

# 1- University Bylaws

## Article I Board of Trustees

### I.1. Scope of Work

The university shall be governed by an independent Board of Trustees (BOT or “Board”), which is responsible for ensuring that the University is governed and managed in accordance with its mission, bylaws, and established policies. The Trustees shall promote the interests of the University with respect to external parties and shall ensure that the University’s financial resources are maintained for current purposes as well as future generations.

### I.2. BOT Membership, Class, and Term

The Board of Trustees is a free standing, self-governing body. It includes nine (9) to fifteen (15) members who are elected in four cohorts for four-year terms in order to ensure the renewal and continuity of its membership. At each annual meeting of the Board, new board members are elected for a term of four years in order to replace those whose term expires. A member may be re-elected for two consecutive four-year terms, after which he/she will not be eligible for re-election for at least two years.

The first cohort of Trustees shall consist of eight members to be directly appointed by the Founder for a term of four years each. The Board of Trustees shall also include four representatives of the Founder in addition to the President of the University, as ex-officio. The appointed Board shall first be convened by the Founder’s representatives to elect the Board’s Chair, Vice Chair and Secretary.

### I.3. Officers of the Board

The Officers of the Board shall be the Chair, the Vice-Chair, and the Secretary of the Board. Elections of Officers shall take place at the meetings of the Board.

#### I.3.1. Chair of the Board

The duties of the Chair of the Board shall be:

- i. Preside over the meetings of the Board, the Executive Committee, and any ad hoc Committee formed to search for the President or for the nomination of new board members.
- ii. To be an ex-officio member of all Board Committees.
- iii. To perform other duties as the Board or the Executive Committee shall determine.

#### I.3.2. Vice-Chair of the Board

The Vice-Chair will preside over meetings of the Board in the absence of or at the request of the Chair. The Vice-Chair shall be an ex-officio member of the Executive Committee.

### **1.3.3. Secretary of the Board**

The Secretary of the Board shall be a full-time qualified employee who corresponds directly with the President. The Secretary shall normally be a member of the Executive Committee and shall be responsible for the accurate recording and distribution of the minutes of the Board and Executive Committee meetings, notifying trustees of the time, location and agenda of all regular, special or emergency meetings and the Executive Committee. The role of the Secretary is to handle/process the agenda of BOT meetings, take minutes, liaise with different stakeholders, and act in all confidentiality in relation to discussed matters. The Secretary may delegate some of these duties, but not the responsibility for them, to one or more members of the administrative staff of the Board of Trustees or the University.

### **1.4. Membership Qualifications**

Members of the Board shall be selected on their exemplary leadership abilities with proven records of achievement in their chosen professions or occupation. The Board shall be composed of individuals who can command respect and are willing to serve the University within the framework of its mission and purpose and who can contribute to the sustainable growth of the University.

At all times, the Board shall include in its membership at least three distinguished scholars in fields relevant to the University Faculties. The Board shall also include individuals of proven record in public service, especially in the support of education, from the business and the public sectors. With the exception of the representative of the Founder, all members of the Board shall represent themselves and shall not be considered to represent any outside public or private entity.

### **1.5. Nomination to the Board**

Nomination of new members to the Board shall be made internally within the Board and in accordance with written guidelines, criteria and procedures that are established and approved by the Board.

### **1.6. Board of Trustees Elections**

Election of members of the Board, Officers, and Chairs of standing committees shall be by secret ballot and shall take place at the annual meeting of the Board of Trustees. To be elected, a candidate must receive a majority of the cast votes of the trustees. Terms of office for new members of the Board of Trustees shall begin on the first Fall semester of the year in which they were elected. The composition of the Executive Committee shall be announced at the same meeting.

~~after the in-favor vote.~~

### **I.7. Resignation and Vacancies**

Any trustee may resign by submitting a written notice to the Chair or the Secretary of the Board of Trustees. In accordance with Article I.4 and I.5, a vacancy in the Board may be filled by vote of a majority of the trustees then in office, at any meeting for the remainder of the unexpired term.

### **I.8. Removal of Trustees**

The Board may remove any trustee for any justifiable cause by vote of a two-third majority of the Board.

### **I.9. Powers and Duties of the Board**

The Board of Trustees shall:

- i. Ensure that an adequate and periodically reviewed statement of mission and vision for the University is established and shared with the University's community at all times.
- ii. Oversee the management of the University in terms of resource and asset utilization that is in line with its mission and purposes, and safeguard the future of the University.
- iii. Establish policies for the operation of the Board of Trustees and its standing committees and specify the duties and responsibilities of the Chair, the Vice-Chair of the Board and the Secretary of the Board, and execute the functions of the Board in accordance with Article III, and, with the advice of the President, the Provost, the Senate, the Board of Deans and the Deans of the various faculties.
- iv. Appoint the President of the University in accordance with a clearly documented and transparent procedure that is carried out by an especially elected or appointed search committee and with such procedure being approved in advance by the Board.
- v. Be available, individually as well as collectively, to advise the President on issues that may rise.
- vi. Provide support and oversight on the strategic planning of the University, including reviewing and approving annual budgets, and exercising long-term fiduciary responsibility.
- vii. Periodically review and approve the University's entire salary scale, personnel policy, end-of-service matters, health insurance, savings, and other benefits; including amendments to these plans, suspension or termination of any of the plans, or the approval of new plans.

## **Article II. Meetings of the Board of Trustees**

### **II.1. Regular Meetings**

Regular meetings of the Board shall be held at least three times each academic year. The first regular meeting shall be held during the Fall Semester (October or November), while the second shall be held during the Spring Semester (February or March). The specific date of each meeting shall be fixed by the Chair of the Board after consultation with the President of the University. Notice of the meetings shall be in writing and sent to each trustee by mail, fax, or electronically, not less than one month prior to the meeting.

The Board of Trustees at its annual or regular meetings shall consider and take action with respect to the annual report of the President of the University, the annual budget of the University, fiscal forecasts and funding programs, personnel administration, requirements and recruitments, and facilities of the University as required.

## **II.2. Special Meetings, Notice**

The Chair, by his own authority or by the request of three members of the Board combined, may call for a special meeting of the Board. Notice of any special meeting of the Board shall be in writing and sent to each trustee by post mail, or electronically, not less than two weeks prior to the meeting. Emergency meetings of the Board may be called by its Chair on shorter notice. Where discussions are limited to the issue for which the meeting is convened.

## **II.3. Meeting Place**

The Board shall hold its meetings on the campus of the University, unless the Board decided to meet elsewhere, especially in case of compelling circumstances.

## **II.4. Quorum, Action of the Board**

A majority consisting of more than half of the filled seats of the Board shall constitute a quorum for the transaction of business at meetings of the Board, and an act of the majority of the trustees at any meeting at which quorum is present shall be adopted by the trustees. Use of conference calls or other similar communication arrangements by means of which all persons participating in the meeting can communicate with each other shall be allowed, provided that such an arrangement is approved by the Chair prior to the meeting. Trustees shall not be authorized to vote by proxy.

# **Article III. Committees of the Board of Trustees**

## **III.1. General Committee Procedures**

The Board of Trustees shall establish, from among its members, an Executive Committee. The Board also has the right to form other standing or ad hoc committees to provide the necessary assistance in discharging its main functions and responsibilities as stated in the articles below – III.3 to III.6. Each Committee shall be composed of three to five trustees who shall, apart from the Executive Committee, be elected by a majority of the Board or appointed annually by the Chair of Board.

When the Chair of any committee of the Board is not present at a meeting, the other members shall elect an acting Chair for that meeting only. Each committee may adopt charters, rules, or guidelines that govern its proceedings, as deemed appropriate subject to approval by the Executive Committee or Board of Trustees. Any committee may act without a meeting if all members of such committee consent to the action in writing and such written consent are filed with the minutes of the proceedings of such committee. Any one or more members of a committee may participate in a meeting through conference call or alternative means of communication allowing effective communication by all persons participating in the meeting provided that such an arrangement is proposed to and approved by the Chair of the committee prior to the meeting.

### **III.2. Executive Committee**

The Executive Committee of the Board shall consist of the Chair, Vice-Chair, the President, and Secretary of the Board of Trustees and one or more members to be elected by the trustees, from among members of the Board.

The Chair of the Board shall serve as the Chair of the Executive Committee and the Secretary of the Board shall act as the Secretary of the Committee.

The Executive Committee of the Board of Trustees shall exercise the powers of the Board in the management of the business and affairs of the University between meetings of the Board.

### **III.3. Academic Affairs Committee**

The Academic Affairs Committee shall be composed of three to five trustees and a Committee Chair who shall be elected by a majority of the Board or appointed annually by the Chair of the Board. The Academic Affairs Committee shall guide and oversee the University's academic programs, including reviewing matters of academic and educational programming such as programs, academic priorities and planning academic facilities, and teaching standards. The Academic Affairs Committee shall make recommendations to the Board on all programs and curricula changes and shall make recommendations to the Board on all academic appointments, promotions and tenure decisions and engage in strategic planning for the main educational programs, academic affairs and yearly academic calendar.

The committee may also be involved in developing strategic plans. Other functions of the Academic Affairs Committee revolve around reviewing all academic reports, proposals, and submissions received from and through the President of the University and recommended to the Board. The Committee, furthermore, may assign qualified external academic reviews or audits as a means of assessing the academic performance of the University.

### **III.4. Audit, Risk & Finance Committee**

The Audi, Risk & Finance Committee shall be composed of three to five trustees and a Committee Chair who shall be elected by a majority of the Board or appointed annually by the Chair of the Board. The Audi, Risk & Finance Committee shall review and decide upon the annual operating and capital budgets for the University as prepared by the University's President and ensure they are in line with the policies, procedures and strategic priorities of the University, as set out by the BOT. The Audi, Risk & Finance Committee shall review and decide upon the utilization of existing space and proposed additions, renovations or new facilities. The Committee shall review and decide upon all requests for expenditures or the incurring of obligations by the University, which are not included in the budget approved previously by the Board.

The Audi, Risk & Finance Committee shall review and decide upon the University's long-term financial plan and maintain a clear presentation of the financial statements. It shall set the accounting systems and insure adequate internal controls and procedures and review the steps that management has taken to control financial and business risk. The Committee furthermore makes recommendations to the BOT and the HR Committee on short term and long term financial issues.

The Audi, Risk & Finance Committee shall review reports from the internal auditor, who reports to the CFO, the Board, in addition to the President and shall review and approve the internal auditor's annual audit plan. The appointment or dismissal of the internal auditor shall be subject to the approval of the Board. The Committee shall hire and approve the compensation of the external auditor, shall define the scope of the audit to be performed, and shall generally oversee to the external auditor.

The CFO of the University recommends the external auditor to the COO and the President, upon which all members of both academic and administrative nature discuss and vote on all matters related to hiring, compensation, retention and termination of the external auditor. The President will present the decision to the Board of Trustees, who will ultimately make the final decision on the external auditor. The Board shall review the scope and audit plan of the external auditor and shall meet and discuss with the University's management and the external auditor the financial statements and results of the audit.

### **III.5. Human Resources & Compensation Committee**

The Human Resources & Compensation Committee is composed of three to five trustees and a Committee Chair who shall, be elected by a majority of the Board or appointed annually by the Chair of the Board.

The Committee acts as a central coordinating body on human resource and compensation issues. The committee oversees uniformity and equity of administration in the various areas of its responsibilities. The committee coordinates with the CHRO and will be responsible for the reviewing and approval of human resources issues, hiring salaries, promotions and placements

issues. The Human Resources and Compensation Committee reviews the recommendations for staff promotion and the requisitions for new hires to ensure promotion from within. The Committee is furthermore responsible for the placement of new positions in the classification schedule and the reclassification of existing positions. The committee advises on wages and salary policies and processes and on job titling for non-academic personnel.

The Committee shall also fix the salaries of the following Officers of the University: The President, and on the recommendation of the President, the Provost, the Chief Financial Officer (CFO), the Chief Human Resources Officer (CHRO), the Chief Operation Officer (COO), the Deans of the various faculties, and any other individuals as required by applicable law.

The Committee also reviews the HR needs for the various entities of the University and the job description schemes created by the HR department. The Committee makes recommendations on the turnover ratio of employees and the University policy on the career path development for the administrative staff. The Committee furthermore advises on the compensation scheme including salary scales adopted at the various levels and benchmark with the national/regional practices.

## **Article IV. Officers of the University**

### **IV.1. Appointment**

The Board shall appoint and define the duties of the President of the University. It shall also approve the appointments made by the President of the following Officers: the Provost, the Chief Financial Officer (CFO), Chief Human Resource Officer (CHRO) and the Chief Operating Officer (COO), and the Deans of the various faculties.

### **IV.2. Authority**

The University, through its appointed Officers, shall operate under the guidance of the Board of Trustees. The Board's power shall ordinarily be exercised in academic and administrative matters through the President of the University, the Provost, the senior managers, and the Deans of the faculties.

### **IV.3. The President**

The President shall be the executive, administrative, and academic head of the University with full responsibility and authority for leading the operations of the University within the framework of the Bylaws and policies under the guidance of the Board. The President shall be a voting ex-officio member of the Board of Trustees and shall be ex-officio member of all formed Committees of the Board other than the Audit & Finance committee. The President shall serve

as the liaison of the Board of Trustees with the faculty and administrators of the University and the institutions and communities served by the University. The appointment of the President is normally for a period of four years, subject to renewal for a second term.

The President shall have the following duties:

- Attend and participate in all meetings of the Board of Trustees.
- Preside at meetings of the Administrative Council.
- Preside at meetings of the Board of Deans.
- Prepare an annual President's report on the operations and the condition of the University for presentation to the Board and to the faculty at large no later than the annual meeting of the Board. The report deals with academic, personnel, fiscal, facilities, public relations, and other aspects of the University and shall be in a form suitable for such use as the Board shall determine.
- Present requests for faculty, facilities, or other resources for the University to the Board or appropriate committees of the Board.
- Suggest, guide and coordinate the preparation of plans and programs for the University for submission to the Board with the President's recommendations and, upon approval by the Board, direct the execution of such plans and programs.
- Recommend and, with the approval of the Board, implement an active program of public relations with the government and other local and regional stakeholders.
- Exercise sole responsibility for communication, control, and accountability between the Board and the University.
- Perform such other duties as the Board or the Executive Committee may direct.

When the President is absent or temporarily incapacitated, the President shall appoint the Provost, or one of the Deans, to act on the President's behalf. In case of emergency absenteeism or upon the sudden death of the President, a Committee of the Provost and Officers and Deans, chaired by the Provost, will assume the duties of the Presidency until the Board appoints an acting President by a majority of the voting membership of the Board in a duly constituted meeting, or the Board elects a new President.

#### **IV.4. The Provost**

The Provost shall be the Chief Academic Officer of the University. The Provost shall be an ex-officio member of the Senate and of the Board of Deans and shall perform such other duties as the Board of Trustees, the Executive Committee, or the President may direct. The appointment of the President is normally for a period of four years, subject to renewal for a second term.

- Attend and participate at meetings of the Senate.
- Supervise all matters relating to curriculum and instruction.



- Oversee faculty and academic staff recruitment and development activities. \_
- Provide recommendations to the President on all academic appointments, employment contracts, and promotion matters.
- Oversee development and implementation of academic strategic planning.
- Coordinate periodic academic program review and impact and work with Deans and Faculty Heads.
- Develop academic affairs budget and oversee all academic and information management areas.
- Periodically review and evaluate the faculty policies and bylaws in consultation with the faculty and subject to approval of the Assembly, the President and the University Bylaws.
- Establish plans for program development, faculty recruitment and development.
- Perform other duties as requested by the President and the Board of Trustees.

#### **IV.5. Chief Financial Officer (CFO)**

The Chief Financial Officer (CFO) of the University shall direct and control the activities and operations of the Chief Financial Officer's office. The responsibilities of the Chief Financial Officer shall include accounting, financial reporting, preparation and overseeing payment of payrolls, compilation of statistics, and accounting systems and procedures, and shall conduct all of these activities for managers of the operating departments of the University. The CFO shall perform these duties under the administrative direction of the President.

The CFO of the University shall submit an annual financial report, covering the previous year and audited by the auditing firm appointed by the Board of Trustees to the President of the University. This report is presented at a later stage by the President, together with the President's annual report of the operations and the condition of the University, and the President recommendations thereon, to the Board of Trustees at its annual or a regular meeting.

The CFO shall have the following duties:

- Assist the President in the preparation of the annual budget for presentation to the Board of Trustees.
- Be responsible for the administration of the approved budget in accord with policies and procedures of the Board of Trustees and the University and prepare budget amendments as needed.
- Identify and manage the University's financial risk and systems of financial controls.
- Supervise and be responsible for the collection, accounting, and disbursement of all institutional funds; prepare and preserve the proper financial records.
- Work with the auditors on the annual audit; Recommend external auditor to President.
- Oversee all the university financial functions to include compliance, timely reporting and accuracy.

- Maintain files of all deeds, titles, contracts, leases, and other agreements of financial or legal nature as well as personnel records on all university employees.
- Communicate essential information concerning the fiscal affairs and economic growth and development of the University, the Faculties, the Faculty, and all related matters.
- Assist the President, as needed, in representing the university in key university constituencies.
- Oversee the treasury management, cash, debt and loan management, investment management.
- Manage administration accountabilities, including all fiscal aspects of externally funded grants and contracts awarded to the University, including the review and approval of proposals, negotiation of contracts and awards, billing, collections, financial reporting, compliance monitoring.
- Perform other duties as requested by the President and the Board of Trustees.

#### **IV.6. Chief Operating Officer (COO)**

The Chief Operating Officer (COO) is responsible for the planning and day-to-day management of all financial and administrative functions of the University. The COO ensures that all financial and administrative functions of the University are performing optimally. The COO ensures that all fiscal policies are implemented, alongside the CFO, and that all appropriate procedures are codified, implemented, and reinforced. The COO provides regular financial management reports to the President and to those responsible for financial management operations at the University. The COO shall perform these duties under the administrative direction of the President.

The COO shall have the following duties:

- Advise the President on all business affairs of the University, providing full information at all times of the financial status of the operations of the University, recommending ways to improve the business operations of the University, providing intonation concerning the rules and regulations of the Board of Trustees.
- Ensure the appropriate and effective administration, and oversight, of institutional resources.
- Provide essential services in support of the quality of campus learning and working environment.
- Work with the University in matters related to the planning, programming, design, document production, cost estimation, bidding and construction observation of capital projects.
- Exercise appropriate stewardship of physical resources by maintaining, managing, and operating buildings, grounds, infrastructure, and utilities.
- Ensure that the University's financial, capital, and operational resources are deployed with integrity and are aligned with the University's goals as per the Bylaws, policies and procedures set out by the University.
- Create a customer service culture within the financial and operational functions of the University, ensuring the internal "customers" and external stakeholders view centralized services as responsive and value-added.

- Perform other duties as requested by the President and the Board of Trustees.

#### **IV.7. Chief Human Resources (CHRO)**

The Chief Human Resources Officer (CHRO) serves to provide the human resource direction across all of the University's Faculties and programs. The main function of the CHRO is to provide strategic human resources leadership for the University and implement a Human Resources Strategic Plan consistent with the University's Strategic Plan in order to equip it with the best workforce talent available to position itself as a well-respected employer of choice. The CHRO shall perform these duties under the administrative direction of the President.

The CHRO shall have the following duties:

- Comprehensively reassess and rationalize HR policies, processes, and procedures as well as administration interpretation and implementation.
- Advise the President, Deans, and principal directors on all human resources matters.
- In collaboration with administrative and academic leaders, develop and implement strategic plans and initiatives for recruitment, assessment, development, retention, and succession of campus talent and leadership. Facilitate processes for the recruitment and retention of faculty and staff.
- Serve as a primary design resource on compensation initiatives.
- Provide senior leadership and line management for the University's human resources operations.
- In collaboration with the President, COO, CFO and other leaders with appointment authority, plan and direct operations, programs, and policies for all HR functions.
- Review staffing needs in collaboration with University's leadership.
- Provide the impetus for the planning of future employee/staff/faculty-related programs.
- Work in close collaboration with deans, faculty, and other departments and units across the University to create shared responsibility for human resource initiatives and programs.
- Handle other initiatives as requested by the President and the Board of Trustees.

#### **IV.8. The Deans**

The Deans are appointed by the Board of Trustees, as per the recommendations of the President. The Deans report to the Provost and are responsible for leading their respective faculties both academically and administratively. The Deans manage the academic programs, curricula, academic personnel, student body, and physical facilities of their faculties and also give recommendations in what pertains to the appointment and promotion of academic and non-academic personnel.

The Deans are entrusted with the following duties:

- Attend and participate in all Meetings of the BOD and the Administrative Council.
- Supervise the overall operations of their Faculty and instill a shared strategic vision.
- Advise the President and the University on academic matters, communicate effectively with various stakeholders of the university: students, faculty, and department chairs.
- Articulate university policy and procedures to members of the Faculty and ensure that Faculty policies and procedures are consistent with those of the University.
- Prepare proposals and initiatives for outside funding of special projects and articulate the Faculty's contributions at the regional and/or international level.
- Develop the academic budget of the Faculty and oversee the allocation and expenditure of resources.
- Direct and coordinate activities of the programs.
- Be responsible for the development of the Faculty, particularly with regards to academic programs, curricula, academic personnel, student body, and physical facilities.
- Oversee all personnel matters pertaining to academic and non-academic employees including: recruitment, appointment, re-appointment, termination, faculty evaluation, tenure, promotion and merit.
- Chair and participate in activities and deliberation of the main faculty committees.
- Develop, revise, and coordinate the assessment of academic programs, program plans, policies, and extracurricular programs for the Faculty.
- Oversee the scheduling of courses, recommend implementation of additional courses, and ensure compliance with institutional reporting requirements.
- Maintain student records, provide a system of advising, and certify students' graduation.
- Prepare an annual report for the President, which shall be distributed electronically to all academic units of the Faculty.
- Ensure that all academic programs attain accreditation standards, and supervise the preparation for such program accreditation.
- Exercise a main role in curricular development by ensuring that all programs are responsive to the needs of the community and are consistent with the highest levels of professional attainment and standards.

## **Article V. The University Senate**

**(The University Senate will become functional at a later stage. As of the publication of these Bylaws, the University does not operate a Faculty Senate.)**

### **V.1. Definition and Election**

The University shall have a Senate composed of officers, ex-officio members, and members elected from the various faculties in a manner set forth in the bylaws of the Senate, adopted by the Senate, and approved by the Board.

## **V.2. Duties and Responsibilities**

The Senate shall be the academic legislative body for academic affairs of the University as a whole while guided by the policies established by the Board of Trustees. It shall serve as a representative body to reflect and develop the needs and suggestions of the faculty with respect to curricula, personnel, and other matters affecting the academic functions of the University. The Senate shall be responsible for the academic policy, which affects the interrelation of the different faculties; and it may also recommend to the Board of Trustees, through the President, modifications or amendments to academic policies.

## **V.3. Officers of the Senate and Ex-Officio Members**

The Officers of the Senate shall include the following:

- The President or, in his/her absence, the Provost, chairperson.
- The COO, CFO and CHRO may be invited to attend the Senate meetings, whenever needed.
- The Secretary of the Senate appointed annually by the Provost.

The ex-officio members of the Senate shall include the following: The President, Provost, Deans, and the registrar.

## **V.4. Regular Members**

The regular members of the Senate shall include elected representatives of the faculties from the full-time faculty appointees who have served in the University in a professorial rank for at least three years. Election of members shall be made prior to the beginning of the Fall Semester for the Fall, Spring, and Summer semesters. Each member shall serve for a period of one year, conditional upon his/her continuity of appointment as a faculty member of the faculty he/she represents. Term limits for Senate members should not exceed two consecutive terms, with a break of at least one term (three years) before becoming eligible for nomination for another term of service. Elected representation on the Senate shall include:

Faculty of Business Administration	3 Faculty Members
Faculty of Architecture	2 Faculty Members
Faculty of Media	2 Faculty Members

## **V.5. Voting Members**

Voting members of the Senate shall include the following:

- The President
- The Provost

- Regular Members
- The Academic Deans of Faculties

## **V.6. Meetings and Agenda**

### **V.6.1. Regular Meetings**

Regular meetings of the Senate shall be called by the President at least once a month during the academic year. An agenda for each regular meeting shall be circulated to all members of the Senate a week prior to the meeting.

### **V.6.2. Special Meetings**

Special meetings of the Senate shall be called by the President at his/her request or on the written request of four regular members. The purpose of such special meetings must be specified and circulated to all members of the Senate a week prior to the meeting.

### **V.6.3. Quorum**

A quorum shall consist of a majority of the voting membership of the entire Senate.

## **V.7. The Senate Committees**

### **V.7.1. Definition and Function**

The Senate discharges some of its duties and responsibilities through two committees: The Senate Steering Committee and the Senate Committee on Faculty Affairs. Other committees may be established and existing ones dissolved by a simple majority vote of the Senate. The function and composition of each standing committee shall be established by the Senate. Each committee shall formulate its own rules of procedure and submit them to the Senate for approval. The approval of the rules of procedure of standing committees and amendments thereto shall be by a simple majority vote of the Senate.

Each committee shall submit an annual report to the President according to a schedule to be set by the Steering Committee so that each report can be discussed in regular Senate meetings.

### **V.7.2. Senate Steering Committee**

The Senate Steering Committee is composed of one Senate representative from each faculty elected annually by the Senate, a Secretary of the Senate (is a

voting member of this committee only if he/she is a voting member of the Senate), and one faculty member appointed by the President from within or outside the Senate. The committee shall elect a chairperson from within the committee at first meeting of each year. The Provost is a non-voting ex-officio member.

The Senate Steering Committee shall

- Prepare the agenda for regular Senate meetings.
- Receive and coordinate proposals on matters for discussion by the Senate from Senate members and other faculty members.
- Refer, subject to the approval of the President, items that require study before being considered in the Senate, to an appropriate committee or board, and to ensure that a written report on such an item be forwarded to Senate members prior to the meeting at which it is scheduled for discussion.
- Ensure that the Senate Bylaws booklet is updated by preparing, when needed and in consultation with the President, a draft of amended Senate Bylaws for approval by the Senate.

### **V.7.3. Senate Committee on Faculty Affairs**

The committee shall be composed of one Senate representative from each faculty, and one additional member of the Senate at large, all elected by the Senate. The term of office is for three years. When a committee member leaves the Senate or is unable to complete his/her term of office, he/she shall be replaced for the duration of the unexpired term. The replacement shall be elected according to prescribed procedure. The committee shall elect a chairperson and a Secretary from among its members.

The Senate Committee on Faculty Affairs committee shall

- Review existing university policies and regulations on all matters relating to faculty benefits such as pension plans, indemnity, hospitalization insurance plan, educational benefits, leaves, and other faculty issues such as housing, and submit recommendations for changes in such policies.
- Advise and recommend on any proposed new policy or regulation or any proposed changes in existing policies and regulations relating to faculty benefits. The committee can initiate proposals for new policies and regulations and for changes in existing ones.
- Manage the coordination of all faculty representatives on university committees dealing with faculty benefits.
- Submit final recommendations to the Senate for approval.

## **Article VI. Board of Deans**

### **VI.1. Composition**

The Board of Deans of the University shall be composed of the Deans of the various faculties, that is, the Deans of the Faculty of Business Administration, Faculty of Architecture, and the

Faculty of Arts & Sciences, together with the President of the University who shall act as chair, and the Provost. Members of the Board of Deans shall vote on all matters of an academic nature - including promotions, appointments in the ranks of Associate Professor, Professor, and Professor Emeritus, award of tenure, provision of long-term contract, and sabbatical leaves voting on which shall be restricted to the Provost and the Deans. The President of the University may only vote in the case of a tie.

## **VI.2. Duties and Responsibilities**

The Board of Deans shall constitute the academic executive body of the University and shall exercise responsibility for implementing the policies developed by the Senate, the various faculties, or other considerations affecting the operation of the faculties. The Board of Deans shall assist the President and other administrative Officers of the University in carrying out and securing compliance with the nonacademic policies and requirements of the University.

## **VI.3. Faculties**

### **VI.3.1. Duties and Responsibilities**

Each faculty, within policies established by the Board of Trustees, the President of the University, and the Senate, shall be the academic legislative body of its respective faculty or group of faculties.

### **VI.3.2. Procedures**

Each faculty shall function according to bylaws approved by the Senate, the President, and the Board of Trustees.

## **Article VII**

### **VII.1 The Administrative Council**

The Administrative Council (AC) is composed of the President, the Deans of the various Faculties, the Director of Shared Services, the Director of Admissions, the head of the Public Relations Office, the Registrar and the head of Human Resources. The AC is a consultative body on all administrative matters affecting both staff and faculty members. It helps steer the university administration and it will initiate and help implement best practices in administrative functions, and will lead and direct administrative staff to achieve maximum output. It seeks to optimize working conditions and strengthen corporate culture, and examine staff grievances brought forward by any employee.

It debates and offers advice to the university's departments on issues pertaining to human resources, staff policies, campus management and facilities, admissions, registration, marketing, and staff development and satisfaction. The AC acts as an overseer of budget allocation and utilization. It creates search committees for any university staff employment for the grade of 4 and above. The AC meets at least twice a semester, with the first meeting occurring within the first four weeks of the start



of the academic term.

The AC is chaired by the President. Once its minutes are approved, they are distributed to all staff and faculty by email.

### **VII.ii The General Assembly**

The General Assembly (GA) is made up of all full-time faculty and staff members. It fulfills two objectives. It provides the President with the opportunity to update the staff and faculty on all and any university news of significance or interest, and, two, it offers the staff and faculty the opportunity to express ideas, comments, and suggestions pertinent to the better running of the institution. The GA meets once every semester, within the first month of the start of classes.

## **2- Faculty Bylaws**

The below bylaws are prepared for the Faculty in order to govern its affairs. They provide a framework for decision making and organizing behavior that enable the achievement of the objectives of the Faculty. These bylaws are drafted in line with those of the University. In the presence of any conflict, the University bylaws prevail.

Recommendations to the Senate for amendment of the bylaws require a two-thirds majority of the voting members of the faculty present at any meeting at which a quorum exists, provided notice of the proposed amendment has been circulated to the voting faculty members no less than one week prior to the meeting. Amendments are subject to the approval of the University Senate, the President, and the Board of Trustees.

### **Organization**

The Faculties are licensed under Lebanese Law to grant a Bachelor Degree. At the current time, the Faculty shall grant undergraduate degrees. Other academic programs or specializations may be created afterwards at the undergraduate and/ or at the graduate level subject to government licensing and approval.

The Faculty is led by the Dean who is supported by an Advisory Council of not more than 10 distinguished business leaders, opinion leaders, and/or political figures who are eminent in the academic areas embraced by the Faculty. Members of the Advisory Council are appointed by the Dean, in consultation with the Provost and the President, in order to advise the Dean on matters affecting the Faculty's strategic positioning, programs, and its relationship to the business community.

The Faculty shall establish standing committees including an Executive Committee, Admissions Committee, Student Affairs Committee, Academic and Curriculum Committee, Library Committee, Research Committee, and ad-hoc committees.

### **Composition of the Faculty**

The Faculty of Business Administration is composed of the officers and the academic personnel of the Faculty. The Officers include the following

1. The President of the University
2. The Provost, Ex-Officio
3. The Dean of the Faculty
4. The Associate Dean for the Faculty
5. The Registrar of the University, Ex-Officio
6. The Director of Admissions, Ex-Officio
7. The University Librarian, Ex-Officio

The academic personnel include

1. Full Professors
2. Associate Professors
3. Assistant Professors
4. Senior Lecturers
5. Lecturers
6. Instructors

### **Faculty Prerogatives and Duties**

The Faculty, through its internal organization, shall determine its own academic policies and shall have the authority to direct its own affairs. The Dean shall refer actions by the faculty that may affect either the financial commitments of the University or the academic policies of the University to the Provost and the President for consideration.

The Faculty has the right to review any action by any committee of the faculty (with the exception of actions of the Executive Committee concerning individual faculty members and other confidential matters) and, if it deems fit, to refer such actions back to the concerned committee for reconsideration. If the Faculty rejects an action after its reconsideration by a committee, then it becomes the responsibility of the Faculty itself to take action.

The Faculty shall vote to recommend to the Senate candidates for degrees in the Faculty. The Faculty shall elect representatives to the Senate, to the Faculty, and to University Committees. To be elected, a candidate must receive a simple majority of votes cast.

The Faculty shall act through faculty meetings on other matters referred by the Dean or colleagues within the Faculty.

### **Dean of the Faculty**

The Dean is appointed by the Board of Trustees upon the recommendation of the President. The recommendation for appointment or continuation in office shall be made by the Provost to the President after consultation with full-time faculty members, especially those in the rank of Professor who are not on leave or on research leave.

For absences of the Dean lasting for three months or more, an Acting Dean shall be appointed by the President upon the recommendation of the Provost and after consultation with the Executive Committee. For shorter absences, the Dean shall appoint an Acting Dean who normally assumes a Full Professor rank and who has a significant record of achievement. The appointment of deans in all faculties is normally for a period of three years, subject to renewal for a second term

The Dean's duties, responsibilities, and prerogatives include the following:

- a. Attend and participate in all Meetings of the Senate
- b. Supervise the overall operations of the Faculty and instill a shared strategic vision
- c. Advise the President and the University on academic matters, communicate effectively with various stakeholders of the university: students, faculty, and Department Chairs
- d. Articulate university policy and procedures to members of the Faculty and ensure that Faculty policies and procedures are consistent with those of the University
- e. Prepare proposals and initiatives for outside funding of special projects and articulate the Faculty's contributions at the regional and/or international level
- f. Develop the academic budget of the Faculty and oversee the allocation and expenditure of resources
- g. Direct and coordinate activities of the programs
- h. Be responsible for the development of the Faculty, particularly with regards to academic programs, curricula, academic personnel, student body, and physical facilities
- i. Oversee personnel matters pertaining to academic and non-academic employees including: recruitment, appointment, re-appointment, termination, faculty evaluation, tenure, promotion and merit
- j. Chair and participate in activities and deliberation of the main faculty committees
- k. Develop, revise, and coordinate the assessment of academic programs, program plans, policies, and extracurricular programs for the Faculty
- l. Oversee the scheduling of courses, recommend additional courses, and ensure compliance with institutional reporting requirements
- m. Maintain student records, provide a system of advising, and certify students' graduation
- n. Enhance quality assurance in each department and relevant administration offices to ensure the quality of academic programs in the line with professional requirements.

- o. Coordinate community development programs and collaborative entrepreneurship and incubation centers.
- p. Prepare annual proposal for faculty members and staff development with respect to training needs.
- q. Prepare an annual report for the President, which shall be distributed electronically to all academic departments of the Faculty

### **Associate Dean for Faculty**

The Associate Dean is appointed by the President based on the recommendations of the Dean and Provost. The Associate Dean normally assumes a Full Professor rank. The Dean makes a recommendation after reviewing the candidate's credentials and consulting with the departmental faculty and with the faculty Executive Committee. The appointment of Associate Deans in all faculties is normally for a period of three years, subject to renewal for a second term,

The Associate Dean's duties, responsibilities, and prerogatives shall include at least the following:

- a. Assist the Dean in developing overall strategic planning, goal setting, budget planning, and personnel action.
- b. Work with chairs to develop and implement strategic directions
- c. Supervise the overall operation of the Faculty and manage the day-to-day operations
- d. Coordinate the Faculty's enrollment management, admissions, recruitment, and retention
- e. Prepare Faculty data reports (enrollments, admissions, retention rates, graduates, etc.)
- f. Oversee academic budgets assigned by the Dean: part-time/overload budgets, scholarship budgets, and others
- g. Assist in writing proposals and grants for particular programs and assist in fund-raising for the Faculty and assist the Dean in developing relationships with external constituencies
- h. Represent the Faculty at meetings, conferences, academic, or social functions both on and off campus in the Dean's absence or as directed by the Dean
- i. Serve on committees that are appropriate for advancement of the Faculty or students
- j. Provide professional development activities and opportunities for faculty and staff such as seminars, workshops, or discussion groups
- k. Actively participate in the coordination and evaluation of faculty, staff, and other personnel and recommend faculty candidates for promotion/non-promotion to the Dean, along with faculty and staff appointments, rank, and salary
- l. Compile and report data on faculty loads
- m. Direct and coordinate admissions, oversee and coordinate classes and course schedules, assess learning outcomes attainment
- n. Provide reports and information, and attend to other duties as requested by the Dean

## **Faculty Standing Committees**

### **(Pending)**

The Faculty shall have Standing Committees which are mandated by the bylaws of the BOT. Standing Committees shall comply with such mandate, with any provision of these bylaws to the contrary notwithstanding. The Faculty can also create a Standing Committee by resolution.

The Standing Committees are

- 1- Executive Committee
- 2- Admissions Committee
- 3- Student Affairs Committee
- 4- Library Committee
- 5- Academic and Curriculum Committee
- 6- Research Committee

Faculty members on Standing Committees must be voting members of the Faculty. Elected members shall be chosen by the Faculty. Appointed members shall be those appointed by the Dean. All members of committees serving Ex-Officio, such as the Dean or the Dean's representative in addition to other representatives including the registrar, shall be non-voting members.

Members of all Standing Committees shall be elected by the voting faculty for a term of two years. If a member has been re-elected to serve for a full second consecutive term, the member shall not be eligible for re-election, except after the lapse of one year following the termination of her/his membership. If a member is unable to complete her/his term, a substitute shall be elected to complete the remainder of the term during a special election for that purpose. If the remainder is one year or less, the elected substitute shall be eligible for re-election to two more consecutive terms.

Each committee shall annually elect a Chair and a Secretary who shall keep minutes of the committee's actions. A quorum shall consist of a majority of the members eligible to vote on a committee.

To ensure continuity of membership of a committee, an effort shall be made in order not to replace more than one-half of all members in any year. Except as otherwise provided for in these bylaws, members of committees may serve on the same committee for a consecutive period not exceeding two terms, after which one year must elapse before they can be reelected or reappointed to the same committee.

The Dean may establish Ad Hoc Committees for assistance and advice in the operation of the faculty, or as requested by the faculty, and the faculty shall be informed about the function and composition of these committees. After an ad hoc committee has been in existence for two

consecutive years, it shall be disbanded unless it is established as a standing committee at that time. Non-voting faculty may be members of ad hoc committees.

### **The Executive Committee**

The Executive Committee includes the Dean as chairperson and three to six members. Associate and/or Full Professors who have served in University for a period of three or more consecutive years are eligible to serve on the Executive Committee. Deliberations and minutes of the Executive Committee are confidential.

The Executive Committee includes the Dean as chairperson and three to six members. Associate and/or Full Professors who have served in University for a period of three or more consecutive years are eligible to serve on the Executive Committee. Deliberations and minutes of the Executive Committee are confidential.

The Executive Committee shall act in an advisory and consultative capacity to the Dean of the Faculty on

- 1- Items submitted by the Dean or any of its members.
- 2- Issues related to appointment, promotion, reappointment or non- reappointment, and leaves of absence of three months or more, of faculty members.
- 3- Appointment of chair persons.

### **The Admissions Committee**

The Admissions Committee includes the Dean or her/his representative as chairperson, the Director of admissions or her/his representative (non-voting), the Faculty representative on the University Admissions Committee, two to four non-visiting, full-time faculty members of professorial ranks elected by the voting faculty, in addition to the Assistant Dean for Student Services and one student representative (non-voting).

The Admissions Committee is in charge of

Admissions to the Faculty.

- 1- Recommendations related to transfer students within or outside the university.
- 2- Evaluation of the admission requirements and formulation of Faculty relevant policies.
- 3- Collection of statistics over the years to evaluate criteria for admissions.
- 4- Tracking trends and changes in admissions at the Faculty.

### **The Student Affairs Committees**

The Student Affairs Committee acts on disciplinary and other non-academic student issues. It includes the Dean or her/his representative as chairperson, the Dean of Student Affairs or her/his representative, ex-officio, two to Four eligible faculty members elected by the voting faculty, the Assistant Dean for Student Services, the Faculty representative on the University Student Affairs Committee, and one student representative (voting, except on disciplinary matters).

The Student Affairs Committee shall

- 1- Deal with any aspect of student life referred by the Dean.
- 2- Work with faculty and students to enrich the Faculty's cultural activities.
- 3- Consider and recommend actions to the Dean on all disciplinary matters involving academic misconduct and non-academic misconduct occurring in the classroom.
- 4- Promote and act upon infringements of the University's policies on academic integrity and the Student Code of Conduct

### **The Library Committee**

The Library Committee consists of the Dean or her/his representative as chairperson, the university librarian, the Faculty representative to the University Library Committee, three eligible faculty members elected by the voting faculty, in addition to one student representative (non-voting).

The Library Committee shall

- 1- Advise the university librarian on matters of library policy affecting the work of the Faculty, the education of the students, and the University at large.
- 2- Advise both, the Dean and the university librarian, on the effects of program or curriculum changes, both short-term and long-term, on library acquisition with special regard to budgetary implications, and shall, in particular, ensure adequate library support for new or revised programs.
- 3- Advise and assist the university librarian in building up a balanced collection and resources including and utilizing information technology.
- 4- Assist the university librarian in her/his efforts to carry out the library policies of the University and the Faculty.
- 5- Perform other related tasks at the request of the Dean.
- 6- Advise the Faculty on new library technology and internet resources.

### **The Academic and Curriculum Committee**

The Academic and Curriculum Committee includes the Dean or her/his representative as chairperson, the Registrar or her/his representative (non-voting), three to five eligible faculty members elected by the voting faculty, One student representative (non-voting), the chair persons, and the Assistant Dean for Student Services.

The Academic and Curriculum Committee shall

- 1- Advise the Dean of the Faculty on matters related to the general academic development of the undergraduate program of the Faculty.
- 2- Review the curriculum, including revision, integration, co-ordination, discontinuation of undergraduate programs and modification of graduation requirements.
- 3- Evaluate and recommend to the Faculty new undergraduate programs, majors, minors, and interdisciplinary programs.
- 4- Re-evaluate undergraduate curriculum as a whole and recommend changes to the Faculty.
- 5- Approve, upon the recommendation of departments/programs concerned, new courses for undergraduate programs and their syllabi, discontinue existing courses, and modify courses length, content, and assigned number of credits.
- 6- Recommend modifications on policies of academic rules and regulations for undergraduate programs.

### **Research Committee**

The Research Committee includes the Dean or her/his representative as chairperson, three to five eligible faculty members elected by the voting faculty. The Research Committee shall:

- 1- Stimulate, encourage, and promote research in the Faculty
- 2- Disseminate information regarding grants and set deadlines for application for grants and develop guidelines and policies for review process of the University-funded research grants
- 3- Review and evaluate proposals submitted to the University-funded research grants and make recommendations to the Dean and other appropriate university bodies for the allocation of research funds in accordance with University-funded research grants rules and regulations.
- 4- Recommend to the dean the allocation of research funds from available sources to fund submitted project proposals
- 5- Review all applications for paid research leaves for further recommendation to the dean and Advisory Committee, except in FAS.
- 6- Submit to the Dean of the Faculty an annual summary report on all activities and policies and guidelines developed by the committee to be included in the annual report of the Faculty.
- 7- Recommend on the processing of external grants
- 8- Prepare an annual research report.
- 8- Recommend to the Dean the allocation of research funds from available Faculty sources.



**Faculty Meetings**

The Dean shall call for monthly regular faculty meetings. A stated agenda shall be sent to all faculty members, electronically or in writing, at least four working days prior to the date of the meeting. The Dean may call for special meetings at his own discretion or following the receipt of a written request, either by letter or email, from five voting faculty members. The written request shall be accompanied with a proposed agenda. The Dean shall chair all meetings of the Faculty. The Dean shall appoint a voting member of the faculty as a secretary for faculty meetings on a yearly basis.

**Voting Rights**

Voting shall consist of all non-visiting full-time faculty members of professorial rank eligible for voting. In special cases, voting rights may be extended to instructors and 7 lecturers on academic affairs pertaining to the department, excluding personnel matters.

Voting in faculty meetings is limited to the voting faculty members actually present. A simple majority of the voting faculty members excluding those on leave or duty outside Lebanon shall constitute a quorum in faculty meetings.

### 3- Department Bylaws

Each Department shall have a Department Chair. The Chair is appointed by the President based on the recommendations of the Dean and Provost. The Dean makes a recommendation after reviewing the candidate's credentials and consulting with the departmental faculty and with the faculty advisory committee. The appointment of Chairs in all faculties is normally for a period of three years, subject to renewal for a second term. The Chair may appoint one or more members of the academic department to assist as deemed necessary, subject to approval by the Dean.

The duties and prerogatives of the Department Chair shall be the following

- a. Responsible for the administration and academic development of the Department.
- b. Ensure the proper teaching of programs of study and prepare the teaching schedule in consultation with voting faculty members.
- c. Appoint academic advisors to undergraduate and graduate students majoring in the Department.
- d. Prepare the budget proposal of the Department, in consultation with the voting faculty, for submission to the Dean.
- e. Prepare, in consultation with concerned faculty, course descriptions and related material for the University Catalogue.
- f. Present to the Dean, in accordance with established university procedures, recommendations on all matters pertaining to appointment, reappointment or non-reappointment, promotion, appointment to emeritus status, periodic paid research leave, leave of absence, and advancement in the remuneration of academic personnel.
- g. Coordinate and approve expenditures within the budget of the Department.
- h. Prepare the annual reports of the Department and present to the Dean.
- i. Appoint ad-hoc committees as deemed necessary.
- j. Recommend to the Dean the appointment of an Acting Chair during the absence of the Chair.
- k. Assign mentors to new faculty members.
- l. Prepare written annual performance reviews of all academic staff, making each review available to the appropriate faculty member, and discussing the review face to face with the faculty member.
- m. Prepare annual performance reviews of all non-academic staff, making each review available to the appropriate staff member, and discussing the review in person with the staff member.
- n. Lead departmental faculty in the annual assessment of departmental programs, and submit summary reports on assessment activities.

#### **Departmental Meetings**

The Department Chair shall call for a departmental meeting once a month. Additional meetings may be held when called by the Chair or at the written request of at least two voting members

of the Department. The voting faculty in a Department consists of all non-visiting full-time faculty members of professorial ranks, and voting is limited to faculty members actually present at the meeting. Minutes of all meetings shall be recorded by the secretary of the Department, who is normally a voting faculty member, and sent to the Office of the Dean.

## 4- Academic Personnel Policies

This manual presents the policies related to academic personnel at the University. It is mainly tailored to the use of faculty members and department heads throughout the university.

This manual **first** presents the academic titles at the university, the appointment and reappointment, performance evaluation, in addition to the promotion of academic personnel, grievance, and the responsibility of academic personnel towards students.

The **second** section provides information on benefits and allowances which may be granted by the University including the benefits and allowances related to the appointment travel, baggage, and other allowances, educational allowance/scholarship, home leave, annual leave, leave without pay, maternity leave, and sick leave.

The Board of Trustees reserves the right at any time to amend, suspend, or terminate the foregoing benefits and allowances for academic personnel, in whole or in part. Any amendment, suspension, or termination of the foregoing benefits and allowances for academic personnel may be made retroactively, if necessary or appropriate, to meet any requirements of applicable law, but not otherwise.

The **third** section provides a listing of other policies related to discrimination and harassment, smoking, drug and alcohol, appointment of personnel, fraud, use of official university stationery, business cards, permissible activities outside the university, in addition to conflict of interest.

### Academic Policies

This section of the module presents the academic policies including

- 1- Academic titles at the university.
- 2- Appointment, reappointment, performance evaluation, and promotion of academic personnel.
- 3- Grievance.
- 4- Responsibility of academic personnel towards students.

### Academic Titles

### ***Professorial Rank***

Professorial rank titles include Assistant, Associate, and Full Professor, in addition to Visiting Assistant, Visiting Associate, or Visiting Full Professor.

Titles at the professorial rank are restricted to individuals holding a PhD degree from a recognized university and working for the university on a full time basis or visiting for a period of time that does not normally exceed two years.

### ***Non-Professorial Rank***

Academically qualified individuals that have i) completed their Master Degree and that ii) are currently employed by the university on a full-time basis may hold the title of lecturer and senior lecturer. The senior lecturer title may be granted by the Dean to individuals with a distinguished academic or professional profile.

The instructor title may be granted to individuals who have i) completed their higher education, and who ii) are currently employed by the university on a part-time basis.

### **Academic Appointments**

#### ***Professorial Rank***

New appointments at the professorial ranks shall be made following a national and regional search. Concerned individuals shall submit their applications in writing accompanied with all required documentation including their CVs, copy of their degrees at the initial stage (originals to be provided following appointment), recommendation letters, statement of purpose and teaching philosophy, in addition to teaching evaluations and other relevant material.

Applications are reviewed by a recruitment committee composed of professorial rank elected by voting faculty members and serving for a term of one year. The recruitment committee is entrusted with reviewing the applications and issuing recommendations to the department chair. Following receipt of recommendations, the Department Chair calls for a meeting to present the cases and solicit the votes for the recommendations from all professorial rank faculty members. After that, the Chair of the Department submits the recommendations with the voting results of professorial rank faculty members to the Dean.

After consultation with the Executive Committee, the Dean shall submit the final recommendations to the Provost. The Provost makes appointments to the rank of Assistant Professor upon the recommendation of the Dean. Appointments to the ranks of Associate Professor and Full Professor shall be made by the Board of Trustees, upon the recommendation of the President, and after consultation with the Dean and the Provost.

Visiting appointments are made after recommendation of the respective department, the Department—Chair, and the recommendation of the Dean. Appointment to the visiting rank is made by the Provost for a period normally not exceeding two years, which may be extended by the Provost at the recommendation of the Department Chair and Dean.

Changes from visiting to regular professorial status are comparable to new appointments. The period of status as a visiting professor will be considered toward cumulative service for purposes of eligibility for promotion.

All discussions related to the appointments of professorial rank applicants are strictly confidential.

### ***Appointment Professorial Rank***

Professorial rank faculty members are normally appointed for an initial term of three years. Assistant Professors may be reappointed for another 3 years term after a thorough review of their performance. Following that, and at the end of the year preceding the end of their second term (Year 5), Assistant Professors are expected to apply for promotion to the rank of Associate Professor.

Associate Professors may be reappointed for two additional 3 years term (total of 6 additional years) after a thorough review of their performance at the end of each term of service. Following that, and at the end of the year preceding the end of their third term, Associate Professors are expected to apply for promotion to the Full Professor rank.

Full Professors may be reappointed for two additional 3 years term (total of 6 additional years) following a thorough review of their performance at the end of each term. Following that, they are expected to apply for reappointment for another term of 9 years.

### ***Reappointment Professorial Rank***

Reappointments of professorial rank faculty members must be recommended by the Department Chair and the voting faculty members of equal or higher rank based on performance related to teaching, service, and research during the term(s) of service. The Department Chair presents a recommendation to the Dean of the faculty. Following that, the Dean consults with the faculty advisory committee and provides his recommendation to the Provost.

The appointment of professional rank faculty members does not need a formal application. If reappointment is not approved at a rank, it may result in termination of employment or in reassignment to the current rank with one-year contract, which requires the approval of the

Provost. Reassignment to a different status needs to be approved by the President, it does not require the approval of the Board of Trustees.

### ***Appointment and Reappointment Non-Professorial Rank***

Non-professorial rank faculty members are appointed for a two-year term in the case of Lecturers and Senior Lecturers, and on a semester basis in the case of Instructors.

The reappointment of Lecturers and Senior Lecturers follows the same procedures related to the reappointment of professorial rank faculty members described above for terms of two years.

Instructors are reappointed on a semester basis by the Department Chair after a thorough review of their performance in teaching and service.

### **Performance Review**

The Department Chair shall review the performance of faculty members, both at the professorial and non-professorial ranks. Performance evaluation is conducted on an annual basis for professorial rank faculty members (Assistant, Associate and Full Professors) in addition to the non-professorial rank Lecturer and Senior Lecturers. Performance evaluation for non-professorial Instructors is performed on a semester basis.

Both professorial and non-professorial rank faculty members are assessed individually based on their performance in the areas of teaching and service. The performance of professional rank faculty members is further assessed based on research productivity.

### ***Teaching***

Evaluation of teaching performance is a critical aspect of performance reviews. In assessing a faculty member's teaching performance, the following will be considered

- a. Demonstrated competence in teaching as demonstrated by student evaluations and comments in addition to peer evaluation if applicable.
- b. Provision of consistently challenging and contemporary course content.
- c. The development of new curricula, courses, and programs.
- d. Use of up-to-date technology in teaching, where possible and appropriate.
- e. Development of innovative pedagogical methods and materials.
- f. Encouragement of students to take a more active role and greater responsibility for their own education.
- g. Publication of educational cases and materials in refereed journals.

- h. Being available outside class times to work with students.
- 1. Special recognition received for teaching accomplishments and teaching awards.
- j. Self-development activities leading to enhanced teaching effectiveness.

### ***Service***

Service will be evaluated by the degree to which a faculty member, both professorial and non-professorial rank, contributed to the welfare and improved functioning of their department, faculties, the University, their profession, and the wider community.

In assessing service, the following activities at the university, profession, and community levels will be considered:

- a. Membership in committees work at department, faculty, and university levels.
- b. Service as Chair of Department, committee, or task force.
- c. Serving as a mentor to newly recruited faculty members.
- d. Presentations at conferences, seminars, and symposia, universities, or professional meetings.
- e. Organizing conferences, workshops, and events.
- f. Serving as subject matter expert for national, regional, and international agencies, task forces, boards, and commissions.
- g. Participation in local, regional, national, and civic activities that promote a positive relationship between the University and the community.
- h. Service as an officer of a national, regional, or international association.

### ***Research***

The quality of research will be assessed based on

- a. Research being focused on a specific theme and research that is directed towards solving or tackling a major problem.
- b. The presence of a clear future research agenda.
- c. Publication in refereed (either international or regional) journals.
- d. Publication of books, articles, novels, cases, monographs, and participation in professionally relevant juries, competitions, exhibitions, and conferences.
- e. Frequency with which the candidate's publications have been cited.
- f. Publication and funding resulting from collaborative efforts.
- g. Submission of significant proposals for research and development grants and extramural funding.
- h. Receipt of fellowships and awards.

- i. Editing professional academic journals, reviewer of articles, books, funding applications, and other creative works.
- j. Evidence of recognition as an expert within a particular academic field, whenever appropriate.

After concluding his performance evaluation, the Department Chair shall hold individual meetings with the concerned faculty members to discuss the results and solicit their feedback. Once completed, the Department Chair forwards his evaluations to the Dean.

### **Promotions**

Assistant and Associate Professors must apply for promotion by the end of the year preceding the last year of the second (third) term of service for Assistant (Associate) Professors. Outstanding merit may lead to earlier promotion. The Department Chair shall inform all professional rank faculty members about the deadlines for submission of applications for promotion.

At the beginning of the academic year preceding the last year of their second (third) term of service for Assistant (Associate) Professors, candidates for promotion are required to submit a letter of application for promotion to the Department Chair, with a copy to the Dean, an updated CV, a personal statement of teaching and service, their teaching evaluations, a copy of their publications, in addition to a list of three external referees from outside the University. External referees such as co-authors, thesis supervisors, thesis committee members, and class mates are not acceptable.

Following that, and within a one-month period, the Dean shall appoint a promotion committee consisting of at least three members of higher rank compared to the candidate for promotion, for the promotion review and designate a committee chair. In case the department is small, the Dean may ask faculty members from other departments to participate in promotion assessment.

The promotion committee shall jointly compile a final list of referees including a referee named by the candidate, one appointed by the relevant Dean, and one named jointly by the two referees and the Dean. To assist the referees in their evaluation, supplemental information related to information on faculty appointment, teaching loads, research resources, and promotion criteria/system shall be provided for external referees. The complete promotion file in addition to copies of selected scholarly work must be sent to the referees for review.

The number of outside referee letters required for promotion is set below

- a. For promotion to associate professor, at two.



b. For promotion to full professor, at least three.

In cases where the requisite minimum number of letters is not received on time, the Dean should inform both the candidate and the promotion committee to identify additional reviewers.

In certain instances, and at the discretion of the promotion committee, the committee members may also ask for additional feedback and explanation about the contribution of the candidate from the candidate's co-authors.

Upon receipt of the referees' letters, the promotion committee will review the candidate's complete dossier, including the most recent annual evaluation, and then compose a memorandum, to be signed by all its members. The promotion committee shall take into consideration the quality of teaching, service, and research provided by the applicant to the faculty, university, and academic community at large. The committee members shall refer to the items listed above as critical performance indicators related to teaching, service, and research. The committee members should also take into consideration prior promotion cases within the same specialization at the faculty.

The memorandum will recommend approval or rejection of the candidate's application for promotion, commenting in full on the complete dossier and including a thorough assessment of the candidate's contributions to the department and to the University. The complete file shall then be made available for review and vote by the faculty members eligible to vote on the file.

At the call of the Department Chair, faculty members eligible to vote on the promotion case will convene and, after deliberation of the case, will cast their votes. Voting will only be by faculty members of equal or higher ranks than those to which the faculty members are under consideration for promotion. Visiting faculty members are not eligible to vote. Department Chairs are not entitled to vote but will express their views in a separate official statement presented in a formal letter addressed to the Dean.

The Chair (unless a candidate) will communicate the details of the department meeting, including the vote result and the promotion committee report, along with the Chair's recommendations on the candidate's qualifications to the Dean in a separate written memorandum, making either a positive or negative recommendation on promotion. The memorandum represents the Chair's vote in the case. A copy of the minutes of the department meeting needs to be appended to the Chair's recommendation.

Subsequently, the complete file shall be made available to the members of the Board of Deans for review. The concerned Dean will subsequently convene the BOD for discussion and voting on each case.

The Dean then transmits to the President the complete file along with a form containing the substantive assessment of the BOD, and the results of the vote containing the signatures of the

faculty advisory committee members, and the Dean's observations on the candidate's qualifications in a separate ~~written~~ memorandum, making either a positive or negative recommendation on promotion. The memorandum represents the Dean's vote on the case.

The President will subsequently convene the academic Deans to deliberate on all promotion cases for which Deans have brought a positive recommendation, as well as those carrying a negative recommendation, which require further deliberation. The President acts as moderator for the meeting, and each case is presented by the Dean of the relevant faculty. The presenting Dean, after answering any pertinent questions, will subsequently recuse himself/herself from further deliberation in the case. After discussion of each case, the academic Deans shall vote on promotion cases, with the exception of the Dean presenting the case.

The President will review all cases for promotion, whether carrying positive or negative recommendations. Those positively endorsed by the President are then referred to the Academic Affairs Committee of the Board of Trustees for its own endorsement. The full Board of Trustees will then vote, based on the recommendation of the Academic Affairs Committee.

Successful applicants will be informed by the President in writing within one month of the Board of Trustees' decision. Each Dean will inform all unsuccessful applicants in writing within one month of the Board of Trustees' decision. In their meetings with unsuccessful candidates, Deans will verbally communicate only the reasons that the application for promotion was unsuccessful. Other information, such as the results of votes taken and the contents of evaluation letters, are strictly confidential.

Unsuccessful candidates may be either terminated by the end of the year following the application for promotion or, at the discretion of the President, and upon the recommendation of the departments and the Dean, may be appointed to a new position with a one-year contract with the right to resubmit a request for promotion. Individuals engaged under such a contract may retain their Assistant or Associate Professor titles.

Deliberations related to the promotion of concerned faculty members are strictly confidential.

### **Grievance**

A faculty member may appeal to the President of the university at any time in case he/ she believes that the treatment accorded violated the provisions of the member's letter of appointment or of university regulations.

The President may appoint an ad hoc committee to look into the matter. The ad hoc committee's findings, recommendations, and any documents or information made available to it shall be subject to the strictest confidentiality.

The ad hoc committee includes three members, one from the concerned faculty with equal or higher rank named by the Senate Steering Committee; another with equal or higher rank from a different faculty named by Board of Deans; and a third who should be a Senate member of

equal or higher rank from a different faculty, named by the President, and that acts as a committee chair.

The ad hoc committee shall submit its recommendations with the voting results to the President after reviewing all relevant documents and following interviews with the faculty member and the academic administrator(s) concerned. The recommendation shall be made within one month from the date of its appointment.

The decision of the President is final and binding. It is transmitted to the appellant and to the ad hoc committee within two weeks following receipt of the recommendations of the ad hoc committee.

### **Faculty Members Responsibilities**

All faculty members are expected to meet their responsibilities towards the student body including the preparation for classes adequately and endeavoring to teach them competently; striving to improve their own teaching skills and performance; being knowledgeable with respect to new developments in their fields and using new scholarly work, where applicable, in their instructions; being reasonably available to advise and instruct students on matters related to their coursework and academic program; producing teaching material of high quality in their areas; and adhering to generally accepted standards of professional conduct.

Each faculty member should present a syllabus or a course plan at the beginning of the term indicating what is expected of the student in terms of assignments, methods of study, and course requirements. The syllabus should include the assessment criteria that will be used for graded work and the weighting of those assignments in determining the final grade. Professors' evaluations of student work should be based on evidence of independent work, mastery of the course material, and demonstrated ability to reason clearly and use course material effectively.

Faculty members are also expected to conduct research and actively participate in scientific conferences, whether local or international. Research productivity includes theoretical and archival research in addition to case studies. Theoretical research includes manuscripts that introduces new theoretical paradigms. Archival research focuses on analyzing meta data obtained either from primary or secondary sources. As for case studies, they include a detailed and in depth analysis of an event, organization, or institution across the globe.

The quality of research is primarily demonstrated or recognized through publications in refereed journals in addition to the citations in professional and academic journals. Research quality may also be assessed, to a lower extent, through invited presentations in international and regional conferences in addition to conference proceedings.

Faculty members are also expected to preserve academic integrity. Every member of the faculty has specific responsibility to explain to students the implications of the Code of Conduct for each of his or her courses, including the conditions under which academic work in these courses is to be performed and practical suggestions (such as time management, seating in exams, etc.) for avoiding violations. Regular attendance records should be maintained, and faculty members should announce their office hours at the beginning of each term.

Student advising is part of the academic duties of every faculty member. The Dean or the Chair of the academic unit concerned is responsible for assigning student advisors so that the number of advisees per faculty member is as small as possible. Student advising should not be limited to registering students, but should encompass all aspects of academic advising, including selection of electives, counseling on any academic difficulties or problems encountered, and monitoring the academic progress of advisees.

Faculty members are required to have office hours during which they are available to meet with students in their offices. The number of office hours should be at least three per week, distributed over weekdays, and between the hours of 8 am and 5 pm. Faculty should also be available to meet with students by appointment during this time. The office hours should be posted outside the office of the faculty member and respected.

Faculty members are not permitted to miss classes without the prior written approval of the Chair of their Department and the Dean of their faculty. In all cases, any classes that are missed must be made up.

All full-time faculty members are expected to be available during the academic terms, except for weekends, university holidays, and while on approved leaves. Faculty must report back to the University at the beginning of the registration period for the fall term and at the beginning of the spring term, as indicated in the university calendar.

Faculty members should also assume an immediate responsibility for dealing with instances of cheating, plagiarism, and other academic violations. If a faculty member has good reason to believe that a student has violated academic standards, it is his or her responsibility to discipline the student expeditiously. The faculty member must give a failing grade of zero on the exam or assignment where the violation occurred. When the instructor has taken disciplinary action, he or she should send a letter to the Student Affairs Committee in the faculty in which the student is enrolled, informing that committee of the incident and the action taken. A copy of the letter will be placed in the student's file, as well as forwarded to the student's advisor for follow-up.

Faculty members are also responsible for encouraging free inquiry and free expression and for maintaining conditions conducive to learning. The Professor/ Instructor has the freedom to discuss the subject being taught, but care must be taken not to introduce controversial matters that have no relation to that subject. The Professor/ Instructor should be accurate, should exercise appropriate restraint, and should show respect for the opinion of others and for the established policy of the university.

Faculty members serving as Department Chairs are expected to serve the department by being

- a. Responsible for the administration and academic development of the unit.
- b. Ensuring the proper teaching of programs of study and preparing the teaching schedule in consultation with voting faculty members.
- c. Appointing academic advisors to undergraduate and graduate students majoring in the unit.
- d. Preparing the budget proposal of the department, in consultation with the voting faculty, for submission to the Dean.
- e. Preparing, in consultation with concerned faculty, course descriptions and related material for the University Catalogue.
- f. Presenting to the Dean, in accordance with established university procedures, recommendations on all matters pertaining to appointment, reappointment or non-reappointment, promotion, appointment to emeritus status, leave of absence, and advancement in the remuneration of academic personnel.
- g. Coordinating and approving expenditures within the budget of the unit/department.
- h. Preparing the annual reports of the department for transmission to the Dean.
- i. Appointing ad-hoc committees as deemed necessary.
- j. Recommending to the Dean the appointment of an Acting Chair or director during the absence of the Chair.
- k. Assigning mentors to new faculty members.
- l. Preparing written annual performance reviews of all academic staff, making each review available to the appropriate faculty member, and discussing the review face to face with the faculty member.
- m. Preparing written annual performance reviews of all non-academic staff, making each review available to the appropriate staff member, and discussing the review in person with the staff member.
- n. Leading departmental/department faculty in the assessment of departmental/department programs, and submitting summary reports on assessment activities.

## 5- Benefits and Allowances

This section contains information on benefits and allowances that may be granted by the University.

The University provides all regular full-times academic personnel with the following benefits and allowances where applicable

1. Appointment travel, baggage, and other allowances
2. Educational allowance scholarship
3. Home leave
4. Medical Insurance
5. End of Service contribution
6. Leave without pay
7. Maternity leave
8. Sick leave
9. Sabbatical Leave

The University reserves the right to terminate, suspend, alter, amend, or otherwise modify this booklet, at its sole discretion, without prior notice.

### **Travel, Baggage, and other Allowances**

Travel, baggage, and other allowances are provided for faculty members that were living outside Lebanon. These allowances are available in cases of appointment and termination of contract, where applicable. Travel allowances are based upon the least expensive basic air fare (economy class) for the person receiving the allowance. Travel allowance is also provided for any eligible dependents (appointee's spouse and eligible children) if they travel with him/her or follow within three months after the appointee to reside with him/her in Lebanon, except that if the appointee's spouse is eligible to receive a similar allowance from other employer, appointment travel allowances are not provided for the spouse.

Baggage allowances vary based on the marital status of the faculty member (single versus married), the number of kids, in addition to the home location at the time of recruitment. If the appointee's spouse receives baggage allowance from another employer, then baggage allowances are not provided for the spouse. The same applies for the baggage allowances pertaining to eligible children. A baggage allowance equal to \$1000 for the appointee, \$500 for spouse and \$300 for eligible child or actual baggage related cost incurred, which is lower.

Other allowances may also be granted in order to cover the cost of any visa required for entry into Lebanon to the appointee, his spouse and eligible family members. Other allowance may also cover the cost of additional incidental expenses, such as transportation between domestic airports and an overnight stopover en route. The cost of the medical, laboratory, and radiological examinations required for the appointee only may be covered as well.

Academic faculty members that are recruited from outside Lebanon are also eligible for baggage allowances for travel from Beirut at the end of the appointment. Termination travel and baggage allowances are provided for the appointee, the appointee's spouse, and each eligible child who resides with the appointee in Lebanon, except that, if the appointee's spouse is eligible to receive a similar allowance from another employer, termination travel and baggage allowances are not provided for the spouse, and if the appointee's spouse's allowance

extends to any eligible child, termination travel and baggage allowances are not provided for that eligible child.

Termination travel and baggage allowances are not provided for any person who does not actually leave Lebanon within twelve months after the end of the appointment. If an eligible child chooses to leave Beirut permanently before the appointee leaves the University, in order to go to college or to work, termination travel and baggage allowances may be paid at that time to the appointee for the eligible child.

The termination travel and baggage allowances include the amount paid for one-way ticket from Beirut to the termination travel destination for the appointee and for the appointee's spouse and each eligible child in addition to a baggage allowance of \$1000 for appointee, \$500 for spouse and \$300 for eligible child.

### **Educational Allowance/Scholarship**

The university will offer free education for faculty children registered at Azm University or at Al Azm School, for a maximum of three children.

### **Home Leave**

Home leaves are available for academic personnel whose home at the time of hiring is not Lebanon. Home leaves are granted to an eligible appointee following completion of three years of continuous active service, provided the person has been re-appointed for an additional period of service of not less than two years. No home leave shall be granted for an extension of appointment of less than two years. Home leaves are treated as leave with pay, so that normal salary and benefits continue in effect during the home leave period. No additional payment is granted during home leave.

The duration of home leave is normally one month. eligible faculty may opt, however, to take the home leave in conjunction with the annual leave, thereby extending the period of the appointee's visit to his or her home.

Home leave travel allowance may be provided for the appointee and for the appointee's spouse and each eligible child residing with the appointee in Lebanon, if they actually travel to the appointee's home or other approved destination within the duration of the home leave or within two months immediately preceding the home leave. If, however, the appointee's spouse is eligible to receive a similar allowance from another employer, home leave travel allowance is not provided for the spouse; and if the appointee's spouse's allowance extends to any eligible child, home leave travel allowance is not provided for that eligible child.

An amount equivalent to the basic air fare for a round trip between Beirut and the appointee's home (or other approved destination) may be paid in lieu of the travel allowance to the appointee, spouse, and each eligible child residing with the appointee in Lebanon.

Appointees who fail to complete the required period of service following their return from home leave are required to repay a pro rata portion of their salary, where applicable, and their home leave travel allowance.

An appointee who receives a full home leave is normally required to return to the university and complete at least one year of active service. If an appointee fails to satisfy this requirement, the appointee must repay the full amount of the salary actually paid during the leave and of the home leave travel allowance paid for the appointee and the appointee's spouse and eligible children for that home leave.

Home leave requests plus all required documentation need to be submitted to the Department Chair at least a semester prior to the home leave start date.

### **Medical Insurance**

The university provides medical insurance for its academic personnel through a group health insurance plan covering both in hospital and out-patient coverage. The university charges a premium for medical insurance that is determined in consultation with health insurance providers. The premium may be changed from time to time by mutual agreement between the provider and the university administrators.

Membership in the insurance plan is mandatory for full time faculty members and family members effective the hiring date. Dependent children are eligible for enrolment up till the age of 21. Newborn babies will be covered under the mother's maternity benefits until the infant obtains his/ her own membership.

### **End of Service Contribution**

The university will pay a month salary for each working year for full time faculty members

### **Leave Without Pay**

A leave without pay shall be for an initial period of up to one year. Under exceptional circumstances, it may be renewed for a maximum of one additional year. A leave without pay may only be granted if it is recommended by the appropriate Dean and approved by the President upon a determination that it will serve the interests of the university.

In addition, a leave without pay of one semester or more may be granted only if the appointee submits a written application and plan of proposed work during the leave, at least six months before the start of the proposed leave.

A regular full-time appointee will not be eligible to be considered for leave without pay for one semester or longer during the appointee's first year of continuous active service.



Faculty members do not receive any salary and are not entitled for any benefits or allowances during a leave without pay. Leave without pay is treated as actual active service for purposes of computing eligibility for promotion, periodic paid home leave.

An appointee who, without prior approval, does not resume his or her duties within eight days of the expiration of the leave without pay, is considered to have ended his or her contractual bond with the university at his or her own volition and responsibility.

Leave without pay requests plus all required documentation need to be submitted to the Department Chair at least a semester prior to the home leave start date. The Department Chair shall secure the votes of department faculty members of equal or higher rank and provide his recommendation to the Dean for approval.

### **Maternity Leave**

Full-time faculty members of all ranks (i.e., Assistant, Associate, and Full Professors, as well as Lecturers and Senior Lecturers) are entitled for a paid maternity leave. Faculty members will be relieved from teaching duties in any term they choose within the year of birth.

Faculty members are entitled for a maternity leave after serving for a minimum of one year. Faculty members are entitled for a maternity leave anytime the concerned faculty member gave birth to another child following a minimum period of one year.

### **Sick Leave**

Full time faculty members are entitled for a sick leave subject to providing appropriate medical records. Faculty members employed for less (more) than 3 years are entitled for a maximum of two months (one semester) sick leave.

Sick leaves won't be granted to faculty members in case of willful injury or in case the faculty member disregarded the directives of a physician designated by the University.

### **Sabbatical Leave**

Sabbatical leave of absence is granted for various purposes including studying, conducting research, or pursuing other scholarly work that is of value to the faculty member and the University. The purpose is to increase the effectiveness of faculty members in conducting their teaching activities, enhance the quality of their research, and improve their overall ability to serve the students, the faculty, and the University at large.

Sabbatical leaves are available for full time faculty members who have assumed an Associate or Full Professor position for a minimum of three years. Associate or Full Professors should submit a detailed proposal related to their plans for the sabbatical year to the Chair of the department. Sabbatical leaves are authorized based upon the recommendation of the Chairman of a

department, with the approval of the appropriate Dean, the Provost, the President and the Board of Trustees.

## **6- Other Policies**

### **Discrimination and Harassment**

The university encourages a diverse student body and workforce, and is committed to the principle of equal opportunity in education and employment. Hence, in the administration of their duties, faculty members must not discriminate on the basis of race, color, religion, age, national or ethnic identity, gender or gender identity, marital status, disability, genetic predisposition or carrier status, alienage or citizenship status, political affiliation, or any legally protected characteristic, except as required by Lebanese law.

### **Drug and Alcohol Free Workplace**

The university is a drug and alcohol free workspace. Any violation of this policy will result in appropriate actions including the termination of employment in addition to potential litigation against individuals violating this policy.

### **Appointment of Personnel**

The appointment of relatives in the same faculty, department, program, unit, or office is strictly prohibited. Relatives are also prohibited from serving on the same committee or to be member of the same governing body.

### **Fraud**

Faculty members must not engage in any illegal activity and must not, in the performance of their duties, commit any act of fraud, whether or not adverse to the interest of the University.

Complaints may be reported orally or in writing to the internal auditor, the secretary of the corporation, or the president, or if any of these three is the subject of the complaint, the complaint may be made to one of the other two named officers or to the chair of the Audit, Risk & Finance Committee or the chair of the Board of Trustees.

Fraud Complaints must be filled in by the persons making the complaints, their supervisors, or, if it is a verbal complaint, by the person receiving the complaint, with a copy sent to the internal auditor. If the complaint involves the internal auditor, the copy of the complaint shall be sent directly to the chair of the Audit & Finance Committee.

The Internal Auditor shall report all complaints and the results of any subsequent investigation to the chair of the Audit & Finance Committee. If the complaint involves the Internal Auditor, the chair of the Audit, Risk & Finance Committee shall initiate the investigation and shall report all complaints to the full Audit, Risk & Finance Committee and the chair of the board.

In conducting its investigations and in dealing with complaints under this policy, the University will strive to keep as confidential as possible the identity of any complaining party or any individual who provides information during the course of an investigation.

The University will not knowingly, with intent to retaliate, take any action harmful to any complainant or individual who provides information in good faith during the course of the investigation, including interfering with their lawful employment or livelihood.

Persons who threaten retaliation against a person reporting a suspected fraud shall be subject to disciplinary action, up to and including termination.

An individual who deliberately or maliciously provides false information, may, however, be subject to disciplinary action, up to and including termination of employment.

Any act of fraud ascertained upon internal investigation, or pursuant to a criminal conviction, or through written acknowledgement by the employee concerned, shall result in the University taking appropriate action in response to any complaints, including disciplinary action, up to and including termination of employment.

All complaints regarding alleged violations of this policy will remain confidential to the extent practicable. In addition, all written statements, along with the results of any investigations relating thereto, shall be retained by the University.

### **Use of Official University Stationery**

Faculty members may only use the University's official stationery for official correspondence relating to university duties.

### **Business Cards**

All full-time faculty members are entitled for university business cards. They are usually paid for by the department.

### **Permissible Activities outside the University**

The University permits full time faculty members to engage in outside professional activities related to their academic discipline including consultation in one's field of specialization and serving on a fixed-term basis on boards and committees in public and private non-profit institutions. This is acceptable as long as those activities contribute to the professional

development of the faculty member, improve her/his productivity at the University, and contribute to the general welfare of the community.

A full-time faculty member is allowed to engage in non-teaching, permissible activities as long as they do not exceed the equivalent of one day per week or 16 working days in each of the fall and spring terms, exclusive of official university holidays and annual vacations, and as long as the concerned faculty member obtains the approval from the President of the university beforehand.

Full-time members of the faculty may retain all income including fees and honoraria accruing to them from limited activities in, and outside of, Lebanon, such as:

- a. Occasional lectures and panel discussions.
- b. Occasional professional activities and service on boards and committees in public and private institutions.
- c. Outside consultation.

Faculty members are also expected to refrain from engaging in activities which are considered incompatible with their position, or involve a conflict of interest, such as teaching at other higher education institutions. Faculty members are also expected to shy away from external activities that distract them from their full-time obligation to the University.

### **Conflict of Interest**

All decisions and actions by faculty members, officers, administrators, and employees shall be made in a manner, which promotes the best interest of the University and avoids the prospect of a conflict of interest.

Faculty members shall submit to the President a list of his or her affiliations with any person, firm, organization, or corporation with which he or she has reason to believe the University does business; any business affiliations which the individual may have with any other officer or employee of the University. Faculty members shall be considered affiliated with a person, firm, organization, or corporation.

Faculty members should refrain from participating in any meetings that involve discussions or deliberations related to any person, firm, organization, or corporation with which he or she is affiliated to. Faculty members are also requested to disclose all consulting agreements or arrangements, formal or informal, paid or unpaid, to which a faculty member is a party.