



# Akamai University

Dedicated to improving human and planetary health

## Akamai University Faculty

### 2022 Guidelines



Faculty Provide Worldwide practice, education, and research opportunities through services provided from AU's three colleges:



- Integral Health College – Dr. MJ Bulbrook, Dean
- Universal Equality College – Dr. Owen N. Owunwanne, Dean
- Planetary Health College – Dr. Medani Bhandari, Dean



## Faculty

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## **GENERAL FACULTY STANDARDS AND POLICIES**

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## **FACULTY STANDARDS**

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### **STANDARDS FOR FACULTY APPOINTMENTS**

To be admitted to the faculty at Akamai University, faculty members must meet rigorous professional and academic standards. Most have earned doctorates at recognized and accredited institutions and have extensive experience in their areas of concentration. Certain outstanding individuals who are recognized experts in their professional field are accepted to the faculty with less than a recognized doctoral degree. Under very special circumstances, exceptionally qualified graduates of Akamai University are also admitted to the faculty.

Akamai University faculty members approach their positions in a cooperative and creative manner and encourage these traits in their students. They entertain dialogue and strive to build unity among the faculty. They participate in the governance of the institution and advocate for outstanding educational programs. Akamai University faculty members exhibit understanding and sensitivity to the diverse academic, socioeconomic, cultural, national, religious, ethnic, and geographic backgrounds of our students. They strive to instill in their students a sense of responsibility and citizenship within a diverse global community.

Akamai University faculty members uphold the highest standards of teaching, scholarship and research and maintain current knowledge of their discipline. They foster high aspirations in their students and communicate effectively and intelligently concerning the subject matter. Faculty members promote autonomous learning, establish participatory education environments, identify high quality learning resources, and guide students in developing broad networks of professional colleagues and advisors.

### **QUALITY STANDARDS FOR FACULTY CONDUCT**

Faculty members must agree to uphold the high standards of Akamai University as stated in the written policies and procedures of the institution. They must maintain current knowledge of my discipline in teaching, scholarship, and research. In all associations with students, faculty must accept the role of mentor, foster high aspirations, communicate effectively, and instruct subject matter intelligently. They must seek to promote autonomous learning, encourage a participatory environment, guide students in identifying learning resources, and guide students in developing a wider network of professional colleagues. Faculty will approach the position in a cooperative and creative manner and encourage these traits in the students. They will carry on dialogue with fellow faculty, building the unity of faculty, participating in the governance of the institution, and advocating outstanding educational programs. They will exhibit sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, religious, ethnic, and geographic backgrounds of Akamai students and will instill in them a sense of responsibility and citizenship within a diverse global community.

## **RESPONSIBILITIES OF FACULTY MEMBERS**

[Academic Clarity](#)

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### **ACADEMIC CLARITY**

Effective faculty members abide by all written policies and procedures of the University and work according to a clear and prearranged schedule in all activities they undertake. Course instructors prepare individualized course syllabi including assignments; schedules for completion and other program expectations are put in written form and provided to the students at the onset of each course. Primary faculty members are responsible to put in writing the degree program study plan including the entry prerequisites, program objectives, degree requirements, examination, field study and research protocols related to each student's degree program.

### **MENTORSHIP**

It is the role of the course instructor to guide, tutor and assess students to determine if the necessary level of competence has been attained through their academic assignments and projects. As a key aspect of the University's educational model, the course instructor upholds the responsibility to establish an essential plan of action for each course before permitting any course-related activities to begin.

Clarification of course assignments is an important role of course instructors. Faculty instructors must provide clear instructions concerning how students are to begin and carry out their assignments. For instance, when assigning course papers based upon research of the literature, faculty members provide written instructions concerning length, due date, topics, and format for the paper, in addition to suggested bibliographic references. If the course is to be evaluated by assessment of a professional portfolio and challenge examination, faculty members provide clear instructions concerning the documentation needed for the assessment, written directions explaining the examination process, and abide by all written University guidelines.

Course instructors assure their students are clear as to what they should be always undertaking. Faculty members clarify in writing when students are to communicate concerning the subject matter and when the course assignments must be submitted. Faculty members carefully review the assignments, examinations, papers, portfolios, and challenge examinations of their students as soon as possible after their submission, and notify students of the outcome in writing, in a timely and meaningful manner. During the conduct of any course, faculty members may be asked to provide the University Administration with samples of each student's written work as a representation of the quality of the students' scholarship.

### **ACADEMIC COUNSELING**

As appropriate, primary faculty mentors provide a brief period of academic counseling to student inquirers in their program area or about any courses they oversee to help potential students clarify their academic interests and the program expectations prior to enrollment. The University, therefore, has a policy to provide serious inquirers with the email address of the faculty member in charge of their area of academic interest.

### **UNIVERSITY GOVERNANCE**

All faculty members are invited to participate in the Academic Council through which the University Administration draws counsel concerning governance of the institution. The Academic Council provides recommendations related to program quality standards and the expectations of employers and the professions. The University Administration and other senior academic staff call upon the Academic Council for advisement and feedback concerning issues of academic standards and development of programs.

## **RESPONSIBILITIES OF PRIMARY PROGRAM MENTORS**

### [Administrative Recordkeeping Expectations](#)

Akamai University faculty members serving as primary program mentors are expected to demonstrate mastery of their academic discipline, knowledge of university policies and procedures, professional leadership, and enthusiasm and positive attitudes while directing their students' programs. In delivering the academic program, Akamai University primary mentors must achieve the following objectives:

1. Guide their students successfully in selecting the course of study
2. Orient their students effectively concerning degree requirements and expectations
3. Assess the effectiveness of course delivery via examination of student learning
4. Direct their students as necessary in finding required learning resources
5. Assure students have access to a comprehensive and project-oriented learning environment
6. Assure course assignments are defined in a complete and appropriate manner
7. Handle the administrative paperwork in a timely and efficient manner
8. Maintain appropriate supervision and direction over the progress of their students
9. Enthusiastically encourage and support the ideas of their students
10. Motivate and facilitate their students toward high levels of achievement
11. Maintain good mutual exchange and interaction with their students
12. Assure their students pursue a thorough review of the academic literature
13. Submit formal periodic progress reports and final paperwork concerning their students
14. Maintain effective communication across the University

### **RECORDKEEPING EXPECTATIONS**

[Study Plan](#)

[Comprehensive Final Examination](#)

[Thesis or Dissertation Proposal](#)

[Thesis or Dissertation Guidelines](#)

[Physical Review of Thesis or Dissertation](#)

[Oral Review of Thesis or Dissertation](#)

[Course Grade Reports](#)

[Degree Record Form](#)

[Supportive Documentation](#)

[Submission of Final Approval](#)

### **THESIS OR DISSERTATION RESEARCH PROPOSAL**

Concerning the records needed to verify the approval of the thesis or dissertation proposal, the University administration requests that the student's Committee Chair submit the following materials:

1. Copy of the approved thesis or dissertation proposal adhering to the [University's published policies](#).
2. The [Course Grade Report](#) form should be completed and signed by the Committee Chair and sent by post or fax to the University headquarters within one week of approval. The document may also be signed with electronic signature and sent as an attachment to email.

3. The Chair should gather the meaningful committee-student correspondence related to the advisement and evaluative elements of the proposal review and send these to the University headquarters together with the course grade report. Relevant email correspondence may be forwarded as an attachment to an email or printed and sent by post.
4. The Chair should upgrade the student's [Degree Record Form](#) showing the signature and the date of approval. A copy of the upgraded form may be sent by post or fax, or it may be scanned and sent as an email attachment.

## **QUALITY ASSURANCE**

The procedures for assuring the superior quality of faculty participation fall into two main categories. The first is inherent within the process for hiring and promotion. The second is contained within the system of faculty assessment.

### [Hiring and Promotion](#) [Faculty Assessment](#)

## **HIRING AND PROMOTION OF FACULTY**

Upon introducing themselves to the University, prospective faculty members are asked to provide complete contact information and biographical information relative to the desired position. Faculty applicants provide a signed faculty agreement and a full resume and arrange to have educational transcripts, and at least two letters of reference sent directly to the University. These materials are intended to demonstrate for the Faculty Review Committee that the candidate has academic preparation and professional experience relative to the desired position.

Introductory information and initial applications for faculty positions should be submitted to the University Chancellor. The President will distribute the application materials to the Faculty Review Committee composed of senior faculty and administrative staff. The President is responsible for all appointments and promotions of administrators and senior level faculty.

Faculty members are selected according to the strength of their academic background and professional experience relative to the expectations of the desired position. All appointments involve a 90-day probationary period during which individuals newly appointed or promoted are given a full and extensive orientation and assessment for fitness to continue in the position.

## **FACULTY ASSESSMENT**

Faculty members are assessed by the Administration relative to quality of guidance, instruction, scholarship, and research. The goal of the University in assessing its faculty is to identify and correct inefficiencies within its operating systems and provide the necessary direction and guidance in support of each individual faculty member. Our assessment system, therefore, is meant to highlight areas where faculty members have encountered difficulties in the conduct of their duties or assignments and provide solutions and recommendations for achieving standards and expectancies.

Faculty members are assessed in relation to the University's expectations of its faculty in the areas of orientation of the student, planning of student degree activities, course delivery, and conduct of the program, reporting student progress, and maintenance of quality standards. When faculty members have experienced little or no difficulty in carrying out these responsibilities, they receive a favorable status report in the permanent record.

The University Administration will contact faculty members who experience difficulties in achieving academic standards and expectations for dialogue and reorientation. A frequent need for specific interventions will highlight for the administration those areas within the program structure that will need detailed attention and possible rework. When a specific faculty member continues to experience failure in meeting expectations and is unable to make the necessary adjustments, the President will consider discontinuing assignment of students. The Administration will consider this resolution only as a final action, after careful intervention and further orientation of the faculty member.

## **PERMISSIONS**

The University maintains an array of information that provides evidence of the quality of faculty and the effectiveness of their involvement. These materials include faculty files containing faculty agreements, records of correspondence and the periodic progress reports, faculty compensation records and curriculum materials prepared by faculty.

In addition to these records, the University maintains copies of the questions and answers and tape-recorded oral elements of all proctored examinations. Bound copies of final projects, theses and dissertations are also incorporated into the University Archival Library. Records may also be retained of faculty participation in online forums and discussion groups connected to the University.

The University reserves the rights to publish the name, biographical sketch, and photograph of its faculty members and provide contact information and other essential information, as appropriate for the operation of the University. Faculty members agree to maintain their faculty file at the University in a current status and notify the University immediately should there be changes to contact information or substantive additions to the faculty resume.

## **POLICIES ON CONFLICTS OF INTEREST**

### [Disallowances](#)

### [Receiving Funds from Students](#)

### [Personality Conflicts](#)

#### **Disallowances**

Under specific circumstances, certain individuals are not permitted to serve as faculty members or committee members for a particular student. This policy is necessary to avoid the possibility of a conflict of interest or undue influence, which might adversely affect the progress of a student's studies or call to question the academic integrity of a student's program or the University. Persons, who are closely related to a student's life situation, including the spouse, parent, child or other close relative, a rabbi, pastor or minister, a business partner, immediate supervisor, or employee, are generally ineligible to serve on a student's academic committee.

#### **Receiving Funds from Students**

Akamai University faculty members are not allowed or authorized at any time to accept or request any fee directly from a student, or any person in relation to such student. This does not preclude the student from attending an outside seminar, conference or workshop open to the general public, sponsored by an outside agency and with which an AKAMAI UNIVERSITY faculty member is directly involved, even if such activities are available for credit through an affiliation arrangement with the University.

#### **Personality Conflicts**

All Akamai University faculty members have sought out participation in this model of distance education and are eager to help adult students achieve their goals. Under unusual circumstances, students may find themselves unhappy with the way things are going with their programs and assigned faculty members. Under these conditions, students must first try to resolve the situation directly with their members. When this is not successful, students are expected to write a letter to the Administration explaining the situation in detail and to send a copy of that letter directly to the faculty members involved. Although students are allowed to telephone the University Administration for guidance, the written statement is required for the permanent record before the administration will attempt any formal reconciliation activities on behalf of the student or the faculty member. Students are requested to attempt reconciliation before considering replacement of the primary program mentor. When students voluntarily initiate the change of faculty members, this is pursued at the expense of the students. When matters outside the control of the students require faculty changes, this is pursued at the expense of the University.

## **NATURE OF FACULTY AGREEMENT**

[Nature of Faculty Positions](#)  
[Assignment of Students](#)  
[Jurisdiction of Agreement](#)  
[Public Notices and Contact Information](#)  
[Intellectual Property Rights](#)

### **Nature of Faculty Positions**

All appointments to the faculty at Akamai University are made on an adjunct basis, via contract services agreement. Promotions to senior faculty positions, usually carry additional compensation and commensurate authority and responsibility. As the University advances its credential and ability to establish salaried roles for faculty, it shall be done, under the advisement of the Board of Directors of the university.

### **Assignment of Students**

The University does not guarantee to provide students, but will do its best, and do so at its own expense. I understand that faculty compensation paid to me by the University shall be on a course-by-course, student-by-student, or job-by-job basis, and clearly defined in advance.

### **Jurisdiction**

All faculty agreements are entered into within the State of Hawaii and to the extent that it may be subject to the laws of the State of Hawaii and the United States of America. All agreements with Akamai University faculty shall be interpreted in accordance to those laws and are not subject to the laws of any other country nor shall the courts of any other country have jurisdiction.

### **Public Notices and Contact Information**

Faculty agree to permit the University to publish the name, biographical sketch, and photograph for all members of the faculty in its catalogues, websites, and promotional materials, and as appropriate, to provide contact information and other essential information as need for effective operation of the University. Faculty members agree to maintain their faculty file at the University in a current status and notify the University immediately should there be changes to the contact information on file.

## **INTELLECTUAL PROPERTY RIGHTS**

[Property Rights Position Statement](#)  
[Questions of Ownership](#)  
[Faculty Rights over Curriculum](#)  
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### **Property Rights Position Statement**

Akamai University has a strong commitment to the protection of intellectual property rights. Technology raises some specific concerns in this arena. The ease of access to information, images, software, and other intellectual property might erroneously imply such things have become public domain. It is the position of the University, however, that unless the individual who creates the material states clearly that others are free to use or adapt it, it must be assumed that it is the property of the author or the holder of the copyright.

Akamai University recognizes that rules of "fair use" pertain to the Internet and other electronic media in a manner like print materials. If individuals outside the University community wish to make use of animation, background patterns or sections of material from any Akamai University website and to use or republish the materials elsewhere, they must first obtain permission of the owner or copyright holder. Unauthorized attempts to browse, access, solicit, copy, use, modify or delete electronic documents, files, passwords, images, or programs belonging to members of the Akamai University community, whether at Akamai University or elsewhere, are considered serious violations of property rights.

### **Questions of Ownership**

The University reserves the right to access files and documents residing on university owned or controlled equipment. While all contents in storage on data and voice systems are generally presumed to be private and confidential, they are subject to the rules of Akamai University, including the University's ability under certain circumstances to access, restrict, monitor, and regulate the systems which support and contain them. This includes access without notice, where warranted.

### **Faculty Rights over Curriculum**

Akamai University faculty members who prepare course curriculum materials have first right of refusal concerning continued membership of such courses. Should active faculty members resign or withdraw participation concerning any element of the curriculum, the University retains all rights and privileges to continued use and advertisement of all affected course materials, if active students remain engaged with their studies. Further use is restricted unless the University obtains written permission for the curriculum authors. Upon cancellation of any program offered by the University, the ownership of prepared curriculum materials will revert to that faculty member, even if no longer associated with the University.

Faculty members are expected to avoid all conflicts of interest about outside use or sale of academic materials prepared for the University. However, faculty members are not restricted from maintaining or pursuing adjunct faculty positions or full-time employment at other educational institutions (or contract or professional involvement in organizations outside of higher education) for which similar materials would be used.

The University must be notified in writing of any situations, which could result in conflicts of interest or the appearance of such. The University will not market to outside entities any programs or courses, designed, developed, and prepared by its faculty without their express written consent and participation.

Faculty members are expected to maintain and be updated the courses on an annual basis. Should a faculty member in charge of a curriculum area fail to initiate an update of materials within an 18-month period, the University may elect to assign the task of revision to another qualified faculty member and provide compensation. The original faculty member would then forfeit academic property rights and any compensation relative to the curriculum in question. This policy is essential to the quality assurance and effective operation of the Akamai University academic program.

### **University Promise to Course Writers**

Once a member of the faculty is selected and appointed to instruct a class... once a syllabus has been written that faculty member is afforded the "first right of refusal to instruct next time." If a faculty-in-charge of a class, subsequently refuses to instruct a student in the class, then The Program Director or President may make a new class instructor assignment and ask the newly assigned faculty member to wholly upgrade the syllabus. Thereafter, the new faculty member becomes the faculty-in-charge of that class.

## **HANDLING DISPUTES AND CANCELLATION**

[Agreement for Arbitration](#)

[Cancellation of Faculty Agreement](#)

[Responsibilities upon Cancellation](#)

### **Agreement for Arbitration**

Faculty members and the University agree that irreconcilable disputes will go to mediation, and, if that fails, by binding arbitration, costs shared equally.

### **Cancellation of Faculty Agreement**

Either party may cancel this agreement at any time for any reason, with reasonable prior notice or at least one month. If either party does this, the University is obligated to pay promptly any fees owed and to delete the faculty member's name from any further University publications (but not to change already

printed literature). At such time, my obligation as a member of the faculty shall be to finish instructing or working with any students for whom have been paid, or to refund such payments to the University.

### **Faculty Responsibilities upon Cancellation**

The faculty member or the University may cancel the faculty agreement at any time for any reason, with reasonable prior written notice, at least one month. If either party does this, the University is obligated to pay promptly any fees owed and to delete the member's name from all further University publications. The faculty member is obligated to finish instructing or working with any students for whom they have been compensated, if directed by the University to do so, or to refund such payments to the University.

### **GUIDANCE AND INSTRUCTION OF FACULTY**

[Guidelines for Graduate Committee Chairs](#)

[Guidelines for Course Instructors](#)

### **GUIDELINES FOR GRADUATE COMMITTEE CHAIRS**

The duties and responsibilities of the Graduate Committee Chair include:

1. [Getting Started](#)
2. Structuring and approval of the [Study Plan](#) using the [graduate degree requirements](#) for Akamai University and the [specific course expectations for the major](#) in your student's program of studies. Select an excellent array of courses to [strengthen the academic preparation of the graduate student](#).
3. Providing leadership by integrating needed [research preparation](#) within the Study Plan. These courses are normally outlined within the program overview.
4. Assisting your student in [selecting an effective library resource](#). You may suggest that your student sign up for Questia Media Library, the world's largest online library. Students may also explore [Akamai's Virtual Library](#), which is a compilation of meaningful online learning resources.
5. Provide [periodic progress reviews](#) to report the status of the student's progress
6. Chair the Committee for conduct of the written and oral components of the student's [comprehensive final examination](#)
7. Chair the committee on review and approval of the [thesis or dissertation proposal](#)
8. Provide oversight, direction, and mentorship during the [conduct of the student's research project](#) and [manuscript preparation](#)
9. Chair the Committee on [physical and oral review](#) of thesis or dissertation and listing of final manuscript concerns
10. Issue final requirements for [corrections to dissertation manuscript](#)
11. Providing [final approval for the student's thesis or dissertation](#)
12. Providing [written summary approval and archival records](#) required for approval of the overall degree program

### **GUIDELINES FOR COURSE**

[Teaching and Assessment at Higher Levels of Cognition](#)

[Building an Excellent Course Syllabus](#)

[Scoring Scholarly Papers and Reports](#)

[Class Scoring Standards](#)

[Course Grade Report Form](#)  
[Course Duration](#)  
[Granting a 30-Day Grace Period](#)  
[Additional Policies and Procedures](#)

## **Building the Course Syllabus**

[Template for Building Course Syllabus](#)  
[Course Syllabus Guidelines and Sample Course Syllabus](#)  
[Selecting Course Assignments and Evaluations for for Syllabi](#)

## **CRITERIA AND GUIDELINES FOR CONDUCT AND ASSESSMENT OF GRADUATE RESEARCH**

[Research Hall: Class Syllabi and Support Materials](#)  
[Guidelines for Review of Graduate Student Research](#)  
[Quality and Standards Rubrics for Graduate Research Review](#)

## **FACULTY OMBUDSMAN**

### **OMBUDSMAN SERVICES**

Akamai faculty that have a concern, conflict, or grievance that they wish to have addressed in a formal manner by the University. Before contacting the Faculty Ombudsman, faculty are advised to carefully review the grievance procedure that following in the next section and progress accordingly.

The Ombudsman is authorized to guide faculty in clarifying matters related to issues or conflicts with the University, its faculty leadership, its administration, or its Board of Management. Issues and complaints that are not able to be resolved through the normal lines of communication are eligible to be facilitated by the Ombudsman. These include matters of faculty compensation, faulty appointments, faculty reviews and promotions, policies and procedures, and dismissals. The Ombudsman is not authorized to make determinations on cases, but only to help gather the facts, clarify the grievance process, and assist in moving the process forward.

## **FACULTY GRIEVANCE PROCEDURES**

### **POSITION STATEMENT**

Should a member of the Akamai University faculty become dissatisfied with the actions of co-faculty, senior faculty, administration, or the Board of Directors or should they believe a member of the University community has deviated from the written standards, guidelines, codes, policies and procedures of the University, the faculty member may pursue a formal grievance process. Under all circumstances, faculty and administrators shall adhere to the following process concerning a grievance. The University and the faculty member shall share equally any costs of the processes of mediation and arbitration.

### **ATTEMPT AT RECONCILIATION**

As an initial step in addressing all problems and disagreements, the faculty member is expected to first attempt to resolve the issues through communication and informal negotiation directly with the individuals involved. The faculty member should address a letter to all involved individuals clearly outlining the nature of the problem or disagreement and providing the full history. Copies of communications may be submitted to the Faculty Ombudsman, as well, if guidance concerning the process and policies of grievance resolution are needed at this stage in the process. The faculty member is advised to keep copies of all communications and essential documents for later reference in case formal University intervention becomes necessary.

### **OMBUDSMAN INTERVENTION**

If the Faculty member remains dissatisfied with the situation, after making every effort to resolve the difficulties directly with the involved parties, the faculty member may request administrative assistance. The student should address a formal letter to the Faculty Ombudsman requesting intervention to resolve

the conflict. Information should be provided journalizing the history of the issue or the conflict and the attempts to directly resolve the matter. The faculty member is also expected to send copies of this letter to all parties directly involved in the dispute. Ombudsman intervention is a fact-finding process and one through all parties are involved to reconcile the issues to the satisfaction of all parties. Ombudsman activities are governed by the written guidelines of the University.

#### **MEDIATION BY BOARD OF DIRECTORS**

Should the process of Intervention prove ineffective; the Faculty Ombudsman will submit a request of the Board of Directors by way of the Vice President or President to have a Special Board Meeting called to attempt to have the matters resolved by formal mediation by the Board of Directors. The mediation process will involve a careful review of university policies, the history of the dispute, and verbal and written statements from all parties. The Board will propose a resolution to all parties, or defer the matter for administrative decision, depending upon their determination in matching the facts, policies, and procedures of the institution.

#### **FINAL BINDING ARBITRATION**

Should the process of mediation by the Board of Directors prove unsuccessful, all parties shall be bound by the results of outside arbitration. The Faculty Ombudsman shall guide the parties in an attempt to agree on a single arbitrator, but if they cannot agree, both parties shall be assisting in choosing one arbitrator. The two arbitrators shall attempt to agree upon a solution, but if the two arbitrators cannot agree, they shall jointly choose a third arbitrator and the decision of a majority of the arbitrators shall be final and binding on the parties. Costs of arbitration shall be shared equally by all disputing parties.

#### **FACULTY OMBUDSMAN CONTACT INFORMATION**

**Dr. Medani Bhandari, Chairperson of Faculty Council**

[Medani.bhandari@gmail.com](mailto:Medani.bhandari@gmail.com) / 1. 240.505.1469



**Akamai University**  
Dedicated to improving human and planetary health