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Section 1 - University's Position Statement

At Akamai University, the quality of staff and faculty is determined not only by the academic and career qualifications individuals bring to the job position but also by the quality of their professional contributions and personal interactions after their appointment. The following code of ethics and professional behavior is established as a policy guide to assure quality in the ethical and professional behavior of staff and faculty.

The excellence of human interaction within the institution is foundational to the success of our programs and services and is directly proportionate to the quality of our experience as members of a University community. Therefore, it is the intention of the University Administration to foster a management climate and operational environment that is conducive to effective interpersonal relations, attitudes of mutual respect, and unselfish involvement, assuring the highest of moral and ethical behavior at all levels of the University community. By upholding this code of ethics and professional behavior the University intends to empower staff, administration, and faculty with a sense of community that sustains, stabilizes and strengthens the institution, giving free voice to all members of the Akamai community.

Section 2 - Code of Ethics and Professional Behavior

All members of the University community are expected to abide by the following standards while engaged in activities or communications relative to the institution.

2.1 Courtesy, Patience and Understanding

In all dealings with other staff and faculty members, act in an appropriate professional manner, with courtesy, patience and understanding.

2.2 Encouragement and Support

Build attitudes of encouragement and support, whereby all members of the University community are improved and educated through your interactions.

2.3 Excellence and Professionalism in Our Work

Strive for excellence in your work and professionalism in all of your duties.

2.4 Written and Verbal Communication

Establish effective written and verbal communication both within the University offices and to constituencies outside. In all of your Akamai activities and dealings, reflect represent for the University, which is an institution of learning, education and research.

2.5 Dignified Work Environment

Maintain a dignified working environment, whether virtual or physical, within the University working environments.

2.6 Respect for Others

Treat all students and faculty members with respect, value their contributions, and be fair and just in your relations with them.

2.7 Disruptive Behaviors

Refrain from disruptive behaviors that interfere with the conduct of University activities and the responsibilities and working practices of others.

2.8 Offensive Actions

Avoid abusive language, unkind insinuations, rude name-calling, profanity, and overly critical and intentionally offensive actions relative to all University activities.

2.9 Attitudes of Community

Build attitudes of support and community rather than ridicule, control and isolation, whereby all members of the Akamai community are appreciated for their contributions to the University.

2.10 Supportive Dialogue

Establish effective dialogue with all members of the institution and avoid gossip, abusive, subversive and underhanded interactions. Find peaceable solutions to all conflicts and resolve the foundational causes of conflict. Seek to resolve conflict through internal open dialogue in a rational formal manner for the mutual growth and development of all involved.

2.11 Serving Character of the University

Act at all times in a manner, which strengthens the character and good name of the institution, seeking solutions for its improvement rather than drawing upon insufficiencies, failures, or weaknesses.

2.12 Supporting Your Superiors

Abide by the wishes of your superiors, responding with understanding and in a manner that builds effectiveness and brings about viable solutions, never shedding a debilitating light upon the actions or manner of the superior, by mass distribution of negative communications or postings, but bringing differences of opinion to the superior in a confidential and written manner.

2.13 Abuse of Your Position

Avoid using your status or position at the University to gain unethical influence or control over any individual within or outside of the institution. Do your best to act in a kind manner in your direction of your subordinates and in your dealings with your peers, with an open line of communication even during conflict, never lording over them or ridiculing their actions, but always coaching, encouraging, and instructing them in such a manner as to draw out their best performance and continued voluntary contributions. Seek out advisement from your University superiors during times of conflict, making all decisions in dialogue with superiors and with unity and counsel from co-faculty.

2.14 Following University Procedures

Follow the published policies and procedures of the University within the spirit of which they were written. Uphold your responsibilities to your students and fellow faculty members completely and to the best of your ability, and make all decisions and take all actions within the spirit of this professional code, fulfilling your responsibilities willingly at the highest level of integrity and according to the standards of the University.

2.15 Avoidance of Unfair Handling of Complaints

Refrain from any practice that can be viewed as an unfair or improper action in response to a complaint held by or placed against a member of the Akamai faculty. This includes such unfair and improper practices as making telephone calls, posting or sending of mass emails in support of or to present a case against or in favor of a concept, idea, policy, or action by a member of the Akamai community.

Section 3: Grievances against the Institution

Any full-time, part-time, or adjunct faculty member or staff member who believes that they have been treated unfairly with respect to salary, promotion, academic freedom issues, or other employment matters including conduct governed by the University's Code of Ethics, Faculty Agreements, or other related policies, may have their cases reviewed formally through the procedures approved by the Board of Directors and defined below. Appeals of administrative actions or actions to deny reappointment, promotion, or faculty standing should be based on the following grounds:

1. Improper procedures were followed
2. Academic freedoms or individual legal rights were violated
3. Policy was improperly, arbitrarily, or capriciously interpreted or applied
4. A decision was based on discrimination of age, race, sex, creed, color, religion, national origin, disability, or sexual orientation

3.1 Points of Grievance Process

The Akamai University Grievance Process shall accommodate the following points:

- It is understood that this Grievance Procedure in no way diminishes the responsibility of Faculty, Program Directors, or University Administrators for the exercise of sound academic and management judgment.
- No person may be selected to serve on a dispute mediation council who has been or is involved directly in the dispute or issue being considered.
- At any stage prior to the rendering of a final decision, the complainant may request in writing that consideration of the appeal be terminated.
- All grievance reviews will be conducted in good faith according to the code of ethics and standards of the University.
- Any person who is a current member of the University Board of Directors or is appointed by the Board as a Senior Administrator of the University reporting directly to the Board or the Board's representative are considered University Directors and are not subject to grievance under this policy. Any grievance related to the conduct of an individual University Director should be documented in a formal letter addressed to the entire Board of Directors, for appropriate consideration and action during Board elections, appointments, or impeachment reviews.
- The results of all grievance reviews shall be recorded.
- The complainant bears the burden of proving that there has been a violation of policy or established University practice.
- If more than one faculty member is aggrieved by the same action, they may, by mutual agreement between themselves and the University President, pursue their grievances jointly under these procedures. If the number of complainants is large, they may by mutual agreement elect one member from the group to act on behalf of all.

3.2 Institutional Grievance Process

Should any member of the University community believe he or she has been abused, subjected to unfair employment conditions, or improperly accused of breaking the code of ethics and professional conduct, that person may submit a petition for grievance, according to the following guidelines:

3.2.1 Informal Negotiations

The accused (or abused) individual is expected to first attempt to work out minor problems or disagreements through communication and informal negotiation directly with the individuals involved (i.e. program administrator, direct supervisor, etc.). The accused (or abused) individual will need to send a letter or other written communication to the appropriate individuals clearly outlining the nature of the disagreement and giving the full history. Keep copies of all communications and essential documents in case administrative intervention becomes necessary.

3.2.2 Administrative Intervention

After having first made every effort to negotiate the dispute with the involved parties, if the accused (or abused) individual remains discontent with the way things are progressing, the complainant will need to address a formal letter to the Office of the

University President (or University Ombudsman) clearly presenting the facts as known, and requesting administrative intervention to resolve the conflict. The accused (or abused) individual will need to send copies of the letter to all parties directly involved in the dispute. The University President or Ombudsman will assess the situation to determine the applicable policies and whether the policies have been rightfully and fairly applied. Every endeavor will be made to resolve the conflict to the satisfaction of all parties. Decisions rendered by administrative intervention shall be rendered within 30 days of formal notification.

3.2.3 Final Mediation

Should the complainant remain dissatisfied with the situation following the process of administrative intervention, a final appeal shall be made to a 3- or 5-member Dispute Mediation Council appointed by the Academic Council, by the chief administrators of Akamai University (for non-faculty matters), or by some other person or persons acceptable to both parties. Decisions of the Dispute Mediation Council will be final for all decisions except for those involving monetary awards, back-salary, or related financial issues, for which, the right of binding arbitration is reserved. Final mediation decisions by an appointed Dispute Mediation Council shall be rendered within 30 days of the appointment of the Council.

3.2.4 Binding Arbitration

If grievances involving financial issues are not resolved during mediation, the accused (or abused) individual and University administration may proceed to binding arbitration and must abide by the decisions rendered in this step. As arbitration will carry with it a significant cost to both the institution and the complainant, the extent of the financial issues to be resolved should be significant enough to justify the expense to both parties. The disputing parties shall attempt to agree upon a single arbitrator. If they cannot agree, both parties shall each choose one arbitrator. The two arbitrators shall together attempt to agree upon a solution. If the two arbitrators cannot agree, they then shall jointly choose a third arbitrator and the decision of a majority of the arbitrators shall be final and binding on all parties. All costs of arbitration shall be shared equally by both parties.

3.3 Special Case Grievances

Peer-to-Peer, Inter-Program, or Intra-Program Disputes

Disputes between members of Akamai University peer community including faculty members, staff, and/or program directors, shall be addressed through the Special Case Peer-to-Peer Grievance Process. The process shall follow the Informal Negotiation process outlined above followed by Administrative Intervention at the level of the Program Director, as appropriate. Should the dispute involve a Program Director and member of the Program Faculty, or two Program Directors, the dispute shall be immediately raised to a Dispute Mediation Council.

3.3.1 Informal Negotiations

The accused (or abused) individual is expected to first attempt to work out minor problems or disagreements (especially ones involving peer-to-peer interactions) through communication and informal negotiation directly with the individuals involved. The accused (or abused) individual will need to send a letter or other written communication to the appropriate individuals clearly outlining the nature of the disagreement and giving the full history. Keep copies of all communications and essential documents in case administrative intervention becomes necessary.

3.3.2 Administrative Intervention

After having first made every effort to negotiate the dispute with the involved parties, if the accused (or abused) individual remains discontent with the way things are

progressing, the complainant will need to address a formal letter to the appropriate Program Director. If the dispute directly involves the Program Director, the formal letter shall be addressed to the University Ombudsman or University President clearly presenting the facts as known, and requesting administrative intervention to resolve the conflict. The accused (or abused) individual will need to send copies of the letter to all parties directly involved in the dispute. The Program Director will assess the situation to determine appropriate resolution. For decisions which fall short of employment/disciplinary action (i.e. guidance, informal remedial actions, notices of concern, or similar outcomes) the Program Director will have the authority to directly render decisions. Those decisions may be appealed through the final mediation process. For issues which in the opinion of the Program Director involve formal disciplinary action, a report detailing such recommendations shall be forwarded to the University President for final action. Decisions referred to the University Ombudsman or University President because they directly involve a Program Director, may receive a direct administrative resolution or be immediately coordinated with the Academic Council or an appointed Dispute Mediation Council for final mediation. Decisions rendered by administrative intervention shall be rendered within 30 days of formal notification.

3.3.3 Final Mediation

Should the accused (or abused) individual remain dissatisfied with the situation following the process of administrative intervention (or if the dispute involves a Program Director), a final appeal shall be made to a 3- or 5- member Dispute Mediation Council appointed by the Academic Council, by the chief administrators of Akamai University, or by some other person or persons acceptable to both parties. The Dispute Mediation Council will assess the situation to determine appropriate resolution. For decisions which fall short of disciplinary/employment action (i.e. guidance, informal remedial actions, notices of concern, or similar outcomes) the Dispute Mediation Council will have the authority to directly render decisions. Decisions of the Dispute Mediation Council will be final for all decisions involving Peer-to-Peer Grievances. For issues which involve formal disciplinary action, a report detailing such recommendations shall be forwarded to the University President for final action. Final mediation decisions by an appointed Dispute Mediation Council shall be rendered within 30 days of the appointment of the council.