



Adnan Kassar School of Business Bylaws

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Adnan Kassar School of Business Bylaws

Preamble

The Adnan Kassar School of Business (AKSOB), hereafter referred to as “the School”, is an integral part of the Lebanese American University (LAU), hereafter referred to as “the University”. The School strongly supports the University’s mission, vision, and values.

These Bylaws shall define faculty role and participation in the governance of the School

Article I. Organization of the School

1. Structure of the School

The School, located on both Beirut and Byblos campuses of the University, is organized into departments, programs, and institutes.

The Dean, assisted by Associate and Assistant Deans, heads the School.

The Department Chairs, assisted by Associate Chairs, preside over departments.

Directors manage multidisciplinary graduate programs and institutes.

2. Administrative Officers of the School

Administrative officers of the School shall include the following:

- School Dean
- Associate Dean(s)
- Assistant Dean(s)
- Department Chairpersons
- Associate Chairpersons
- Director of MBA
- Director of Executive MBA
- Director of Legal Studies
- Directors of Institutes

3. Academic and Supporting Units of the School

3.1 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 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 II.

The School has the following departments:

- Economics (ECON)
- Finance and Accounting (FINA)
- Hospitality and Tourism Management (HTM)
- Management Studies (MNGT)
- Marketing (MKT)
- Information Technology and Operation Management (ITOM), where information technology management, operations management, and all other non-degree courses are housed.

3.2. Programs

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

3.3 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.

- Institute for Banking and Finance (IBAF)
- Institute of Family & Entrepreneurial Business (IFEB)
- Institute of Hospitality & Tourism Management Studies (IHTM)
- Human Resources 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.

Article II. Leadership of the School

1. The Dean

1.1 Appointment and Term

The dean shall be 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.

1.2 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 shall have the right to approve or reject recommendations of school councils/committees and shall take full responsibility for the implementation of all approved strategies. The Dean shall also be responsible for:

- 1.2.1** 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,
- 1.2.2** 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,
- 1.2.3** Assuming the responsibility for the budget of the school and for staffing the school with adequate teaching and non-teaching personnel,
- 1.2.4** Supervising the work of the Associate Deans, Assistant Deans, Chairpersons of Departments, Director of MBA Program, Director of Executive MBA Program, Director of Legal Studies and the Directors of Institutes under his/her jurisdiction. The supervisory role of the dean also includes the approval of departmental budgets and course offerings.
- 1.2.5** 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,
- 1.2.6** Overseeing the school strategic planning, developing a vision for the school, setting priorities among highly desirable objectives, and allocating resources,

- 1.2.7 Encouraging research, publication, and other scholarly activities,
- 1.2.8 Encouraging student participation and involvement in school affairs, and pursuing activities to enhance alumni involvement and interest in the school,
- 1.2.9 Overseeing the work on accreditation and allocate the required resources,
- 1.2.10 Enforcing academic rules and regulations within the school,
- 1.2.11 Engaging all internal and external stakeholders by incorporating their input on the school mission, strategic plan and academic advancement.

2. The Associate Dean(s)

2.1 Appointment and Term

The associate dean shall be 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.

2.2. Duties and Responsibilities

The Associate Dean shall work with the 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 may 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:

- 2.2.1 Assist the dean in the effective management of the School,
- 2.2.2 Work closely with the dean on all issues of academic policy, curricular revisions, and preparation of accreditation reviews,
- 2.2.3 Assist the dean in the finalization of the annual course offerings and teaching loads in coordination with the Department Chairpersons and Associate Chairpersons,
- 2.2.4 Play a key role in the development and administration of teaching assessment strategies and assurance of learning, and devising and managing effective enrollment strategies,
- 2.2.5 Attend meetings of school councils and committees, as designated by the dean, as an ex-officio member,
- 2.2.6 Assist the Dean in overseeing the logistical operations of the School,
- 2.2.7 Other duties as mandated by the dean.

3. The Assistant Dean(s)

3.1 Appointment and Term

The Assistant Dean shall be 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.

3.2 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:

- 3.2.1 Assisting the Dean in all administrative and academic matters that are pertinent to the proper functioning of the School,
- 3.2.2 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,
- 3.2.3 Coordinating with the various Department Chairpersons and Associate Chairpersons regarding the use of facilities and demands for new spaces and equipment,
- 3.2.4 Working on various accreditation activities as assigned by the dean,
- 3.2.5 Attend meetings of school councils and committees, as designated by the Dean, as an ex-officio member,
- 3.2.6 Other duties as mandated by the dean.

4. Department Chairperson

4.1 Appointment and Term

The Chairperson of the Department shall be appointed by the President, upon 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 Chairperson's term in office is set for three years, to be reviewed yearly.

4.2. Duties and Responsibilities

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. Each Department shall 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.

The Chairperson shall:

- 4.2.1 Supervise the day-to-day academic processes,
- 4.2.2 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,
- 4.2.3 Recommend promotions, sabbatical leaves and leaves of absence,
- 4.2.4 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,
- 4.2.5 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,
- 4.2.6 Prepare course description and related material for inclusion in the university catalogue,
- 4.2.7 Oversee the preparation of required departmental documents, such as the mission statement, performance criteria, and publications,
- 4.2.8 Appoint, in coordination with the associate chairperson, sub-committees for the study of specific issues, such as curricular revision, and other tasks,
- 4.2.9 Supervise departmental staff and make necessary recommendations regarding their promotion and/or the hiring of new staff,
- 4.2.10 Recommend library acquisitions and software/learning resources,
- 4.2.11 Assess the academic and physical needs of his/her units,
- 4.2.12 Prepare the budget of the Department in consultation with the Associate Chair, and after taking into consideration Faculty needs and equipment requests,
- 4.2.13 Approve expenditures on items that fall within the budget of the Department,
- 4.2.14 Be responsible for all matters that affect the development of the department and its academic programs,

- 4.2.15** Assume leadership responsibility for guiding the teaching and research of the faculty. 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,
- 4.2.16** Assume leadership responsibility for guiding the teaching and research of the Faculty members.

5. The Associate Chairperson

5.1. 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.

5.2. 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 shall coordinate with the chairperson on all issues that affect the Department in that campus, and shall report directly to the chairperson. The associate chairperson shall:

- 5.2.1** Report to the chairperson on all matters that affect the development of the Department and its academic programs at the respective campus,
- 5.2.2** 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,
- 5.2.3** Supervise the departmental staff at the respective campus,
- 5.2.4** Assist the chairperson in preparing the budget of the Department,
- 5.2.5** Assist the chairperson in preparing the annual departmental report that covers all academic activities, achievements, and developments of the Department at both campuses.

6. Director of MBA

6.1 Appointment and Term

The Director of MBA shall be 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.

6.2 Duties and Responsibilities

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

- 6.2.1** Coordinate with department chairs on the selection of faculty to teach MBA courses,
- 6.2.2** Coordinate with department chairs on graduate courses content and descriptions,
- 6.2.3** 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,
- 6.2.4** Oversee the MBA program assessment process,
- 6.2.5** Propose changes to the MBA program to the relevant school constituencies,
- 6.2.6** Devise rules and procedures for the approval and proper execution of MBA projects and theses,

- 6.2.7** Receive recommendations on petitions of MBA students from the Campus Academic Committee and acts upon them,
- 6.2.8** 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,
- 6.2.9** Receive recommendations on graduate assistantships applicants in the MBA program from the MEGAC and acts upon them,
- 6.2.10** 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,
- 6.2.11** Oversee the allocation of MBA graduate assistants in coordination with the Associate Deans for proper distribution between faculty, offices, computer labs, and learning center,
- 6.2.12** Work closely with the Dean of Graduate Studies and Research to promote faculty development activities related to the MBA program.

7. Director of Executive MBA Program

7.1. Appointment and Term

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

7.2. Duties and Responsibilities

The Director of Executive MBA shall be in charge of managing the program. Specifically, the Director shall:

- 7.2.1** Ensure the proper implementation of the EMBA program
- 7.2.2** Play a major role in promoting the program,
- 7.2.3** Coordinate with department chairs on the selection of faculty to teach EMBA courses,
- 7.2.4** Coordinate with department chairs on course content and description,
- 7.2.5** Prepare the course offering in consultation with the concerned department chairs to ensure balanced course offerings that allow efficient student progress towards degree completion,
- 7.2.6** Oversee the EMBA program assessment process,
- 7.2.7** Propose changes to the EMBA program to the relevant school constituencies,
- 7.2.8** Receive recommendations on petitions of EMBA students from the Campus Academic Committee and acts upon them,
- 7.2.9** Receive recommendations on applicants to the EMBA program from the School Graduate Admission Council and acts upon them,
- 7.2.10** 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,
- 7.2.11** Work closely with the Dean of Graduate Studies and Research to promote faculty development activities related to the EMBA program.

8. Director of Legal Studies

8.1 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.

8.2. Duties and Responsibilities

The Director of Legal Studies shall:

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

9. Directors of Institutes

9.1 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.

9.2. Duties and Responsibilities

The Institute Directors shall be in charge of maintaining the proper functioning and growth of their respective Institute, and developing 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:

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

Article III. Faculty of the School

1. Composition of the School

The membership of the School shall be composed of all faculty members, including full-time, visiting, research, adjunct, part-time, and emeritus faculty as defined by LAU faculty bylaws and detailed below.

1.1 Full-Time Faculty

1.1.1 Tenure Track/Tenured

Tenure track and tenured faculty shall include faculty members who hold a Ph.D., a doctorate, or a terminal degree appropriate to their field. This category shall constitute the majority of full-timers in the School. It consists of Assistant Professors, Associate Professors, Professors, University Professors, and Distinguished Professors.

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

The title of 'Distinguished Professor' shall be bestowed upon a faculty member of international stature by the Board of Trustees upon the recommendation of the President.

1.1.2 Non-Tenure/Practice Track

The non-tenure practice track shall include faculty members who normally hold a terminal degree in their field and/or a substantial number of years of teaching and professional experience. This category shall consist of Practice Instructors, Senior Practice Instructors, Practice Lecturers, Senior Practice Lecturers, Assistant/Associate Professors of Practice, and Professors of Practice.

1.1.3 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.

1.2 Visiting Faculty

Visiting faculty members are appointed, in any rank, for a limited-term employment at the University, not to exceed two consecutive years. They are not eligible for promotion.

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 may participate in the School and departmental meetings, but without voting rights.

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

1.3 Research Faculty

Research faculty members shall primarily engage in research projects that are normally funded by external research grants, contracts, or 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.

Qualified individuals may be appointed as research faculty provided they hold a Ph.D. or a terminal degree, and only as research associates otherwise. Appointment of research faculty shall be based on a competitive search process. In all cases, the appointment is temporary and does not lead to tenure at the University. Renewal of the appointment is subject to the conditions of the research project or grant.

1.4 Adjunct Faculty

The Adjunct Faculty track shall be 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 the Personnel Policy-Faculty section and their Letter of Appointment.

Adjunct faculty members shall be appointed at the appropriate rank following a search process. They may benefit from a promotion in rank in accordance with the School promotion criteria and guidelines. Adjunct faculty members may participate in School and departmental meetings. Appointments in this category are non-tenure and subject to the School-specific bylaws and periodic reviews.

1.5 Part-Time Faculty

Part-time faculty members shall have the credentials and qualifications to carry out the teaching duties assigned to them on a part-time basis and as needed. Part-time faculty shall be appointed at a rank or grade in accordance with the School policies. Part-time faculty in the School are classified as either "Participating" or "Supporting" based on AACSB sufficiency requirements.

1.5.1 Participating Faculty

Participating faculty members shall be appointed on a continuing relationship basis, contractually stated or not, depending on the School's/department's/program's needs and upon consultation between the Dean and the respective department chairs. Participating faculty members shall be actively engaged in the School governance.

A participating faculty member shall be required to perform at least three of the following school activities beyond direct teaching responsibilities:

- Participate on a regular basis in departmental meetings
- Participate on a regular basis in school meetings
- Serve on department, school, and/or university councils, committees, or task forces
- Perform curriculum or course design/review/updates activities
- Participate in training and faculty development activities
- Make public presentations to students
- Engage students in extracurricular activities
- Advise students' organizations
- Help students with career counseling
- Participate or mentor students in internship/practicum programs
- Participate actively in other school and/or university activities
- Undertake other service or scholarship activities consistent with the school mission

1.5.2 Supporting Faculty

Supporting faculty members shall constitute all part-time faculty appointed on a term-by-term basis as needed and in line with University policies. Supporting faculty may attend and participate in faculty or department meetings, but do not have the right to vote.

1.6. Emeritus Professor

The title of ‘Emeritus Professor’ is an honor bestowed upon retired tenured professors with at least fifteen years of service at the University, by the Board of Trustees upon the recommendation of the President. The dean shall make the initial recommendation for Emeritus status to the Provost, who shall forward it, if approved, to the President.

The basic criteria for Emeritus Professor Status shall be professional achievements and outstanding contributions to the University. An Emeritus Professor shall be entitled to the use of an office space and research facilities, including laboratories, pending availability of space and resources. An Emeritus Professor shall also be entitled, on the same basis as other faculty members, to access to all University facilities grants, summer grants, other research grants, etc.

2. Voting Members of the Faculty

The voting members shall consist of all faculty holding full-time academic appointments in the School, excluding faculty with Adjunct, research, or visiting appointment. Participating part time faculty members also vote on all non-personnel matters.

3. Faculty Prerogatives

3.1 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.

3.2 The School faculty shall have the right to review any action by any committee of the School according to Article II-C, with the exception of the School Peer Review Council and specific personnel decisions.

4. Duties of the Faculty

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. Faculty members are called upon to:

- 4.1** Provide education and develop the students’ critical thinking and creative abilities;
- 4.2** 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;
- 4.3** Assume responsibility for staying abreast of developments in their disciplines and of the latest educational developments in their field;
- 4.4** Develop innovative teaching methods and regularly revise their syllabi and teaching material;
- 4.5** Implement University rules and regulations concerning student attendance in classes, as well as the proper administration of exams, in line with University regulations;
- 4.6** 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;
- 4.7** Maintain office hours as required by University regulations.

In addition, full-time faculty members shall:

- 4.8** 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;

- 4.9 Participate in Departmental meetings and serve on Departmental, School, and University committees as required by University rules and regulations;
- 4.10 Serve as academic advisors as needed;
- 4.11 Fulfill their duties as Full-time Faculty according to the University Policies;
- 4.12 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 IV. School-Governing Bodies

1. Standing Councils and Committees

The School governing bodies shall include School councils and committees. The standing councils and committees of the school are:

- School Administrative Council (SAdC).
- School Academic Council (SAC)
- School Undergraduate Admissions Council (SUAC)
- MBA and EMBA School Graduate Admissions Council (MEGAC)
- School Peer Review Council (SPRC)
- School Research and Development Council (SRDC)
- Departmental/Program Graduate Admissions Committees (DGAC)
- Program-Specific Assessment Committees (PSAC)
- Campus Resources Committee (CRC)

1.1 School Administrative Council (SAdC)

a. Composition: The SAdC 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 MBA, and director of Legal Studies. The dean shall serve as the chair and will appoint a secretary.

b. Duties: The SAdC 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.

1.2 School Academic Council (SAC)

a. Composition: The SAC shall consist of one elected faculty representatives of professorial rank from different departments, across both campuses. The SAC shall elect its own Chair and Secretary.

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. Review cases of disciplinary matters. All committee decisions and rulings are recommendations to the dean.

1.3 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 School 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.

1.4 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 School representative on University Graduate Admissions 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. This council shall also oversee the mechanism for dispensing financial assistance and evaluating the performance of graduate assistants (GA).

1.5 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.

1.6 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 School representative on University Research Council shall serve as an Ex-Officio on this council.

b. Duties: The mandate of the SRDC shall be to recommend policies and procedures for the management of grants, research funding, course release and deferral, and review of faculty applications for travel grants, faculty development grants, summer grants, other research grants, etc. 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.

1.7 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).

1.8 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 SAC.

1.9 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 V. Meetings and Procedures

1. School Meetings

- 1.1** The dean shall call and chair regular meetings of the faculty, at least twice per year (one per semester); a secretary shall be elected for these meetings at the beginning of the academic year.
- 1.2** A written memo with the meeting date, place and agenda shall be sent to the faculty at least five days in advance.
- 1.3** 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.
- 1.4** Special meetings may be called for by the dean or the written request of 10 % of the voting faculty members.
- 1.5** The voting members of the school are all full-time faculty members as defined in Article I, Section 3. The President shall serve as an ex-officio member without voting privileges.
- 1.6** Voting in faculty meetings shall be limited to faculty members actually present at the meeting.
- 1.7** 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.

2. Department Meetings

- 2.1 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.
- 2.2 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.
- 2.3 Special meetings may be called for by the chairperson or the written request of at least three of the voting faculty members.
- 2.4 As explained in Article I, Section 4, only “participating” faculty members can vote on all academic 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.
- 2.5 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.
- 2.6 Meetings shall be governed by Robert’s Rules of Order.

3. Council and Committee meetings

- 3.1 Members of all standing councils and committees shall be elected from and by members of the voting faculty for a term of normally two years.
- 3.2 Each council or committee shall have an elected chair and secretary for their meetings at the beginning of the academic year.
- 3.3 A written memo with meeting date, place and a stated agenda shall be sent to faculty at least three days in advance.
- 3.4 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.
- 3.5 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.
- 3.6 Minutes of all meetings shall be sent to the office of the dean.
- 3.7 Meetings shall be called and held as needed.
- 3.8 Meetings shall be governed by Robert’s Rule of Order

Article VI. Approval of the Bylaws

The Bylaws shall be considered legal after approval by a two-third majority of members of the Faculty and by the Dean, Provost, and the President. Final approval of the bylaws or of the amendments of the bylaws shall be affirmed by the Council of Deans and the President to become effective.

Article VII. Conflict or Contradiction to Bylaws

School operations are governed by School bylaws. Whenever there is conflict or contradiction between any of the School and University Faculty bylaws, the University Faculty bylaws take precedence and the contradicting part in the School bylaws will be deemed null and void.