanding or misinterpretation. An Examination

Committee composed of Faculty members with different nationalities and cultures will be set up in each Program under the responsibility of the Program Director. This Committee will review the examination and the wording thereof to avoid any misinterpretation of the questions asked or of the essay required.

## **9. GRIEVANCE PROCEDURE**

Students are encouraged to raise issues of concern about all matters relating to ISU. Confidentiality shall be fully respected when requested. It is the policy of ISU that filing a grievance shall not result in sanctions of any kind against the individual who initiated the grievance procedure. Note that a grievance is a written complaint made to an administrative officer of ISU concerning an academic or administrative decision made by a person or group of people acting in an official capacity on behalf of ISU.

Grievances in the MSS Program should be lodged through the Student Affairs Office. If the matter cannot be resolved satisfactorily at this point, then it shall be referred, in writing, to the Program Director for further appropriate action.

## Chapter V

### Rights and Duties of ISU Faculty, Staff, and Students

#### 1. GENERAL INFORMATION

ISU is a community consisting of members including faculty, staff, and students, involved in teaching, research, learning, and other activities. Students are members of ISU for the period of their registration in an academic program. ISU does not discriminate on the basis of race, religion or philosophical convictions, gender, age, national origin, sexual orientation, or physical handicap. Employment at ISU and participation in ISU programs shall be open to individuals of all nationalities. Students enrolled at ISU shall meet the required academic qualifications. The needs of ISU and the individual qualifications of the candidates shall be the primary factors in filling any staff position. ISU will use its best efforts to maintain an international balance among its employees, faculty, and students.

Each student of ISU and each member of the ISU staff, whether Full-Time or Part-Time, in residence at the Central Campus, or in any place of work, are required during his/her work for ISU to behave in accordance with ISU regulations, including the *ISU Code of Conduct and Ethics*. Each individual is also expected to act in accordance with the Principles of Academic Freedom, which encompass the freedom to enquire and to teach as well as the freedom of students to learn, as well as with the Academic Duties and Responsibilities, which bound the exercise of Academic Freedom, as they are presented in the following section.

All members of ISU are expected to conduct themselves with proper respect for one another, for each other's property or the property of those where ISU programs and activities may take place.

ISU regulations define standards of behavior of its members and make provisions for disciplinary measures with respect to conduct that jeopardizes the good order and proper functioning of ISU programs and activities, or that endangers the health, safety, rights or property of its members or visitors.

Violation of ISU regulations, including the *ISU Code of Conduct and Ethics*, may result in disciplinary proceedings within ISU, legal proceedings outside of ISU, or both.

ISU reserves the right to determine its jurisdiction on a case-by-case basis. ISU members are not immune to the jurisdiction of civil or criminal courts and other government authorities. All ISU actions must conform to applicable law.

An action taken by ISU itself does not preclude the possibility of other judicial remedy.

## 2. ACADEMIC AUTONOMY, ACADEMIC FREEDOM, AND ACADEMIC RESPONSIBILITIES

The common good of society depends upon the search for truth and its free exposition. Academic freedom in the University in teaching, research, and dissemination of knowledge is essential to these purposes.

Based on a declaration adopted by the World Conference of UNESCO on Higher Education, on 9 October, 1998, and in accordance with:

- The “Recommendation concerning the Status of Higher-Education Personnel” approved by the General Conference of UNESCO on 11 November 1997 during its 29<sup>th</sup> General Conference, and
- The “Statement on Academic Freedom, University Autonomy and Social Responsibility” proposed in April 1998 by the International Association of Universities in preparation of the World Conference of Higher Education of UNESCO.

ISU has adopted the following definitions of Academic Autonomy, Academic Freedom, and Academic Responsibility to guide its conduct:

### **Academic Autonomy**

ISU shall exercise the necessary degree of self-governance to make it independent from external interference with respect to its internal organization and governance, its internal distribution of financial resources, its generation of income from non-public sources, the recruitment of its staff, the setting of the conditions of study, and the freedom to conduct teaching and research.

As a responsible institution, ISU ensures a proper balance between its level of autonomy and its systems of accountability. ISU is accountable for its obligations to:

- Quality and ethics;
- Fairness and tolerance;
- Setting and maintaining standards both academic, when applied to research and teaching, and administrative, when applied to due process;
- Rendering of accounts to the individuals and organizations represented by the ISU Governing Members; and
- Self-verification, institutional review, and transparency in the conduct of institutional self-government.

### **Academic Freedom**

All members of the ISU Faculty have the right, without restriction, to:

- Teach without any interference, subject to accepted professional principles including professional responsibility and intellectual rigor with regard to standards and methods of teaching;
- Execute research without any interference or constraints, in accordance with their professional responsibility and subject to internationally recognized principles of intellectual rigor, scientific enquiry, and research ethics. They have the right to publish and communicate the conclusions of the research of which they are authors or co-authors, except for research undertaken under contracts which include clauses requiring confidentiality which have been freely accepted;

- Undertake professional activities outside of their time devoted to ISU, provided such activities do not interfere with their commitments to ISU and are performed in accordance with ISU policy;
- Take part, according to their abilities and the rules of ISU, in the governing bodies of ISU; and
- Express freely their opinion of ISU and its functioning, subject to accepted professional principles and responsibility, as well as intellectual rigor.

### **Academic Responsibilities**

The members of the ISU Faculty recognize that the exercise of rights resulting from their academic freedom carries with it special duties and responsibilities. The individual duties of the members of the Faculty of ISU inherent in their academic freedom are to:

- Ensure, where necessary, that the minimum content defined in the syllabus for each subject is covered;
- Teach students effectively within the means provided by ISU: to be fair and equitable to all students; to give equal treatment to those of all races and religions, as well as those with disabilities; to encourage the free exchange of ideas between themselves and their students; and to be available to the students for guidance in their studies;
- Conduct scholarly research and/or to maintain and develop their knowledge of their subject through study and research and through the development of teaching methodology to improve their pedagogical skills;
- Conduct their research with due respect for evidence, impartial reasoning, and integrity in reporting;
- Acknowledge the scholarly work of academic colleagues and students and, in particular, to ensure that authorship of published works includes all who have materially contributed to, and share responsibility for, the content of a publication;
- Refrain from plagiarism. Use of new information, concepts, or data that were originally obtained as a result of access to confidential documents, manuscripts, or applications for funds for research or training that may have been seen as the result of processes such as peer review may be used only if the originating author has given permission to do so;
- Avoid conflicts of interest and to resolve them through appropriate disclosure and full consultation with the appropriate authorities of ISU;
- Be fair and impartial when presenting a professional appraisal of academic colleagues, students, or projects and programs;
- Handle honestly all funds entrusted to their care;
- Base any criticism with a high degree of responsibility on a search for truth with due respect for evidence, impartial reasoning, and integrity in reporting and in making statements, in accordance with ethical and professional standards and with due respect of international codes of human rights; and
- Be conscious of a responsibility, when speaking or writing outside scholarly channels on matters that are not related to their professional expertise to avoid misleading the public on the nature of their professional expertise.

Faculty should not state or imply that they speak for ISU or any of its units unless duly authorized.

### **3. CODE OF CONDUCT AND ETHICS (COCE)**

ISU's *Code of Conduct and Ethics (COCE)* commits everyone in the ISU community to the highest ethical standards in furtherance of ISU's mission of teaching, research, and service. The foundations of ethical behavior at ISU are a commitment to respecting the rights and dignity of all persons and a commitment to discharging our obligations to others in a fair and honest manner. Every member of ISU plays an important role in keeping these commitments by demonstrating integrity and respect in his or her daily activities and in the performance of their responsibilities. This *Code of Conduct and Ethics* establishes a statement of principles to guide the activities of all ISU faculty, staff, and students.

#### **Code of Honorable Conduct**

All ISU students, staff, and members of the ISU College of Teachers shall conduct themselves in a manner that is honorable and respectful of other people and of ISU. They shall abstain from any public action, statement, or publication that would be incompatible with their duties or obligations as an ISU staff member and/or member of the ISU College of Teachers. This shall pertain to activities associated with the admission process, within classes, during examinations, while participating in ISU-sponsored events, and within the host communities.

#### **Professional Conduct**

Staff members and members of the ISU College of Teachers shall carry out their duties and regulate their conduct with the interest of ISU always in mind. In this respect, the staff member is subject to the authority of his/her supervisor, with this authority evolving ultimately to the President, and shall be responsible to him/her for the discharge of their duties and the fulfillment of their obligations.

#### **Policy on Harassment and Discriminatory Behavior**

Discrimination against, or harassment of, an individual on the basis of his/her race, origin, nationality, gender, sexual orientation, religion, physical challenge, or any other ground is prohibited and shall not be tolerated.

#### **Academic Honesty**

All members of the ISU community shall conduct themselves in accordance with accepted principles of academic honesty as described in the relevant Program handbooks. Cheating, plagiarism, copyright violations, or other forms of dishonesty are prohibited and shall not be tolerated. Violation of the ISU academic honesty policy will result in penalties commensurate with the offense.

#### 4. OFFENSES

ISU considers the following behavior, or attempts thereof, by any student, staff, or faculty member, whether acting alone or with any other persons, to violate the *ISU Code of Conduct and Ethics*, including, but not limited to:

- (a) Physical harm or threat of physical harm to any person or persons, including, but not limited to assault, sexual abuse, or other forms of physical abuse.
- (b) Harassment, whether physical or verbal, oral or written, which is beyond the bounds of protected free speech, directed at a specific individual(s) and likely to cause an immediate breach of the peace.
- (c) Conduct which threatens the mental health, physical health, or safety of any person or persons including, but not limited to drug or alcohol abuse, and other forms of destructive behavior.
- (d) Academic dishonesty, including, but not limited to plagiarism and cheating, and other forms of academic misconduct, for example, misuse of academic resources or facilities, or misuse of computer software, data, equipment, or networks.
- (e) Intentional disruption or obstruction of any activity organized by ISU or by an institution hosting an ISU program or activity, such as the SSP or SHSSP, or the right of its members to carry on their legitimate activities, to speak or to associate with others (including their exercise of the right to assemble and to peaceful protest).
- (f) Theft of or damage to personal or ISU property, effects, information, intellectual property, or services, or illegal possession or use of the same.
- (g) Forgery, alteration, fabrication, or misuse of identification cards, records, grades, documents, or misrepresentation of any kind to an ISU office or member.
- (h) Unauthorized entry, use, or occupation of ISU facilities or SSP/SSHSP host facilities that are locked, closed, or otherwise restricted as to use.
- (i) Disorderly conduct including, but not limited to public intoxication, lewd, indecent or obscene behavior, libel, slander, and illegal gambling.
- (j) Unauthorized possession or use of any weapon including firearms, BB-guns, air rifles, explosive devices, fireworks, or any other dangerous, illegal, or hazardous object or material, and improper use as a weapon of any otherwise permitted object or material.
- (k) Counselling, procuring, conspiring, or aiding a person with commission of an offense, or knowingly or maliciously bringing a false charge against any member of ISU under this code.
- (l) Refusal to comply with a sanction or sanctions imposed under the procedures of this code.

#### 5. DUTY TO ASSIST IN IMPLEMENTING THE ISU CODE OF CONDUCT AND ETHICS

Students, staff, and faculty who witness violations of the *ISU Code of Conduct and Ethics* are encouraged to approach the offender in a manner that can lead to informal mitigation of the offense. Every attempt should be made to resolve the situation in a manner that assists the offender to correct his/her behavior while maintaining the integrity of ISU and other individuals who may be involved. In instances where the offense is considered to merit additional action, the matter is to be referred to the appropriate person: Where a student is involved in such offense, the appropriate person is the Director of the relevant ISU Program; where it is a member of the ISU Faculty, it is the Dean; in other cases, it is the ISU President.

## 6. ACTION IN CASE OF MISCONDUCT OR VIOLATION OF THE CODE OF CONDUCT AND ETHICS

ISU shall establish a centrally appointed Committee on Academic Conduct and Ethics (CACE) as specified in the procedures below. For the purposes of confidential and central record keeping, a one-page summary of the outcome of all investigations shall be copied to the ISU Academic Unit to be kept on file. Whenever possible and appropriate, informal resolution and mediation shall be used to resolve issues of individual behavior before resort is made to formal disciplinary procedures.

### Members of Staff and College of Teachers of ISU

No member of the ISU Staff or the ISU College of Teachers, whether resident at the Central Campus or in residence at the host site during a SSP or SHSSP, should be subject to disciplinary actions, including dismissal, except for just and sufficient cause demonstrable before an independent third-party hearing of peers, and/or before an impartial body. Equitable safeguards are established at each stage of any disciplinary procedure, including dismissal, as explained below.

To investigate a case of apparent misconduct, the President of ISU appoints a Committee on Academic Conduct and Ethics (CACE). During an SSP, the President of ISU delegates to the SSP Director the duty to appoint a SSP Committee on Academics, Conduct, and Ethics (SSP/CACE).

### Committee on Academic Conduct and Ethics (CACE)

The Committee on Academic Conduct and Ethics, and during a session of the SSP or SHSSP, the SSP or SHSSP Committee on Academic Conduct and Ethics, addresses all issues regarding the disciplinary aspects of the academic life, academic freedom, academic duties, and responsibilities, as well as breaches to the *ISU Code of Conduct and Ethics*. The CACE deals with issues where ISU employees, visiting faculty, lecturers, or staff on ISU duty are involved. In all matters brought before the CACE or the SSP or SHSSP CACE, all parties will be given fair and equal opportunity to present their views to the Committee.

Issues regarding academic performance are addressed by the CARE (see Chapter III).

### Membership

The CACE shall comprise:

- The Director of Personnel;
- A representative of the Central Campus Faculty, elected by the Resident Faculty members and appointed by the President;
- A representative of the staff - who is not a Central Campus Faculty member - elected by the staff and appointed by the President; OR, when the case involves a Faculty member, another Central Campus Faculty member elected by the Resident Faculty members and appointed by the President;
- The Dean, when the case involves an academic staff member; and
- The President, who chairs this Committee.

During a session of the SSP or SHSSP, the SSP or SHSSP CACE is composed of:

- For SSP, three Chairs elected from the Chairs present on site by the Chairs and the members of the faculty of ISU present on site;
- For SHSSP, three SHSSP faculty members elected from those present on site
- A representative of the SSP or SHSSP management team elected by the members of the

SSP or SHSSP managing team, if the case involves a staff member; OR another Chair, elected among the Chairs present on site by the Chairs and the members of the faculty of ISU present on site, if the case involves a member of the College of Teachers of ISU; and

- The SSP or SHSSP Director.

This Committee elects its Chair from among the Chair members of the Committee.

### **Procedures**

The CACE or the SSP or SHSSP CACE will consider all allegations of *ISU Code of Conduct and Ethics* violations brought forth by a student, staff member, or a member of the College of Teachers. All such complaints must be made in writing. The CACE, or the SSP or SHSSP CACE, will provide a copy of the written complaint to the individual against whom the complaint has been made as soon as feasible but not later than 2 weeks after the session. The individual against whom a complaint is lodged shall have the right to file a written response to the allegations or appear in person before the committee. The complainant must be willing to appear before the CACE, or the SSP or SHSSP CACE, should the Committee consider such an appearance necessary to determine the truth or substance of the allegations in the complaint.

The Committee shall investigate the complaints and determine if the allegations are valid and if they violate the *ISU Code of Conduct and Ethics*. If it is determined that a violation of the *ISU Code of Conduct and Ethics* has taken place, the CACE or the SSP or SHSSP CACE will take one of the following disciplinary measures for violation of the *Code of Conduct and Ethics*: *warning, probation, or dismissal*. If the case involves a member of the College of Teachers of ISU, the Chair of the Academic Council and the Chair of the CARE should be consulted prior to imposing a disciplinary measure.

The following measures or combinations of them may be imposed upon individuals found to have committed an offense under the *ISU Code of Conduct and Ethics*.

#### Warning and Probation

A written warning or notice of probation explicitly states that further disciplinary action will ensue if the individual fails to achieve a satisfactory level of behavior within the proscribed probation period. During the time of this warning or probation period the individual's behavior shall be closely monitored in an effort to effect improvement or change.

The written warning or notice of probation shall include:

- a) Date of probationary period;
- b) Specific nature of the problem(s) resulting in probation;
- c) Corrective action required, including specific and reasonable standards related to the deficiencies outlined in b, above; and
- d) The consequences of failure.

If new significant problems of behavior arise during the probationary period, immediate dismissal may occur.

#### Dismissal for Cause

Suspension from registration in an ISU program for a specified period or recommendation for expulsion from ISU. A letter of suspension or termination will be issued to be effective on the date of the decision.

If a student, member of the Faculty of ISU, Lecturer on site, or staff member has committed an offense under the *ISU Code of Conduct and Ethics*, does not achieve the required behavior standards by the review date provided in a written warning, or if this individual is found to have engaged in willful misconduct, disobedience, or willful neglect of duty, a sanction of suspension or expulsion can be imposed.

In the case of a student, this sanction would directly affect a student's registration in a program and may be imposed only where it has been determined that the offense committed is of such a serious nature that the student's continued registration threatens the academic function of the ISU program or the ability of other students to continue their program(s) of study.

In all cases of disciplinary action recommended by the CACE or the SSP or SHSSP CACE, the individual involved has the right of an appeal to the President (see Section 8).

### ***Interim Conditions & Measures***

#### Ongoing Personal Safety

In cases where the allegations of behavior are serious and constitute a significant personal safety threat to members of the ISU community, the President or the SSP or SHSSP Director is authorized to impose interim conditions that balance the need of complainants for safety with the requirement of fairness to the respondent. The interim conditions are in no way to be construed as indicative of guilt, and shall remain in place until the charges are disposed of under the CACE or the SSP or SHSSP CACE's procedures.

#### Urgent Situations

In some circumstances, such as those involving serious threats or violent behavior, it may be necessary to remove the individual from ISU. The President or the SSP or SHSSP Director may suspend the individual temporarily for up to three working days if there is reasonable apprehension that the safety of others is endangered, damage to property is likely to occur, or the continued presence of the individual would be disruptive to the legitimate operations of the ISU program. The individual(s) shall be informed immediately in writing of the reasons for the suspension and shall be afforded the opportunity to respond. The CACE or the SSP or SHSSP CACE must review the temporary suspension period, following a preliminary investigation, and either revoke or continue the suspension. The individual has the right of appeal to the President (see Section 8).

## **7. GRIEVANCE PROCEDURE**

Members of the Staff and of the College of Teachers of ISU are encouraged to raise issues of concern about all matters relating to ISU, in accordance with their duties and responsibilities, as stated above. Confidentiality shall be fully respected when requested. It is ISU policy that lodging a grievance in writing shall not result in sanctions of any kind against the individual by virtue of his/her initiating the grievance process.

## **8. APPEAL PROCEDURE**

All members of the ISU community have the right of appeal against a decision regarding them. Appeals shall be submitted in writing to the President of ISU with the appropriate justifications. The President will evaluate the position of the complainant and the Chair of the CACE, and/or the

Chair of the CARE, if appropriate. The President may request additional information and consult with others at his or her discretion.

The President's decision is final.

Should the President be the subject of the grievance, the matter shall be referred to the Chair of the Board of Trustees for resolution.

## APPENDIX A

### The Academic Council

#### 1. INTRODUCTION

“The Academic Council is responsible for developing and overseeing policies to ensure the maintenance of the academic quality of the teaching, outreach, and research activities of ISU. This is done within the overall policy guidelines established by the Board of Trustees and in cooperation with the President of the University.” (*ISU Bylaws Article 12.1*)

#### 2. ROLE OF THE ACADEMIC COUNCIL

The Academic Council works with the President to establish high-level academic policies for educational, research, and outreach programs. The implementation of these policies is undertaken by those Full-Time or Part-Time academic staff who are responsible for each program, or by the appropriate administrative staff responsible for each unit, working under the authority of the President. The Associate Dean is the official point of contact between the Chair of the Academic Council and the President.

Typical duties of the Academic Council include, but are not limited to, the following:

- The Council reviews and confirms guidelines relating to the admission of students in all programs, the appointment of teachers in all programs, the program infrastructure (insofar as it affects academic quality), and academic appointments that require Board of Trustees approval.
- The Council ensures that adequate internal evaluation and review procedures are in place for all academic programs of this institution.
- The Council may request external evaluation of the academic issues relating to all educational, research, and outreach programs with regard to their quality and their relevance to the mission of ISU; in such a case it supervises these evaluations.
- The Council reviews and recommends to the Board of Trustees the plans for new academic programs and major changes in existing programs.
- The Council monitors the academic and research aspects of relationships with affiliate institutions or institutions with which ISU has negotiated bilateral agreements or MOU.
- The Council communicates its conclusions to the Board of Trustees and to the President and, when appropriate, makes recommendations to the Board or to the President.
- The Council is responsible for establishing its own Rules and Procedures, which include the rules and procedures for the membership in the Faculty, and procedures for election to the Council.

#### 3. ACADEMIC COUNCIL PROCEDURES

##### Membership, eligibility, and voting rights

The Academic Council consists of up to 12 members elected from and by the members of the Faculty of ISU for a three-year term. These members have voting rights and are called Voting Members. In addition to the Voting Members, the participants of the Council meetings shall include:

The following are the Permanent Invitees who are non-voting participants and could be represented by a substitute:

- a) Chair of the Board of Trustees;
- b) President of ISU;
- c) Chair of Academic Advisory Committee of the Board of Trustees;
- d) Dean, Vice-President for Academic Programs;
- e) MSS Programs Director;
- f) SSP Director; and
- g) SHSSP Director.

If a Council member leaves the Faculty or becomes ineligible to serve (e.g., by being appointed to a Full-Time administrative position in ISU), his/her membership of the Council ends automatically.

Each member of the Academic Council will be reviewed for eligibility each year. There is a maximum of two consecutive terms of service.

Voting for membership to the Academic Council will be carried out by all members of the Faculty. Each member of the Faculty votes once in each round of the election and may cast as many votes as there are vacancies to be filled.

At least one Central Campus Faculty member shall be elected to the Academic Council.

All members of the Faculty, with the exception of those who have Full-Time administrative responsibilities at ISU - including the President, Vice-Presidents, the Dean, the Associate Dean and the Program Directors - are eligible for membership of the Academic Council and will be polled for their willingness to stand.

***Removal of a Member of the Academic Council***

An elected member of the Academic Council may be removed for gross negligence in the performance of duties as a member of the Council; willful misconduct detrimental to the interests of the University; or other such wrongful behavior - including conflict of interest - as may be determined by a regular or special meeting of the Council. A decision to remove a member of the Council requires a vote of at least 3/4 of all elected members of the Council.

Any member of the Council who fails to attend two regular consecutive meetings of the Council shall be considered not to have met the duties of membership. The Chair of the Council shall consult the member affected by this provision and unless exceptional circumstances apply, the affected member shall be asked to resign from the membership of the Council and the position shall be filled during the next regular election.

***Resignation, Disability, or Death of a Member of the Academic Council***

A member may resign at any time by submitting such resignation in writing, to take effect at the specified time. If no time is specified, it shall be considered to be effective as of the date of receipt by the Chair or the Secretary of the Council. The same rule applies in the event of disability of such nature as to prohibit the proper exercise of the duties of the member. The position vacated by resignation, disability, or the death of a member shall be filled during the next regular election of the Council.

## **Academic Council Election Procedures**

Every spring the Academic Council (AC) will hold elections for one-third (1/3) of the members of the Council. The Associate Dean is responsible for initiating and coordinating the election process. All members of the Faculty will be contacted requesting their willingness to serve on the AC for the next election. Each member will be given three (3) weeks to return this information to the Office of the Dean by fax, airmail, or electronic mail. If any member does not respond to this request, it will be assumed that he/she is willing to serve on the Council. In addition, CARE will review all candidates eligible for promotion to the Faculty prior to the election so that any promotions precede the ballot preparations.

All members of the Faculty will be sent by electronic mail (or, if not available, via Airmail letter) a ballot containing the list of eligible members who have agreed to serve on the Council. This will be done eight (8) weeks prior to the announcement of the winner(s) of the election (normally May 1 of each year). Faculty members will have three (3) weeks in which to return their ballot to the Office of the Dean. All votes must be sent either:

- By airmail; in that case, the ballot should be placed in an envelope and this envelope placed in a sealed envelope and signed.
- By fax, in which case the ballot must be signed by the member.
- By electronic mail.

All members of the Faculty have the duty to vote. Members may vote for themselves; however, any one member may give no more than one vote to any one individual.

The votes will be counted by the Associate Dean and verified in writing by the Chair. Only the Chair and Associate Dean have access to the actual ballots and it is at the Chair's discretion to share the information on the actual ballots with the other Council members. If the Chair or Vice-Chair is on the ballot, another member of the Council who is not on the ballot will verify the results.

The winner(s) of the ballot will first be contacted to verify their acceptance. After acceptance, the result will be broadcast to the ISU community. If a member does not accept nomination, the person with the next highest votes will be contacted until all open positions on the Council are filled, conditional upon a member receiving an adequate number of votes. In order to be elected to the Council, any eligible member must receive a number of votes which is at least one-third (1/3) of the total number of ballots received.

Any Council election (except for the Second Round and tie positions) shall be repeated if the total number of ballots received is less than one-third (1/3) of the total number of the members of the College of Teachers.

After the First Round of the election, if there are still vacant seats due to insufficient numbers of votes received by eligible members or by virtue of a tie, a second and final round of elections will be organized. Only those eligible members who received at least four (4) votes will be considered for the second election. If an insufficient number of members receive at least four (4) votes during the first ballot, then the position or positions on the Council will remain vacant for that year and these positions will be opened to competition during the following election.

The Second Round of voting will be organized in the same way as the First Round. The members of the Faculty will have three (3) weeks in which to return their ballots for the Second Round. In the Second Round, the eligible member(s) receiving the largest number of votes will be elected to the Council to fill the vacant seat(s).

In the case of a tie in the Second Round, the number of votes received in the First Round of the election will be taken into account and the votes received in the First and Second rounds will be added. This is to avoid a Third Round of voting, if possible. If a tie cannot be resolved, an additional ballot will be organized.

To summarize, the election process involves the following steps:

- (1) Identify new candidates eligible for a promotion to the Faculty and review status of current members of the Faculty. Send these lists to CARE and send letter to eligible candidates suggesting they apply for a promotion to the Faculty.
- (2) CARE deliberation (which could be done via email) on candidate(s) for a promotion to the Faculty of ISU. CARE makes recommendations to the President who makes new appointments.
- (3) Prepare updated Faculty list and poll all eligible members for their willingness to stand.
- (4) Prepare and send ballots.
- (5) Execute Election Round 1.
- (6) Verify results and confirm acceptance of newly elected member(s).
- (7) Repeat steps 4 through 6 until seats are filled or insufficient votes dictate that the seat remains empty until the next year's vote.

#### **Chair, Vice Chair and representative to the Board Of Trustees**

The Council Chair is elected by the members of the Academic Council every year for a one year term with a maximum of a two term limit.

The Council Vice-Chair and the Council representative to the Board of Trustees are elected from among the Council members for a one-year term. The Council may decide to elect either the Chair or the Vice-Chair to serve as the representative of the Academic Council to the Board of Trustees.

Permanent Invitee members cannot be nominated as the Academic Council representative to the Board of Trustees.

#### **Membership term of the elected members of the Academic Council**

The membership term on the Academic Council is three (3) years, as specified in the By-Laws. The membership of the elected members begins and ends according to the following rules:

- 1) The Newly elected Academic Council members' terms start on the date of, and at the first meeting following their election. The newly elected Council members therefore attend such meetings in their capacity as Council members.
- 2) The outgoing Academic Council members finish their term on the date of, and at the first meeting of the newly elected Council. These outgoing members do not therefore attend such meetings in their capacity as Council members.
- 3) The outgoing Academic Council Chairperson finishes his/her term at the end of the first meeting of the newly elected Council.

#### **4. MEETINGS OF THE ACADEMIC COUNCIL**

##### **Convocation and Agenda**

The Academic Council shall normally meet in person once per year. A calendar of regular meetings of the Council will be published in August.

Special Council meetings may be convened at the request of the Chair or by a majority of voting members of the Council.

Times and places of regular and special Council meetings shall be jointly agreed upon by the AC Chair and the ISU Administration. They shall be confirmed in writing by e-mail, mail, fax, or hand delivery to each Council member and permanent invitees at least three weeks prior to the meeting.

At least three weeks before the meeting date, the draft agenda proposed by the Chair of the Academic Council will be distributed to the Council members, the permanent invitees to the Academic Council, the members of the Faculty, members of the Board of Trustees, and within the Administration so that they can suggest items for inclusion in the agenda. The draft agenda will also be published on the internal ISU web site and all members of the ISU community will be welcomed to propose items for inclusion on the agenda. The suggested items must be submitted to the Chair in writing at least two weeks before the meeting. The final agenda is at the discretion of the Chair.

At least one week prior to a given meeting, the final agenda and other related materials will be delivered electronically to the Council members and the permanent invitees.

A quorum (minimum number) of voting members is required to hold a regular or special Academic Council meeting. A quorum requires at least one half of the total number of voting members, plus one.

No Academic Council meeting, regular or special, can take place without prior notification to every Council member and permanent invitee. A meeting of a committee comprising elected members of the Council shall not be considered as a meeting of the whole Academic Council, even if a quorum of the Council members is reached.

##### **Decision Making**

Decisions of the Academic Council shall be made by a simple majority of the Voting Members present. In the event of a tie, the final decision shall be made by the Chair of the Academic Council.

A Council Voting Member shall either be physically present at the meeting or participating offsite in real-time via audio-visual technology to be eligible to vote. In the case of the latter, the Council Voting Member can vote only if the electronic connection allows him or her to participate in all related debate prior to the voting. No proxy is allowed.

##### **Academic Council Meeting Attendance**

Whenever a conflict of interest involves a Council member, the member shall declare the conflict and the Chair will ask the involved member to withdraw from the meeting at an appropriate time.

The Academic Council encourages all members of the Faculty to attend its meetings as non-voting observers. It also welcomes the attendance of the Chair and members of the Board of Trustees as non-voting observers.

The Council reserves the right to invite other members of the ISU Community to attend certain Academic Council meetings on a case-by-case basis. A non-invited individual wanting to attend the Council meeting should request the authorization of the Chair prior to a given meeting.

### **Closed meetings**

The Academic Council may hold a closed meeting if requested by one of its Voting Members and unanimously endorsed by the Council.

### **Minutes and Summary Reports**

A draft Summary Report of the meeting will be submitted to all participants for comments, and for approval by Voting Members, within three weeks after said meeting. The draft Summary Report will clearly reflect all decisions, recommendations, and substantive discussions made during the meeting. All action items will be listed, and Council members responsible for carrying out action items will be identified together with specified times for completing those actions.

The Council members are expected to give their comments on, or approval of, the Summary Report in writing within ten days after having received the said draft.

After final approval, electronic copies of the Summary Report will be distributed to members of the Academic Council, members of the Faculty, members of the Board of Trustees, and the Administration. The Summary Report will also be published in electronic form on the ISU internal web site.

The Academic Council may delegate its tasks in full or in part to committees created by the Academic Council, except those tasks identified in the By-Laws or expressly given to the Academic Council by the Board of Trustees.

If ISU business requires an immediate and urgent decision during intervals between meetings of the Academic Council, the Chair can make such a decision without convening a special Academic Council meeting after consultation with as many Council members as possible. This decision shall be reported by the Chair at the next Academic Council meeting.

These Council procedures can be changed or modified by a vote of at least two-third (2/3) of its total Voting Members.

## APPENDIX B

### Awarding of Honorary Degrees

An honorary degree is one of higher education's most significant accolades. It permits recognizing personal achievement not connected to a specific academic course of study while building and solidifying relationships with individuals whom the University deems worthy of distinctive honor.

It is the policy of the International Space University to award honorary degrees on a selective basis to distinguished individuals. Although the nomination and vetting of candidates for honorary degrees involves a collegial process, only the Board of Trustees may authorize the award of an honorary degree.

#### 1. CRITERIA

A. An honorary degree may be awarded to a person who satisfies the following criteria:

1. Eminence, meriting special recognition for genuine achievement and distinction in advancing the knowledge and understanding of outer space and its impact on humankind; and
2. An articulable link between the person being honored and the mission or activity of the International Space University.

B. In recognition of the International Space University's commitment to human equality and social, economic, international, racial, professional, and cultural diversity, the Board of Trustees is committed to the award of honorary degrees to recipients who reflect the diversity of interests, backgrounds, and concerns reflected in both the University community and the society and world served by the University.

#### 2. PROCEDURES

A. The following persons or groups within the University community are authorized to nominate candidates to receive honorary degrees:

1. The President
2. Any member of the ISU Faculty
3. Any member of the Board of Trustees
4. Any member of the Board of Advisors
5. Any Governing Member of the ISU Association
6. Any current employee of the University or its related organizations.
7. An alumnus or alumna of the ISU Space Studies program (SSP) or any of the University's degree granting programs.
8. Any Board member or governing member of ISU Organization Inc. or similar related organization as may be established in the future.
9. Any previous recipient of an ISU Honorary Degree

B. Nominations shall be forwarded via the President who shall communicate them promptly to The Chair of the Board of Trustees, the Chairs of the Nominating and Academic Advisory Committees of the Board, and to the presiding officer of the Academic Council. Before any nomination (other than a nomination from the President) is forwarded to the Board of Trustees and its competent committees, the nomination shall be approved by the President and the Dean of the University. While the number of nominations is not limited, ISU shall generally award no more than two honorary degrees at a single ceremony. Ceremonies at which such degrees would normally be awarded include the following:

1. Opening and Closing Sessions of the SSP
2. Opening and Graduation Ceremonies of the University's degree granting programs.

The Board of Trustees may provide for the award of honorary degrees at other venues and events by simple resolution.

C. The Academic Advisory Committee and Nominating Committee of the Board of Trustees shall review all nominees after reviewing the documents presented by the nominator, the recommendation of the President and Dean, and the input of the Academic Council and shall forward their recommendations to the Board of Trustees. The Board shall not award an honorary degree to any nominee who is not the subject of an affirmative recommendation by both the Academic Advisory and Nominating Committees.

D. The Board of Trustees will be informed of any nominee for whom an affirmative vote in one committee was not matched in the other. In such a case, the board may request that the two committees meet jointly in an effort to resolve their disagreement. Following such a meeting, the committees will re-vote as separate units. If the absence of agreement between the two committees persists, the nomination process is ended for the candidate concerned. Such candidates can be nominated again in future cycles

E. Any nomination of an honorary degree candidate (or alternate candidates) should be placed on the Board of Trustees meeting agenda for a regular meeting at least three months preceding the ceremony at which it is proposed to present the degree.

F. Approval of a candidate recommended as above shall require a two-thirds majority of Trustees voting.

G. The names of all nominees are to be held in strictest confidence until such time as they may be acted on favorably by the Board. After such favorable action, only that person or persons designated by the Board to secure the candidates consent to be present for the award of the degree shall communicate about it with the candidate. The President will provide timely notice to the nominator, the Board of Trustees and the Academic Council of the candidate's acceptance and of the communications plan for its announcement.

### **3. EXPIRATION OF BOARD APPROVAL**

The President may award an honorary degree to an approved candidate at any time within three years of the Board's granting of that approval. After that time, the President must again secure the Board's approval of the candidate in order to award the honorary degree.

#### **4. PROHIBITION ON FEES AND HONORARIA**

Except under unusual circumstances when the Board of Trustees determines otherwise, an honorary degree recipient shall not receive a speaker's fee or honorarium for accepting an honorary degree or delivering a commencement address or the equivalent.

#### **5. PRESENCE AT COMMENCEMENT OR OTHER OFFICIAL CEREMONIES**

Except in the case of posthumous degrees or as otherwise authorized by the Board of Trustees, no honorary degree shall be conferred unless the recipient is present. If authorized by the Board of Trustees, the virtual presence of a candidate in real time through electronic means or such other technology as shall from time to time become available will be considered to have met this requirement.

## APPENDIX C

### The Committee on Academic Appointment, Review, and Evaluation

#### 1. CHARTER

The Committee on Academic Appointments, Review, and Evaluation (CARE) makes recommendations on all issues regarding appointment, performance, evaluation, and advancement of Central Campus Faculty members and title assignment at recruitment. It also makes recommendations on the appointment (and dismissal), performance, evaluation, and titles of ISU Faculty.

The Dean, the Chair of the Academic Council, and the Chair of the Academic Advisory Committee of the Board of Trustees jointly nominate the Chair of CARE. The Chair is appointed for a period of three years by the President of the ISU and reports to the President of the ISU.

This Committee is established by the Dean and includes members selected from the Faculty of ISU who hold the rank of Full Professor and individuals from external organizations who hold the rank of Full Professor or the equivalent. Members of CARE should be internationally known individuals highly regarded within their discipline.

Central Campus ISU Full Professors are *de facto* members of this Committee. In order to provide continuity with academic committees of the university, the Chairs of the Academic Council and the Academic Advisory Committee of the Board of Trustees will be *ex-officio* (non-voting) members, if not already members in their own right.

The Committee shall consist of at least 7 (seven) and not more than 11 (eleven) members. The members of this Committee serve for three years. This mandate can be renewed for one additional term. CARE shall annually review the makeup of the Committee.

The Chair of the CARE may invite other members to join the Committee on an *ad hoc* basis for their particular expertise.

#### 2. MEETINGS

The CARE meets at the request of the Dean. Meetings are devoted to the promotion of Visiting Lecturers, the evaluation of Extended Faculty, and to the recruitment and renewal of contracts of Resident Faculty.

The Chair, in cooperation with the Dean, establishes the agenda. The minutes are issued by the Chair, excluding sensitive personnel issues. The minutes are transmitted to the President of ISU.

The dates and the place of the meetings should be sent with the agenda and the appropriate documents, at least 3 weeks in advance.

A quorum of 2/3 of the members with their proxies and at least half the members present is required to hold a meeting. Each member can hold only one proxy. Decision is made by a simple majority of the voting members.

## APPENDIX D

### Suggested Program Planning Time-Line Template Academic Programs (year (n-1) to year (n)) and does not include the SHSSP

(Academic year (n) or Budget year (n))

MSS(n) and SSP(n)

(MSS(n) stands for the class starting in September of year (n-1) with graduation in September of year (n))

MSS			SSP			Academic Management	MEETINGS DELIVERY	DATES
MSS(n)	MSS(n+1)	MSS(n+2)	SSP(n)	SSP(n+1)	SSP(n+2) +...			
			Closing ceremony SSP(n-1)		Deadline for reception of full proposals from Applicant Host Sites for SSP(n+2)		Full Proposals from SSP(n+2) Host Sites Applicants	<u>Year (n-1)</u> Aug (n-1)
							SSP Certificate	
Opening Ceremony MSS(n)							MSS Handbook	Sept (n-1)

Appendix D: Suggested Time-Line Template for Academic Programs (year(n-1) to year(n))

<p>Delivery of Module 1</p> <p>Budget &amp; cash-flow MSS(n)</p> <p>Report MSS(n-1), (Lessons learned, academic, logistics, budget.)</p>	<p>Start Recruitment Students MSS(n+1)</p>		<p>-Report SSP(n-1) (Lessons learned, academic, budget)</p> <p>-Budget cash-flow SSP(n)</p> <p>-Start Recruitment Students SSP(n)</p> <p>-Preparation Program SSP(n)</p> <p>-Call Applicant TA/Staff</p>	<p>Prep. Structure. SSP(n+1)</p>	<p>Analysis of Host sites Applicants for SSP(n+2)</p> <p>Preparation of the Selection of Host sites Applicants for SSP(n+2) to be visited</p>	<p>-Update Faculty/Lecturer Service</p> <p>-Call Application for Resident Faculty(n)</p> <p>-Budget cash-flow (n)</p> <p>-Preparation Evaluation of Faculty</p>		
<p>Delivery of Module 2</p>	<p>Preparation Academic Program MSS(n+1)</p>	<p>Preparation Structure MSS(n+2)</p>	<p>-Nomination Faculty/Lecturers SSP(n)</p> <p>-Preparation CPM</p>			<p>Prepare Faculty Eval'n Preparation recruitment plan for Resident Faculty AY(n+1)</p> <p>Decision on Host sites for SSP(n+2) to be visited</p>	<p>IAF conference Faculty Eval'n for CARE AC Documents</p>	<p>Oct (n-1)</p>
						<p>General Academic Orientation for Academic Year (n+1)</p> <p>Report on MSS(n-1) and SSP(n-1)</p> <p>Report on MSS(n)</p> <p>Report on status regarding Host Sites for SSP(n+2)</p>	<p>BOT</p>	
					<p>Visit of Candidate Host sites for SSP(n+2)</p>			

Appendix D: Suggested Time-Line Template for Academic Programs (year(n-1) to year(n))

Delivery of Module 2						Research & Support to ISU programs		Nov (n-1)
	Preparation Budget MSS(n+1)		Preparation CPM	Preparation Budget SSP(n+1)	Visit of Candidate Host sites for SSP(n+2)	Preparation Budget Academic Unit (n+1)		
Delivery of Module 2 MSS(n)				Visit Host Site SSP(n+1)	Visit of Candidate Host sites for SSP(n+2)  Analysis of SSP(n+2) Host sites  Report on recommendations for SSP(n+2) Host sites	Start AC Election process  Recommendations on SSP(n+2) Host sites	CPM  Report on recommendations for SSP(n+2) Host Sites sent to the AC	Dec (n-1)
Delivery of Module 3 MSS(n)	Finalization Budget (n+1)  -Evaluation Applicants for Scholarships	Orientation budget (n+2)	Evaluation Applicants for Scholarships	Finalization Budget (n+1)		Finalization Budget (n+1)		<u>Year(n)</u> Jan (n)
						Evaluation/Nomination of Faculty Criteria evaluation Review Faculty	CARE	
	General Program MSS(n+1)	General Structure MSS(n+2)		Structure of SSP(n+1)	Recommend Host Sites for SSP(n+2), from an Academic Point of view	General Program MSS(n+1) Structure SSP(n+1)& MSS(n+2) Resident Faculty Plan Y(n+1)	AC BOT	

Appendix D: Suggested Time-Line Template for Academic Programs (year(n-1) to year(n))

			Finalize Program SSP(n)			Finalization SSP(n) Discussion SSP(n+1)		
Symposium						New Faculty Appointment by President ISU	Symposium	Feb (n)
	Approval Budget (n+1)	Orientation Budget (n+2)		Approval Budget (n+1)	Approval Host Site SSP(n+2)	Approval Budget (n+1) Orientation Budget (n+2)		
	Admission Students MSS(n+1)		Admission Students SSP(n)			Result AC Elections		
Deliver Module 4 Team Project	Final Draft MSS(n+1) Curriculum	First draft MSS(n+2) Curriculum				Finalization MSS(n+1) Discussion MSS(n+2)	MSS/CPM	Mar (n)
			Finalization Handbook SSP(n)  Final Visit host site SSP(n)	Update Brochure SSP(n+1)	Report pre-selection Host site SSP (n+3)	Preparation CARE Prep. Files Resident Faculty Applications Update Brochure (n+1)	CARE Doc. AC Doc.	
								April (n)
	Final review MSS(n+1) Curriculum	Review Gen. Orientation MSS(n+2)		Review SSP(n+1) Curriculum		Recommendations on SSP (n+1) MSS (n+1) and MSS (n+2)	Academic Programs Advisory Committee	
						Nomination Resident Faculty	CARE	
	Final Rev. MSS(n+1)	Gen. Orient. MSS(n+2)		Review SSP(n+1)		Rev. Nom. Resident Faculty Election AC Chair	New AC	
	Update Brochure MSS(n+2)	-Finalization Blue Brochure MSS(n+2)	-Preparation Shipping SSP(n)  -Shipping SSP(n)	-Finalization Blue Brochure SSP(n+1)		Appointment. Resident Faculty by President ISU  Finalization Blue Brochure	Handbook SSP(n)	
				-Preparation General	Dead Line for Expression of		Blue Brochure(n+1)	May (n)

Appendix D: Suggested Time-Line Template for Academic Programs (year(n-1) to year(n))

				Program SSP(n+1) Nomination of Co-chairs SSP(n+1) Preparation CPM1	Interest from Applicants Host Sites SSP(n+3)		Detailed letter of Intent from Applicants Host Sites SSP(n+3)	
Module 5 Internship			Staff travel to Host site SSP(n)		Question/Answer with Applicants for SSP(n+3) Host Sites	Preparation Faculty Assembly		Jun (n)
Internship	Edition Welcome Package and MSS Handbook		Opening SSP(n) Delivery SSP(n)	Finalization of General Program SSP(n+1) Nomination Co-Chairs	Announcement of Host Site for SSP(n+2)		Answers from Applicants Host Sites SSP(n+3) Core Book & Welcome Package SSP(n)	Jul (n)
				Finalization of General Structure of SSP(n+1), Core Exchange of ideas Theme-days and SLS				
						General Orientation of Programs of SSP(n+2) , MSS(n+2) Review SSP(n+1) Review Co-Chairs SSP(n+1)		
Internship			Delivery SSP(n)			General information Brainstorming ISU	SSP/Preparatory	Aug (n)

Appendix D: Suggested Time-Line Template for Academic Programs (year(n-1) to year(n))

						Discussion SSP(n+1) Discussion MSS(n+2) Presentation Host Site SSP(n+2)	Planning Meeting	
MSS Graduation					Deadline for reception of full proposals from Applicant Host Sites SSP(n+3)			
	Opening MSS(n+1)		End SSP(n)				Core Book & Welcome Package MSS(n+1)	Sep (n)

## APPENDIX E

### Academic Staff Position Descriptions

#### 1. ACADEMIC ADMINISTRATION

##### Position Description of the Dean

The Dean is the lead for all issues regarding academics at ISU including the academic staff, facilities, and policies that relate to ISU academic programs. The Dean is responsible for the following areas:

- Overall quality assurance of the ISU programs;
- Overall content, planning, and delivery of ISU programs and short courses;
- Overall quality of ISU contributions to fora, where ISU is acting as a spokesperson for international space education;
- Academic recognition (accreditation) of the Masters and the SSP programs;
- Relations with and support to the ISU Academic Council;
- Relations with the affiliate campuses or institutions with which ISU has negotiated bilateral agreements or MOU;
- Coordination of research activities;
- Budget control over all above-mentioned activities;
- Authority over all staff, students, and faculty members;
- In conjunction with the Head of External Relations, assuring the quality of the content of all academic and research documents generated by, or for, ISU for outside distribution;
- As a member of the Executive Committee, supporting the overall management and external interfaces of ISU;
- Undertaking such other tasks as may be assigned by the President;
- Support of the Academic Council and the academic work of the Faculty;
- Ensuring the appropriate academic support for the Education and Outreach activities of ISU;
- Supporting the Faculty in their search for research grants, by reviewing the responses to Request for Proposals;
- Reporting on ISU research activities both internally and externally.

##### **Qualifications and Skills**

The Dean must have a doctoral qualification in one of the areas relevant to space and space related activities and must have the seniority and international recognition of a Full Professor.

##### **Appointment**

The Dean is nominated by the President of ISU and appointed by the Board of Trustees.

To fill the Dean's position, the President appoints an international search committee, chaired by a renowned member of Faculty of ISU. After appropriate interviews, this committee recommends to the President those top candidates meeting the requirements for the position of Dean of ISU. The President of ISU seeks the views of the Academic Council on the academic suitability of the candidates.

### **Position Description of the Associate Dean**

The Associate Dean of ISU will support the Dean in the academic management functions of ISU and represent him/her in case of absence.

In particular, the Associate Dean will have responsibility in the following areas:

- Direction and management of the SSP program, supported by the dedicated staff assigned to this program;
- Management of ISU research activities and programs;
- Management of ISU research infrastructure;
- Coordination of Academic Council activities and voting;
- Coordination of ISU Library services;
- Coordination of Professional Development Programs and Research contracts;
- Management of the Executive Space Course at ISU;
- Support of the international accreditation efforts of ISU; and
- Academic interface with IT services at ISU.

In order to execute these tasks, the position will require following prerequisites:

- Ph.D. in a space related discipline;
- Teaching experience in a space related discipline;
- In-depth knowledge of the SSP program;
- Experience in the field of academic management; and
- Experience in the field of space-related research.

### **General responsibilities for all Directors**

Program Directors are responsible for the academic quality of the program and its conformity with the 3-I spirit of ISU. In addition, their duties include:

- Preparation, as needed, of the curriculum in cooperation with the Faculty, and selection of the lecturers (Faculty members and Visiting Lecturers);
- Organization of the delivery of the program (e.g., schedule, facilities);
- Responsibility for the quality of the delivery of the program; and
- Responsibility for, and control of, the budget allotted to the program.

### ***Additional responsibilities of the Space Studies Program Director***

In addition to the above responsibilities and tasks stated above, the SSP Director will:

- Review and evaluate, in cooperation with the Dean and the ISU Administration, proposals of candidate host sites for the SSP;
- Nominate the Faculty members or the Visiting Lecturers, who will be offered the positions of Chairs and submit these nominations to the Academic Council for review and recommendation (appointments are made by the Dean);
- Appoint, in cooperation with the Dean, the Faculty members and the Visiting Lecturers nominated by the chairs for a given SSP; and
- Organize and chair the SSP Curriculum Planning Meeting(s).

### ***Additional responsibilities of the MSS Director***

In addition to the general responsibilities and tasks stated above, the MSS Programs Director will:

- Nominate the Central Campus Faculty who provide and direct the Team Projects for appointment by the Dean;

- Appoint, in cooperation with the Dean, the Faculty and Visiting Lecturers nominated by the Central Campus Faculty responsible for a specific discipline to deliver lectures or workshops during the MSS program;
- Facilitate the internship of MSS Students in cooperation with the Faculty and ISU Executive; and
- Chair the Student Evaluation Committee.

## 2. ACADEMIC SUPPORT STAFF

### Dean's Office

#### ***Assistant to the Dean***

He/she supports the Dean in all areas as directed by the Dean. In particular, the assistant to the Dean:

- Prepares and files all the appropriate mail
- Files all appropriate documents
- Prepares files for the CARE meetings (Faculty applicants, Faculty CV, etc.)
- Supports to the management of ISU Faculty
- Updates the Faculty and Lecturer Database
- Coordinates accountancy of the Dean's budget with SSP and Masters programs

#### ***Registrar***

The Registrar is responsible for:

- Official collation of the grades of the ISU Students, after they have been approved by the Director of their respective programs;
- Maintenance of the archives relating to the collation of the grades;
- Delivery to each student, on his/her request, of an official copy of his/her Transcript; and
- Confidentiality of all the processes dealing with the collection, archiving, and delivery of the academic transcripts.

### **Master of Space Studies/Management Support Team**

The MSS Support Team supports the MSS Director and the Faculty for all issues regarding the preparation, implementation, and delivery of the MSS Program. The tasks include the following:

- 1) Logistics and Academics Coordination:
  - a) Scheduling of MSS events and publishing a weekly schedule in coordination with the responsible faculty members;
  - b) Assigning rooms for lectures and workshops;
  - c) Collecting and distributing handouts;
  - d) Distributing and gathering of weekly evaluations;
  - e) Organizing English and French language courses;
  - f) Invited lecturers and Visiting Faculty logistics;
  - g) Interface with students regarding aspects of the MSS deliverables;
  - h) Examinations and assignments:
    - i) Supporting the faculty in charge, and
    - ii) Collecting grades;
  - i) Ceremonies and social events;
  - j) Organizing academic meetings; and
  - k) Student Support Services.

2) Internship set-up, in cooperation with Student Advisors and Host Mentors:

- a) General management of the internship program;
- b) Search for internships in liaison with faculty and students;
- c) Organization of academic material;
- d) Contacts with students before, during, and after internships; and
- e) Individual project management.

3) Organization of Professional Visits.

4) Support to faculty.

The organization and distribution of the tasks among the members of the MSS Support Team are the responsibility of the MSS Director.

The MSS Support Team size may be adjusted based on the number of enrolled students.

### **SSP Support Team**

The SSP Support Team supports the SSP Director for all issues regarding the preparation of a SSP and its delivery at the Host site, including all logistical and academic aspects as outlined below.

- 1) Logistics
  - a) Preparation
    - i) General time line for SSP preparation
    - ii) Future SSP host sites
    - iii) Organization of site logistics
    - iv) Financial aspects of SSP
    - v) Logistics of CPM
  - b) Delivery on Site
- 2) Academics
  - a. Preparation and coordination with
    - i. Teaching Associates
    - ii. Core, Department and Team Project Chairs
    - iii. Core, Department and Team Project Faculty
    - iv. Workshop, Theme Day, and Panel Coordinators
    - v. Visiting Lecturers
  - b. Preparation of all SSP Documentation including
    - i. The SSP Program Handbook
    - ii. SSP Lessons Learned
  - c. Support preparation and execution of the Curriculum Planning Meeting
  - d. Update and maintain entries in the SSP Student Records Data Base
  - e. Delivery of the program on site.

The organization and distribution of the tasks among the members of the SSP Support Team are the responsibility of the SSP Director.

The organization of the SSP Team during the delivery of an SSP on the Host Site is presented in the SSP Program Handbook.

## **Acknowledgements**

This handbook is a synthesis of:

- a first draft of the ISU Academic Handbook prepared during the year 1996 by Dr. Jakhu, while he was Resident Faculty at ISU. This first draft completed and extended a first version prepared by the Advisory Committee on Education of the Board of Trustees (ACE) in 1992;
- the document, ISU Academic Organization and Personnel, prepared by Dean Emeritus François Becker, Dean of ISU in 1998, and approved by the Academic Council;
- a revised draft prepared by Dean Emeritus François Becker who served as Vice President for Programs in 2000;
- a 2009 revision, incorporating many new programs and procedures, under the guidance of Professor Walter Peeters, Dean of ISU, and with the assistance of Trish Morrissey (detached from NASA Ames Research Center) and Dr. Angie Buckley, Associate Dean of ISU. Academic Council members have carefully reviewed the document. Carol Carnett also provided extensive editing work.
- a 2014 revision by Angie Buckley, Dean & Vice President of Academics and Research, to reflect current policies and procedures as well as program changes.
- a 2015 revision of Chapter V “Rights and Duties of ISU Faculty, Staff, and Students” by AC member Su-Yin Tan, to be applicable to all ISU academic programs and members (faculty, staff, and students) with an update to the ISU Code of Conduct and Ethics (COCE)

This Handbook results from extensive teamwork, in the typical ISU team spirit. All the contributors are warmly thanked.