



## FACULTY MANUAL 2018-2019

### **COMPILATION OF CURRENT POLICIES, BYLAWS AND PROCEDURES**

# LEBANESE AMERICAN UNIVERSITY

## INTRODUCTION

This manual compiles a number of policies of the Lebanese American University (LAU) with respect to academic personnel, and is intended for faculty, institute directors, and administrators in the Adnan Kassar Adnan Kassar School of Business. Every effort has been made to ensure the accuracy of this manual.

**In cases when it inadvertently contradicts official university policy, university policy as stated on LAU's web page takes precedence.**

In a number of cases, reference is made either to specific policies that are posted on LAU's web page, or to decisions of the Board of Trustees and/or Council of Deans.

## TABLE OF CONTENTS

<b>Part I- University Governance</b>	<b>Page</b>
1. Board of Trustees	5
2. University Executives	
A. President and President's Cabinet	7
B. Provost	8
C. Council of Deans	8
3. Faculty Senate	9
4. The University Planning Council	9
5. The Student affairs Council	9
6. Standing University Councils of the Faculty	10
7. Other Councils and Committees	10
8. Staff Advisory Council	10
<b>Part II - Academic Policies and Procedures</b>	
1. Academic Titles	11
2. Scholarly and Practice Qualified Faculty	13
3. Appointments and Reappointments	18
4. Tenure	19
5. Promotion	20
6. Performance Review	22
7. Contracts and Remuneration	22
8. Recognition of Online Degrees/Degrees earned after joining LAU	23
9. Leaves	23
10. Faculty Service Terms and Outside Faculty Activities	25
11. Faculty Overload Teaching	26
12. Faculty Grievance	26
13. Retirement, Indemnity and continuing non-tenured faculty	27
14. Recruitment	27
15. University and School Funded faculty development	30
16. Faculty Responsibilities toward students	36
17. Presence at the University	36
18. Make Up Days Missed	37
19. Semester Duration	37
20. Office Hours	37
21. Attendance Regulations	37
22. Submitting Grades / Change of Grades	37
23. Course Files	38
24. Student Code of Conduct	38
25. Textbooks	38
26. Inter- and Intra- Department / Campus Teaching	38
27. Intellectual Property: Patents & Copyrights	38
<b>Part III – Faculty Benefits</b>	
1. General Faculty Benefits and Allowances	
A. Group medical Insurance	39
B. Life and Long term Disability Insurance	39
C. Unemployment Insurance	39
D. Worker's Compensation	39
E. Pension Plan	39

F. Travel allowances	40
G. Educational Aid to Dependents	40
H. Family Allowance	40
I. Relief Contribution for a deceased employee	40
J. Fringe benefits after retirement or death	40
K. Campus Housing	41
<b>Part IV - Other Policies and Procedures</b>	
1. Other Policies	
A. Code of Ethics	42
B. Harassment	42
C. Fraud	42
D. Grievance	43
E. Smoking	43
F. Drug Free Workplace	43
2. Procedures	
A. Campus Formalities	44
B. Ordering Items	44
C. Requesting Duplication Services	44
D. Use of Personal Car on University Business	44
<b>Part V – Adnan Kassar School of Business Bylaws</b>	45
<b>Part VI – Promotion and Tenure Criteria and Guidelines for Evaluation</b>	57

# PART I

## UNIVERSITY GOVERNANCE

### 1. BOARD OF TRUSTEES<sup>1</sup>

1. **Membership:** The Board of Trustees (“BOARD”) shall consist of twenty-five (25) members, an odd number as provided in the Charter. At least two-thirds of the BOARD must be United States citizens. The majority of the BOARD must be United States citizens who maintain their permanent residence in the United States, including at least one resident in the State of New York. The BOARD shall include two members of the Presbyterian Church of the United States of America (“PCUSA”), and two members of the National Evangelical Synod of Syria and Lebanon (“Synod”). The BOARD shall be a free standing, self-perpetuating body and shall elect its members in three classes with three-year terms to ensure continuity of membership. In addition to the twenty-five (25) voting members of the BOARD, the President of the University, a representative of the Worldwide Ministries Division of the PCUSA, the General Secretary of the Synod, the Chairman of the Board of International Advisors and the Chair of the Faculty Senate shall serve as ex-officio members of the BOARD without vote. In the event that the Board membership is to exceed 25, an additional PCUSA member of American citizenship shall be added to the Board, in accordance with the nomination and election procedures as provided for in the Lebanese American University Bylaws, Article I, Section I-D.
2. **Address:** The principal office of the BOARD shall be 211 East 46th Street, New York, NY 10017.
3. **Duties:** The BOARD shall be responsible for seeing to it that the mission and purpose of the University are met organizationally, administratively, educationally, spiritually, socially, financially, that adequate facilities are provided, and that a policy framework is established within which the program of the University can be developed and administered by the staff. The BOARD shall have the following prime functions:
  1. **Leadership** - The BOARD shall utilize its unique position:
    - a. To select and support or remove the President of the University;
    - b. To ensure that an adequate statement of mission and purpose is established;
    - c. To assure that an adequate long range plan for the University is developed; and
    - d. To assume personal responsibility for assisting in the fund-raising activities of the University through personal giving, through developing contacts with other donors, and through a willingness to persuade others to become donors.
  2. **Stewardship** - The BOARD shall oversee the management of the University:
    - a. To ensure that the institution utilizes the resources at its disposal to further its mission and purposes; and
    - b. To ensure that assets are managed effectively and there are adequate safeguards to protect the future of the University.
  3. **Audit** – The BOARD shall use external standards to evaluate the performance of the institution by:
    - a. Benchmarking the academic standards of the faculty against the standards of similar Institutions, using outside specialists when necessary and appropriate.
    - b. Assessing the financial health of the institution through the traditional annual audit and through comparative data from other institutions; and
    - c. Devising means for assessing the management performance of the administrative staff, utilizing outside consultants when necessary or by redefining the annual audit to include management auditing.

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<sup>1</sup> LEBANESE AMERICAN UNIVERSITY BYLAWS Effective April 2, 2016@ [http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/lau\\_bylaws.pdf](http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/lau_bylaws.pdf)

4. **Executive Committee:** The Executive Committee shall consist of the Chair, the Vice-Chair, and the Secretary and all the Chairs of the Standing Committees of the BOARD, and one (1) ex-officio member of the Board of International Advisors without vote. In the event that the Executive Committee does not have a Synod member as a voting member then the ex-officio member of the Executive Committee shall be a Synod member from the Board of International Advisors. The Chair of the BOARD shall act as Chair of the Executive Committee. The President of the University shall serve as an ex-officio member of the Executive Committee, without vote. At no time shall the Executive Committee consist of fewer than five (5) Trustees with vote. Teleconference meetings, where all participants can communicate with each other, are permitted. No member (other than an ex-officio member) may serve on the Executive Committee for more than three (3) consecutive years in the same capacity. For this purpose, each of the Chair, Vice Chair, and Secretary positions is considered a separate capacity, and the total service by a Trustee in the capacity of Chair of one or more Committees over consecutive time periods is considered as one capacity.
5. **Committees:** In addition to the Executive Committee, the BOARD shall have nine (9) Standing Committees, namely Nominating, Planning and Finance, Investment, Academic Affairs, Health Services Sub-Committee, Student Development and Enrollment Management, Audit, Legal and Compensation, and University Advancement and Relations. Each Standing Committee shall have at least three (3) members unless a higher number is provided in these Bylaws or the Charter of such Standing Committee. The administrative officer listed opposite each Committee will be assigned to meet with that Committee, serve as its secretary, and coordinate its activities with the work of the appropriate University Councils and staff members. Minutes of all Committee meetings are to be recorded and presented for review at the next meeting of the BOARD. The BOARD may constitute such additional Standing Committees as it deems advisable in the administration and conduct of the affairs of the University.

<b>Standing Committee</b>	<b>Administrative Officer Assignment</b>
<b>Nominating Committee</b>	President
<b>Planning &amp; Finance Committee</b>	Vice President, Human Resources & University Services and Vice President, Finance
<b>Audit Committee</b>	Director of Internal Audit
<b>Investment Committee</b>	Vice President, Finance
<b>University Advancement &amp; Relations Committee</b>	Vice President, University Advancement
<b>Academic Affairs Committee</b>	Provost
<b>Health Services Committee</b>	President, Provost, and General Counsel
<b>Student Development &amp; Enrollment Management Committee</b>	Vice President, Student Development and Enrollment Management
<b>Legal &amp; Compensation Committee</b>	General Counsel

## 2. UNIVERSITY EXECUTIVES<sup>2</sup>

The University executives are appointed by the Board of Trustees and are members of the President's Cabinet (PC) and / or the Council of Deans (CD).

### A. *President and President's Cabinet:*

The president, who is the executive, administrative and academic head of the University, has the full responsibility and authority for giving leadership to the operations of the University. The president is an ex-officio member without vote of the Board of Trustees and all Standing University Councils. The president reviews systematically the actions of all committees/councils and schools for compliance with the University Mission. The president appoints the executive officers that make up the President's Cabinet and are necessary to fulfill the obligations of the University. The President's Cabinet is chaired by the President and composed of the President, the Provost, and the Vice Presidents. The main function of the President's Cabinet is ensuring that the University is successfully meeting its mission, vision and goals.

The President's Cabinet acts as a consulting and advisory body to the President on all short and long term matters that affect the well-being of the University.

All appointments the president makes other than the Vice President level are made only after consultation with the concerned vice presidents and the personnel directly affected, such as with the faculty upon the appointment or re-appointment of the School Deans. Appointments of Vice Presidents, Deans, Director of Internal Audit, and Legal Counsel, need the Board of Trustees' approval.

The President's Cabinet receives recommendations from the following University Councils:

1. Faculty Grievance Council
2. Staff Advisory Council
3. University Budget Committee
4. University Facilities Committee
5. University Committee on Policies
6. Faculty Senate – non-academic recommendations

Representatives from the Senate and the Staff Advisory Council are invited to meet with the President's Cabinet on a regular basis to bring forth their issues and recommendations, to be discussed and decided upon in the President's Cabinet.

### MEMBERS OF THE PRESIDENT'S CABINET (2018-2019):

- Joseph G. Jabbra, Ph.D., President
- George Nasr, Ph.D., Provost
- Charles Abou Rjeily, M.B.A., Vice President for Finance
- Rula Diab, Ph.D., Assistant Provost for Academic Affairs
- Roy Majdalani, M.B.A., Vice President for Human Resources and University Services
- George Najjar, Ph.D., Vice President for University Advancement
- Elise Salem, Ph.D., Vice President for Student Development and Enrollment Management
- Barbar Akle, Ph.D., Assistant Provost for Special External Projects

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<sup>2</sup> Lebanese American University FACULTY BYLAWS last amended March, 2014@ [http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/faculty\\_bylaws\\_of\\_lau.pdf](http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/faculty_bylaws_of_lau.pdf)

### **B. Provost:**

The Provost of the University gives leadership and supervision to all educational programs of the University, through the School Deans, and the Dean of Graduate Studies and Research. The provost presides at General University Faculty meetings, and acts for the President when the latter is unable to perform his duties because of sickness or absence from the country. The Provost is a voting member of the Council of Deans and an ex-officio member without vote of all Faculty Standing Councils and serves as the Secretary of the Academic Affairs Committee of the Board of Trustees. The Provost coordinates the activities of the University Councils, chairs the Council of Deans and supervises the School Deans including review of their budgets before these are submitted to the University Budget Committee.

### **C. The Council of Deans:**

As the highest academic council, the Council of Deans is in charge of all academic matters at the University, acting as:

1. An advisory and recommendatory body to the Vice President for Academic Affairs and the President, and on academic programs, processes, and procedures.
2. A liaison body among the heads of the academic units, promoting discussion and exchange of ideas on the effective management of their schools.

The Council of Deans is composed of the Schools' Academic Deans and the Dean of Research & Graduate Studies, and is chaired by the Provost. Academic Assistant Vice Presidents are ex-officio non-voting members of the Council. The Council of Deans is an advisory and recommendatory body to the Provost and the President on the academic programs, processes and procedures, and on the administration of academic services, as well as other university matters.

The Council of Deans receives recommendations from the following University Councils:

1. University Library and Information Resources Council
2. University Graduate Council
3. University Research Council
4. University Admissions Council
5. University Curriculum Council
6. Faculty Welfare and Promotion Council
7. University Council for Financial Aid
8. Faculty Senate – non-academic recommendations and faculty welfare issues

The Council of Deans submits all its recommendations to the President who may choose to channel them to the appropriate bodies, for final decision and implementation. The Council of Deans will normally meet every week. Representatives from the Senate will be invited to meet with the Council of Deans on a regular basis to deal with faculty related issues.

Note that the council acts as the highest appellate council for academic student issues and grievances.

### **MEMBERS OF THE COUNCIL OF DEANS (2018-2019):**

2. Dr. Imad Btaiche, Dean, School of Pharmacy
3. Dr. Michel Mawad, Dean of the Gilbert and Rose-Marie Chagoury School of Medicine
4. Dr. Elie G. Haddad, Dean of the School of Architecture and Design
5. Dr. Anahid Kulwicki, Dean, School of Nursing
6. Dr. Wassim Shahin, Interim Dean Adnan Kassar School of Business
7. Dr. Costantine Daher, Interim Dean, School of Arts & Sciences
8. Dr. Raymond Ghajar, Interim Dean, School of Engineering
9. Dr. Samer Saab, Interim Dean of Graduate Studies and Research
10. Dr. Rula Diab, Assistant Provost for Academic Affairs
11. Dr. Barbar Akle, Assistant Provost for Special External Projects



### **3. FACULTY SENATE<sup>3</sup>**

As part of the governance of the university, the Senate represents the faculty according to the Senate Constitution. The Chairperson of the Senate shall assist the Provost to prepare the agenda of the faculty meetings, and shall generally keep abreast of faculty thinking on key issues and present the point of view of the faculty to the Council of Deans, the President's Cabinet, the Board of International Advisors and the Board of Trustees.

The Faculty Senate, which includes some standing committees, is the main advisory body engaging faculty in LAU's governance on such issues as academics, faculty status, operating budget, and so on. It is composed of 34 members, equally allocated between the two campuses. In addition, each school elects departmental or divisional representatives to the Senate.

The Adnan Kassar School of Business is represented in the Senate by five senators, one from each department: three senators from Beirut and two from Byblos. Adnan Kassar School of Business elected senators (2018-2019):

#### **1 year seats**

Raed El-Khalil (AKSOB-ITOM)  
Bernard Ben Sita (AKSOB-FINA)

#### **2 year seats**

Dia Bandalay (AKSOB-ITOM)  
Zahy Ramadan (AKSOB-HMKT)

#### **3 year seats**

Amine Abi Aad (AKSOB-MGT)  
Marcel Schroder (AKSOB-ECO)

### **4. THE UNIVERSITY PLANNING COUNCIL**

The University Planning Council (UPC) shall be composed of the President, the Provost, the Vice Presidents, all Deans, the Assistant Provost and Assistant Vice Presidents, the General Counsel, the Director of University Institutional Research, Chair and the Vice Chair of the Faculty Senate, the Chair and the Vice Chair of the Staff Advisory Council, and the Vice President of the University Student Council. The UPC will meet quarterly to discuss and provide advice to the President on all matters relating to long and mid-term planning and strategic and conceptual University directives and goals.

The University Planning Council serves as LAU's collective think tank, bringing various entities together to discuss and develop methods and means that will assist the University in achieving its mission, vision and goals. It provides advice to the President on all matters relating to long- and mid-term planning, as well as strategic and conceptual University directives and goals.

### **5. THE STUDENT AFFAIRS COUNCIL**

The Student Affairs Council is chaired by the Vice President for Student Development and Enrolment management and is composed of the Deans of Students, the Registrars, two representatives from the Senate, the two Assistant Vice Presidents for Academic Affairs, and the Vice President of the University Student Council. The Council functions as an advisory and recommendatory body to the Vice President for Student Development & Enrolment Management and the President, on all matters that affect the student's welfare, and the quality of services provided to them, and any other matter related to student life. The Council will serve as a liaison with all the offices of student services, and other university offices, regarding matters that affect student life on campus, to foster and promote discussion, and exchange of ideas, on how to best serve our students in a healthy and productive atmosphere.

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<sup>3</sup> See faculty senate Constitution on the web @ [http://www.lau.edu.lb/governance-policies/policies/faculty\\_bylaws\\_of\\_lau.pdf](http://www.lau.edu.lb/governance-policies/policies/faculty_bylaws_of_lau.pdf)

As the highest Student Council, the Student Affairs Council is in charge of all student life related matters, and issues at the University. The Student Affairs Council receives recommendations from the following University Councils and Committees:

1. Campus Life Council
2. Student Disciplinary Committees
3. University Council for Financial Aid
4. University Admissions Council
5. University Library and Information Resources Council
6. University Student Council
7. Graduate Students Committee

The Student Affairs Council submits all its recommendations to the President who may channel them, at his discretion, to the appropriate bodies, for final decision and implementation. Note that this Council acts as the highest appellate council for non-academic student issues and grievances.

## **6. STANDING UNIVERSITY COUNCILS OF THE FACULTY<sup>4</sup>**

The Standing University Councils of the Faculty shall be structured to give policy and program leadership to all areas of the University program. Faculty members of the Councils representing the Schools shall be elected by the School Full Time faculty. The Senate members of the Councils shall be elected by the Faculty Senate. Student members of the Councils shall be elected by the students. All elections of faculty members shall occur before the end of the Spring Semester, and newly elected members shall assume their responsibilities during the beginning of the following academic year.

1. Faculty Grievance Council
2. Faculty Welfare and Promotion Council
3. University Admission Council
4. University Council for Financial Aid
5. University Curriculum Council
6. University Graduate Council (UGC)
7. University Library and Information Resources Council
8. University Research Council (URC)

## **7. OTHER COUNCILS AND COMMITTEES**

1. Campus Life Council
2. Committees of Peers
3. Institutional Review Board (IRB)
4. Special Committees of the Faculty

## **8. STAFF ADVISORY COUNCIL**

The Staff Advisory Council consists of elected representatives from each department to allow staff to participate in the governance of LAU. It also serves as an advisory body and a forum for LAU staff to voice their concerns.

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<sup>4</sup>See standing university councils and other councils and committees Constitutions on the web @ [http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/faculty\\_bylaws\\_of\\_lau.pdf](http://www.lau.edu.lb/about/governance-policies/constitution-bylaws/faculty_bylaws_of_lau.pdf)

# PART II

## ACADEMIC POLICIES

### **1. ACADEMIC TITLES<sup>5</sup>**

The faculty body of the University is composed of all full-time, visiting, research, adjunct, and part-time faculty. Within this general body, the full-time faculty body plays a crucial role through shared governance, and are entitled, based on rank, to exercise voting rights when applicable.

Promotion of full-time faculty on tenure or non-tenure tracks is subject to school promotion criteria and guidelines, as duly approved, subject to Article IV in this policy.

#### **1. Full-Time Faculty**

##### **1.1. TENURE TRACK/TENURED**

This track is reserved for faculty members who hold a Ph.D., a doctorate, or a terminal degree as appropriate to the field/school concerned. Full-time faculty in this track should constitute the majority of full-timers in any of the respective schools. This track consists of Assistant Professors, Associate Professors, and Professors.

##### **1.2. NON-TENURE TRACKS**

###### **a. Lecturer Track**

This track is a non-tenure track for full-time faculty members who do not normally hold a terminal degree in their discipline, but who bring in additional educational experience.

The Lecturer Track applies mainly to the School of Arts and Sciences. This track covers: Instructor, Senior Instructor, Lecturer, and Senior Lecturer ranks.

###### **b. Practice Track**

The Practice Track is a non-tenure track for faculty members who normally hold a terminal degree in their field and/or a substantial number of years of teaching and professional experience. The Practice Track applies mainly to the Schools of Architecture & Design, Engineering and Business.

This track consists of Practice Instructors, Senior Practice Instructors, Practice Lecturers, Senior Practice Lecturers, and Professors of Practice.

Faculty members appointed in this track are full-time members whose primary commitment is to their respective school, while maintaining a professional practice or consultancy in their field, in accordance with University rules and regulations.

##### **1.3. JOINT APPOINTMENTS**

Joint appointments for faculty teaching in more than one school, within a specific rank, may be contracted in any of the tracks above, subject to the agreement of the concerned schools, academic departments, or units.

#### **2. Visiting Faculty**

2.1. Visiting faculty members are appointed for a limited-term employment at the University, not to exceed two (2) consecutive years. They can be appointed from any rank, but are not eligible for promotion at LAU.

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<sup>5</sup> PERSONNEL POLICY - FACULTY SECTION Effective September, 2017@ [http://www.lau.edu.lb/governance-policies/policies/personnel\\_policy\\_faculty\\_section.pdf](http://www.lau.edu.lb/governance-policies/policies/personnel_policy_faculty_section.pdf)

2.2. Visiting faculty members may be required to carry a higher teaching load than the corresponding full-time faculty, subject to their special assignment and contract. They can participate in school and departmental meetings, without voting rights.

2.3. Visiting faculty members may apply at the end of their term to a full-time position provided there is an opening in their specific area. In such cases, they would be considered within the pool of applicants to this position, on equal terms.

### **3. Research Faculty**

3.1. Research faculty members are primarily engaged to assist with research projects that are normally funded by external research grants, contracts, and similar sources. The appointment of research faculty is contingent upon the availability of funds, and would be terminated upon the completion of the task or the exhaustion of funds, subject to their contract.

3.2. Qualified individuals may be appointed as research faculty provided that they hold a Ph.D. or a Terminal Degree, and only as research associates otherwise.

3.3. Appointment of research faculty should be based on a selective search process and approved by the principal research team leader. In all cases, such appointment is neither considered permanent nor does it lead to tenure at the University. Renewal of the appointment is subject to the conditions of the research project or grant.

### **4. Adjunct Faculty**

4.1. The Adjunct Faculty track is reserved for recognized scholars or practitioners who bring expert knowledge and professional experience to specific programs, but who cannot commit all their time to the University. Their teaching load is set accordingly on a yearly basis, renewable according to school bylaws and their Letter of Appointment.

4.2. Adjunct faculty members are appointed following a search process. They are appointed at the appropriate rank depending on their qualifications and may benefit from a promotion in rank in accordance with school promotion criteria and guidelines.

4.3. Adjunct faculty members may participate in school and departmental meetings. Appointments in this category are non-tenure and subject to school specific bylaws and periodic reviews.

### **5. Part-Time Faculty (Participating or Supporting)**

Part-time faculty are individuals who have the credentials and qualifications to properly carry out the teaching duties assigned to them on a part-time basis as needed. Part-time faculty are appointed at a rank or grade in accordance with school policies. Part time faculty in the Adnan Kassar School of Business are classified as either **Participating** or **Supporting** based on AACSB criteria<sup>6</sup>.

#### **PARTICIPATING FACULTY DEFINED**

A participating faculty member is appointed on a continuing relationship basis, whether or not contractually stated, based on the school's/department's/program's needs and upon consultation between the Dean and the respective department chairs. A participating faculty member is actively engaged in school governance by voting on all academic and educational issues, but do not vote on personnel-related matters. A participating faculty member is required to perform at least three of the following school activities beyond direct teaching responsibilities. These activities are:

1. Participate on regular basis in department meetings
2. Participate on regular basis in school meetings
3. Serve on department, school, and/or university council, committee, or task force
4. Perform curriculum or course design/review/updates activities

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<sup>6</sup> Adnan Kassar Adnan Kassar School of Business: Criteria for Participating & Supporting Faculty, Approved January 13, 2012

5. Participate in training and faculty development activities
6. Make public presentations to students
7. Engage students in extracurricular activities
8. Advise students' organizations
9. Help students with career counseling
10. Participate or mentor students in internship/practicum programs
11. Participate actively in other school and/or university activities
12. Undertake other service or scholarship activities consistent with the school mission

The school target is to have participating faculty (i.e., full-time plus participating part-time) maintain a sufficiency ratio of at least 75% of the school annual teaching load, and at least 60 percent of the teaching in each discipline or program and at each location.

#### **SUPPORTING FACULTY DEFINED**

Other faculty members who do not meet the above described criteria for "participating" status and do not perform assignment beyond regular teaching responsibilities (i.e., classroom and office hours) are considered supporting faculty members. "Supporting" faculty members may be either academically qualified or professionally qualified. Supporting faculty members are appointed on a term by term basis, as needed. Supporting faculty may attend and participate in faculty or department meetings but do not have the right to vote.

### **6. Honorary Titles**

#### **1. EMERITUS PROFESSOR**

The 'Emeritus Professor' status is an honor that may be bestowed by the Board of Trustees to retired tenured professors with at least fifteen years of service at the University. A recommendation for Emeritus status may originate at the academic dean's level. The recommendation would be forwarded to the Provost, who shall forward it, if approved, to the President. The President shall consider it for approval and if favorable, shall forward the recommendation to the Board of Trustees for final action.

The basic criteria for Emeritus Professor Status shall be professional achievements and outstanding contributions to the University.

An Emeritus Professor will be entitled to the use of an office and research facilities, including laboratories, pending availability of space and resources. An Emeritus Professor will also be entitled, on the same basis as other faculty members, to access to all University facilities.

#### **2. UNIVERSITY PROFESSOR**

The title of 'University Professor' recognizes eminence in a specific field of study at the national and international levels. A University Professor is expected to contribute to the intellectual advancement of his/her discipline, his/her school, and the institution as a whole. The title of University Professor is bestowed upon a distinguished faculty member, following a recommendation by his/her peers to the President and the approval of the Board of Trustees.

#### **3. DISTINGUISHED PROFESSOR**

The title of 'Distinguished Professor' is bestowed by the Board of Trustees upon faculty of international stature, based on recommendation from the President.

### **2. SCHOLARLY AND PRACTICE QUALIFIED FACULTY**

**Scholarly Academics (SA) Faculty:** SA classification is initially acquired when a faculty member:

- a. Holds a terminal research degree (i.e., Ph.D.) in the area of teaching assignment, or in a related area (earned within the last 5 years). SA currency is granted for five years from the awarding date of the degree.

- b. Holds a terminal research degree in a non-business discipline but has completed the AACSB Post-Doctoral Bridge to Business Program (within the last five years). SA currency is granted for five years from the completion of the Post-Doctoral Bridge program.
- c. Holds a terminal non-research degree (i.e. DBA) in the area of teaching assignment, or in a related area (earned within the last three years). SA currency is granted for three years from the awarding date of the degree.
- d. Is a doctoral student who has completed all but dissertation (ABD) in the last 3 years or a doctoral student who has passed the confirmation process under the UK PhD/doctoral system. SA status is granted for three years from the start date of the dissertation/completion date of the confirmation.
- e. Holds a specialized master's degree in law, taxation, or food management (earned within the last 5 years). SA currency is granted for five years from the awarding date of the degree.
- f. Holds the Judges Institute degree (earned within the last 5 years). SA currency is granted for five years from the awarding date of the degree.

**Maintaining SA Classification:** (The below criteria will be effective as of Fall 2021)

A faculty member will normally maintain (or restore) the SA classification by satisfying one of the following major intellectual contributions categories:

1. Three peer reviewed journal articles in journals listed in the ABDC list;
2. One B ranked journal article, plus one peer reviewed journal article in a journal listed in the ABDC, plus either two other intellectual contributions or one major intellectual contribution from the lists below.
3. One A ranked journal article in a journal listed in the ABDC, plus either two other intellectual contributions or one major intellectual contribution from the lists below.
4. One A\* ranked journal article in a journal listed in the ABDC.

**Major Intellectual Contributions**

- Scholarly books and chapters in edited books published by known international publishers
- Textbooks published by reputable international publishers (with evidence of adoption in multiple peer universities and significant positive reviews) evaluated by the concerned department on individual basis
- Major editorial responsibilities such as editor-in-chief or executive editor of a PRJ or practitioner periodical
- Funded grants from a recognized funding agency
- Receiving an international research recognition award

**Other Intellectual Contributions**

- Conference proceeding at refereed academic conference
- Paper presentation at refereed academic conference
- Paper presentation at an academic conference in pedagogy
- Publications in reputed practice-oriented journals
- Book reviews in peer reviewed journal
- Published letter to PRJ editor
- At least four ad hoc reviews for journals among those listed in the ABDC list.
- Serving as a keynote speaker at a regional or international academic conference

- Working papers published in an outlet that is regularly subscribed to by a University Library or one that is available on-line (A working paper series published by a University Department does not count)
- Participating in evaluation teams, such as SACS, AACSB, Equis, or other discipline specific visits.

### **Administrative Waivers**

Faculty members who held administrative positions during a significant part of the evaluation period of five years are expected to maintain their SA classification as follows:

- a. The dean and associate deans should participate in ongoing development activities related to the position.
- b. The assistant dean and department chair shall receive a waiver of one half of the requirements

**Practice Academics (PA) Faculty:** PA classification is initially acquired when a faculty member:

1. Holds a terminal degree (e.g., Ph.D., DBA, etc.) in the area of teaching assignment, or in a related area AND
2. Has documented ongoing professional experience that is significant in depth and duration and relevant to the teaching area in the last 5 years OR
3. Engages in the last 5 years in at least 7 professional and academic activities out of which at least 4 are professional

**Maintaining PA Classification:** For evidence of continued professional engagement, the faculty member is expected in the last 5 years to:

- a. Engage in at least 4 professional activities and a total of 7 activities as per the lists in the appendix, and to validate any relevant engagement. OR
- b. Have documented professional experience at management level for preferably five years or longer relevant to the teaching assignment.

**Scholarly Practitioners (SP) Faculty:** To acquire the SP classification, the faculty member has to have:

1. MBA or a specialized master's degree in the area of teaching assignment or in a related field, and
2. Documented professional experience at a mid-level management or research position relevant to the teaching area for the last five years prior to appointment
3. One PRJ article in journals listed in the ABDC list.

**Maintaining SP Classification:** (The below criteria will be effective as of Fall 2021)

To maintain the SP classification after retiring from the above mentioned professional assignment, the faculty member is expected in the last 5 years to publish one PRJ article in journals listed in the ABDC list and engage in at least 3 other academic and professional activities (c.f. appendix).

**Instructional Practitioners (IP) Faculty:** To acquire the IP classification, the faculty member has to meet any of the following conditions to be considered for appointment as a faculty member under the IP category:

- a. Has MBA or a specialized master's degree in the area of teaching assignment or in a related field and documented professional experience at a mid-level management position relevant to the teaching area for preferably the last five years or longer prior to appointment. IPs with professional certification (e.g., CPA, CFA, etc.), where applicable, will be given priority.
- b. Alternatively, a faculty who has graduate level credentials in a related field which is not in the area of the teaching assignment is expected to demonstrate undertaking supplemental preparation in the form of professional development in the teaching area.

- c. Alternatively, a partner or senior professional with current competency/knowledge, relevant training and/or documented/peer-reviewed work and is still working or has retired within the last five years.
- d. Alternatively, a faculty who has completed AACSB PQ Bridge Program.
- e. For faculty members teaching some hospitality courses (food preparation, wine and cigar, business etiquette, etc.), faculty must hold a specialized bachelor's degree and documented professional experience in the teaching area.

**Maintaining IP Classification:** to maintain the IP classification following appointment, the faculty member is expected to stay **current** in his or her professional field and to participate in Departmental/School/University sponsored developmental activities. A faculty member who continues to work in business with managerial responsibilities at a mid-level management position related to the primary teaching area is considered to continue to maintain currency.

In other cases, the IP faculty should validate her/his currency by undertaking at least 5 professional activities in the last five years that demonstrate maintenance of professional capital. Professional activities leading to IP maintenance are listed in the appendix.

**Faculty Qualification for Graduate Teaching:** In accord with our mission of integrating academic and professional learning, the faculty member is encouraged to engage in a broad range of academic and professional arenas. At the School of Business, SA faculty teach graduate level courses. Credentialed qualified faculty members (PA/SP/IP) may be permitted to teach at the graduate level if the respective background is deemed relevant.

### **Ongoing Faculty Development:**

Faculty members need to demonstrate a commitment to continuous learning by participating annually in at least one faculty development activity. Faculty development activities can be directed at improving research, teaching, or service capacity. Examples of acceptable activities include (but are not limited to): attendance at academic forums (e.g., conferences, workshops, and/or brown bag sessions), serving as a journal or conference reviewer, making presentations at conferences, making presentations before school forums and brown bag sessions, publication of abstracts, corporate internship, obtaining a new professional certification, development of new courses and course proposals, and the inclusion of new modules into existing courses.

### **Review Process**

The standards will always be developed in accordance with the most current edition of AACSB Eligibility Procedures and Accreditation Standards for Business Accreditation. Faculty intellectual contributions and standards are reviewed on annual basis. The School will use data on faculty qualifications to make recommendations for continuous improvement in the standards for SA/PA/SP/IP faculty, and develop orientation sessions, workshops, mentoring arrangements, and/or other initiatives deemed necessary in support of mission-aligned faculty development.

### **Faculty Engagement Activities Appendix**

The list provided below is not intended to be limiting or exhaustive. Faculty members may identify and report other academic and professional activities not included here and check with the School for their validity.

#### **Academic Engagement Activities:**

- Recognized PRJ article
- Refereed conference proceeding (full paper) / paper presentation at reputable academic conferences
- Paper presentation at an academic conference in pedagogy



- Chapter in scholarly books/annals, or monographs
- Scholarly book
- Textbook (both new publication and substantially revised edition of an existing publication, with evidence of adoption in multiple peer universities)
- Publication in reputed practice-oriented journals
- Book review in peer reviewed journal
- Published letter to PRJ editor
- Major editorial responsibilities such as editor-in-chief or executive editor of a PRJ or practitioner periodical
- Serving as a keynote speaker at a regional or international academic conference
- Receiving an international research recognition award
- Serving as a journal reviewer if the faculty member demonstrates ongoing activity and responsibilities
- Working papers published in an outlet that is regularly subscribed to by a University Library or one that is available on-line (A working paper series published by a University Department does not count)
- Funded grant proposal from a recognized funding agency

Professional Engagement Activities<sup>7</sup>:

- a. Consulting accomplishments with evidence of multiple, major clients (the consulting practice needs to be a regular, ongoing activity - doing consulting on an ad hoc basis is not sufficient). Documented evidence of consulting assignments and/or published consulting reports here is required.
- b. Serving as an active member of a board of directors with responsibilities related to the primary teaching area.
- c. Engaging actively in successful entrepreneurial activities (such as starting a business, developing a business plan or obtaining outside financing).
- d. Publishing articles in national, regional or international trade journals, general business journals/magazines and newspapers (business section).
- e. Authoring reports from sponsored research.
- f. Authoring a significant successful grant proposal.
- g. Publishing on an ongoing basis reports or newsletters that are widely subscribed.
- h. Creating and/or delivering executive education workshop that is fully subscribed and recognized.
- i. Creating and/or delivering faculty development workshop that is fully subscribed and recognized.
- j. Delivering a speech around the country/region to business people that are fully recognized.
- k. Delivering an invited presentation at a recognized organization.
- l. Participating in a panel discussion at a recognized professional meeting.
- m. Obtaining new professional certification/licenses.
- n. Undertaking internship activity at a medium/large size corporation

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<sup>7</sup> If an activity is significant in duration and content, every year is counted as a separate activity.

- o. Working on team projects and going abroad for work or exchange programs
- p. Documenting other practical work-related experience.
- q. Undertaking vocational education leading to qualification or credential in the teaching field.
- r. Taking a course in a new or emerging field with implications for primary field;
- s. Significant participation in business professional associations

### **3. APPOINTMENTS AND REAPPOINTMENTS**

In appointing new faculty, all departments and schools shall comply with the University's mission, ensuring equal opportunity for all applicants, and hiring the best candidate irrespective of gender, age, race, color, religion, national origin, ethnic background, or any other factors that are irrelevant to the proper performance of the duties described in the job announcement.

Except for special appointments, recruitment of all faculty members shall follow the approved University Procedures for Hiring Faculty, whereby positions are advertised, and the selection process would be based on merit and qualifications.

The Procedures for Hiring Faculty can be found here: <http://www.lau.edu.lb/faculty-staff/>

#### **1. APPOINTMENTS & REAPPOINTMENTS OF FULL-TIME FACULTY**

1.1. Following the completion of the search process, the respective school dean shall make recommendations to the Provost for appointments for the academic year. Such recommendations are subject to the final approval of the Provost and the President. All conditions of appointment shall be made in writing and signed by the Provost and the President.

1.2. Faculty members in a non-tenure track may apply for an opening in the tenure track provided they meet the criteria for such a position as per applicable school bylaws. Faculty who were appointed in the tenure track may not shift to a non-tenure track position.

1.3. Faculty members in a non-tenure track are normally appointed on a one-year contract, without any limits as to the number of reappointments. Faculty members in non-tenure track who have been at the employ of the University for a period of five years or more may be given a two-year contract.

1.4. Faculty at the rank of Assistant Professor will normally be appointed on a three-year term contract, subject to reappointment for another three-year term. The total number of years that any faculty member may spend at this rank is seven years.

1.5. Appointments of faculty members who are initially appointed at the rank of Associate Professor or Professor shall normally be made for a maximum of a three-year term, with no obligation on either party beyond this time, but with the understanding that the contract may be extended for an additional period, pending faculty performance review and mutual agreement. Faculty members may only apply for tenure once. If the faculty member is not awarded tenure by the end of their third year of the first term, in line with tenure regulations [Article III], the services of the appointee may be renewed one year at a time up to a maximum of three years. Alternatively, the services of faculty members may be terminated provided due notice to this effect is given in writing by the Provost based on the recommendation of the dean, six months before the end of their contract.

1.6. Non-tenured full-time faculty members will be notified in writing by March 1 if their contracts are not going to be renewed for the following academic year.

1.7. Full-time faculty members who would like to resign must give advanced written notice of such resignation no later than six months prior to the beginning of the next regular academic year.

## **2. APPOINTMENTS & REAPPOINTMENTS OF VISITING FACULTY**

2.1. The faculty search and recruitment process for visiting faculty shall be conducted in line with the approved University Procedures for Hiring Faculty, as for full-time faculty.

2.2. Visiting faculty members are normally appointed for one semester or one academic year. They may be contracted for a maximum of two consecutive years, subject to evaluation and a positive recommendation from the department chair and the school dean.

2.3. Visiting faculty members are entitled to the same benefits as full-time faculty. However, no ex-gratia indemnity is given to visiting faculty members who serve at the University for less than one full academic year.

## **3. APPOINTMENTS & REAPPOINTMENTS OF RESEARCH FACULTY**

3.1. The appointment of research faculty is contingent upon the availability of funds, and would be terminated upon the completion of the task or the exhaustion of funds, subject to their contract.

3.2. Research faculty members are not eligible for any benefits.

## **4. APPOINTMENTS & REAPPOINTMENTS OF ADJUNCT FACULTY**

4.1. Adjunct faculty members shall be appointed on a yearly basis.

4.2. Adjunct faculty members are not eligible for any benefits.

## **5. APPOINTMENTS & REAPPOINTMENTS OF PART-TIME FACULTY**

5.1. Part-time faculty members shall be appointed on a term basis and compensated on an hourly rate, set by the University.

5.2. Part-time faculty members are not eligible for any benefits.

## **6. SPECIAL APPOINTMENTS**

6.1. Faculty of exceptional standing may be recruited and appointed to a rank that is higher than the one they are normally entitled to as per their degrees, within any of the tracks listed above. In such cases, the respective school dean will appoint a committee of peers to review the candidate's file. The school dean's recommendation to the Provost would include the peers committee's review, subject to the final approval of the President.

6.2. For such special appointments, the appointee must be of international standing, must have achieved eminence in his/her field, and demonstrated leadership qualities. Residency requirements for promotion in rank for such faculty may be waived, based on the recommendation of the respective school dean.

## **4. TENURE**

Academic tenure is a privilege that is normally earned by faculty members who are granted promotion within the tenure track ranks. Tenure provides faculty with the academic freedom needed to pursue their teaching, research, and services at the University and allows for continuous appointment until retirement, unless terminated earlier as per the provisions of this Personnel Policy. Faculty members who are granted tenure are subject to the following:

### **1. GENERAL PROVISIONS FOR TENURE**

1.1. Only full-time faculty members at the Associate Professor or Professor rank are eligible for tenure.

1.2. For tenured faculty, appointment will be continuous until retirement, as specified in the provisions of this policy, provided that tenured faculty members fulfill their duties satisfactorily and abide by the rules, regulations, and policies that govern the University.

1.3. Tenured faculty members will receive an annual update of employment conditions to reflect changes in rank and/or remuneration.

1.4. Should a tenured faculty member default on the basic professorial duties to the University, the Dean will inform him/her in writing and request that the shortcomings be addressed within a period of one academic year. Failure to demonstrate improvement may subject the faculty to a post-tenure review.

1.5. Should a tenured faculty member be found in violation of any of the University applicable policies and applicable laws, the applicable sanctions stated in said code and/or policy would apply.

1.6. Should it become necessary to discontinue the employment of tenured faculty members because of University financial exigency or program termination, such faculty members shall be given compensation against the termination of their contract not to exceed 2 years.

1.7. Tenure is discontinued upon the faculty member reaching the legal retirement age of 64.

## **2. FACULTY JOINING THE UNIVERSITY AT THE ASSOCIATE PROFESSOR OR PROFESSOR RANK**

2.1. Faculty members who join the University at the Associate Professor or Professor rank are eligible to apply for tenure as of the beginning of their third year at LAU, but no later than the beginning of their fifth year, provided their initial contract has been renewed, as per the provisions listed in Article II, section 1.5.

2.2. The minimum residency time required for tenure for a faculty member appointed at the Associate Professor or Professor rank is three years.

2.3. Faculty appointed without tenure at the Associate Professor or Professor rank are required to submit their file for tenure according to University Rules and school bylaws. Files submitted for tenure should include research material, teaching, and service documentation, produced only after joining LAU. Unless otherwise stated in their letter of appointment, such faculty should normally meet a minimum of one-third to one-half of the research requirements for promotion to the specific rank at which they were appointed within their respective school and discipline, thus demonstrating continuing research productivity after joining the University. The candidate should also satisfy the requirements for teaching and service to the school and the University, and receive positive recommendations from the department chair and school dean.

2.4. The application for tenure will undergo the same process of review by the respective school peers committee and the University Promotion Committee as for promotion cases. Research submitted for Tenure can be included and counted towards said faculty members' application for promotion to the rank of Professor at a later date.

2.5. Faculty members who are denied tenure will be given one additional year in the rank and have their contract terminated at the end of that academic year. Under exceptional circumstances, such faculty members may be reappointed on a yearly basis, following the recommendation of the department chair, school dean, and the approval of the Provost and the President.

## **5. PROMOTION OF FULL-TIME FACULTY**

Promotion in rank of full-time faculty members or faculty members on tenure track takes place through a peer review process according to school specific criteria, and governed by the Faculty Promotion Process. Accordingly, the school peers committee(s) will review the files of candidates for promotion, and make their recommendations to the concerned dean. The dean will in turn make his/her recommendations to the Provost.

Following completion of the peers committees' work across the different schools, the Provost shall convene a University Promotion Committee composed of academic deans and one elected faculty member from each school to review the recommendations for promotion to various ranks, submitted by the dean of each school. The elected faculty member from each school should not hold any administrative appointments and should hold a higher rank than that of the candidate. In schools where this is not possible, this restriction may be lifted. The University Promotion Committee chaired by the Provost will present their recommendations to the President through the Provost. The President will draft his/her final recommendations to the Board of Trustees for their approval.

Faculty members who are denied promotion may appeal to the Faculty Welfare and Promotion Council, in accordance with the provisions of the Faculty Promotion Appeal Procedure.

For additional information on:

- Faculty Promotion Process: <http://www.lau.edu.lb/faculty-staff/>
- Faculty Promotion Appeal Procedure: <http://www.lau.edu.lb/faculty-staff/>

### **1. PROMOTION OF FACULTY AT THE ASSISTANT PROFESSOR RANK**

1.1. Faculty may serve a maximum of seven years at the rank of Assistant Professor at the University. They are expected to apply for promotion to the Associate Professor rank at the beginning of their sixth year of service at LAU.

1.2. Assistant professors may apply earlier than their sixth year, provided that their service at the rank of Assistant Professor at the University is no less than three years, and their total number of years of service in the rank is no less than five years.

1.3. For female faculty at the rank of Assistant Professor, the grace period for promotion for each pregnancy shall be a one-year deferral per pregnancy, not to exceed a 2-year period.

1.4. Assistant professors who apply for promotion to the Associate Professor rank and are denied promotion, cannot reapply for promotion. They will normally be given one additional year in the rank and have their contract automatically terminated at the end of the seventh year. Should the school wish to retain them, due to a legitimate need, the dean, following due process, can make the case for such retention one year at a time for a maximum of three years from the date of denial of their promotion, not subject to any further extension. The position must be advertised every year, and every reasonable effort should be made to find a replacement. Faculty members who have been denied promotion are eligible to reapply to a full-time position only after having left the University for three consecutive years, subject to applicable University Procedures for Hiring Faculty.

1.5. Tenure is normally awarded to faculty members who are promoted to the rank of Associate Professor. In exceptional cases where tenure is not granted along with the promotion, faculty members would be required to fulfill additional criteria within a time limit set by the dean, and not exceeding three years from the date of their promotion. In such cases, the dean should specify in writing to said faculty members the conditions to be met for tenure to be reconsidered. Failure to meet these conditions will result in termination, with the provision of one terminal year in rank.

### **2. PROMOTION OF FACULTY AT THE ASSOCIATE PROFESSOR RANK**

2.1. Tenured faculty members at the Associate Professor rank may apply for promotion to Professor provided that their service at the rank of Associate Professor at the University is no less than three years, and their total service in the rank is no less than five years.

2.2. Tenured associate professors may apply for promotion to Professor only twice, with a minimum two-year interval in between.

### **3. PROMOTION OF FACULTY WITH PRIOR EXPERIENCE**

3.1. Faculty members who join LAU with prior academic experience are normally appointed without tenure. For tenure provisions, see Article III.

3.2. Faculty members at the Assistant Professor or Associate Professor with prior academic experience applying for promotion will be required to meet the promotion criteria for teaching and service, in addition to research. In order to satisfy the research component, the faculty member may apply up to 50% of his/ her school's minimum requirements from work done at the rank prior to joining LAU.

3.3. For faculty members appointed at the Assistant Professor rank, the minimum residency time at the rank at the University shall not be less than three years and not more than five. The specific residency time for each faculty member in this case would depend on the evaluation of their prior experience.

3.4. For faculty members appointed at the Assistant Professor rank with prior full-time research-productive post-doctoral experience of a minimum of two years, a maximum of one year may be counted towards the minimum residency time required for promotion.

3.5. For faculty members appointed at the Associate Professor rank, the minimum residency time at the rank at the University should be no less than three years. In the case of faculty members who served at the Associate Professor rank at LAU for more than five years, research work from prior experience will not be counted and should not be included in the file submitted for promotion.

#### **4. PROMOTION OF FACULTY WITH ADMINISTRATIVE DUTIES**

4.1. Promotion in academic rank of faculty members with full-time senior administrative duties (graduate program directors, department chairs, assistant deans, and associate deans), shall follow the same criteria that apply to regular faculty, according to their academic rank.

4.2. The number of years of service in a senior administrative function shall not be included in the maximum years of service in the rank but may count in the minimum number of years required before applying for promotion.

4.3. Holders of academic ranks appointed to full-time academic administrative duties, as listed in 4.1, will be granted an extension of their promotion clock for a period commensurate with the number of years on active administrative duty.

#### **5. PROMOTION OF FACULTY ON NON-TENURE TRACK**

Promotion in rank of non-tenure track faculty takes place through the School Peers Committee according to school specific criteria and is subject to the following:

5.1. Faculty members may apply for promotion to a higher rank provided that their service at the current rank at LAU is no less than five years.

5.2. Faculty members who apply and are denied promotion to the higher rank cannot reapply for promotion to that rank. They may continue in their current rank, subject to annual performance review.

#### **6. PERFORMANCE REVIEW**

Promotion Criteria serve as guidelines for the annual evaluation of faculty. Department Chairs formally evaluate all Faculty and forward to the concerned faculty, the Dean, the Provost and the President by the end of academic year.

The results of these evaluations are used as supportive guidelines for reappointments and promotions.

#### **7. CONTRACTS AND REMUNERATION**

1. All faculty appointed by the University will be bound by a Letter of Appointment in accordance with LAU applicable policies and procedures.

2. Faculty salaries shall be paid no later than the last working day of the month, except for the payment of the last salary. Salaries will be subject to income tax statutory deductions and other authorized deductions such as contributions for health insurance and retirement plan.

3. In cases where a full-time faculty member is requested to teach an additional course over and above his/her regular teaching load, remuneration for such an extra course shall be paid pursuant to the part-time hourly rate paid by the University for part-time faculty members at the equivalent rank.

4. Courses taught on a tutorial basis may be counted as a reduced credit load, or compensated according to a special rate as defined in the master list of fees and rates. Exceptions to this rule are to be approved by the school dean and the Provost.

5. Faculty are bound to complete their teaching duties and other related faculty duties during the academic year, commencing on September 1st and ending on August 31st. A period of 12 weeks is to be considered a period dedicated for faculty vacation and professional development.

## **8. RECOGNITION OF ONLINE DEGREES AND DEGREES EARNED AFTER JOINING THE UNIVERSITY**

The University will consider recognizing degrees earned after joining the University as well as post-graduate degrees that fall under the categories of online, blended, or long-distance degrees, provided they meet the minimum criteria as set by specific schools.

## **9. LEAVES**

Tenured full-time faculty members are eligible for leave privileges according to the following guidelines regardless of the type of teaching/administrative duties assigned to them:

### **1. SABBATICAL LEAVE**

A sabbatical is by definition a period of break from teaching duties during which the faculty member pursues academic activities geared towards research or scholarship. Only tenured full-time faculty may apply for a sabbatical, after completing a six-year period of full-time employment at the university.

The following rules apply to sabbaticals:

1.1. The applicant should submit a comprehensive research proposal outlining the contribution to the field, the benefits to his/her academic development and its potential return for the University and the school. In addition, the proposal should include an invitation to conduct research at a recognized host university/institution. The sabbatical application should be submitted to the department chair at least 6 months prior to the beginning of the academic year.

1.2. The sabbatical, a privilege not an entitlement, may be granted for a period of one semester, up to a maximum of one academic year. Sabbaticals may not be offered for a shorter period of time, nor may they be extended beyond a one academic year period. The University will cover the full salary and benefits of the faculty member during his/her sabbatical, in addition to the airfare of one round-trip to their sabbatical destination. There are conditions under which a sabbatical may be granted for a full year following 6 years of active full-time duty at the rank of Associate Professor or above, subject to specifications set by the University.

1.3. The granting of a sabbatical requires the favorable recommendation of the department chair, the school dean, and the approval of the Provost and the President. A department may grant only one sabbatical at a time per academic year and may not hire a full-time replacement for a faculty member on sabbatical.

In awarding such sabbaticals, the following shall be taken into consideration:

- Availability of full-time or part-time faculty members to cover the teaching and/or administrative duties of the said applicant during his/her absence;
- Availability of sufficient budget funds to cover the expenses incurred; and
- Evidence that the sabbatical would benefit the faculty member and the school.

1.4. The sabbatical period shall be considered an integral part of the total period of service for the leave recipient so that he/she will not lose any of the rights to salary increases, promotion, and fringe benefits as a result thereof.

1.5. The recipient of the sabbatical would commit to return to the University for a period of at least two years after a sabbatical. If, for any reason he /she does not return for the fully stipulated time, he/she shall be obligated to repay the University the full amount granted or a proportionate amount thereof according to the length of service rendered after the sabbatical.

1.6. The recipient of the sabbatical shall, upon his/her return from sabbatical, submit a written report to the respective school dean and department chair, detailing his/her activities during that period.

1.7. The recipient of a sabbatical may not be engaged in any external employment, either teaching or consulting, during the period of his/her sabbatical.

## **2. SUMMER RESEARCH GRANT**

2.1. A summer research grant is a 4-to-10-week funded program, established for the purpose of providing full-time faculty an opportunity to engage in scholarly activities abroad during the summer period.

2.2. To be eligible for a summer research grant, a faculty member must have completed three years of service at the University and must be tenured or on tenure track. Detailed conditions for eligibility and compensation are specified in relevant school documents.

## **3. LEAVE WITHOUT PAY**

3.1 Faculty members may at any time request a leave without pay usually for a maximum of one academic year. The granting of all leaves is contingent upon a favorable recommendation by the department chair, the school dean, and the Provost, along with the approval of the President.

3.2. Faculty members applying for a leave should submit a written request to the department chair, outlining the purpose and intended period of the leave.

3.3. Faculty members seeking to pursue a terminal degree in their field can benefit from up to three years of unpaid leave.

3.4. The period of a leave without pay is considered an integral part of a faculty member's total period of continuous service so that during the leave period he/she will not lose any of his/her rights to cost of living salary increase, and fringe benefits. The leave recipient will be expected to pay for the full cost of fringe benefits (such as medical insurance) at the actual percent of basic salary set by the University during his/her absence on a leave without pay.

3.5. The period of a leave without pay is considered an integral part of a faculty member's promotion schedule, except in cases of hardship. Leave without pay granted for hardship shall not be included in the maximum years of service in the rank but may count in the minimum number of years required for promotion.

## **4. SICK LEAVE**

4.1. All full-time faculty members are entitled to ten working days of sick leave per year with full pay. A maximum of 35 working days of sick leave may be accumulated from past years. All new faculty members will be automatically "vested" with five working days sick leave for the first year.

4.2. No pay for unused sick leave is to be made at termination or at any other time. In case of short-term sickness, faculty members are expected to make up their classes or, in certain cases and at the discretion of the chair, other colleagues may volunteer to assume these duties at no extra compensation. Absence made up by the faculty member shall not count as sick leave.

4.3. Sickness absence of five consecutive working days or less from campus, while classes are in session, shall be certified by the faculty member. An absence of more than five consecutive working days must be confirmed by a doctor's certificate.



4.4. Absence in excess of that provided above and not covered by disability insurance will be deducted from the faculty member's salary or from his/her pay for summer teaching.

4.5. Pay for absence in excess of 45 working days or 60 calendar days (35 working days of accumulated sick leave plus 10 working days acquired in the current year) shall be made under the provisions of the Long-Term Disability Insurance Policy carried by the University.

## **5. MATERNITY LEAVE**

All full-time female faculty members, in tenure and non-tenure tracks, are entitled to a maternity leave following and preceding delivery.

More information is available in the Benefits Section of this Policy: [http://www.lau.edu.lb/about/governance-policies/policies/personnel\\_policy\\_benefits\\_section.pdf](http://www.lau.edu.lb/about/governance-policies/policies/personnel_policy_benefits_section.pdf)

## **10. FACULTY SERVICE TERMS AND OUTSIDE FACULTY ACTIVITIES**

All full-time faculty members shall offer their full-time service to the University. Such obligations are met by teaching, scholarship, and research, as well as service on committees, advising, and community service.

1. The University is committed to academic freedom, which translates as the freedom of faculty members to express their views and communicate their ideas, research findings, or facts without adverse effects.
2. Academic freedom does not translate into a right to absenteeism without notification, nor of failing to fulfill academic duties and obligations.
3. Full-time faculty members are expected to be present on campus to teach their courses, as well as to hold office hours, advise students, support student learning, serve actively on committees; and attend departmental, school, and university meetings and activities. It is up to full-time faculty members to regulate their presence on campus with respect to the above.
4. In case of inability to hold class at the appointed time, it is the faculty member's responsibility to notify the department chair and to reschedule classes within a reasonable period.
5. Faculty members on leave to attend conferences and other academic events must notify their department chair prior to departure, and must limit their absence to the period of the activity and travel time, with the understanding that such events should not normally exceed a period of one working week per regular semester. In all cases, faculty must set the schedule for make-up classes beforehand, to be communicated to their students and the department chair.
6. The University encourages full-time faculty to pursue professional activities within their field, such as consulting, as long as such activities contribute to their professional development, improve their disciplinary knowledge, promote the University locally and regionally, and/or contribute to the general welfare of the community. However, such activities must not overlap with the duties and full-time obligations of the faculty as outlined herein, and must not exceed the equivalent of one working day per week. Full-time faculty members who plan to engage in any external activity should receive prior written approval from their department chair and school dean. For activities that are remunerated, with the exception of honoraria, faculty members shall submit an official request through the department chair, to be approved by the school dean, the Provost, and the President. The University reserves the right to refuse such requests. In all cases, such activities should not violate the University Conflict of Interest Policy. Issues of potential liability shall be vetted carefully by the University.

The Conflict of Interest Policy can be found here: [http://www.lau.edu.lb/about/governance-policies/policies/conflict\\_of\\_interest.pdf](http://www.lau.edu.lb/about/governance-policies/policies/conflict_of_interest.pdf)

7. In cases of emergency that warrant an extended absence of 2 consecutive weeks or more in any given semester, substitute teaching arrangements should be made in coordination with the department chair.

8. Faculty members may not subcontract other faculty or staff members to teach their courses, both on and off campus.
9. Full-time faculty members are entitled to complete their teaching obligations within the regular semesters (Fall and Spring) of the academic year, unless otherwise agreed upon between the department chair and concerned faculty member, and approved by the dean, as in cases where a faculty member needs to take one regular semester off, for academic purposes, as unpaid leave.
10. Full-time faculty members who cannot fulfill their teaching obligations during the Fall and Spring semesters may fulfill the remaining part of their teaching load during the summer term, or during the following academic year, if applicable. These terms shall be agreed upon between the concerned faculty member and the department chair, subject to the approval of the dean.
11. Full-time faculty members are entitled to be free in principle from any academic duties during the summer term, and to dedicate this period for research and faculty development. Article XI – Termination for Cause Termination for cause occurs immediately when the University considers an action to constitute grave misconduct on the part of the faculty member concerned, such as violations of University policies and procedures including the Code of Ethics, or a breach of their respective contract terms and/or applicable laws.
  1. Upon notification of Termination for Cause, the faculty member concerned shall be entitled to procedural due process; such a process does not stay the implementation of the decision. In general, and only as guidelines, the principles originally established to handle such cases by the American Association of University Professors (AAUP) and endorsed by the Association of American International Colleges and Universities (AAICU), shall be followed.
  2. The Faculty Grievance Council shall serve as the preliminary review committee called for, as per AAUP procedures. Following the recommendation of the Grievance Council, the President may elect to appoint a special committee to further review the case and make its recommendation to the President for a final decision.
  3. In accordance with University Bylaws, the Executive Committee of the Board of Trustees shall act as the final judicial review body for matters pertaining to dismissal or termination of faculty members.

## **11. FACULTY OVERLOAD TEACHING**

Based on decisions made at the university level, AKSOB faculty members and particularly academic administrators are not entitled to any overload during the academic year, including summer.

In exceptional circumstances and subject to the judgment of the Dean, faculty members who are necessary to teach additional courses above their teaching load may be allowed an overload not to exceed 6 credits/year as an absolute cap. This will be allowed in cases where summer teaching by full-time faculty is required, as well as for courses with a research component such as theses and capstone projects.

## **12. FACULTY GRIEVANCE<sup>8</sup>**

The Faculty Grievance Procedure is designed to set a framework for the resolution to conflicts. Conflicts of an academic nature and appointment-related concerns can be resolved if the parties involved communicate their concerns and show a willingness to resolve the conflicts. Faculty members are required to address their academic and appointment-related concerns by raising the matter first with their respective Chair, and then their Dean. If not resolved at the school level, they can take the issue to the Faculty Grievance Council (FGC) in accordance with Article VII.f of the Faculty Bylaws and the Faculty Grievance Procedure terms and provisions.

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<sup>8</sup>See faculty grievance procedure on the web@ <http://www.lau.edu.lb/faculty-staff/>

Issues relating to promotion and tenure remain the prerogatives of the Faculty Welfare and Promotion Council, and as such may not be treated as ‘grievance’.

### **13. RETIREMENT, INDEMNITY, AND CONTINUING NON-TENURED FACULTY**

1. An extension through yearly contracts may, for cause, be given to faculty members who are still able to fulfill their academic obligations, on a yearly basis, for a period not exceeding six years past the legal retirement age of 64. Such extensions should be recommended by the school dean to the Provost and approved by the President.

If granted, such yearly contracts for full-time faculty would entail the same benefits that applied upon retirement, except for Life and Long-Term Disability insurance, which will be extended only to age 65. The provisions of said contracts will include the same rules and conditions as specified in the pre-retirement contract. Indemnity shall be based on the salary given at retirement and will be paid on a yearly basis.

2. The University reserves the right to hire, on an exceptional basis, retired faculty members over the age of 70, for a definite period not to exceed one year at a time, subject to the specific procedures and with the President’s approval.

### **14. RECRUITMENT<sup>9</sup>**

The School Bylaws stipulate that the department “chairperson shall provide leadership and vision to the Department, and create favorable conditions for the growth and development of the Faculty...” The Chairperson shall “Chair the department recruitment committee consisting of full-time faculty members of professorial rank in the department and make his/her recommendations to the Dean, following University procedures, on all recruitment, appointment, and re-appointment.”

The bylaws also stipulate that the Dean appoints, upon consultations with senior members of each department, one faculty representative from that department to form the School Recruitment Council (SREC). The SREC shall review all applications coming from each department. The pertinent department chair shall present the department’s evaluation and recommendation to the SREC. The SREC shall review the department evaluation and make its recommendation to the dean as well.

#### **1. PROCEDURE FOR HIRING NEW FULL-TIME FACULTY MEMBERS**

1. The Dean asks Department Chairs to recommend hiring new full-time faculty in disciplines in their Department by filling the —Request for Full-time Faculty Position form.
2. The Department Chair fills —Request for Full-time Faculty Position form after consulting (at a minimum) all full-time faculty members in the advertised area and forwards form to Dean.
3. The Dean sends completed —Request for Full-time Faculty Position form to the Provost, after ensuring that the position is justified on the bases of student enrollment, large number of part timers, or plans to build a new program. The Assistant Provost for Faculty Affairs will then proceed with advertising the position.
4. The Dean will ask the pertinent department chair to form a search committee to consider applicants to different positions but in related areas. Each search committee shall include a minimum of three School full-time (FT) faculty members.
5. Search committee chairs submit to the concerned Department Chair minutes of the meetings of the selection process explaining how they conducted their evaluation of applicants and short-listing candidates to be considered. In case search committees short list less than three candidates per position, they should justify this move. Candidates may be invited to give a presentation and or be interviewed.

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<sup>9</sup>See faculty recruitment procedure on the web@ <http://www.lau.edu.lb/faculty-staff/>

6. At the completion of the selection process, the Department Chair ranks the final candidates after consulting with concerned faculty, including members of the search committee. The Department Chair makes a non-binding recommendation to the Dean. In consultation with the search committee, the Department Chair will also validate the credentials of each short listed candidate to insure that the institution granting the highest degree is recognized by this University.
7. The Dean submits final report with final ranking of top candidates to Provost; and may ask the search committee to reconsider its work. The candidate must meet the school conditions for being either academically qualified or professionally qualified as per the accreditation standards.
8. Selected candidate(s) will be interviewed in Lebanon and/or abroad by the Dean or her/his representative.
9. Recommendations for term appointments for the academic year extending from October to September 30 shall be made in writing by the Dean for consideration and approval by the Provost and the President. All conditions of appointment shall be made in writing and signed by the Provost and the President.
10. In recommending faculty for appointment, School Deans may take into account service in other institutions and in closely related occupations.
11. The Provost makes written offer to selected candidate, upon the recommendation of the concerned Dean(s) as described next: 1) The Dean fills out the Request for employment; 2) The Provost approves the request and sends it to the HR; 3) The HR enters data in the HRMS (based on a complete file) in order to issue the letter of intent which is signed by the Provost. The offer is contingent on the veracity of the applicant's credentials.  
In implementing the school recruitment strategy and his vision of the entire school interest, the Dean makes his recommendations to the Provost with the following documents:
  - The candidate's CV
  - A summary of the candidate's credentials, proposed rank and salary along with LAU salary range and the School range for similar rank and category
  - Request for employment signed by the Dean
12. Upon accepting the University offer, the selected candidate will be asked to provide the Human Resources (HR) Office with a number of documents including notarized copy of highest degree and official transcript of record or equivalent for the highest terminal degree if available. The HR Office may seek independent verification of the authenticity of the selected candidate's credentials.
13. In special cases where confidentiality is of utmost importance, the president may authorize the Provost to handle the recruitment process in coordination with the Council of Deans.

### **Positions Advertising**

Recruitment of full-time faculty shall follow established procedures whereby positions are advertised, and the selection process is based on merit and involves peers and academic administrators. In the process of reaching out to a large pool of faculty candidates, the School relies on advertising its faculty positions opening in the following outlets:

1. AACSB Website (BizSchoolJobs - <http://www.bizedmagazine.com/forms/recruitment-ad-package-form.pdf>)
2. Chronicle of Higher Education (<http://chronicle.com/jobCategory/Faculty-research/1>)
3. Other specialized societies such as the Academy of Management, the financial Management Association, the American Accounting Association, the American Marketing Association, EconJobMarket.org (<http://econjobmarket.org>), the Council of Hotel Restaurants and Institutional Education (<http://www.chrie.org/job-search/index.aspx>), and the like.
4. Other outlets include The Times Educational Supplement
5. Faculty contacts and networks through specialized conferences and societies
6. The LAU website

The first two are the primary outlets for advertising. All positions and all applications are forwarded to the Assistant Provost for Faculty Affairs, who will forward them to the dean.

## **Application Process**

Once the applicant signs a letter of intent, he/she should provide the following documentations:

1. CV
2. Letter of interest
3. At least two letters of reference
4. Copy of teaching evaluations, if any
5. Copy of publications, if any
6. Other documents as requested

Each applicant must provide the Human Resources Office upon arrival to Lebanon the followings:

1. An application for employment, through the below link:  
<http://www.lau.edu.lb/administration/forms/application-for-appointment.pdf>
2. An updated Curriculum Vitae
3. All original degrees as we need to see not just the photocopies but also the original ones
4. A medical report from any family or general doctor indicating your general health status
5. Nationality Declaration Form, through the below link:  
<http://www.lau.edu.lb/administration/forms/nationality-declaration.pdf>
6. Passport size photograph
7. For non-Lebanese candidates, a copy of passport, social security number or its equivalent
8. For Lebanese candidates, a copy of the candidate's Lebanese Identity Card (تأمينات الهوية), and a copy of family civil status record (if married) سجل عائلي. A copy of other passports, if any.
9. Full-time tax declaration and deposit form, through the below link: <http://www.lau.edu.lb/administration/forms/full-time-tax-declaration-deposit.pdf>
10. R4 Form. Please check the below link: <http://www.lau.edu.lb/administration/forms/r4.pdf>
11. Other documents as requested

## **2. PROCEDURE FOR RECRUITING NEW PART-TIME FACULTY MEMBERS**

Part-time faculty members are essential in the LAU set-up especially in professional schools where part-timers serve in their expert capacity, in introductory level service courses or in non-degree granting fields. Part-time help is also sought for course release, leaves and sabbatical replacement.

The candidate for part-time faculty position must meet the school conditions for being either academically qualified or professionally qualified as per the accreditation standards.

### **Steps for Recruiting New Part-Time Faculty**

The following Procedure shall apply for first time hiring of Part-Time Faculty:

1. The School relies on its pool of CVs to select candidates. When time permits, an advertisement is placed on the LAU/School web page containing the campus of the advertised position, the discipline, the degrees required and a sentence stating that no response is provided to ads that do not fulfill requirements. Interested candidates are to apply to the Dean's office electronically.
2. The Dean appoints a committee including the chairperson concerned, along with a minimum of two Full-Time faculty members in the field selected by the chairperson to screen various CVs.
3. The recommendation of the appropriate candidate including rank is made to the Dean for approval. The rank assigned must be consistent with the University guidelines.
4. The Department Chair will validate the credentials of the selected candidate to insure that the institution granting the highest degree is recognized by this University.
5. For non-Lebanese candidates, the Chair of the department where the appointment will be made must check with the HR Office to insure that the selected candidate has a valid work permit in Lebanon before he/she starts teaching.
6. All new part-timers must provide the Human Resources (HR) office with a copy of highest degree and official transcript of record or equivalent for the highest terminal degree if available. The HR Office may seek independent verification of the authenticity of these credentials.

7. Part-Timers are evaluated every semester based on the standard course evaluation procedure, course file and other methods the School deems fit.
8. A record of the application and selection processes, hiring and re-appointing will be kept in the Dean's office.

Part Time Faculty Contract Personnel shall be compensated on an hourly rate established in accordance with the average salary of the related grade based on their discipline, training, experience and an assessment of their ability by the Chair and the Dean. Part Time Faculty Members are not eligible for indemnity or severance pay benefits and shall be appointed for a maximum of one year at a time.

## **15. UNIVERSITY AND SCHOOL FUNDED FACULTY DEVELOPMENT<sup>10</sup>**

The University recognizes the need to support faculty intellectual growth and scholarly activity. This support is usually in the form of funds for travel to attend conferences and workshops, curriculum development, and other projects.

### **The School Research and Development Council (SRDC)**

The SRDC was developed to review school faculty applications for travel grants, summer grants, faculty development grants, and other research grants. The Adnan Kassar School of Business supports faculty further through the allocation of graduate assistants, from the pool of MBA students, based on faculty workload and research output.

#### **Composition**

The SRDC shall normally be composed of one elected representative from each pertinent department. Membership shall be composed of faculty members of professorial rank, with a good scholarly record. The SRDC Committee shall elect its own Chair and Secretary.

#### **Duties**

The mandate of the SRDC shall be to review school faculty applications school faculty applications for travel grants, summer grants, faculty development grants, and other research grants. The SRDC shall propose ways to promote research and faculty development in the school, organize regular research seminars, and keep faculty informed on all sources of research support. The council may also be given additional research-related responsibilities. The council makes its recommendations to the Dean.

#### **Funding Limits**

The total funding limit awarded by SRDC to a faculty member for travel research cannot exceed the amount specified in the annual budget as the maximum university allocation for each tenure/tenure track faculty member, which is currently set at \$4500.

#### **Application Submission and Procedure**

SRDC applications are obtained online from <http://acadadmin.lau.edu.lb/SOB/councils/SRDC/>. All SRDC applications must be submitted electronically in PDF or Word format to [SRDC@lau.edu.lb](mailto:SRDC@lau.edu.lb).

All applications must be submitted to the SRDC Chair either as soft/scanned copies by email or as hard copies sent to the SRDC Chair using Campus mail. Only Faculty Development applications need to have the signature of the respective chair on the SRDC application form.

### **A. Travel Grants**

The SRDC funds travel to peer-reviewed meetings that contribute effectively to the research and academic development of the faculty, as well as to the promotion of the institution and faculty within recognized academic circles.

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<sup>10</sup> School Bylaws approved in May 14, 2014 (appendix)

Peer reviewed meetings, conferences, symposia, and workshops, are normally funded by the SRDC upon review and evaluation. Funding is conditional upon meeting the relevant requirements and budget availability.

### ***A.1 Funding Limits***

Travel grants cover the meeting registration fee, hotel expenses, transportation allowance, telephones, internet, and a daily per diem. Limits and stipends are specified in the University Travel Procedure on <http://intranet.lau.edu.lb/administration/procedures/travel-procedure.html>. Some meetings include tutorials/workshops that are taught by one or more instructors who are recognized experts in a specific field. The expenses of such tutorials are covered as part of the travel grant award. In all cases, the amount of the tutorial fee cannot exceed the limits that are specified in the LAU master list of fees.

The maximum for first travel grant should never exceed the amount specified in the annual budget as the maximum university allocation for each tenure/tenure track faculty member. Faculty members who intend to apply for more than one travel grant are encouraged to cut back on spending on their first travel grant in order not exceed the total funding limit awarded for research set by the university. By the end of August, the remaining budget may be allocated to new or uncovered faculty research expenses.

### ***A.2 Conditions for Funding***

In all of the cases below, it is the responsibility of the faculty member to fulfill the set requirements. In cases where the conference has proceedings, the faculty member is required to submit upon return from the meeting the paper as it appears in the proceedings; otherwise, the faculty must show progress of pursuing journal publication within 6 months.

The SRDC will approve funding to meetings in which the faculty had an original work accepted, and which meets the following criteria:

- The meeting/conference is focused or if reputed general meeting that is supported by or provides publication opportunities in PRJs with a ranking of at least a B or equivalent standing.
- New first year faculty members can benefit from attending a major conference event even if they are not presenting in order to kick off their research agenda
- Professionally Qualified faculty members are allowed one travel grant if involved in research, pending funding availability.

### ***A.3 Application Procedure and Decision***

The SRDC monitors and recommends a decision to the Dean of the Business School. The SRDC requests that all applicants complete the following for a travel grant:

- Travel grant application duly completed.
- An Official acceptance letter from the meeting Organizing Committee indicating the presenter's name.
- Full paper or an extended abstract (2-3 pages) clearly stating problem, contribution, methodology and results.
- Venue information (brochure, web site, ...).
- An Updated CV.
- The recommendation of the SRDC will be sent to the Business School dean for approval.

### ***A.4 Funding for Papers Read at Local Meetings***

The SRDC funds papers that are presented at a local meeting provided it has not been presented elsewhere. The grant includes registration fee and transportation only. Funding for papers presented at local conferences is not subject to the stipulations of **5.2** above.

### ***A.5 Students Travel Grants***

The SRDC funds students for a one time only to present a paper at international refereed meetings within one year of graduation. The paper must be co-authored by a faculty member and will count towards the maximum number of meetings allowed by that faculty during the academic year. The approval and signatures of the faculty coauthor should be secured on the application before submittal to the chair and the SRDC. Students are provided with a fixed amount of money as specified in the University Travel Procedure.

### ***A.6 Funding for Retired Faculty on Contract with the University***

Retired faculty who have an active research agenda, and who are contracted to teach after retirement as per personnel policy, may benefit from partial travel support to attend conferences as per SRDC rules and procedures.

### ***A.7 Travel Funding Limits***

The SRDC funds more than one travel grant *or* a summer research grant and one or more travel grants in the same year, as long as the total amount doesn't exceed the maximum university allocation for each tenure/tenure track faculty member (\$4,500).

## **B. Summer Faculty Research Grant**

The Summer Faculty Research Grant is a 6 to 10 week program for the purpose of providing LAU Faculty an opportunity to engage in scholarly activity abroad during the summer months. The objectives are as follows:

- Broaden the scope and horizon of faculty member's research interests and provide a foundation for future research collaborations.
- Access to equipment and other resources not available at LAU.

### ***B.1 Eligibility for Summer Faculty Research Grant***

Eligible Faculty members are those who are on tenure-track or have been promoted to Associate professor. Grants will cover airfare and a weekly stipend listed in the University List of Fees. The following restrictions apply:

- A faculty must serve a minimum of three years in a full-time capacity in order to qualify.
- The applicant is not teaching in either summer sessions of the grant year.
- The applicant's appointment must be in an academic department or its equivalent.
- Faculty members who have been denied promotion to Associate Professor or who are in the final year of a terminal contract are not eligible.
- A faculty member is not eligible to both a summer research grant and a sabbatical leave within the same three academic years.
- A faculty member who receives Summer Research Grant is expected to remain a full-time employee of the university for at least one academic year after the conclusion of the award.

### ***B.2 Application Procedure***

The application for a Summer Research Grant should include the following:

1. Cover sheet including a one paragraph summary.
2. Curriculum Vitae.
3. A proposal that identifies the research project and lead investigator with whom the faculty wishes to participate. The proposal must explicitly state the reason for participation in this project and in what way he/she is qualified to do so.
4. An official document from the host institution confirming the invitation and the scope of the work.



5. Description of project (maximum of 3 pages, single-spaced). The description should be brief, non-technical, and composed as follows:
- State the central problem to be addressed by this research and its scholarly or creative significance.
  - Outline the objectives of the project, the methods to be employed, and (where relevant) its relation to existing literature in the field and a timetable for completion of the work.
  - Explain how the applicant, the department, or the university will benefit from this research. Furthermore, the applicant should describe how he/she intends to share what he/she has learned with colleagues, students and the external research community, including publications and presentations.
  - Describe how this project will contribute to the development of future research opportunities including external support, new partnerships, etc.

### **C. Faculty Development Grant**

Once every five years, the SRDC also supports faculty members to attend quality conferences without the usual requirement of presentation or publication. Alternatively, the faculty members may attend a workshop to enhance the quality of research and/or teaching; hence, this support serves as a faculty development fund.

### **D. Other Research Funds**

The SRDC funds research projects that entail the purchase of equipment, survey and questionnaire design and implementation, the hiring of research assistants, and other relevant research costs. The SRDC will not fund the following items: 1) meals; 2) equipment or materials ordinarily supplied by Departments or Labs; 3) books and other materials ordinarily supplied by Departments or library budgets; 4) expenses incurred by students not currently enrolled. Faculty may apply for funds at any time during the Academic Year.

The SRDC provides research funds up to the following limits:

- Equipment, materials, and supplies equal or less than the amount specified in the University List of Fees
- Student Assistants: 20 hours or less per week may be allocated over one semester or over the academic year
- Expenses incurred for data collection and analysis up to \$1000 per academic year

The SRDC requests that all applicants complete the following for a research grant:

- An application for the research grant.
- An optional statement of support by the Department Chair and the Dean of the School.
- A proposal that includes the following:
  - A narrative section that describes the proposed effort and its expected outcome;
  - A description of project personnel including qualified students, along with the proposed methods of assessment of the project success or failure.

#### **D.1 Conditions for Renewals**

The SRDC asks all grantees to submit to the council concrete output evidence in the form of publication record, or other scholarly/creative outcome, in order to qualify for research funds renewal.

#### **D.2 Funding of Newly Graduated Students**

The SRDC allows faculty to employ newly graduating students to continue research work in order to complete a paper for publication. The request for funding should be initiated by the faculty advisor/supervisor. Students may be employed for a maximum of 20 hours/week over one term only. Faculty supervisor must show evidence of a submission to a conference or to a journal at the end of the award period.

### **D.3 Co-Funding with Outside Agencies**

The SRDC encourages LAU faculty to apply for external funds. In this case, the Council will match all acquired external funds up till 50% with an upper limit as stated by LAU budget allocation per each tenure/tenure-track faculty, based on merit (as evaluated by the SRDC) and subject to the availability of funds. The funds can be used for equipment, data collection, or as research stipends. Research assistants need not be LAU students or affiliated with LAU.

All external funds obtained by the applicant should be clearly stated in the application form and must be dispensed to the grantee through proper University channels.

### **D.4 Student Research Assistants**

The services of student research assistants with a maximum of 20 hours per week can be allocated flexibly within the same academic year. The URC recommends that students used in research should be tapped from the Graduate programs or from the senior student body.

### **D.5 Publication Fees**

The SRDC accepts requests to pay for papers published in reputable and internationally refereed journals with a ranking of at least a B. Furthermore, the SRDC accepts requests to pay submission fees and editing fees for papers submitted to refereed international academic journals, as specified above. The total amount of publication, submission, and editing fees may not exceed the amount specified in the University master list of fees.

## **E. Deadlines**

The SRDC applies the following deadlines:

- Travel: Complete file must be received by SRDC 14 working days before the travel date.
- Summer Faculty Research Grant: complete file received by SRDC by April 30 for the upcoming Summer Semester.

Approval cannot be granted after the meeting or summer grant date. That is, faculty who choose to travel prior to SRDC approval cannot be considered for funding after the fact.

## **F. SRDC Decisions**

The following are the possible recommendations by the SRDC:

- Accept.
- Tabled pending fulfilling Council's requests; tabled decisions do not imply in any way provisional acceptances.
- Reject with a clear explanation.

## **G. Budget Limits**

The number of funded research projects, travel grants, and summer research grants is limited by the overall allocated school research budget. In case of limited resources, priority of funding will be given to Assistant Professors and to qualified faculty members with highly active scholarly record during the previous two academic years.

Recommended Budget Limits:

1. Journal publication, submission and editing Fees for B-ranked journals and better: maximum of USD 1,000.
2. Conference tutorial/workshop fees: No limit, although deducted from the total of USD 4,500 available for the travel grant.
3. Conference registration fee: No limit, although deducted from the total of USD 4,500 available for the travel grant.
4. Research funds equipment, materials, and supplies: USD 2,500 per year.
5. Summer grant: per airline ticket *plus* USD 125 per day, including weekends.

## **H. LAU Acknowledgment and Grant Numbers**

Recipients of SRDC Research Grants should submit to the SRDC Chair any reprints of publications resulting from such sponsored research activities. All Grantees who publish work financed wholly or partially by the council through research funds, equipment funding, or travel grants should acknowledge the financial support of LAU and should have a citation as follows:

*This work is supported in full (or in part) by the Lebanese American University under LAU grant # xxx*

SRDC grants are numbered using the following template: SRDC-<type><year>-<Number><sup>1</sup>. Type could be T for travel, R for research funds, and S for a summer research grant. All grant numbers must be used in communication, contracts and acknowledgments.

## **I. Research Activities**

SRDC shall be engaged in the following research activities that help create and encourage a research atmosphere in the Business School. The role of the council is to assist in fostering and organizing the following research-related events:

1. Support and supervise research seminars to be held regularly.
2. Support with the concerned departments executive speaker series.
3. Support academic international conferences.
4. Organize working paper series for publication in monographs.
5. Coordinate with the school graduate council the organization and archiving of graduate study research.

## **J. SRDC Communications and Research Record**

All SRDC recommendations for funding will be submitted to the School Dean for final approval. The Office of the Dean will notify applicants if their proposals have been approved or not. If the applicant for a travel grant does not receive a response from the SRDC two weeks before his/her travel date, he/she may contact the SRDC Chair to inquire about the status of his/her application.

The SRDC will maintain a database for all sponsored grants in addition to the resulting research and publications.

## **K. SRDC Appeal/Reconsideration Process**

1. All applicants should secure the signature of their respective Chair on the SRDC application form. If the application does not include the support of the chair, the SRDC chair will seek the respective chair for a written explanatory note for his/her decision. This note will be then considered as part of the file of the applicant. In such cases, an applicant can apply to the SRDC despite the lack of support of chair. If such support letters are not forthcoming after the before mentioned request, the SRDC chair may seek the opinion of the Dean or an outside reviewer in consultation with the provost.
2. Faculty members who have a grievance and feel that their proposal has been treated unfairly may appeal in writing to the provost who may request a review from an appropriate University body.

## **NEW FACULTY SEED FUND**

The purpose of the New Faculty Seed Fund is to encourage new tenure-track, junior-level faculty to develop research, scholarly, or creative programs that provide the potential for continued professional development, and can eventually be sustained or augmented from extramural sources. Individual awards will be up to a maximum of \$5,000. Faculty who are eligible to apply are Assistant Professors (as well as Instructors in the Schools of Medicine and Pharmacy) who are within their first two years of full-time service at LAU, provided that they have not served for more than three years at the Assistant Professor rank at or outside LAU.

### **Types of Support**

The New Faculty Seed Fund is intended to provide research/scholarly support through means such as (but not limited to): course release, travel to participate in pertinent conferences and workshops, supplies, equipment, software, student assistantships, and data analysis. All requested support must be accompanied with a justification of how it would contribute to achievement of the purpose(s) of the scholarly project.

### **Funding levels**

Funding with a maximum budget of \$5,000 will be awarded to be spent within a period of two years. The budget will be within the School, based on number of eligible faculty. Leveraging of funds from other sources is encouraged.

Application Procedure: New faculty hired in 2011-2012 or 2012-2013 and thereafter, may submit to the Dean their plans for scholarly work to be supported by the seed grant funds. The Dean acts on these proposals in consultation with the concerned Department Chair. The Dean and the Chair will provide orientation, guidance, and mentoring to help ensure that all new junior faculty benefit from this fund as intended in the SP( *SP Reference: Faculty Pillar, Goal 2: Develop University and School Structures to Expand Research Capacity and Scholarly Activities; Action 2.3: Provide Seed Research Money funds to help newly recruited faculty initiate research*).

The applicant should submit to the Dean's Office the outcome of the project funded within two years of the start date of the award.

## **16. FACULTY RESPONSIBILITIES TOWARD STUDENTS**

The prime duty of the faculty is to serve the students by giving them the best educational experience possible within the constraints of the resources available. Faculty members are to provide the students with detailed syllabi of the courses they teach, highlighting evaluation criteria to be used and various requirements of the courses.

The faculty shall provide leadership and encourage students to participate meaningfully in campus life and to develop a sense of civic responsibility through significant involvement in certain affairs of the campus community. The faculty shall also be responsible for offering students good advising and guidance and for giving them leadership in developing their social, civic and environmental responsibilities.

Faculty should direct students with academic problems to the Guidance office for professional assistance. Professional advising is provided for helping students overcome academic difficulties, probationary status, and concerns regarding academic issues. Professional advisors present students with alternative courses of action based on their capabilities and interests in order to readjust their academic status.

## **17. PRESENCE AT THE UNIVERSITY**

All full-time faculty members are expected to be available during the academic terms (fall and spring), except for weekends, university holidays, and while on approved leaves such as sabbaticals, conference attendance and presentation, and other university related business. Faculty contract extends from late August to end of May, equivalent to 36 weeks. Faculty members may use the 10 weeks of the summer for professional development and have 6 weeks of vacation.

Faculty is expected to report back to the University at the beginning of advising and registration period for the fall and spring semesters, as indicated by the academic calendar.

## 18. **MAKE-UP DAYS MISSED**

All class days missed for any reason, excluding official holidays, shall be made up pursuant to the following:

- a. Material lost as a result of suspension of classes must be made up. The way such material is to be made up is left up to the discretion of the teacher, provided the period of the suspension of classes does not exceed three teaching days per semester.
- b. The Faculty member is responsible to inform the Division/Department Chair who, in turn, shall forward the information to the concerned Dean.
- c. If the time lost per semester exceeds three teaching days, the University Planning Council shall decide on the time and means of make-up, such as, extension of semester, Saturday classes, and reduction of holidays. Such a decision shall be made after consultation with the Faculty and the Student Cabinet. When the lost days in a semester reach ten, the semester should be extended to avoid loss of credits, and make-up shall be arranged.

## 19. **SEMESTER DURATION**

The minimum requirement for each academic year is 30 weeks of actual classroom work, or 32 weeks including examinations. In addition to the regular terms, the University Calendar includes one summer session of eight weeks of actual classroom with prorated contact hours.

## 20. **OFFICE HOURS**

Faculty members are expected to have regular office hours during which they would be available to meet with students. Students should be properly informed of the office hours. The number of hours is expected to be no less than five hours/week, distributed over the weekdays between the hours of 8am and 5pm. Faculty should also be available to meet students with appointment during the specified times. Office hours should be posted outside the faculty member's office.

## 21. **ATTENDANCE REGULATIONS**

Students are held responsible for all the material presented in the classroom, even during their absence. Makeup work and exams, if any, will be according to the rules spelled out in the course syllabus.

Students can miss no more than two weeks of classes in any semester (one week for summer term) excused and otherwise, in any course, and still receive credit for that course.

However, Specific schools can opt for a more stringent rule. Any specific attendance regulations should be mentioned in the syllabi. Instructors are to inform their departments and the Office of the Dean of Students of any prolonged, unexplained absence of a given student.

Students who exceed the allowed number of absences must withdraw from the course; otherwise, the course grade will be recorded by the instructor as F or NP, depending on the type of grading in the particular course. In highly exceptional cases, students may be given special permission by the Academic School Councils to continue in the course.

## 22. **SUBMITTING GRADES/CHANGE OF GRADE**

All course grades must be turned in to the Registrar's Office no later than 72 hours after the scheduled final examination for the course is given.

Course grades will not be changed except in the case of an instructor's mistake. A change of grade will not be allowed after the lapse of one semester. The corrected grade should be processed using the Change of Grade Form.

Progress reports on weak students are to be submitted by the instructor to the Dean of Students office no later than the eighth week of a regular semester and the third week of a summer module.

- Grade I indicates incomplete work. This grade is exceptionally given by the Instructor when a student, with a valid excuse submitted within one week at latest, did not sit for the final exam, and/or did not present the final project. Students will not be entitled to an I grade unless they have a passing grade in the completed material, throughout the course, and so long as they have not exceeded the allowed number of absences.
- The I grade does not count in the average, and it adds no credits to the student's record.

### 23. **COURSE FILES**

Faculty are asked to submit a course file for each course they teach at the end of the semester. Those files should normally include:

1. Detailed syllabus as distributed to students
2. Copies of all quizzes and exams; in the case of quantitative exams or multiple questions exams, copies of the solutions must also be included
3. List of grades of all exams without student names
4. Photocopies of the exam papers that got the highest, the lowest and the median grade
5. List of course grades without student names

### 24. **STUDENT CODE OF CONDUCT<sup>11</sup>**

The Student Code of Conduct regulates the pedagogical and behavioral relationship between administration, faculty, staff, and students. This code describes the boundaries of acceptable student behavior and considers the individual student's welfare as inseparable from the welfare of the university community. Please see the Code on the web.

### 25. **TEXTBOOKS**

The Faculty members usually choose their own textbooks. However, in multi-section classes, an effort is made to agree on the textbook to be adopted.

### 26. **INTER- AND INTRA- SCHOOL/ DEPARTMENT/ CAMPUS TEACHING**

A full time faculty member cannot change the Department/Division he/she was hired to (or the primary Department/ Division in case he/she was originally hired to two). In case of an advertised opening for a Full Time position in another Department/Division, or campus, he/she may apply for that position and will be treated in the same way as other applicants for that position.

A full time faculty member who may wish to teach a course on an overload basis in another department/school/campus must obtain the permission of their department chair and the dean.

### 27. **INTELLECTUAL PROPERTY: PATENTS AND COPYRIGHTS**

The University has a clear policy on copyright and patents. Compliance with the terms of this Policy is a condition of continued employment for faculty and staff, and of continued enrolment for students. See the policy on the web. Copyright laws govern the use of books, software, and databases among others. Faculty members are expected to respect copyrighted materials. There is a provision in the copyright law that allows limited copying of copyrighted materials. Please refer to the US federal law for the Fair use doctrine at <http://www.copyright.gov/fls/fl102.html>

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<sup>11</sup>See Student Code of Conduct Rules on the web@ [http://www.lau.edu.lb/about/governance-policies/policies/student\\_code\\_of\\_conduct.pdf](http://www.lau.edu.lb/about/governance-policies/policies/student_code_of_conduct.pdf)

# PART III

## BENEFITS

### 1. GENERAL FACULTY BENEFITS AND ALLOWANCES<sup>12</sup>

See the complete set of University policies on benefits and allowances on the web. A summary of the allowances and fringe benefits for eligible full time faculty are presented below.

#### A. Group Medical Insurance Policy:

All Full-Time employees and their dependents (spouse and children) are entitled to benefit from Group Medical Insurance coverage on a voluntary basis. The terms and provisions of the Group Medical Insurance Policy will be communicated by the Human Resources Department to the University community at the beginning of each academic year. Faculty coverage in the Group Medical Insurance Policy is designed to meet medical expenses in accordance with the terms of the insurance policy and shall be for up to 60 days for each disability beyond which they shall start benefiting from the Long Term Disablement Insurance Policy.

#### B. Life and Long Term Disablement Insurance Policies:

LAU shall carry a Group Life and Long Term Disablement Insurance Policy covering all Full-Time employees from grades XIII to XX, and all unclassified employees. The Long Term Disability caused by sickness or accident provides (after a 60 calendar day waiting period) 75% of the basic salary up to age 65. The Group Life Insurance Policy provides twice the annual salary in case of death up to age 70.

#### C. Unemployment Insurance Policy:

US Nationals are governed, for purposes of unemployment insurance by the provisions of the American Social Security act and applicable IRC sections.

#### D. Worker's Compensation:

All full-time employees are covered for any accident befalling them while on duty for the University by an insurance policy carried by the University in accordance with the rules and regulations of the Worker's Compensation Law in Lebanon. Full-time employees of the University shall draw Worker's Compensation in lieu of their regular salary for such time as they are absent from their work because of any accident befalling them while on duty.

Whereas faculty and staff in grades XIII and above are entitled to continue on full salary, staff in the non-professional and professional non-directorship occupational categories salary grades I to XII may only continue at full salary based upon approval by the Executive Committee of the Board of Trustees in which case payments from Worker's Compensation insurance shall be turned over to the University by the staff.

#### E. Pension Plan

1. Ex-Gratia and Pension Policy: all faculty members will eventually benefit from LAU ex-gratia and pension. However, the time frame eligibility to each form depends on whether the newly recruited faculty member is US/Green Card holder or Lebanese/Non US citizens:

- i. Lebanese /Non US Citizens Faculty are entitled to an Ex-Gratia Payment in Lieu of Indemnity, and they are eligible to join the Ex-Gratia Plan immediately upon employment. Once tenured, they will also become eligible to the Pension Plan

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<sup>12</sup> [http://www.lau.edu.lb/about/governance-policies/policies/personnel\\_policy\\_benefits\\_section.pdf](http://www.lau.edu.lb/about/governance-policies/policies/personnel_policy_benefits_section.pdf)

- ii. US/Green Card Holders Faculty members are eligible to join the Pension Plan immediately upon employment. Once tenured they will also become eligible to the Ex- Gratia Payment in lieu of indemnity.
- iii. Ex-Gratia is equivalent to one month salary per year of service.
- iv. The pension is run by Vanguard (used to be TIAA-CREF, who do not take clients overseas anymore). Faculty will contribute 5% and LAU 5% for the first 5 years, after which LAU pays 7.5% and the faculty pays 5% for 5 years, then LAU pays 10% and the faculty pays 5%. One can choose her/his own investment categories (i.e., aggressive, passive, etc.).

#### **F. Travel Allowances**

Travel Benefit for Full-Time Faculty members who are not citizens of Lebanon and/or who do not ordinarily live in Lebanon shall normally be given round trip travel reimbursement for themselves and their legal dependents (spouse and children under 18 years of age), such reimbursement to be specifically provided in their contracts. The University will provide such personnel return air travel to their country of origin every three years. An economy return ticket will be provided for those individuals whose contracts are not renewed or are terminated. And this is for direct round trip air passage, economy or tourist class including a baggage allowance of 10% of the price of their tickets for their first flight to Beirut and their final return flight to their home upon termination. Should the full contract not be fulfilled by the faculty, an amount proportionate to the time spent of the total round trip expenses will be reimbursable.

#### **G. Educational Aid to Dependents**

Dependents of full time employees (spouse, children, and adopted children) are entitled to educational benefits up to three dependents, for a period not to exceed 13 school years each. Only a deceased dependent may be replaced by another dependent.

The starting date for eligibility shall commence when the dependent attains age 5 or is placed in KG 2 (12eme) by his/her school, whichever comes first. If a dependent attains age 5 before the end of March of the academic year, he/she shall be considered eligible for full academic year benefits.

Educational benefits shall terminate upon the expiration of the 13 years of eligibility, notwithstanding the school grade attained by the concerned dependent at that time.

If a full-time employee dies while still employed and the continuous service at LAU was less than ten years, the educational aid to each of the eligible dependents shall continue for the academic year during which the employee's death occurred.

#### **H. Family Allowance:**

A family allowance is payable by the National Social Security Fund once a month to all eligible staff in accordance with the provisions of the Lebanese Social Security Law.

#### **I. Relief contribution for a deceased employee:**

As a contribution to the funeral expenses for an employee who dies while still working at LAU, the University shall contribute an amount equivalent to two months salary provided that such contribution is not less than US\$2000 and does not exceed US\$8000. This contribution shall be dispensed to employee's spouse and children. If the employee is not married, the post mortem pay shall be given to their legal heirs.

#### **J. Fringe Benefits after Retirement or Death:**

- The medical benefits shall continue to Full-Time employees and their dependents after retirement, provided the employee has served LAU for more than ten continuous years.
- The medical benefits for immediate dependents shall continue after the death of a Full-Time employee and until a time said employee would have attained age 65, provided the employee's continuous service at LAU was for more than ten years.



- The medical benefits will cease even if the deceased employee would not have attained the age 65 if the dependent child:
  1. completed undergraduate education;
  2. attained age 22 and is not studying;
  3. got married; or
  4. is employed.

Premiums for insurance benefits post retirement or death shall be paid by the University and the retired employee or the dependents of the deceased employee on the rate of 50% from each party.

### **K. Campus Housing**

Limited campus housing is available, with priority given to faculty members who are foreign nationals. The apartments and rooms are available at a price less than off-campus housing. When campus housing is not available, the University shall pay new comers for an off-campus apartment the amount of rent exceeding twenty five percent (25%) of his/her annual salary, up to a maximum of ten percent (10%) of the contract per year and applicable for the first two years of service at LAU.

# PART IV

## OTHER POLICIES AND PROCEDURES

### 1. OTHER POLICIES:

#### A. Code of Ethics<sup>13</sup>

The University strives to attain the highest degree of integrity, honesty and accountability in all its endeavors, activities and transactions. Within this context, the University is committed to fostering openness of thought, promoting respect for the rights and dignity of all persons, and strengthening among all its constituencies a sense of responsibility for and ownership of its educational mission. These underlying aspirations and commitments shall constitute the University's most distinctive ethical hallmarks. No person acting on behalf of the University shall, by commission or omission, behave in a way that may conflict with them.

The University Code of Ethics establishes a set of standards and principles that employees are expected to live by. The following is an exhaustive list of the items that the Code refers to:

- a. *Academic Freedom:*
- b. *Academic Integrity:*
- c. *Maintenance of Accurate Accounts and Records:*
- d. *Confidentiality:*
- e. *Non-discrimination and Integrity of the Workplace*
- f. *Conflict of Interest:*
- g. *Gratuities.*
- h. *Private Endeavors:*
- i. *Use of University Resources:*
- j. *Use of University Name:*
- k. *Responsibility to Cooperate:*
- l. *Proper use of office and authority:*

Officers and employees of the University are not allowed to use the authority given to them to advance any personal interest or to harass and intimidate others. Please see the policy on the web.

#### B. Harassment<sup>14</sup>

LAU is an equal opportunity employer regardless of race, color, religion, creed, sex, marital status, national origin, disability, age, sexual orientation, political affiliation or belief.

LAU is committed to a working and learning environment where people can achieve their full potential. LAU's policy and procedure on harassment is designed to provide:

- An environment where it is clear that harassment is unacceptable, thereby reducing the chance that harassment will occur in the first instance; and
- A mechanism to resolve complaints where it is felt that harassment has occurred. Disciplinary action may be taken to deal with actions or behavior, intentional or unintentional, which results in a breach of this policy. Disciplinary action may also be taken if allegations of harassment are proven to be malicious or vexatious.

#### Definition

*Unwelcome Behavior that Demeans, Humiliates, or Embarrasses*

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<sup>13</sup> [http://www.lau.edu.lb/governance-policies/policies/code\\_of\\_ethics.pdf](http://www.lau.edu.lb/governance-policies/policies/code_of_ethics.pdf)

<sup>14</sup> [http://www.lau.edu.lb/about/governance-policies/policies/harassment\\_policy.pdf](http://www.lau.edu.lb/about/governance-policies/policies/harassment_policy.pdf)

Harassment is any behavior that demeans, humiliates, or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions such as touching and pushing, comments such as jokes and name-calling, or displays such as posters and cartoons. Harassment is not only related to race, national or ethnic origin, color, religion, age, sex, marital status, family status, disability, pardoned conviction, or sexual orientation, but it is also related to disrespectful behavior commonly known as 'personal' harassment, such as making fun of personal circumstances or appearance, bullying (includes unmerited criticism, isolation, gossip, physical violence or violent gestures, public humiliation, or behavior that is intimidating or demeaning), and stalking.

#### Unwanted Sexual Behavior

Sexual harassment includes offensive or humiliating behavior that is related to a person's sex, as well as behavior of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment, or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities. The University considers all forms of sexual harassment and discrimination as serious offenses when:

- a. It is insinuating implicitly or explicitly that submission or acceptance of such a conduct is a term or a condition for employment, for advancement in a professional track or in the educational process.
- b. Such conduct is creating an intimidating hostile or offensive environment and by that, interfering with the proper performance of the job or the academic process.

#### **Responsibilities:**

1. All staff and faculty and students can help to:
  - Prevent harassment by being sensitive to the reactions and needs of others, and ensure that their conduct does not cause offence;
  - Discourage harassment by others through making it clear that such conduct is unacceptable and supporting colleagues and peers who are taking steps to stop the harassment.
2. LAU is responsible for:
  - Providing an environment where it is clear that harassment is not acceptable;
  - Taking action when it is aware that harassment may be or is taking place;
  - Ensuring that deans and chairpersons, vice presidents and directors are aware of their responsibility for trying to prevent and, in the first instance, resolve problems in the immediate workplace.

#### **C. Fraud<sup>15</sup>**

The University considers all forms of Fraud as extremely serious offenses, and is actively committed to preventing, deterring, and eliminating fraud, and/or corrupt conduct, whether committed for the benefit, or to the detriment, of the University, that may be found on its campuses or any other University area. Furthermore, the University considers any act (s) of fraud or other wrongful acts committed by its officers, staff, and faculty to be reprehensible, and in response will take all necessary disciplinary action it deems appropriate, not limited to immediate dismissal and legal prosecution. Please see the policy on the web.

#### **D. Grievance<sup>16</sup>**

The University believes in providing its employees and students with a fair and efficient process to present, and resolve, grievances arising out of the non-compliance or breach of an approved University Policy or Procedure. Please see the policy on the web.

#### **E. Smoking**

The University banned smoking on campus as of September 26, 2011.

#### **F. Drug-Free Environment**

The University is a drug free environment. Any unlawful manufacturing, possession, use, exchange, trafficking in, or distribution of narcotics or other controlled substances is prohibited.

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<sup>15</sup> [http://www.lau.edu.lb/governance-policies/policies/fraud\\_policy.pdf](http://www.lau.edu.lb/governance-policies/policies/fraud_policy.pdf)

<sup>16</sup> [http://www.lau.edu.lb/governance-policies/policies/grievance\\_policy.pdf](http://www.lau.edu.lb/governance-policies/policies/grievance_policy.pdf)

## **2. PROCEDURES**

### **A. Campus Formalities**

All new faculty members have to follow the following procedures:

**Conflict of Interest:** All faculty members are asked to complete and sign an annual disclosure statement. See the policy on the web.

**Human Resources Office:** Faculty members are requested to pass by the Human Resources Office to complete their files. The files would require copies of the following documents: HR forms that need to be filled out, degrees, CV, ID, Family Civil Status, passport photo. If the faculty member is American, he/she would also have to submit a copy of the Green Card and Passport. Once the files are completed at the HR Office, an ID number would be given to the Faculty.

**Issuing an ID Card:** ID cards are issued at the beginning of every academic year. The Human Resources office would issue new IDs for those who have joined LAU during a term.

**Activating a user account:** The IT Department would be given the name of the new faculty members to set new accounts that would activate the LAU IT resources. IT resources for LAU students, faculty, and staff include a local area network for all campus spaces, wireless Internet access on both campuses, e-mail and webmail accounts, videoconferencing, the Banner student information system for grading and academic records, the WebCT online course management tool, and the libraries' online tools and services (catalog, databases, e-reserve, blackboard, etc.).

**Parking Procedure:** All faculty and staff are entitled to apply for use of the parking spaces provided by the university. Faculty and staff members requiring permits should fill out their applications and forward them, along with all the specified documents (Copies of both insurance policies: the mandatory bodily injury and the material damage, a copy of the vehicle registration document, a copy of the driver's license document), to the director of Auxiliary Services for processing. Faculty members can download the parking permit form by accessing the following link: <http://www.lau.edu.lb/administration/forms/parking-forms.php>. To obtain a new permit afterwards, reapplication is necessary.

**Group Medical Insurance Policy:** All Full-Time employees and their dependents (spouse and children) are entitled to benefit from Group Medical Insurance coverage on a voluntary basis. The terms and provisions of the Group Medical Insurance Policy will be communicated by the Human Resources Department to the University community at the beginning of each academic year.

### **B. Ordering Items**

Ordering of items is done through the Purchasing Office and is governed by the Purchasing Policy<sup>17</sup>. Please see the policy on the web.

### **C. Requesting Duplication Services**

Faculty is urged to provide the departmental staff at least 48 hours for photocopying requests.

### **D. Use of Personal Car on University Business**

The Lebanese American University has a policy of reimbursing personnel for using their own personal car on university business. The transportation rate for the year 2011-2012 is LBP 600/Km. Please note that the transportation allowance for teaching across campus is not considered part of university business as faculty members are compensated for those.

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<sup>17</sup> [http://www.lau.edu.lb/governancepolicies/policies/purchasing\\_policy.pdf](http://www.lau.edu.lb/governancepolicies/policies/purchasing_policy.pdf)

# PART V

## SCHOOL BYLAWS

**Approved by Faculty on January 7, 2008**

**Approved by the VPAA on April 2, 2008**

**Amended November 2008**

**A Revised Draft Was Approved by Faculty on March 30, 2009**

**Amended and Approved on February 2, 2012**

**Amended and Approved on April 2, 2012**

**Amended and Approved on June 15, 2012**

**Amended and Approved on January 18, 2013**

**Amended and Approved by Faculty on May 8, 2014**

**Approved by CD on May, 15, 2014**

### **Preamble**

The School of Business at the Lebanese American University (LAU), hereafter referred to as the University, shall use these Bylaws as the governing document of the School of Business in aspects not defined in the University Faculty Bylaws. The School shall be in charge of establishing academic policies and procedures, designing and modifying degree programs and curricula affecting undergraduate and graduate education to promote the welfare of all its constituents. These Bylaws are complementary to the University Faculty Bylaws. In cases where the University Faculty Bylaws and the School Bylaws are seemingly in contradiction, the University Faculty Bylaws will supersede the School's Bylaws.

### **Article I – Organization and Membership of the School**

#### **Section 1 – Membership of the School**

The School of Business, located on two campuses in Beirut and Byblos, hereafter referred to as “the School,” is an integral part of the University. The membership of the School is composed of all faculty members as defined by LAU faculty Bylaws.

#### **Section 2 – Administrative Officers of the School**

Administrative officers of the School shall include the following:

1. Dean of the School
2. Associate deans
3. Assistant deans
4. Chairpersons of departments
5. Associate chairpersons of departments
6. Director of MBA
7. Director of Executive Education Programs
8. Director of Legal Studies

#### **Section 3 – Members of the faculty of the School**

The members of the faculty of the school shall consist of all persons holding academic appointment in the school with any of the following titles:

1. Distinguished Professors
2. Professors
3. Emeritus Professors
4. Associate Professors
5. Assistant Professors
6. Lecturers
7. Senior Instructors

8. Instructors
9. Assistant Instructors
10. Visiting Faculty
11. Adjunct Faculty
12. Research Faculty
12. Part-time Faculty (both Participating and Supporting)

#### **Section 4 – Voting Members of the Faculty**

LAU bylaws stipulates that the voting membership shall consist of all faculty members holding full-time academic appointments in the School, excluding faculty with Adjunct, research, or visiting appointment, and Assistant Instructors. Participating P-T faculty members also vote on all non-personnel matters.

#### **Section 5 – Academic and Supporting Units**

The School shall be organized into departments, programs, and supporting units, such as institutes, research center, etc.

#### **Section 6 – School Councils and Committees**

The School governing bodies are

- 1) School Councils
- 2) Program-Specific Assessment Committees
- 3) Campus Committees

The following shall be the standing councils of the school:

1. School Advisory Council
2. School Curriculum Council
3. School Undergraduate Admissions Council
4. School Graduate Admissions Council
5. School Promotion and Tenure Criteria Council
6. School Peer Review Council
7. School Research and Development Council
8. School Assessment Council

The following shall be the committees:

9. Campus Academic Committee
10. Campus Resources Committee
11. Graduate Assistance Committee
12. Program-Specific Assessment Committees

### **Article II. Faculty**

#### **Section 1 – Prerogatives**

1. Subject to the provisions of the Faculty Bylaws and the policies and procedures of the University, the School, through its internal organizational structure, shall determine its own academic policies and shall have authority to direct its own affairs. The dean shall refer to the president and the provost for consideration for actions by the school that may affect either the financial commitments of the University or its academic policy as a whole.
2. The School Faculty shall have the right to review any action by any committee of the School according to Article 2 Section 2 Item 2 except the School Peer Review council and personnel specific decisions.

## **Section 2 – School Meetings**

1. The dean shall call and chair regular meetings of the faculty at least two times per year (one per semester); secretary shall be elected for these meetings at the beginning of the academic year. A written memo with the meeting date, place and agenda shall be sent to the faculty at least five days in advance. The secretary shall prepare the minutes of each meeting including: (a) the items of business considered, (b) a brief summary of the ensuing discussion, and (c) all actions taken. These minutes shall be submitted to the dean within a week of each meeting for reproduction and distribution to the faculty no later than two weeks after each meeting.
2. Special meetings may be called for by the dean or the written request of 10 % of the voting faculty members.
3. The voting members of the school are all full-time faculty members as defined in Article I, Section 4. Participating faculty members attend and vote on non-personnel matters. The President shall serve as an ex-officio member without voting privileges.
4. Voting in faculty meetings shall be limited to faculty members actually present at the meeting.
5. A majority of the voting faculty, exclusive of those on leave, sabbatical, or duty outside Lebanon, shall constitute a quorum. In the absence of a quorum, another meeting to consider the same agenda shall be called within two weeks at which voting members present shall constitute a quorum, provided that all members of the faculty shall have had notice in accordance of the call for regular meetings.

## **Section 3 – Faculty Body Duties**

The Faculty body duties shall be governed by the university faculty bylaws.

The primary duty of all faculty members is to educate and serve students without any discrimination, and to uphold the highest academic standards in their discipline. Specifically, all faculty members are called upon to:

- a. Provide education and develop the students' critical thinking and creative abilities;
- b. Deliver the courses assigned to them in accordance with the mission and objectives of the specific program, and to follow the course description, learning objectives and time schedule;
- c. Assume responsibility for staying abreast of developments in their disciplines and of the latest educational developments in their field;
- d. Develop innovative teaching methods and regularly revise their syllabi and teaching material;
- e. Implement University rules and regulations concerning student attendance in classes, as well as the proper administration of exams, in line with University regulations;
- f. Report to the Chair or Associate Chair on any academic issues or planned events or activities, and inform the Chair in writing in case of any planned or unexpected absence from campus during regular terms, and the schedule for make-up sessions for missed classes;
- g. Submit to the Chair or Associate Chair course files, final grades, and other requirements on time, and to maintain office hours as required by University regulations.

In addition to the General Duties outlined above, full-time faculty members are expected to:

- a. Maintain an active presence on campus and participate actively in the life of the Department and School, by proposing activities and by participating in and collaborating on events of academic interest;
- b. Participate in Departmental meetings and serve on Departmental, School, and University committees as required by University rules and regulations;
- c. Serve as academic advisors as needed;
- d. Fulfill their duties as Full-time Faculty according to the University Policies;
- e. Engage in professional activities in accordance with Faculty Bylaws, and in a way that may not conflict with teaching and service duties in the School.

## **Article III – Administrative Officers of the School**

### **Section 1 – The Dean**

#### **1. Appointment and Term**

The dean is appointed for a term of four years by the Board of Trustees upon the recommendation of the President and subject to favorable yearly reviews. His/her continuation in office rests upon the recommendation of the President, which shall be made after consultation with full-time faculty members of the professorial ranks.

## **2. Duties and Responsibilities**

The dean shall give vision, leadership and supervision to the educational, research and development programs of the school and report this activity regularly to the Provost. The Dean shall have access to the President and consult with the Provost on all relevant academic matters and particularly those that are of strategic and major budgetary significance. The Dean shall be an ex-officio member of all school councils/committees and shall be a member of the Council of Deans. The dean has the right of final approval or rejection of all school councils/committees recommendations and shall take full responsibility for the implementation of all strategies approved by school councils/committees. The dean shall be responsible for:

- a. Maintaining high academic standards in accordance with the American Standards of Higher Education and to ensure that the University academic policies are implemented in the school,
- b. Taking action or making recommendations to the appropriate authorities in all matters pertaining to appointments, reappointments or non-reappointments, promotions and tenure, sabbatical leaves and leaves of absence,
- c. Assuming the responsibility for the budget of the school and for staffing the school with adequate teaching and non-teaching personnel,
- d. supervising the work of the Associate Deans, Assistant Deans, Chairpersons of Departments, Director of MBA Program, Director of Executive Education Programs, and Directors of Institutes under his/her jurisdiction, including the approval of their budgets and course offerings before these are submitted to the University Budget Committee and the Registrars respectively,
- e. Providing leadership in the formation of policies, introducing educational ideas and proposals, and stimulating discussions leading to improvement of the educational programs of the school,
- f. Overseeing the school strategic planning, developing a vision for the school, setting priorities among highly desirable objectives, and allocating resources,
- g. Encouraging research, publication, and other scholarly activities,
- h. Encouraging student participation and involvement in school affairs, and pursuing activities to enhance alumni involvement and interest in the school,
- i. Overseeing the work on accreditation and allocate the required resources, j. Enforcing academic rules and regulations within the school,
- k. Engaging all internal and external stakeholders by incorporating their input on the school mission, strategic plan and academic advancement.

## **Section 2 – The Associate Deans**

### **1. Appointment and Term**

The associate dean is appointed by the President based on the recommendation of the Dean and the Provost, and upon proper consultation. Appointment to the post of Associate Dean shall be based on the experience and capabilities of the candidate, as well as his/her ability to work with the Dean on the implementation of the School Strategic Plan and assisting in the daily operations related to this plan. The Associate Dean shall normally be at the rank of Associate Professor or above. The appointment of an external candidate shall follow the pertinent procedures for the appointment of Full Time faculty. The Associate Dean's term of office is set for three years, to be reviewed yearly.

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

The Associate Dean shall work with the School Dean and Faculty on fulfilling the school mission and developing and implementing its academic and strategic plans. The dean shall define the prerogatives and duties of the associate dean, which can include envisioning, planning, organizing, finding resources, stimulating and implementing the School's research agenda. The associate dean reports directly to the dean and the dean will do the annual performance evaluation. The associate dean shall:

- a. Assist the dean in the effective management of the School,
- b. Work closely with the dean on all issues of academic policy, curricular revisions, and preparation of accreditation reviews,
- c. Assist the dean in the finalization of the annual course offerings and teaching loads in coordination with the Department Chairpersons and Associate Chairpersons,
- d. Play a key role in the development and administration of teaching assessment strategies and assurance of learning, and devising and managing effective enrollment strategies,
- e. Attend meetings of school councils and committees, as designated by the dean, as an ex-officio member,



- f. Assist the Dean in overseeing the logistical operations of the School,
- g. Other duties as mandated by the dean.

### **Section 3 – The Assistant Deans**

#### **1. Appointment and Term**

The Assistant Dean is appointed by the President based on the recommendations of the Dean and the Provost, and upon proper consultation. Appointment to the post of Assistant Dean shall be based on the experience and capabilities of the candidate, as well as his/her ability to work with the dean on the implementation of the School Strategic Plan and assist in its daily operations. The assistant Dean shall normally be at the rank of Assistant Professor or above. The Assistant Dean's term of office is set for three years, to be reviewed yearly.

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

The dean shall define the prerogatives and duties of the assistant dean. The assistant dean shall work with the associate dean and department chairpersons on all matters relating to the operations of the school and perform any other tasks assigned by the Dean. The assistant dean reports directly to the dean and the dean will do the annual performance evaluation. The assistant dean duties shall mainly involve the following:

- a. Assisting the Dean in all administrative and academic matters that are pertinent to the proper functioning of the School,
- b. Coordinating with the Associate Dean, Department Chairpersons and Associate Chairpersons on all issues related to School publications and organization of major events and exhibitions, and act as liaison with the University office in charge of publications, website maintenance, and other related issues,
- c. Coordinating with the various Department Chairpersons and Associate Chairpersons regarding the use of facilities and demands for new spaces and equipment,
- d. Working on various accreditation activities as assigned by the dean,
- e. Attend meetings of school councils and committees, as designated by the Dean, as an ex-officio member,
- f. Other duties as mandated by the dean.

### **Section 4 – The Chairpersons**

#### **1. Appointment and Term**

The Chairperson of the Department is appointed by the President, following the recommendations of the Dean and the Provost. In making his/her recommendation to the Provost, the Dean shall consult with the Faculty in the Department. The Department Chairperson shall normally be at the rank of Associate Professor or above. The Chair's term of office is set for three years, to be reviewed yearly.

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

Each Department will be headed by a Chair who acts as the academic and administrative leader of the Department on both campuses, assisted by an Associate Chairperson, when warranted, who is responsible for the academic and administrative operation of the Department in the other campus. The smooth operation of the Department shall be based on the collaboration of the Chairperson and Associate Chairperson in all matters affecting the Department, specifically yearly planning issues.

The Chairperson shall provide leadership and vision to the Department, and create favorable conditions for the growth and development of the Faculty. The Chairperson reports directly to the Dean on all matters relating to the operation of the Department, in accordance with the mission and goals of the School and the University. The Chairperson shall:

- a. Supervise the day-to-day academic processes,
- b. Chair the department recruitment committee consisting of all full-time faculty members of professorial rank in the department and make his/her recommendations to the Dean, following University procedures, on all recruitment, appointment, and re-appointment,
- c. Recommend promotions, sabbatical leaves and leaves of absence,
- d. Ensure the proper implementation of the programs of study, and prepare the course offering in consultation with the associate chairperson and the full-time faculty body,
- e. Communicate to the school curriculum council any departmental recommendation regarding the review and revision of the curriculum, introduction of new courses, discontinuation or modification of existing ones, and co-ordination or discontinuation of academic programs,

- f. Prepare course description and related material for inclusion in the university catalogue,
- g. Oversee the preparation of required departmental documents, such as the mission statement, performance criteria, and publications,
- h. Appoint, in coordination with the associate chairperson, sub-committees for the study of specific issues, such as curricular revision, and other tasks,
- i. Supervise departmental staff and make necessary recommendations regarding their promotion and/or the hiring of new staff,
- j. Recommend library acquisitions and software/learning resources,
  - k. Assess the academic and physical needs of his/her units,
- l. Prepare the budget of the Department in consultation with the Associate Chair, and after taking into consideration Faculty needs and equipment requests,
- m. Approve expenditures on items that fall within the budget of the Department,
- n. Be responsible for all matters that affect the development of the department and its academic programs,
- o. Assume leadership responsibility for guiding the teaching and research of the faculty.
  - p. Prepare, in coordination with the associate chair, the annual report of departmental accomplishments that covers all the academic activities, achievements, and developments of the department at both campuses,
- q. Assume leadership responsibility for guiding the teaching and research of the Faculty members.

## **Section 5 –The Associate Chairperson**

### **1. Appointment and Term**

Departments that operate on more than one campus may have an associate chairperson on the other campus to assist the Department Chairperson in overseeing operations. The associate chairperson shall be appointed by the President, following the recommendations of the Dean and the Provost. Before submitting his/her recommendation to the Provost, the Dean shall consult with the Chairperson and the Faculty in the Department of the respective campus. The associate chairperson reports to the chairperson on all academic and administrative matters. When assigned to assist in the academic and administrative operation of more than one department, the associate chairperson shall consult with the chairpersons of all concerned departments. The associate chairperson shall normally be at the rank of Assistant Professor or above. The term of appointment of the associate chairperson is set for one year renewable.

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

The associate chairperson shall serve as the administrative director of the Department in the campus where he/she is appointed. The associate chairperson will coordinate with the chairperson on all issues that affect the Department in that campus, and shall report directly to the chairperson. The specific duties of the associate chairperson shall be to:

- a. Report to the chairperson on all matters that affect the development of the Department and its academic programs at the respective campus,
- b. Ensure the proper implementation of the programs of study in his/her campus, and prepare the course offerings in consultation with the chairperson and the full-time faculty body at the respective campus,
- c. Supervise the departmental staff at the respective campus,
- d. Assist the chairperson in preparing the budget of the Department,
- e. Assist the chairperson in preparing the annual departmental report that covers all academic activities, achievements, and developments of the Department at both campuses.

## **Section 6 – Director of MBA**

### **1. Appointment and Term**

The Director of MBA is appointed by the President, based on the recommendation of the Dean and Provost. The Director of MBA shall normally be at the rank of Associate Professor or above. The term of appointment is set for three years reviewed yearly.

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

The Director of MBA is in charge of the proper implementation of the MBA program. Specifically the Director shall:

- a. Coordinate with department chairs on the selection of faculty to teach MBA courses,

- b. Coordinate with department chairs on graduate courses content and descriptions,
- c. Ensure the proper implementation of the MBA program and prepares the course offering in consultation with the concerned department chairs to ensure balanced course offerings that allow efficient student progress towards degree completion,
- d. Oversee the MBA program assessment process,
- e. Propose changes to the MBA program to the relevant school constituencies,
- f. Devise rules and procedures for the approval and proper execution of MBA projects and theses,
- g. Receive recommendations on petitions of MBA students from the Campus Academic Committee and acts upon them,
- h. Receive recommendations on applicants to the MBA program from the School Graduate Admission Council and acts upon them to ensure proper implementation of the admission rules and regulations,
- i. Receive recommendations on graduate assistantships applicants in the MBA program from the School Graduate Admission Council and acts upon them,
- j. Recommend to the School Graduate Admission Council general guidelines for MBA graduate admissions, residency requirements and eligibility for graduation and rules and regulations pertaining to the MBA program and graduate assistantships,
- k. Oversee the allocation of MBA graduate assistants in coordination with the Associate Deans for proper distribution between faculty, offices, computer labs, and learning center,
- l. Work closely with the Dean of Graduate Studies and Research to promote faculty development activities related to the MBA program.

## **Section 7 – Director of Executive Education Programs**

### **1. Appointment and Term**

The Director of Executive Education Programs shall be appointed by the President, based on the recommendation of the Dean and Provost. The Director of Executive Education shall normally be at the rank of Associate Professor or above. The term of appointment is set for three years, to be reviewed yearly.

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

The Director of Executive Education Programs manages the process of acquisition, implementation, and evaluation of all school Executive Education including course/workshop/certificate offerings and training projects. Specifically the Director shall:

- a. Manage the executive EMBA program and other executive training programs,
- b. Play a major role in promoting and expanding the executive education programs,
- c. Coordinate with department chairs on the selection of faculty to teach EMBA courses,
- d. Coordinate with department chairs on graduate courses content and descriptions,
- e. Ensure the proper implementation of the EMBA program and prepares the course offering in consultation with the concerned department chairs to ensure balanced course offerings that allow efficient student progress towards degree completion,
- f. Oversee the EMBA program assessment process,
- g. Propose changes to the EMBA program to the relevant school constituencies,
- h. Receive recommendations on petitions of EMBA students from the Campus Academic Committee and acts upon them,
- i. Receive recommendations on applicants to the EMBA program from the School Graduate Admission Council and acts upon them,
- j. Recommend to the School Graduate Admission Council general guidelines for EMBA graduate admissions, residency requirements and eligibility for graduation and rules and regulations pertaining to the EMBA program and graduate assistantships,
- k. Work closely with the Dean of Graduate Studies and Research to promote faculty development activities related to the EMBA program.

## **Section 8 – Director of Legal Studies**

### **1. Appointment and Term**

The Director of Legal Studies shall be appointed by the President, based on the recommendation of the Dean and Provost. The Director of Legal Studies shall normally be at the rank of Associate Professor or above. The term of appointment is set for three years, to be reviewed yearly.

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

The Director of Legal Studies shall:

- a. Supervise all day-to-day academic processes,
- b. Ensure the proper implementation of the programs to ensure balanced course offerings that allow efficient student progress towards degree completion,
- d. Oversee the programs assessment process,
- e. Propose changes to the programs to the relevant school constituencies,
- f. Devise rules and procedures for the approval and proper execution of the programs projects and theses,
- g. Receive recommendations on petitions from the Campus Academic Committee and acts upon them,
- h. Develop general guidelines for programs admissions, residency requirements, and eligibility for graduation and rules and regulations pertaining to the programs,
- i. Acts upon applications for admission into the programs,
- j. Oversee the allocation of graduate assistants in coordination with the Associate Deans for proper distribution between faculty, offices, computer labs, and learning center,
- k. Work closely with the Dean of Graduate Studies and Research to promote faculty development activities related to the programs.

## **Section 9 – Directors of Institutes**

### **1. Appointment and Term**

Directors of Institutes shall be appointed by the President, based on the recommendation of the Dean and Provost. The term of appointment of Institute Directors is set for one year renewable.

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

The Institute Directors are in charge of maintaining the proper functioning and growth of their respective Institute, and to develop a plan of action that covers their term in office. The plan shall include action proposal for activities, workshops, conferences, and other events that promote the development of the Institute and its service accordance with its mission statement and objectives.

Specifically the Institute Directors shall:

- a. Prepare a plan upon their appointment, outlining their planned activities and projects for the academic year,
- b. Prepare an annual budget for the Institute,
- c. Assist the administration, after consulting with the Dean, in any fund-raising activities for the Institute,
- d. Plan activities in accordance with the Institute's mission and objectives,
- e. Submit to the Dean a yearly report upon the end of each academic year, outlining the achievements and events of the Institute,
- f. Prepare any required publication material that covers the work and events of the Institute.

## **Article IV- Academic and Supporting Units of the School**

### **Section 1 – Departments**

Departments shall be at the core of academic activities in the school. Departments, organized across academic disciplines, shall be distributed across campuses and headed by chairpersons who shall be assisted by associate chairpersons. The Department shall decide upon the courses and study programs to be offered within the unit subject to the approval of the dean. The School has the following departments:

- a. Finance and Accounting (FINA)
- b. Economics (ECON)
- c. Hospitality and Marketing (HMKT)
- d. Management Studies (MNGT)
- e. Information Technology and Operation Management (ITOM), where information technology management, operations management, and all other non-degree courses are housed.

## **Section 2 – Programs**

The School multidisciplinary programs include MBA and EMBA. These programs are headed by program directors.

## **Section 3 – Institutes**

The School includes academic institutes catering to executive training and research. Institutes operate on different campuses but can hold activities on any of the existing campuses. Each institute is headed by a director that report to the dean.

- a. Institute for Banking and Finance (IBAF)
- b. Institute of Family & Entrepreneurial Business (IFEB)
- c. Institute of Hospitality & Tourism Management Studies (IHTM)
- d. Human Resource Institute (HRI)

Other departments, institutes, centers, divisions, programs, or academic units may also be established in the future as per university policies and procedures, and can operate as standing units or in consultation with existing units and chairpersons.

## **Section 4 – Organization of Academic Units**

An academic department shall consist of all academic personnel of the school appointed to that department. Each shall have a chairperson and associate chairperson appointed by the president based on the recommendation of the Dean and Provost, as set in Article III.

## **Section 5 – Department Meetings**

1. The chairperson of the concerned department shall call and chair regular meetings of the faculty at least two times a year, a secretary shall be elected for these meetings at the beginning of the academic year. A written memo with meeting date, place and a stated agenda shall be sent to faculty at least three days in advance. The secretary shall prepare the minutes of each meeting including: (a) the items of business considered; (b) a brief summary of the ensuing discussion; and (c) all actions taken. These minutes shall be submitted to the department chairperson within five business days after each meeting for reproduction and distribution to the department faculty no later than two weeks after the meeting. Minutes of all meetings shall be sent to the office of the dean.
2. Special meetings may be called for by the chairperson or the written request of at least three of the voting faculty members.
3. As explained in Article I, Section 4, only “participating” faculty members can vote on all academic
4. and educational issues. Non-professorial faculty members, however, do not vote on personnel matters. All other faculty can attend such meetings without the right to vote. Voting in departmental meetings shall be limited to faculty members actually present at the meeting.
5. A majority of the voting faculty, exclusive of those on leave, sabbatical, or duty outside Lebanon, shall constitute a quorum. In the absence of a quorum, another meeting to consider the same agenda shall be called within two weeks at which voting members present shall constitute a quorum, provided that all members of the faculty shall have had notice in accordance with the call for regular meetings.
6. In case of a missing procedural rule, meetings shall be governed by Robert’s Rules of Order.

## **Article V – Standing Councils and Committees of the School**

Members of all standing councils and committees shall be elected from and by members of the voting faculty (as defined in article IV, Section 1) for a term of normally two years. Each council or committee shall have an elected secretary for their meetings at the beginning of the academic year. A written memo with meeting date, place and a stated agenda shall be sent to faculty at least three days in advance. The secretary shall prepare the minutes of each meeting including: (a) the items of business considered; (b) a brief summary of the ensuing discussion; and (c) all actions taken. These minutes shall be submitted to the Council/Committee chairperson within five business days after each meeting for reproduction and distribution to the department faculty no later than two weeks after each meeting. Minutes of all meetings shall be sent to the office of the dean. Meetings are called and held as needed.

## SCHOOL COUNCILS

### 1. School Advisory Council (SAC)

**a. Composition:** The SAC shall consist of the dean, associate deans, assistant deans, all department chairpersons (or associate chairpersons in the absence of chairpersons), director of MBA, director of Executive Education Programs, and director of Legal Studies. The dean shall serve as the chair and will appoint a secretary.

**b. Duties:** The SAC shall provide advice and counsel to the dean on academic matters and school wide issues as submitted by the dean or one of the SAC members, including personnel issues, policies and practices, accreditation, recruitment, and program assessment. The SAC shall also study matters of faculty grievances and possible breach of professional conduct and to make appropriate recommendations to the dean. It shall act as an appeal council for all other council and committees decision in the School.

### 2. School Curriculum Council (SCC)

**a. Composition:** The SCC shall consist of one faculty member elected from each department. One student representative and the dean's representative shall be ex-officio members of this council. The SCC shall elect its own Chair and Secretary. Elected AKSOB representative on University Curriculum Council shall serve as an Ex-Officio on this council.

**b. Duties:** The SCC shall maintain the general academic & curriculum development of the school. SCC shall evaluate proposals submitted by departments for new or revised academic programs, courses, assessment plans, and new academic rules and documents pertaining to the school. The council makes its recommendations to the Dean.

### 3. School Undergraduate Admissions Council (SUAC)

**a. Composition:** The undergraduate admissions council shall consist of one faculty member elected from each department. The director of the admissions or his/her representative, and one student representative shall be ex-officio members of this council. The SUAC shall elect its own Chair and Secretary. Elected AKSOB representative on University Admissions Council shall serve as an Ex-Officio on this council.

**b. Duties:** the admissions committee shall review and recommend changes in the school admissions requirements and policies for undergraduate studies and minors, and recommend policies and strategies for enrolment management. The committee shall select and recommend qualified applicants for admission into the school programs. It shall also act on all requests for a change of major from within and outside of the school. The council makes its recommendations to the Dean.

### 4. MBA and EMBA Graduate Admission Council (MEGAC)

**a. Composition:** The MEGAC shall consist of one faculty elected from each department. The MBA and EMBA directors of admissions or his/her representative and a graduate student representative shall be ex-officio members of this council. The MEGAC shall elect its own Chair and Secretary. Elected AKSOB representative on University Graduate Council shall serve as an Ex-Officio on this council.

**b. Duties:** the MEGAC shall review and recommend changes in the admission requirements of MBA and EMBA programs. The council shall review and evaluate all applications to the MBA and EMBA programs of the School and to recommend qualified applicants. It shall develop in conjunction with the Admissions office the documents (application forms, letters of acceptance, etc....) that pertain to the graduate admissions process. The council makes its recommendations to the respective program directors. It shall review and evaluate applicants for graduate assistants. It shall also select the graduate assistants and dispense of the budget among applicants accordingly. The council will also allocate graduate assistants among faculty, school offices, institutes, centers, and labs. This council shall also oversee the mechanism for dispensing financial assistance and evaluating the performance of graduate assistants (GA).

### 5. Departmental Graduate Admission Committees (DGAC)

**a. Composition:** The DGAC shall be composed of at least three faculty members from the respective departments.

**b. Duties:** the DGAC shall review and recommend changes in the admission requirements of graduate programs specific to the disciplines of the respective department. The committee shall review and evaluate all applications to these graduate and programs, and to recommend qualified applicants. It shall develop in conjunction with the Admissions office, the documents (application forms, letters of acceptance, etc....) that pertain to the graduate admissions process. The council makes its recommendations to the respective department chairperson. This committee shall also oversee the mechanism for dispensing financial assistance and evaluating the performance of graduate assistants (GA).

#### 6. **School Promotion and Tenure Criteria Council (SPCC)**

**a. Composition:** The SPCC shall consist of one faculty elected from each department. Elected members shall be from tenured faculty at the rank of Associate professor or above. The SPCC shall elect its own Chair and Secretary.

**b. Duties:** The SPCC shall periodically review the school “Promotion Criteria & Guidelines for Evaluation.” The SPCC shall periodically consult with department chairpersons and faculty on the “Approved List of Peer Reviewed Journals,” and the evaluation of “Request for Refereed Journal Approval.” The council makes its recommendations to the Dean.

#### 7. **School Peer Review Council (SPRC)**

**a. Composition:** the SPRC shall have one representative from each pertinent department, appointed by the Dean and upon consultation with chairs and senior members of said departments for a term of one year. The council for the promotion to the rank of Associate Professor and tenure shall be composed of tenured faculty preferably at the rank of Associate professor; and the council for the promotion to the rank of Professor shall be composed of Tenured Professors. The SPRC shall elect its own Chair and Secretary. The composition of the Council could deviate from the above due to operational restrictions. SPRC membership may include LAU faculty from outside the school where appropriate. The appointment of outside representatives shall be done in consultation with the concerned dean(s). School Academic administrators will normally not be members of School Peer Review Councils. If it is necessary to include department chairpersons on school peer review councils (due to the limited pool of eligible faculty), the following proviso shall apply: whenever a department chairperson reviews and makes a recommendation on the promotion file of a faculty member, s/he shall not participate in the school peer review council’s discussion of this faculty member’s promotion file.

**b. Duties:** The SPRC shall review the files of applicants and use the school “Promotion Criteria & Guidelines for Evaluation,” to make its recommendations to the Dean who shall present them to the University Promotion Committee.

#### 8. **School Research and Development Council (SRDC)**

**a. Composition:** The SRDC shall normally be composed of one elected representative from each pertinent department. Membership shall be composed of faculty members of professorial rank, with a good scholarly record. The SRDC Committee shall elect its own Chair and Secretary. Elected AKSOB representative on University Research Council shall serve as an Ex-Officio on this council.

**b. Duties:** The mandate of the SRDC shall be to review school faculty applications to research grants, travel grants and summer grants. The SRDC shall periodically consult with department chairpersons and faculty on the “Approved List of Conferences,” and the evaluation of “Request for Conference Inclusion Approval.” The SRDC shall propose ways to promote research and faculty development in the school, organize regular research seminars, and keep faculty informed on all sources of research support. The council may also be given additional research-related responsibilities. The council makes its recommendations to the Dean.

#### 9. **School Assessment Council (SASC)**

**a. Composition:** The SASC shall be composed of the chairs of the program-specific assessment and examination committees, and one student representative shall be ex-officio member. An associate dean shall chair the SASC meetings.

**b. Duties:** The mandate of the SASC shall be to monitor the School’s assessment process; ensure that departments develop and implement systematic outcomes assessment; develop appropriate faculty development activities as they relate to program and student assessment in coordination with the University Center for Program and Learning Assessment (CPLA); gather, interpret and disseminate information regarding the evaluation of learning outcomes. The council makes its recommendations to the Dean department chairs, and program directors.

#### 10. **Program Specific Assessment and Examination Committees (PSAEC)**

- a. **Composition:** Shall be composed of faculty teaching in the core of the program nominated by Department Chairs or Program Directors. The committee will have an appointed chair.
- b. **Duties:** The mandate of the program specific Assessment Committee will be to fine tune the program assessment plan; develop assessment exams and rubrics in consultation with pertinent faculty; ensure that course level assessment is regularly conducted; compile and analyze all assessment data; compile the assessment report and make recommendations to the SASC.

#### **Campus-Specific Committees**

The School shall have independent campus committees characterized by the same membership structure and duties. Campus committees recommend decisions to the Dean for final approval.

#### 11. **Campus Academic Committee (CAC)**

- a. **Composition:** The CAC shall consist of elected faculty representatives of professorial rank from different departments. The chair shall be elected by the members of the committee.
- b. **Duties:** Decide on all student petitions of academic nature at the graduate and undergraduate levels. Rule on all cases of students whose academic status is irregular. The committee shall review cases of disciplinary matters. All committee decisions and rulings are recommendations to the dean.

#### 12. **Campus Resources Committee (CRC)**

- a. **Composition:** The CRC shall consist of faculty representatives from different departments.
- b. **Duties:** The CRC shall assess periodically the physical space needs of the school, the equipment needs of the school (e.g., computers, printers, photocopiers, storage facilities, furniture, software, etc.), and the school's library holdings (e.g., books, journals, DVDs, etc.) It shall provide the dean with a yearly report on the resource-base of the school and to recommend changes or improvements.

#### **Article VI – Special Committees**

Special committees are to be formed when needed on each campus and jointly to address matters related to the school. These committees are to be formed by the dean and in consultation with department chairpersons. The mandate of each committee shall be clearly delineated.

#### **Article VII - Approval and Amendments to Bylaws**

The School Bylaws shall be approved and amended by a two-third majority of the votes of the voting faculty of the school in a general School meeting. School Bylaws and amendments will become effective upon the approval of the Provost and the President.

#### **Article VIII – Procedure and Conflict**

Any procedural matters that are not covered by the Bylaws above shall be set in accordance with the latest edition of Robert's Rules of Order.

In the event that any provision in the School Bylaws conflicts with the University Constitution and Bylaws, Faculty Bylaws and University Policies, the latter shall take precedence.



# PART VI

## THE CRITERIA FOR PROMOTION AND TENURE AND GUIDELINES FOR EVALUATION

**Criteria Approved by the UEC May 8, 2003**  
**Amended & Approved by UEC May 20, 2003**  
**Amended & Approved by UEC March 16, 2004**  
**Amended & Approved by UEC May 4, 2004**  
**New Proposal of the AWC February 1, 2005**  
**Approved by the UEC February 3, 2005**  
**Amendment Recommended by AWC & Approved by UEC April 11, 2006**  
**Amendment Recommended by AWC & Approved by UEC May 30, 2006**  
**Amended by SB July, 2011**  
**Amended and Approved June 15, 2012**  
**Amended and Approved by the CD December 15, 2014**

### **I. Preamble**

The School of Business (SB) is an integral part of the Lebanese American University (LAU). Consistent with the LAU mission, the School of Business subscribes to the following mission.

“The School of Business at LAU offers quality graduate and undergraduate business and economics programs to develop ethically responsible professionals who are committed to civic engagement and to contribute to economic development in Lebanon and the region. Through excellent teaching, scholarly activities, and professional service, the school provides a student-centered environment to its diverse student population.”

The School of Business affirms its policy that a candidate for promotion and/or tenure should demonstrate competence in the areas of teaching, research and scholarly activities, and service and personal initiatives.

### **II. Procedure**

#### **1. Application for Promotion**

At the beginning of the fall semester, the School Dean shall inform all full-time faculty members about the deadlines for submission of applications for promotion, as per the LAU’s approved promotion schedule.

Applicants should submit a soft copy and seven hard copies of their promotion files to the Office of the Dean. The application file, which is the basis for evaluation, should include the following: a standard cover letter and portfolio of materials that demonstrate quality of performance in teaching, research, and services. The template for the application form is shown in Appendix ‘A’.

The Dean’s Office will share with each Department Chair, the names and files of applicants from their respective Department.

#### **2. Formation of the School Promotion Councils**

The School Peer Review Council (SPRC) is charged with the task of evaluating applicants to promotion and tenure. The School Dean appoints members of SPRC in consultation with pertinent department chairs and tenured school faculty to evaluate applicants for promotion and tenure. Depending on the fields of the applicants, the SPRC shall be composed of faculty members that are in the respective areas of the applicants and/or related fields if possible. School academic administrators will normally not be members of SPRC unless their membership is deemed essential for field representation. The SPRC responsible for the promotion to the rank of Associate Professor and tenure shall be composed of tenured faculty at the rank of tenured Associate Professor or higher; and the SPRC for the promotion to the rank of Professor shall be composed of Professors.

Due to operational restrictions, the SPRC membership may include LAU faculty from outside the school, if deemed appropriate. The appointment of outside representatives shall be done in consultation with the concerned dean(s) and chair.

### 3. External Reviewers

As per university Promotion Process for Academic Year 2013-14:

- a. Naming of External Reviewers for Applicants to the Rank of Associate Professor:
  - Each candidate for promotion provides the Dean with the names of three external reviewers. The Dean chooses one of the three. Current and past research collaborators may not be named as external reviewers.
  - The respective Department Chair provides the Dean with the names of three external reviewers. The Dean chooses one of the three. [In schools that do not have departments, the external reviewer nominated by the Department Chair would be nominated by the School Peers Committee, in addition to the below.]
  - The Dean names one reviewer and forwards the names and contacts of all three reviewers selected to the Chair of the School Peers Committee.
  - The School Peers Committee names two external reviewers. The total number of selected reviewers should normally be five.
- b. Naming of External Reviewers for Applicants to the Rank of Full Professor:
  - Each candidate for promotion provides the Dean with the names of three external reviewers. The Dean chooses one of the three. Current and past research collaborators may not be named as external reviewers.
  - The respective Department Chair provides the Dean with the names of three external reviewers. The Dean chooses one of the three. [In schools that do not have departments, the external reviewer nominated by the Department Chair would be nominated by the School Peers Committee, in addition to the below.]
  - The Dean names two reviewers and forwards the names and contacts of all four selected reviewers to the Chair of the School Peers Committee.
  - The School Peers Committee names three external reviewers. The total number of selected reviewers should normally be seven.

### 4. Letters of Evaluation

All external referees' letters shall be part of the candidate's file under evaluation. The SPRC should provide the external reviewer asked to evaluate the research work with the following: (1) standard cover letter as shown in Appendix 'E', (2) CV of applicant and (3) all material in the application file related to the research dimension.

The Chair of the Department will write a letter of evaluation and will forward the letter to the Dean. The Dean will share the chair's letter of recommendation with the chair of the SPRC.

### 5. Evaluation Process

The process of evaluation of eligibility for tenure and promotion in rank for faculty in the school of Business is both qualitative and quantitative. The candidate's qualification is evaluated based on the quality of her/his portfolio as defined in this document. The evaluation process is quantified through a point-system that allocates points in the three major areas of faculty work that constitutes one overall score as follows:

$$\text{One Overall Score} = \text{R} + \text{T} + \text{S},$$

where R is the total score on Research, T stands for the total score on Teaching and is given a maximum of 40 points, and S is the total score on Service which is given a maximum of 30 points. The points allocated are to be used for eligibility for promotion and tenure according to the following thresholds.

- A minimum of 60 points is needed for tenure and promotion to Associate Professor.
- A minimum of 80 points is needed for tenure and promotion to Full Professor.
- A minimum of 24 points in Teaching is required for tenure and promotion.
- A minimum requirement of 18 points in Research is needed for the promotion to the rank of Associate Professor with tenure.
- Promotion to Full Professor requires a minimum of 36 points in Research.
- A minimum of 18 points in Service are required for promotion.
- A maximum of 9 research points could be carried over from the work done at the Assistant Professor level, over only the three years that precede joining LAU.

## 6. SPRC Recommendations:

After careful review of the application file according to the criteria for promotion and tenure presented in this document, the SPRC makes its recommendations to the School Dean. The SPRC's Report that includes the recommendation of the SPRC to the Dean will include (at a minimum) the following information for each applicant: (1) the points allocated for teaching and services and a brief rationale for allocating them; (2) the research points allocated and a brief rationale for allocating them, (3) the names of external reviewers contacted by the SPRC; (4) the letters of evaluation received from external reviewers; (5) the recommendation of the Department Chair; and (6) the filled 'Evaluation Template for SPRC' as shown in Appendix 'F'.

## 7. Presenting the SPRC(s) Recommendations to the University Promotion Council(s)

The Dean will present the pertinent University Promotion Committee with: 1) CV of the applicant; 2) the recommendation of the Dean, and 3) the recommendation of the SPRC and the letters of the external reviewers.

## III. Promotion Guidelines

Promotion is based on documented evidence of a balanced portfolio of teaching, research, and service and on a pattern of consistent performance and growth in one's own field of expertise.

### 1. Teaching

At LAU, teaching effectiveness is an essential criterion of excellence. The SPRC evaluates the candidate's teaching effectiveness based on the portfolio presented by the candidate and the recommendation of the Chair of the Department. This will be substantiated and based on the following:

- Student evaluations
- Innovation in teaching
- Other relevant information related to teaching effectiveness such as classroom instruction, course/curriculum development and design, course files and records, supervision of graduate student research, supervision of independent study/interns, student advising, peer evaluation, participation in regional and local continuing educational programs.

### 2. Research

The school recognizes research as an essential dimension in the educational process and as a main contributor to faculty development. Evaluation of research for faculty applying for promotion shall include, but is not limited to, the following:

- a. Articles in international refereed journals:

As per the recommendation of the School Promotion and Tenure Criteria Council (SPCC), the most recent Australian Business Deans Council (ABDC) Journal Quality List will be the "Primary List of Peer Reviewed Journals" in the School of Business. Publications from outside the list will also be considered. In such a case, it is the department's responsibility to document the quality of such publication.

- 1) Minimum requirements for promotion into Associate Professor are four B journal articles, as defined by the ABDC, one of which can be extracted from the Ph.D. dissertation. If the order of authors is not alphabetical, the candidate needs to be as first author on two of the published papers. For a single authored peer-reviewed article or a co-authored peer-reviewed article (up to three authors) every author will be allocated the same points as the total allocation<sup>1</sup>. Point allocation for different peer reviewed articles will follow Table 1.

Table 1 Journal Rankings and Associated Points

Journal Rank (ABDC Ranking <sup>2</sup> )	Points Granted Per Article
Elite Journals (A and A*)	6
High Quality Journals (B)	4.5
Quality Journals (C-publisher <sup>3</sup> )	3
Acceptable Journals (C)	1.5

<sup>1</sup> For more than three authors, each author will be given the designated number of points granted per article for the appropriate ranking multiplied by three and divided by the total number of authors.

<sup>2</sup> A, A\*, B, and C classifications are in conformity with the Australian Business Deans Council (ABDC) Journal Quality List.

<sup>3</sup> C-publisher relates to journal articles published by highly reputable publishers (e.g. Wiley, Blackwell, Routledge, Emerald, etc... or by recognized university presses).

- 2) Minimum requirements for promotion into Full Professor are eight journals as defined by the ABDC. If the order of authors is not alphabetical, the candidate needs to be as first author on four of the published papers. For a single authored peer-reviewed article or a co-authored peer-reviewed article (up to three authors), every author will be allocated the same points as the total allocation<sup>4</sup>. Point allocation for different peer reviewed articles will follow Table 1.
  - 3) A peer-reviewed research note or survey article is affixed a value of 1 to 2 points.
  - 4) Peer-reviewed case studies are affixed a value of 1 to 2 points. No more than 3 points can be accumulated from point a.3.
- b. Books:**
- 1) Scholarly books published by recognized international publishers and societies are affixed a value of 6 to 9 points each.
  - 2) Chapters in edited scholarly books/annals or monographs published by recognized international publishers and societies are affixed between 2 and 5 points while reputable local publications are affixed between 1 and 2 points.
- c. In addition to the minimum above requirements, the following could be added to the promotion files:**
- 1) A refereed proceeding is worth up to 1.5 points provided they are not published later in a journal format.
  - 2) Paper presentations at top academic conferences that do not publish proceedings are worth 1.5 points each.
  - 3) A maximum of 4.5 points can be accumulated from publishing in the category of Acceptable Journals (C), c. 1, and c. 2.
  - 4) Serving as a keynote speaker at a regional or international academic conference is worth 1 point each for a maximum of 2 points.
  - 5) Receiving an international research recognition award is worth 1 point each for a maximum of 2 points.
  - 6) A funded grant proposal from a recognized funding agency is worth 2 point each for a maximum of 4 points.
  - 7) Invited presentations in recognized workshops, seminars, and forums are worth 1 point.
  - 8) Serving as an editor or guest editor for a peer-reviewed journal is worth up to 3 points.
  - 9) Participating in focused academic conferences and seminars as a chair and/or discussant is worth half a point each for a maximum of 2 points.
  - 10) Book reviews in peer-reviewed journals are allocated 1 point each, up to a maximum of 2 points.

### **3. Services and Personal Initiatives:**

Consideration shall be given to experience in related fields such as consulting, years of duty as a teacher, committee or council work, community activities and participation (as speakers) in local and international professional conferences or forums. Consideration shall also be given to those personal characteristics, which promote wholesome faculty-student, faculty-administration, and inter-faculty relationships: enthusiasm, cooperativeness, loyalty, adaptability, dependability, honesty, industry and sensitivity to the needs of the University community.

Examples of services include:

- Providing leadership for school, and university councils.
- Serving on school and university councils, standing committees, ad hoc committees, and on task forces.
- Facilitating the ongoing function of school operations and activities, including regular attendance and active participation in faculty meetings and forums.
- Advising undergraduate and graduate professional and service organizations.
- Participating in regional and local faculty development programs.
- Providing consultation and contributions to policy making boards of community, government, and other agencies, at local, national and international levels.
- Providing leadership to professional associations at local, national, and international levels (e.g. holding office, editorial responsibilities, manuscript review, special councils, task forces, advisory councils).
- Providing leadership to student clubs, events and activities.
- Providing professional services to peers, including reviewing course materials, manuscripts, research proposals, and evaluations of instruction and research.
- Participating in professional juries, competitions, or exhibitions.

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<sup>4</sup> For more than three authors, each author will be given the designated number of points granted per article for the appropriate ranking multiplied by three and divided by the total number of authors.

#### **IV. Promotion Requirements**

##### **1. Promotion from Instructor to Senior Instructor**

Faculty members who have served full-time at the rank of Instructor for a minimum of 9 years of uninterrupted service may be eligible for promotion to the rank of Senior Instructor based on recommendation of the Chair of the Department and the Dean provided they have maintained their professionally qualified status, and a good record of teaching and service. To minimize any disruptive effects, seniority will be the main influence in deciding who gets promoted first, provided that the points required for promotion are met. Faculty who are at the Instructor rank may be promoted to the rank of Senior Instructor subject to the following:

- 1) Consistent excellence in teaching as evidenced by course evaluations;
- 2) Evidence of the use of assessment of student learning outcomes to influence in a positive manner his or her teaching;
- 3) The use of Information Technology to support teaching such as teaching tools such as Blackboard for example;
- 4) Adaptation to developments in the academic field;
- 5) The use of technology to support teaching including teaching tools, software used in courses and the use of online tools such as Blackboard for example;
- 6) Effective career and academic advising effectiveness;
- 7) Continued professional growth as evidenced by individual professional development activities and membership in professional organizations and societies, where applicable;
- 8) Maintaining currency in recent areas as illustrated by introducing new courses or workshops;

The candidates are maintaining currency in their professionally qualified standing as defined by the school of business in any of the following activities:

- 1) Consulting accomplishments with evidence of multiple, major clients (the consulting practice needs to be a regular, ongoing activity - doing consulting on an ad hoc basis is not sufficient). Documented evidence of consulting assignments and/or published consulting reports here is required.
- 2) Serving as an active member of a board of directors with responsibilities related to the primary teaching area.
- 3) Publishing articles in national, regional or international trade journals, general business journals/magazines and newspapers (business section).
- 4) Publishing a popular press book that achieves national distribution.
- 5) Publishing on an ongoing basis reports or newsletters that are widely subscribed.
- 6) Creating and/or delivering executive education that are fully subscribed and recognized.
- 7) Delivering speeches around the country/region to business people that are fully recognized.
- 8) Documenting other practical work-related experience.
- 9) Undertaking any of the contributions listed under academic qualification activities.
- 10) Participating in departmental, school, senate, and university governance.
- 11) Involvement in student activities such as acting as students clubs advisors, and mentoring students.
- 12) Activities relating to community outreach as they are related to the School and University missions.

##### **2. Professorial Ranks Promotion and Tenure**

###### **a. Promotion to Associate Professor Rank with Tenure**

Promotion from Assistant Professor to Associate Professor with tenure requires a minimum of 60 cumulative points that include a minimum of 18 points from the research category and must meet the condition of Article III.2.a.1, a minimum of 24 points from the teaching category, and a minimum of 18 points from the service and personal initiative category. The SPRC shall vote on each category separately and then on the aggregate. A candidate must meet the minimum expectation in each voting round.

###### **b. Promotion to Full Professor Rank**

The school is mindful of international norms and conventions that govern the promotion process at major universities. The candidate for promotion to the rank of Full Professor should have earned international visibility and made peer-recognized contributions through publications and research-related activities.

Promotion from Associate Professor to Full Professor would require a minimum of 36 points from the research category beyond the work done at the Assistant Professor rank and must meet the condition of Article III.2.a.2, a minimum of 24 points from the teaching category, and a minimum of 18 points from the service and personal initiative category.. The SPRC shall vote on each category separately and then on the aggregate. A candidate must meet the minimum expectation in each voting round.

In relevant cases, 13.5 points towards the 36 points can be carried from work done at the level of Associate Professor outside of LAU. In such cases, the remaining points earned while in the rank of Associate Professor at LAU must meet the condition of Article III.2.a.2.

Faculty members who joined LAU at the rank of Associate Professor and earned tenure after internal evaluation could transfer the points earned for tenure toward promotion to Full Professor.

**c. Tenure for Recruited Associate or Full Professors, or Untenured Faculty**

Awarding tenure to faculty members, who have been recruited at the Associate or Full Professor level, would require a minimum of 9 points to be accumulated through contributions from published papers in refereed journals and that are the result of work done at LAU. The points should be accumulated from quality B or above publications. A minimum residency of 3 years at LAU is required before applying for tenure.

Faculty members who have been recruited at the associate professor rank should consult the university's personnel policies and bylaws for important conditions regarding when to apply and within what period.

**V. Appeal Process**

As per established University Procedures.