

6. Student Services

Student Services Standard 1: Admission policies are consistent with program objectives and with the mission of the program or institution (and with the host institution, if applicable), and are implemented by properly trained and authorized individuals. The admission process ensures that the student is qualified to enroll and benefit from the instructional program. Both the policies and the personnel who implement them adhere to ethical standards and good practice.

Section A Description of current operations to show how the standard is met.

Admissions Policies

The American University of Kuwait Intensive English Program (IEP) maintains the following policies regarding admission as stated on our application form and brochure (see application brochure Appendix E):

- All applicants must have a high school diploma with a minimum cumulative GPA of 2.0 and above.
- Applications are processed in the order they are received. Seating is available on a first-come, first-served basis. Students are encouraged to apply at least 2 months prior to the application deadline date in order to reserve a seat for class. International students are required to apply 2 months prior to classes starting.
- As instruction at the AUK is in English, evidence of English competency is required of all undergraduate applicants. Proficiency is demonstrated by achieving a minimum score of 68 on the Internet-based Test of English as a Foreign Language (TOEFL), or a minimum score of 190 on the computer-based TOEFL, or a minimum score of 520 on the paper-based TOEFL. TOEFL scores are valid for 2 years. Students that have not taken the TOEFL have the option of taking the AUK Level of English Proficiency (LOEP) examination.
- Students that take the LOEP will be placed into one of three levels of English based on their examination results. A LOEP examination minimum score of 62 is needed in order to participate in the Intensive English Program.
- Students that successfully complete Level 3 of the Intensive English Program are considered to have met the English competency requirements of the American University of Kuwait.
(see Application package Appendix C)

As stated in the catalog:

- The American University of Kuwait reaffirms its policy of equal opportunity in education regardless of race, color, creed, religion or national origin (see Catalog 2008-2009 p. 26 SS-1-1).
- Admission into the Intensive English Program does constitute admission into the American University of Kuwait undergraduate program upon successful and completing the *Application for Admission into the Undergraduate Level from IEP* (see Catalog 2008-2009 p. 42 SS-1-2).

These policies ensure that admission is open to all applicants who meet the minimum requirements for admission to the undergraduate programs and satisfy the proof of finances condition.

International or Regional Applicants

The State of Kuwait has special rules depending on the nationality of the applicant and the passport he or she holds (SS-1-1). Student applicants from the Gulf Cooperation Council (GCC) countries do not need to obtain a residence visa to attend university in Kuwait (e.g., Saudi Arabia, Bahrain, Qatar, Oman, and the United Arab Emirates). All other applicants require AUK to issue a residence visa. Students are issued either an Article 22 or an Article 23 visa.

There are two non-Kuwaiti student statuses in the IEP:

1. Non-Kuwaiti students whose parents live and work in Kuwait
2. Non-Kuwaiti students immigrating to Kuwait for study.

The largest non-Kuwaiti student population consists of applicants whose parents work and live in Kuwait. Of the twenty to twenty-five percent of non-Kuwaiti students, less than one (1%) percent of the total student body is students who immigrate to Kuwait to attend the IEP.

Additionally, Kuwait's immigration law has different residency rules for male and female students. Male students must be sponsored by the University once they reaches the age of 18 either through a residence visa or a Validation Letter of Enrollment for the parents or guardians to sponsor their male child. Female students can remain under their parent's residency until they marry.

High school graduates are required to have their transcript certified by the Ministry of Education and Higher Education (SS-1-3). Students who:

1. attended a private high school in Kuwait can submit the high school transcript to the Private Education Equivalency Department for authentication;
2. attended high school outside Kuwait must have their transcript certified by the country where the high school is located, the state department, and the Kuwait Embassy in the country. The Private Education Equivalency Department will then authenticate the document;
3. are transfer students with prior college or university are required to verify the Ministry of Higher Education has accredited the institute.

Selection and Training

The persons listed below have authorization to review the application package and accept international students for the IEP:

- Maher Dabbouseh, Director of Admissions
- Safa Choudary, Senior Admissions Counselor
- Amani Al Dajane, Scholarship and Financial Aid Counselor
- Rama Sabano, Admissions Counselor
- Eman Kamel, Admissions Counselor
- Dana Mansour, Admissions Counselor
- Manar Khamis, Admissions Counselor

Although the people listed above have authority to accept international students, the primary person responsible for overseeing the issuance of the initial visit visa and the subsequent resident visa is the Assistant Director of Human Resources Logistics, Norma Badran. There is no formal training available in Kuwait for an immigration specialist. The Assistant Director contacted the Ministry of Immigration, the Ministry of Social Affairs and Labor, and the

Civil Identification Authority for specific guidelines to follow in granting student visas and residency. The Assistant Director, through official request from the University to the ministries, maintains awareness of the current visa and residency regulations. The Office of Human Resources has two licensed ‘mandoubs,’ or expeditors, to facilitate the process required for the issuance of student residency. The expeditors are licensed by the Ministry of Immigrations, the Ministry of Social Affairs and Labor, Ministry of Interior, and the Civil Identification Authority.

Section B 1) documents in the report

Admissions brochure	Appendix E
Application for admissions	Appendix C
University Culture, Catalog 2008-2009 p. 26	SS-1-1
University admission from IEP Catalog 2008-2009 p. 42	SS-1-2
Certification requirements and contract information	SS-1-3

2) documents on site

Student Admission’s Files	Admission’s Office
---------------------------	--------------------

Section C Performance self-appraisal

We are satisfied that our IEP admissions policies and procedures are effective. By having the ACCUPLACER Online™ Language Placement Test (LPT), we customized our efforts in developing the skill set needed for students to reach English proficiency. This policy has been in place since December 2004. The program has supported a total of 979 students in achieving the level of English competency needed in both the Intensive English program and the English 099 program.

During the self-study, we determined the Office of Admissions has no formal policy and procedure for accepted non-Kuwaiti students and since the current percentage of “international” students attending the IEP is less than one percent of the total student body, during the self-study it was determined there is a need to provide adequate information online for non-Kuwaiti applicants. In addition, there is a need for at least one admissions counselor to be charged with facilitating non-Kuwaiti students in their application and visa process.

Section D Recommendations, plan of action, timeline, persons responsible

The Office of Admissions plans to create and develop a policy and procedure for non-Kuwaiti student admissions. The Administrative Policy and Procedure Committee will be charged with writing the policy and procedure during the 2008-2009 academic year. Additionally, the Office of Admissions is charged with creating a Web-link for non-Kuwaiti students outlining the additional requirements for admissions (i.e., proof of finances, authentication of transcript, etc.) and the visa and residency process prior to and after arrival in Kuwait, as well as appointing an admissions counselor to oversee the process. The goal is for the Office of Admissions to have a process and Website in place by the summer of 2009.

Student Services Standard 2: The program or institution provides academic and personal advising and counseling, as well as assistance in understanding immigration regulations. Such advice and assistance are provided in a timely and accurate manner by qualified individuals.

Section A Description of current operations to show how the standard is met.

Academic and Personal Advising

The program unit within the Division of Student Affairs that is responsible for providing academic advising and personal counseling is the Student Success Center (SSC) (SS-2-1), guided by the policies and procedures laid out in the catalog p. 273.

Six staff members within this department provide necessary programs and services to students attending AUK, as well as alumni. Programs include academic advisement, personal counseling, career counseling and services, academic support and tutoring services, disability services, retention initiatives and healthy student living programs.

Students receive a Student Handbook and Student Advising Handbook during advising and registration, which summarize the resources available for student success. During orientation, students are encouraged to use the services of the Student Success Center. Workshops, seminars and healthy living activities are remitted by email in the AUK Announcement: "This Week at AUK."

In general, for information and advice, students have access to and often are required to see the following staff members on a need basis:

Director of Student Success Center	for referrals to appropriate resources within the university or community and/or concerns regarding personal or academic issues.
Personal Counselors	for questions and information on overcoming personal, physical or educational problems, or skill deficiencies (see guidelines on site).
Career Counselors	for questions regarding career counseling, educational planning and academic advising to undergraduate students and for information on placement, advisement, and registration (see guidelines on site).
Retention Specialist	for questions concerning the lack of progress in a course and a plan of action for students with academic difficulties (see guidelines on site).
Academic Support Specialist	for questions and information on academic success and what study skills and support programs are available (see guidelines on site).
Academic Advisor	for guidance regarding academic concerns, for information on course selection and course schedules, and for questions on registration (see guidelines on site).

Supplementing the professional staff are trained student workers who serve as office assistants, peer academic advisors and peer tutors (SS-2-2).

Immigration Advising

The immigration advising process begins in the Office of Admissions prior to student's arrival at the University. As stated in Student Services Standard 1, the informal procedure in place utilizes the Assistant Director of Human Resources Logistics to oversee the visa and

residency issuance. Since there is no formal training available in Kuwait for immigration specialists, the twenty-five years of experience of the current Assistant Director provides the expertise for on-the-job training to the support staff. The Assistant Director contacts the various ministries to monitor current rules and regulations. In addition, the Assistant Director responds to student inquiries, concerns, and problems encountered before and upon arrival in regards to visas and residency issuance by AUK.

Training for Advisors

Similar to the requirements of like positions in American institutions of higher learning, counselors and specialists possess, at minimum, a master's degree in counseling, psychology or education. The Academic Advisor minimum credential requisite is a bachelor's degree. All staff participate in professional development and are members of professional organizations associated with the profession. For example:

- Director: Licensed Professional Counselor, Licensed Marriage and Family Therapist, Certified MBTI, Member of the National Association of Colleges and Employers (NACE).
- Counselors: Member of the American Counseling Association (ACA), Member of Professional Association of Resume Writers and Career Coaches (PARWCC), attend Annual Counseling Arabia Conference, adhere to the *Code of Ethics and Standards of Practice* from the American Counseling Association .
- Academic Advisor: Member of the National Academic Advising Association (NACADA)
- Retention Specialist: Attend Noel-Levitz National Conference on Student Recruitment, Marketing, and Retention.

Student Success Center staff participate annually in professional development activities in order to stay abreast of the issues and strategies within the profession. In addition, all staff attend professional development workshops offered by the AUK Center for Continuing Education.

Section B 1) documents in the report

Student Success Center Flyer	SS-2-1
PALs Flyer	SS-2-2

2) documents on site

Catalog 2008-2009 policy of Student Affairs p. 273	Director's Office
Documentation of professional training	Director of Student Success's Office
Logistics Manuals (Guidelines for advisors and counselors)	N:Drive/Student Success Center/(area)
Academic Advising Handbook for students	Director of Student Success's Office
Faculty and staff Academic Advising Manual	Director of Student Success's Office
Peer Academic Advising Manual	Director of Student Success's Office
Personnel file	Human Resources

Section C Performance self-appraisal

The advising staff of the SSC is well trained and is able to respond effectively to student needs. The Director of the SSC evaluates the staff through annual performance evaluations in

addition to providing monthly constructive feedback to all staff. Staff is also evaluated based on the monthly statistical reports which show the increases or decreases of students' attendance to advising and counseling sessions.

The SSC meets its effectiveness goals according to the definitions established by the University's academic programs and by interviewing students and faculty who have used the services of the center. The department uses its results from the effectiveness measures to determine any programmatic changes.

During the self-study, the SSC determined there was a need for additional feedback from students on advising matters, both personal and academic. Therefore, in Fall 2008, a survey was developed to allow students and staff to provide anonymous feedback on the services provided by the department. Also the SSC is currently working on creating a more holistic mechanism to evaluate the effectiveness of the staff and the services by implementing a suggestion box for students to submit confidential feedback. Moreover, the SSC has put into place an evaluation form to be distributed to students after each advising/counseling session for immediate feedback.

Additionally, SSC determined that additional personnel are needed to meet the increased needs of the student population. For example, an in-house psychiatrist position is being reviewed to decide if it would be beneficial in meeting the psychological needs of the students. Although currently, the counselors are licensed and can provide short-term guidance, any issue requiring long-term therapy, psychiatric or medical intervention is referred to community professionals. The SSC counselors keep a list of updated referrals which is provided to students when necessary. Students are more apt to not accept the referral because their issues become public, hence AUK would benefit students if an in-house psychiatrist were available to meet their needs. In addition, the SSC will be hiring a new Academic Advisor lead for the 2008-2009 academic year and a new Counselor to take over some of the current load of the personal counseling sessions and programs.

Although SSC personnel serve in a generalist capacity, there is a need to increase personnel to support the academic advisement program. In an effort to address the need for academic advisors in 2006, the SSC has implemented a program known as PALs, Peer Academic Advising Program. It is comprised of students on the Dean's List who serve as Peer Academic Advisors. This program was created to provide a mutual connection between existing and newly admitted students. Peer Academic Advisors offer support in areas of educational planning, advice with course selection, academic support advice, and academic information during PAR (Placement Advisement and Registration), Pre-Registration and Registration week. Peer Academic Advisors offer their services to Freshman students only and are guided by the SSC Professional Advisors. PALs members are available to support both the academic advising program and the Professional Academic Advisors at the center.

The current informal advising offered by the Office of Admissions and the Assistant Director of Human Resources Logistics for international students does not adequately serve the needs of the students. As stated in Student Services Standard 1, this issue was addressed in Fall 2008 by the Division of Student Affairs in collaboration with IEP, Admissions and Academic Affairs to be implemented within the Fall Semester.

Section D Recommendations, plan of action, timeline, persons responsible

No changes are proposed in the basic functions and training of the advising staff.

Student Services Standard 3: The program or institution provides pre-arrival and ongoing orientation to support students in their adjustment to the program or institution (and to the host institution if applicable), and to the surrounding culture and community, and to promote their understanding of immigration regulations and procedures, as well as health and safety issues.

Section A Description of current operations to show how the standard is met.

The IEP coordinates the New Student Orientation program for new Intensive English students. The orientation introduces new students to IEP and University programs and services, and provides an opportunity for new students to interact with staff, faculty, and administrators. During orientation, new students also receive academic advisement and register for classes. All new students are required to attend an orientation program prior to enrolling in the Fall or Spring semester. Orientation is offered during the months of September and February (see New Student Orientation Policies and Procedures SS-3-1).

New Student Orientation provides students with information they need before the first week of classes, provides students with information that they will need during the first year of their matriculation, and begins the process of relationship building.

There are several stages of the student orientation process depending on the admission status, local/regional (99%) or as an international student (1%).

1. *Acceptance Package* (SS-3-2): before students arrive they receive an information package including the following items:
 - Acceptance letter (both local and international)
 - Cost of living in Kuwait letter (international)
 - Entry visa (international)
2. *New Student Orientation* (Appendix D): This meeting takes place in Week 0 of each semester and is run by the Director of the IEP with the assistance of Student Affairs staff (SS-3-3). Students receive an orientation package and a gift bag (SS-3-4). The following topics are covered at the orientation:
 - Introduction to the Director, faculty, and staff of the IEP
 - Brief introduction to the expectations of the program in regards to class-work, homework, class participation, and attendance
 - Explanation of the language lab and reading group requirements
 - Explanation of the payment of tuition
 - Introduction of the Student Government Association
 - Introduction to the services provided by Student Affairs
 - Sign up for sports activities and clubs
3. *Small group orientation*: Students meet with the Student Peer Orientation Officer, the Lab Assistant, and the Assistant to the Director in groups of fifteen to eighteen students during Week 0 for more information. The following topics are covered:
 - Campus tour of the Library, Bookstore, Finance Office, Registration Office, classrooms, Student Success Offices, Writing Center, Tutorial Center, and all labs (IEP and Open Lab)
 - Introduction to the software programs available in the IEP lab for reinforcement of skills taught in the classroom
 - Explanation on how to access computers on campus and student email
 - Instructions on how to access Student Self-Service account on Banner

- Registration for courses
 - Student obtain ID cards
4. *Extended Orientation*: Level 3 students may attend a core undergraduate course, EDUC 100 – Essentials of Learning (SS-3-5), designed to engage students in active learning strategies and lead them through practical activities designed to enhance personal growth and development. This course is available to Level 3 students who at Midterms are successfully completing their coursework. The learning outcomes enhance the efforts of the orientation program.
 5. *Workshops*: College success skills workshops are conducted monthly by the Student Success Center. Workshops on topics such as time management, learning styles and study skills are open to all students (SS-3-6).

In addition to the formal orientation program, the Director of the IEP, the Assistant to the Director and the Lab Assistant have office hours on a daily basis in order to provide an opportunity for students to make an appointment or drop in to talk with staff about personal issues and/or concerns. Depending on the nature of the issue, the IEP staff either resolve the issue or refer the student to the appropriate department or student advisor.

Section B 1) documents in the report

New Student Orientation Policy and Procedure (Operations Manual Appendix I New Student Orientation Guidelines p. 512)	SS-3-1
Acceptance package	SS-3-2
New Student Orientation Package	Appendix D
Events and Outreach (Operations Manual VI. Students p. 212)	SS-3-3
New Student Orientation agenda and schedule	SS-3-4
EDUC 100 Syllabus (Operations Manual Appendix E pp. 297-298)	SS-3-5
Sample Citing Sources Workshop	SS-3-6

2) documents on site

Student files	Admission's Office/Registrar's Office
Student Handbook 2008-2009	Director's Office

Section C Performance self-appraisal

The current approach to student orientation is an accumulation of four years of experience and fine-tuning. Following each orientation, administrators review the orientation experience of that year during the first week of the semester. The University community plays a significant role in the orientation of new students even though the undergraduate program and the IEP operate two separate orientations. The major strength of the orientation is that new students have a variety of forums for receiving information about the IEP and the University program. University departments support the program by providing students with information to ensure their successful transition. The cooperation of departments is beneficial to the orientation program.

During the self-study, the IEP determined the need for a mechanism to measure the effectiveness of the orientation. In Summer 2008, an orientation survey was created and developed for implementation in Fall 2008.

Section D Recommendations, plan of action, timeline, and persons responsible

No changes are recommended in the current policies

Student Services Standard 4: The program or institution seeks to ensure that students understand policies regarding enrollment and registration.

Section A Description of current operations to show how the standard is met.

New Students

As explained in detail in Student Achievement Standard 1, students are tested prior to acceptance into the IEP. Upon acceptance, students receive an acceptance package containing a letter explaining enrollment and registration procedures. In Week 0, students attend New Student Orientation and registration (SS-3-2).

At the AUK, the Office of the Registrar, with the collaboration of the IEP, develops and maintains the policies and procedures for registration. However, it is the responsibility of the Office of the Registrar to communicate these policies and procedures to other constituents at the University.

The AUK operates the Banner student information system for information storage and management (see disclaimer SS-4-1). This system is accessed over the Internet and is divided into two components: Internet Native Banner (INB) and Self-Service Banner (SSB).

Administrators use the former to manage information, while students use the latter to search the University's schedule of courses and register into courses online.

During the orientation presentation, an overview of the registration process and available courses are presented. Students are instructed to pay the registration fee before proceeding to small-group registration orientation.

During the small-group meeting, students are provided with specific information about registration as well as instructions on how to register for courses through their Self-Service account. In order to ensure effective communication to newly admitted students during the presentation, the presenter assumes the role of a student and uses a student account in Self-Service to illustrate how to search the schedule of courses and register into courses. Low English proficiency students have the assistance of an Arabic speaking student worker. After registration, students are instructed to pay their tuition at the Finance Office (Appendix F).

For reference, the Office of the Registrar has created a manual in Power Point format that outlines all the steps required to search for and register into courses. In addition, the Office of the Registrar includes in the academic calendar important dates concerning registration along with their financial and academic implications. Both the manual and academic calendar are posted on the AUK Website for easy access by students and other University constituents.

An overview of policies governing enrollment and registration is given verbally at the New Student Orientation meeting. The policies are included in the Student Handbook, which is updated every academic year. In addition, students receive the current academic year catalog which contains a short description of each course and a list of prerequisites. The catalog outlines the parameters the student must follow for tuition refund. Finally, the orientation package includes an explanation of placement testing in the Proficiency Chart, registration procedures and Self-Service instructions handout, and information on tuition payments and refund in the event of withdrawal. Finally, the orientation package includes (Appendix D):

1. Proficiency Chart (placement testing)
2. Registration procedures and instruction
3. Banner Self-Service instructions
4. Student email account set-up instructions
5. Payment and schedule

6. Leaflets from various student services
7. Welcome letter

As stated in the catalog, students successfully completing the IEP and wishing to continue at the undergraduate level must submit an *Application for Admission into Undergraduate Level from IEP* form (SS-4-2) to the Office of Admissions and satisfy the undergraduate admission requirements for the intended semester of enrollment.

Continuing Students

For continuing students there is a pre-registration period three to four weeks before the end of the semester. Students register through their Self-Service account. If the student fails to register during pre-registration, he/she may register during Week 0 and/or during add/drop week. If the student fails to pay tuition by the first day of class, he/she will be dropped from the course (see calendar for advanced Registration SS-4-3).

For all students, continued enrollment is also dependent on satisfactory attendance and academic performance (see catalog p. 265-266 for attendance policy SS-4-4). Students may be administratively withdrawn from their courses for unsatisfactory attendance and/or lack of academic performance. At-risk students are counseled by the Retention Specialist to create an action plan to prevent dismissal ((see Early Warning Form (SS-4-5). The action plan may include but not limited to scheduled counseling, tutorial service, or involvement of the writing center.

Cancellation and Refunds

On page 65 (SS-4-6) of the catalog, students who decide to withdraw (SS-4-7) from AUK's IEP or to drop the last course must complete and sign a withdrawal form requesting the Registrar to cancel the course. Tuition refund is determined by the date of the withdrawal, and the following schedule applies:

1. By the last day of the first week of classes: 90% of tuition and fees.
2. By the last day of the second week of classes: 50% of tuition and fees.

Students who wish to withdraw or fail to withdraw during the aforementioned tuition refund period, but have extenuating circumstances may appeal for a refund. The student must complete a *Request for a Refund of Student Fees Form* and a letter detailing the extenuating circumstances (SS-4-8). The Tuition Refund Committee meets once a semester or as needed to process tuition refund requests (see policy SS-4-9). A student may drop a course (see policy from Catalog p. 64 (SS-4-10)) by completing a Single Add/Drop Form (see form SS-4-11).

Section B 1) documents in the report

Acceptance Package	SS-3-2
Banner Self-Service Disclaimer Statement	SS-4-1
Application for Admission into the Undergraduate Level from IEP	SS-4-2
Calendar for advanced registration	SS-4-3
Catalog 2008-2009 Class Attendance Policy pp. 265-266	SS-4-4
Early Warning Form (Operations Manual Appendix L Students at Risk p. 640)	SS-4-5
Catalog 2008-2009 Withdraw from the University p. 65	SS-4-6
Withdrawal from AUK Form (www.auk.edu.kw)	SS-4-7
Request for Refund of Student Fees Form (X:Drive/Finance/Forms)	SS-4-8
Refund of Student Fees Policy and Procedure	SS-4-9

Catalog 2008-2009 Drop and Add p. 64	SS-4-10
Single Course Drop/Add Form (www.auk.edu.kw)	SS-4-11

2) documents on site

Catalog 2008-2009	Director's Office
Student Handbook 2008-2009	Director's Office
Tuition Refund Committee Report	Director's Office

Section C Performance self-appraisal

The IEP provides registration information to students in a variety of formats and at various times within the semester. Students receive information before they arrive on campus (the acceptance package), at the orientation meeting both verbally and in writing, in small group meeting and at one-on-one meetings with advisors during registration. They have opportunities to ask questions during these sessions and they are given time to make decisions carefully. This helps ensure that registration information is available and understandable even for students at lower levels of English proficiency.

Section D Recommendations, plan of action, timeline, and persons responsible

No changes are proposed in the basic functions of the enrollment and registration process.

Student Services Standard 5: Students have access to health insurance coverage as required by the country and local immigration regulations, and institutional policies.

Section A Description of current operations to show how the standard is met

The State of Kuwait is a 100% welfare state. All students obtain the state sponsored medical insurance with the issuance of their residency as per *Kuwait: Law no. 1 of 1999 on Alien Health Insurance and the Imposition of Fees against Medical Services* (see Kuwait Law SS-5-1). The state issues a government medical card for use at all government clinics and hospitals. The health insurance provided by the law covers basic health and medical services:

1. Medical examination and necessary treatment at clinics by physicians and specialist doctors
2. Laboratory and X-ray tests
3. Surgical operations, except plastic surgery
4. Treatment, medication, and hospitalization in the event of emergency cases
5. Normal dental treatment and medication
6. Drugs and medicine

Students receive a copy of the health and medical service provided by the State of Kuwait in their orientation package.

Most service is free or requires a small co-pay of one Kuwaiti dinar at clinics or fifteen Kuwait dinars per day in government hospitals for private rooms.

As required by the Ministry of Education, Private University Council (PUC) for Institutional Licensure and Accreditation, the AUK must provide on-campus health services where students have access to medical care. The AUK clinic (SS-5-2), part of the Division of Student Affairs, is operated by the International Clinic of Kuwait on split-shift hours, and mornings and evenings with afternoon closures. The clinic is staffed by a medically trained professional to handle first aid, primary medical care and minor emergency care with a physician on call. In addition, a receptionist is available to answer questions and assist at the center. Emergencies and serious cases are triaged by the registered nurse and referred to the main clinic or nearby hospital facilities. Services at the clinic are offered free of charge to the students.

Section B 1) documents in the report

Kuwait: Law no. 1 of 1999 on Alien Health	SS-5-1
Service Agreement	SS-5-2

2) documents on site

Student files, including records of insurance paperwork	IC Clinic
---	-----------

Section C Performance self-appraisal

The IEP is satisfied with the Kuwait medical insurance coverage plans based on the lack of complaints by students.

During the self-study, we determined that the hours of operation of the clinic needed to be reviewed. The intention is to extend the hours to twelve (12) hours daily from the current eight hour per days schedule. There have been a few medical cases during the clinic's closure that have caught the Department and the University off-guard.

In the periodic meetings with the IC administration, the liaison officer, the Executive Assistant to the Dean of Student Affairs, meets up with the clinic staff to ensure and monitor the traffic within the clinic, the services provided, and the payment of services. Our division

liaison with the clinic is the Dean of Student Affairs, Carol Ross Black. The development of a mechanism to measure the effectiveness of the clinic will be included in the assessment planning during the 2008-2009 academic year.

Section D Recommendations, plan of action, timeline, and persons responsible

No changes are proposed in the insurance coverage for student.

Student Services Standard 6: Students have access to social and recreational activities that provide a cultural context for their language acquisition and other studies, as appropriate.
 Section A Description of current operations to show how the standard is met.

Social and Recreational Activities

All students in good standing at AUK are eligible to participate in extra and co-curricular activities to enhance their academic and personal growth. All students can further participate in other general community events. As the language of instruction at the undergraduate level is English, the majority of the programs and activities are conducted in English: lectures, on-campus advertising, programs and events communication are primarily in English. Particulars on these services and opportunities can be found in the Academic Catalog, Student Handbook, on the AUK website, the Operations Manual (SS-6-1), and in other supplemental brochures.

Involvement in campus life outside the classroom is an important component of a well-rounded college experience. The Department of Student Life hosts a variety of cultural, educational, social and recreational activities (AF-11-3). In addition, the Department provides programming and support for student organizations and the Student Government Association. Co-curricular, student leadership, athletic and intramural sports programs are also coordinated by the Student Life Department.

Participation in Student Life programs provides opportunities for making personal connections on campus with other students, faculty, and staff. Students are encouraged to get involved on campus, to develop important life skills, and to have a positive and enriching educational experience that fosters personal growth. In addition, students learn skills to enhance their career and educational goals. Some of the programs which support social and recreational involvement include (SS-6-2):

- Student Activities
- Clubs and Organizations
- Student Government Association
- Student Publications
- Intramural and Athletic Sports
- On-Campus Student Employment
- L.E.A.D. Leadership Program (SS-6-3)

Social and Recreational Activities Spring 2008

Examples of the kinds of activities offered by student life in Spring 2008 are given below:

Date	Event	Fee
20-Jan-08	Food for Finals – Arabic Coffee, Sweets and Pizza	Free
21-Jan-08	Food for Finals – Cookies and Hot Cocoa	Free
22-Jan-08	Food for Finals – Healthy Sandwiches, Fresh Juices and Fruits	Free
23-Jan-08	Food for Finals – Burgers and Soft Drinks	Free
10-Feb-08	Welcome Back Barbeque	Free
11-14 Feb-08	Collect New AUK Student IDs.	Free
14-Feb-08	Clubs and Organizations Fair – Sign-Up Deadline	Free
19-Feb-08	Clubs and Organizations Fair	Free
2-5 Mar-08	International Week	Free
6-Mar-08	International Week – International Women’s Day	Free

10-Mar-08	L.E.A.D presents “Managing Other People’s Time Effectively”	Free
12-Mar-08	Intramural Chess – Sign Up Deadline	Free
16-16 Mar-08	Chess Tournament	Free
17-Mar-08	SGA Commentator Competition – Sign-Up Deadline	Free
18-Mar-08	SGA Football Knockout Tournament	Free
18-Mar-08	SGA’s Town Hall Meeting	Free
18-Mar-08	L.E.A.D. at AUK presents “Preparing Your Resume”	Free

Examples of other events sponsored by Student Success and/or the Academic Affairs in the Spring 2008 are given below:

Date	Event	Fee
20-Jan-08	2nd Annual AUK Short Film Festival	Free
23-Jan-08	Lesson Plans for Active Learning – Educators Workshop	Free
23-Jan-08	Screen Addictions: Computers, Mobiles, PSPs – Educators Workshop	Free
30-Jan-08	PTSD-Clinical Signs in Children – Educators Workshop	Free
30-Jan-08	Differentiation in the Classroom – Educators Workshop	Free
17-Feb-08	Goals and Challenges of Higher Education in the Gulf – a lecture by Mr. Clifford Chanin	Free
19-Feb-08	Eating Disorders’ Workshop – Discussion of anorexia, bulimia, overeating and other eating issues.	Free
19-Feb-08	“A Conversation with Sara Akbar on Gender, Culture and Oil”	Free
20-Feb-08	Poetry Recital	Free
20-Feb-08	Exhibition of Rare and Old Books and Antiques by Mr. Saleh Al-Mesbah	Free
20-Feb-08	Wool Weaving – Live Demonstration by a Sadu House member	Free
4-Mar-08	Classroom Survival Kit Workshop	Free
4-Mar-08	Career Workshop – How to Choose a Major	Free
4-Mar-08	American Corner Discussion – ‘American News Coverage of the Middle East’ A discussion with Peter Spielmann	Free
5-Mar-08	International Week – Palestine World Day	Free
6-Mar-08	Classroom Survival Kit Workshop	Free
9-Mar-08	Student-Staff Tea	Free
11-Mar-08	Major’s Fair	Free
11-Mar-08	Healthy Living Workshop – ‘Self-Injury’	Free
12-Mar-08	Time Management and Goal Achievement	Free

Examples events sponsored by Student Success and/or the Student Life in the 2007-2008 academic year that required a fee:

Date	Event	Fee
1-Nov-07	Paintball	½ KWD
12-Dec-07	Dessert Competition	½ - 2 KWD
24-May-	Boating Trip to Kubbar	5 KWD
24-May	Fishing Trip to Kubbar	5 KWD

Events are announced by group email, the Website, popup window on the Website, MyAUK, and flyers and posters are prominently displayed on campus (SS-6-4).

Student Safety and Security

Student safety and security are of paramount importance to AUK. All events and activities have adequate medical and security personnel to ensure the well-being of our students. The International Clinic provides outpatient health care needs both on campus and off campus at AUK sponsored events (SS-6-5). AUK has a contract with a security firm for coordinating the campus security and safety. The security officers are authorized to enforce all regulations on campus and in areas surrounding the campus community. The security officers offer escort service to the parking lots to faculty, staff and students during the evening hours.

Section B 1) documents in the report

Student Life (Operations Manual VI. Students pp. 216-220)	SS-6-1
Sample “This Week at AUK”	AF-11-3
List of student activities and events for Spring 2008	SS-6-2
Sample L.E.A.D. flyer	SS-6-3
Sample Healthy Living flyer	SS-6.4
Off-Campus University Activity waiver	SS-6-4

2) documents on site

AUK Announcements “This Week at AUK”	N:Drive/Student Life/Weekly Announcements/Year/ Month
Safety procedures	Office of Student Life
Expense Reports for fee paid events	Office of Student Life
Record demonstrating concern for health and safety	Office of Student Life
Activities calendar	N:Drive/Student Life/Calendars/Activities Calendar

Section C Performance self-appraisal

Programs and opportunities for extra-curricular and co-curricular involvement of students are adequate for campus of this size, age, and resources. With over 30 activities annually, 15 student organizations, several student publications – including a monthly newspaper—8 sports teams, and several other programs for individual growth, students have ample chance to further their education outside of the classroom. Existing programs need greater student involvement and support to flourish. Both undergraduate and Intensive English Program students can participate equally.

During the self-study, we determined the need to continue to review programs and services especially as they pertain to the Kuwait culture and our student demographic. Creating a student task force to review and suggest how to further develop opportunities for English language acquisition amongst these programs would prove beneficial.

Section D Recommendations, plan of action, timeline, and persons responsible

The recommendation was made to create a liaison with Student Life inclusive of IEP students in order to increase their involvement in university sponsored activities. The Director of Student Life and the Director of IEP will collaborate to have an effective plan by Spring 2009.

Student Services Standard 7: The program or institution clearly states and fulfills its responsibilities regarding student housing.

Section A Description of current operations to show how the standard is met.

The AUK does not provide on-campus housing for students nor does it have an off-campus housing program. Students seeking accommodations bear the responsibility of securing housing. AUK does not engage in any residential relationships.

Section B 1) documents in the report not applicable

2) documents on site not applicable

Section C Performance self-appraisal

not applicable

Section D Recommendations, plan of action, timeline, and persons responsible

not applicable

Student Services Standard 8: The program or institution clearly states and consistently provides the extent of student services described in any promotional literature or other agreements, written or verbal.

Section A Description of current operations to show how the standard is met.

Department of Student Affairs Student Services

Student Affairs programs and services are listed on the University website, University catalog, and Student Handbook and follow the policies laid out in the catalog and the Student Handbook. In addition, the weekly AUK Announcement "This Week at AUK" posted on the AUK website and MyAUK portal as well as emails to students consistently promote the extracurricular activities and events available to students.

The Student Affairs webpage (www.auk.edu.kw) contains an introduction to Student Services as follows:

"The Division of Student Affairs is responsible for the social development and welfare of students at the American University of Kuwait. The Division is in charge of cultivating a co- and extra-curricular environment that supports and enriches student psycho-social development in the course of his/her academic career at AUK. Its objectives are advanced through non-academic extra-curricular activities.

The Division of Student Affairs establishes programs and activities that contribute to the process of personality development, individual self-esteem, self-confidence, self-discovery and social awareness. It also creates programs and activities for educating and enhancing the development of coordination, teamwork and leadership skills. Its goal is to enhance the student's positive and proactive attitude towards himself/herself, the community and the world."

The Catalog on pages 273-280 (SS-8-1) describes the departments and services within the Division of Student Affairs. Student Life encourages students to become engaged and get involved in university-sponsored events and activities. Students' participation in clubs, student government, university paper (Voice of AUK), leadership opportunities, sports programs, student employment or campus events is advocated by the Department. The Student Success Center (SSC) promotes healthy living through a series of workshops, seminars, and health fairs throughout the academic year. SSC continually advertises the academic support systems available to students, such as the Writing Center and the Tutorial Service Center.

The purpose of the Student Life department is to provide a well-balanced program of extracurricular activities for all students. This is in keeping with the belief that participation in college activities contributes to the development of a well-rounded personality and to the growth of leadership ability. These activities help to promote spirit, to furnish outlets for special interests and talents of students, and to enhance students' cultural development (SS-8-2).

The purpose of the SSC is to serve students, the University, and the community. It works toward meeting students' needs and helping them better adjust to the demands of academic life as well as to succeed in their studies. Furthermore, it assists the University administration, faculty and parents in understanding students and dealing with them effectively. Services include academic counseling, personal and social counseling, career counseling, tutoring and consultation.

Both Student Life and the SSC collaborate with Outreach and Events and the Alumni coordinators to arrange major events and activities for students sponsored by Student Affairs.

Like the Student Handbook, the University Catalog provides information about the programs and services of the Division of Student Affairs. For example, the Student Success Center, a department within the Division of Student Affairs, offers counseling, advising, and academic support services to students at AUK. Student Affairs counselors work with students as they explore attitudes and interests relating to their academic, social and emotional lives.

Students are also provided information about Student Affairs programs and services during orientation. A brochure detailing the academic and personal support is included in the orientation package. The Office of the Registrar, Student Life and the Student Success Center promote their student service programs and share information about their role and how students can get involved and access services (SS-3-4).

The student newspaper (the AUK Voice) is used by the department within each division on a monthly basis to write articles and announcements for student activities and events. These articles and announcements serve not only as an information tool but a marketing tool for the readership. For example: the SSC encourages students to attend workshops on healthy relationships. The staff members in Student Life write articles on leadership opportunities. The Office of the Registrar will announce an upcoming course or exam schedule. The student newspaper serves as a venue to ensure students are constantly made aware of programs and services provided.

Section B 1) documents in the report

Catalog 2008-2009 Division of Student Affairs pp. 273-280	SS-8-1
Student Affairs	www.auk.edu.kw
New Student Orientation agenda and schedule	SS-3-4
Sample Cultural Event Announcement	SS-8-2

2) documents on site

Student surveys	Director of Student Life's Office
MyAUK	https://MyAUK.auk.edu.kw
Student newspaper-Voice of AUK	Liberal Arts Building/Ground Floor
Contract with vendors for student services	Director of Student Life's Office

Section C Performance self-appraisal

During the self-study, the Division of Student Affairs determined that it lacks an effective mechanism to measure the effectiveness of the published materials that describe programs and services. To measure the effectiveness of the student services provided, it will be necessary to determine the level of student engagement in the University's extra-curricular activities and events in academic, pre-professional and non-academic areas. Informal means of assessment through staff and student meetings and unofficial student feedback have traditionally served as the process of assessment in regards to level of student engagement.

Moreover, due to the existence of a variety of venues from which students obtain information about programs and services, it is assumed that students are well informed. Venues include orientation participation of staff, print media, and Website. Print media such as the catalog and handbook are reviewed annually to ensure the information provided is accurate and student friendly. The Website is reviewed regularly and is considered a live document, hence any required updates or changes in programs are handled immediately.

Section D Recommendations, plan of action, timeline, and persons responsible

In 2008-2009, as part of a University initiative, the Office of Student Affairs will commence development of a systematic, ongoing, and transparent process to define goals, and measure our progress towards those goals, improve student learning and the overall effectiveness of the department. During the initial year of development, the Dean will be charged with creating the timeline for the assessment plan and the mechanisms used to measure effectiveness.

Student Services Standard 9: The program or institution has a plan, in writing, for the regular review and revision of its student services policies and activities.

Section A Description of current operations to show how the standard is met.

Policy and Procedure for Student Services Review

The Division of Student Affairs provides programs and services to all AUK students. The department follows the guidelines set forth in the Policy on Policies (policy on policy SS-9-1) to review and revise student service policies as needed in the biweekly departmental meetings. In general, productive and frequent communication among advisors, faculty and staff allows flexibility and proactive engagement in resolving new issues related to student services.

The Department of Student Affairs has the responsibility of reviewing and revising the Student Handbook annually (minutes SS-9-2).

The input for student services assessment (survey results and survey SS-9-3) and revision comes from a number of sources, both formal and informal:

1. The Administrative Survey (instructor perspective on administrative functions) has a section on student services.
2. The Student Government representative who is the designated liaison between students and student services administrator.
3. General meetings called for particular issues on student services as they arise.
4. Student complaints.

Department of Student Affairs

Below is a summary of some of the major changes in student services over time:

In Fall 2007, the Office of Student Affairs expanded to include Admissions, Registration, Outreach and Events, and Alumni Affairs (SS-9-4). The net result was four positions which had been previously identified and determined necessary to adequately service students' needs effectively were filled:

1. Assistant Dean of Student Affairs – formulates, implements, evaluates, and revises policies and procedures related to all aspects of the student affairs operation; plans and arranges social, cultural, and recreational activities of various student groups, according to University policies and regulations; meets with student and faculty groups to plan activities; evaluates programs and suggests modifications; Schedules events to prevent overlapping and coordinates activities with sports and other university programs; and conducts orientation program for new students with other members of faculty and staff.
2. Outreach and Events Coordinator – plans, organizes and facilitates campus events related to outreach and retention; this position provides coordination and direction for the development of recruitment initiatives and services; responds to inquires for program information and provides support for targeted outreach and retention efforts; and coordinates orientation, placement, advising, and registration program for new students with other members of faculty and staff.
3. Alumni Affairs Coordinator – builds networking opportunity for alumni and student body in order to benefit all through maintenance of alumni website and coordination of bi-annual events as well as develop new employer resources for alum; and seeks personal contact at highest decision-making level within corporations and business.

4. Coordinator of Scholarship and Financial Aid Programs – coordinates all operations including program development, student services, technology, compliance, and collaboration for government scholarship programs.

Beginning Spring 2006, several positions in Student Life which had been previously identified and determined necessary to adequately service student activities and events were filled:

1. Spring 2006- Senior Coordinator of Student Life: responsible for campus life activities; supervises, creatively develops, coordinates, implements and evaluates programs and services to engage students in all aspects of campus life.
2. Fall 2006- Engagement Officer: manages key programs designed to engage students within the University community through educational and student development programming.
3. Fall 2007- Student Life Coordinator: assists with all aspects of the activities program providing advisement for student groups and organizations; initiates and develops programs and ideas; provides supervision and programming support during the day; coordinates off-campus social and recreational trips and collaborates with the Senior Coordinator of Student Life; and plays a significant role with marketing and promoting student activities through fliers, posters, and the Web.
4. Fall 2007- Evening Activities Coordinator: provides supervision and programming support during nights; coordinates off-campus social, sporting, and recreational trips and collaborating with the Senior Coordinator of Student Life; and plays a significant role with marketing and promoting student activities through fliers, posters, and the web.

Beginning of Spring 2005, several positions and services in the SSC which had been previously identified and determined necessary to adequately service student s’ academic and personal needs were filled:

1. Spring 2005- Academic Tutoring Center opened with volunteer faculty and peer tutors
2. Spring 2005- Academic Advisor Counselor: personal counselor who develops, implements, and evaluates programs and services designed to encourage realistic self-appraisal, intellectual development, values clarification, physical and mental wellness, appreciation of culture and aesthetic differences, and independence.
 - Spring 2006- Career Counselor: develops, implements, and evaluates programs and services designed to promote student career development and the accomplishment of personal and academic goals.
3. Spring 2006- Academic Support and Retention Specialist: coordinates programs designed to promote academic success and retention.
4. Fall 2006- Academic Support Coordinator: the former Academic Support and Retention Specialist was split into two positions. The Academic Support position coordinates the peer tutoring and supplemental instruction programs.
5. Fall 2006- Retentions Specialist: assists students in developing mutually agreed upon academic support plans for student at risk due to lack of progress.

The Division of Student Affairs has drafted policies and procedures for each department and program. These policies serve as working documents by which daily operations adhere.

Section B 1) documents in the report

Policy on Policies (X:Drive/Policies and Procedures/University Policies (Approved))	SS-9-1
---	--------

Student Handbook Review Meeting Minutes	SS-9-2
Satisfaction Survey for L.E.A.D.	SS-9-2
Effectiveness Forms (Assessment Cycle 2005-2006)	SS-9-4

2) documents on site

Draft policies and procedures	N:Drive/Div Planning policies & Procedures
Surveys for student services	N:Drive/Surveys
Meeting Minutes	N:Drive/Student Life
Review process plan	N:Drive/Div Planning policies & Procedures

Section C Performance self-appraisal

The mechanism in place for evaluating student services and incorporating new ideas is an on-going internal process. Even though policies are reviewed as needed at the bi-weekly administrative meetings, we determined a need for improvement in the area of student input into our review process.

As a result of the self-study and the university-wide initiative to develop a comprehensive assessment plans within each department of AUK, the Student Affairs identified several areas in which student feedback and participation are needed to measure the effectiveness of the student services provided by AUK and the IEP. Examples of assessment measures for supporting units include:

1. Student satisfaction surveys
2. Number of complaints
3. Count of program participants
4. Growth in participation
5. Average wait time
6. Comparisons to professional organizations' best practices
7. Statistical reports
8. Average service time
9. Staff training hours
10. Number of applications
11. Processing time for requests
12. Number of users
13. Focus groups
14. Opinion surveys
15. External review
16. Number of staff trained
17. Attendance at events
18. Student participation in clubs and activities

During the Summer 2008, the Retention Specialist attended the Noel-Levitz National Conference on enrollment management highlighting student retention, recruitment, advising and assessment. The purpose of attending the conference was to learn how to make student retention planning more focused, strategic, and effective by guiding our efforts with key data.

The Student Affairs department needs to conduct a systematic review and develop an assessment plan to make the department more responsive to the needs of the University and community, increasing its direct or indirect contribution to student mastery of the University

undergraduate courses and programs, and to provide information for decisions regarding resource allocation.

The process is designed to:

- Improve programs and services consistent with the University Mission and Master Plan. Though all departments do not contribute directly to helping students learn, the services provided enable students and faculty to engage in teaching and learning, thus departmental contribution is crucial.
- Determine department direction and goals for the next five years.
- Foster cooperation among all departments of the University.
- Develop information to assist in the allocation of resources.
- Increase responsiveness to student and community needs.
- Improve response to external and demographic changes.
- Respond to local mandates for accountability.

Section D Recommendations, plan of action, timeline, and persons responsible

The 2008-2009 academic year, the Office of Student Affairs will create a detailed timeline for the assessment cycle. The timeline will include dates for when work will be collected, when results will be tabulated and analyzed across the program, and when the department's staff will meet to discuss the results of the process and recommend changes. After assessment information is collected, the results require analysis and need to be communicated to Department colleagues, who can consider changes to service methods, resource availability and scheduling. The Assistant Director of Student Affairs will be charged with the creation of a committee, timeline, and implementation of the assessment plan.