



FACULTY HANDBOOK

2019-2020

Affordable Excellence in Education

The contents of this manual do not constitute a contract between any individual and the university. The university reserves the right to modify and update the contents as it deems appropriate. Changes and updates to existing rules, regulations and policies shall be communicated to the university constituencies in due time.

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OVERVIEW

This faculty handbook compiles policies and procedures relating to the rights and responsibilities of the faculty at Rafik Hariri University (RHU). It provides guidelines to academic personnel, faculty members, and heads of academic units as they perform their duties. Every effort has been made to ensure the accuracy of this handbook. In cases when it inadvertently contradicts an official university policy, the related university policy takes precedence. Please note the following:

1. These policies will apply in all cases, except those in which there is a written agreement to the contrary between the university and a faculty member, in which case the terms of that agreement shall prevail.
2. The university reserves the right to terminate, suspend, alter, amend, or otherwise, in whole or in part any text, which shall so be announced to the faculty.
3. A specific subject may be covered under one or more texts. Any text referring to a rule, regulation, or policy should be read, unless it otherwise stipulates, in conjunction with the text of such other rule, regulation, or policy.
4. The headings of the texts shall not be deemed part thereof or be taken into consideration in the construction of these texts.
5. Any reference to a date, number, person, or body who may have issued a rule, procedure, or policy will only be indicative of the origin thereof and shall not be considered as part of the relevant text.

ABBREVIATIONS

BA	Bachelor of Arts
BE	Bachelor of Engineering
BS	Bachelor of Science
EBOD	Expanded Board of Deans
CA	College of Arts
CBA	College of Business Administration
CE	College of Engineering
CSIS	College of Sciences and Information Systems
QAIA	Quality Assurance and Instructional Advancement
MBA	Master of Business Administration
UACC	University Academic and Curriculum Committee

UFAC	University Financial Assistance Committee
UMEUPC	University Marketing, Enrollment, and University Promotion Committee
USASC	University Student Affairs and Services Committee
USCIC	University Sustainable Campus Initiative Committee
VPAA	Vice President for Academic Affairs

CHAPTER 1 | ORGANIZATION OF THE UNIVERSITY

COLLEGES AND DEGREE PROGRAMS

Rafik Hariri University (RHU) consists of four colleges: The College of Arts (CA), the College of Business Administration (CBA), the College of Engineering (CE), and the College of Sciences and Information Systems (CSIS).

The College of Arts (CA) grants Bachelor of Arts (BA) degrees in Education and English Language. The College also grants a Teaching Diploma and manages the Intensive English Program.

The College of Business Administration (CBA) grants Bachelor of Business Administration (BBA) degrees in the following programs: Accounting, Finance and Banking, Business Information Technology, Management, Marketing, Marketing and Advertising, and Human Resources Management. At the graduate level, CBA grants Master of Business Administration (MBA) degrees in General Management, and Oil and Gas Management.

The College of Engineering (CE) grants Bachelor of Science (BS) degrees, Bachelor of Engineering (BE) degrees and Master of Science (MS) degrees in the following programs: Biomedical Engineering, Civil Engineering, Computer and Communications Engineering, Electrical Engineering, Mechanical Engineering, and Mechatronics Engineering.

The College of Sciences and Information Systems (CSIS) grants Bachelor of Science (BS) degrees in the following programs: Computer Science, Graphic Design, Healthcare Information Systems and a Bachelor of Arts (BA) in Interior Design.

UNIVERSITY STANDING COMMITTEES AND BOARDS

The following are the standing committees and Boards of the university: Expanded Board of Deans (EBOD), University Academic and Curriculum Committee (UACC), University Financial Assistance Committee (UFAC), University Marketing, Enrollment, and University Promotion Committee (UMEPC), University Student Affairs and Services Committee (USASC), and University Sustainable Campus Initiative Committee (USCIC).

Expanded Board of Deans

Purpose

The EBOD addresses all matters pertinent to the colleges and administration and makes recommendations to the president/VPAA for final action. The board deliberates and gives advice to the president on all referred academic and administrative matters. Its role is to support the university administration in its effort to improve due process and modernize academic practices and resources; review recommendations; interpret, apply and update academic processes; and help the university administration in making well-informed decisions.

Functions

- Discuss initiatives, ideas and future plans;
- Review teaching and learning practices and outcomes and enact necessary changes;
- Debate daily challenges that impede delivery of quality instruction and recommend ways to improve conditions;
- Debate all matters pertaining to the colleges and generate ideas to address them;
- Plan activities to improve faculty-student relations and enrich academic experience;
- Review existing university policies and regulations relating to faculty appointment and reappointment, promotion and other academic issues;
- Consider proposals to initiate new academic programs, courses, labs, centers, or other matters that influence the academic experience; and
- Initiate new policies and regulations and debate changes in existing ones;

Composition

1. The President;
2. The VPAA;
3. Academic deans;
4. VP for Development;
5. VP for Administration; and
6. The registrar.

University Academic and Curriculum Committee

Purpose

The UACC gives advice to the VPAA on all academic matters which are referred to it. Its role is to: support the academic departments in their efforts to review and update curricula; improve teaching and learning conditions; modernize services and resources; attain accreditations; interpret, apply and update academic rules and regulations; act on students' petitions pertaining to matters not covered by existing rules; and help the university administration in making well-informed decisions.

Functions

The UACC discusses academic matters and makes appropriate recommendations to the VPAA for further action. The UACC functions of importance include:

- Monitor developments pertinent to higher education and teaching and learning practices for the purpose of establishing benchmarks, key success factors, best practices, and minimum standards;
- Study proposals to initiate new undergraduate programs submitted by the colleges and make appropriate recommendations to the EBOD while ensuring conformity with the Ministry of Education and Higher Education (MEHE) regulations and accreditation standards;
- Initiate and coordinate periodic reviews of academic programs and recommend major changes as needed to meet accreditation standards and integrate contemporary practices;
- Review requests from units to introduce new courses, delete or modify existing courses, or introduce other curricular experiences;
- Consolidate similar courses that are offered in different departments to minimize duplication;
- Review applications to introduce new programs;
- Review and update existing academic rules and regulations and recommend new policies in response to emergent needs;
- Respond to the concerns or inquiries by internal reviewers and accreditation review teams;
- Recommend the deployment of innovative teaching methods and technologies and related staff development and training;

- Consider requests to improve library resources and services; and
- Deal with any aspect of academic development referred by the VPAA.

Composition

1. The VPAA or his/her representative;
2. The Registrar;
3. One academic dean;
4. One representative from each college recommended by the dean in consultation with the college council;
5. One student representative (non-voting); and
6. Invitee concerned with the pertinent issues (non-voting).

University Financial Assistance Committee

Purpose

The UFAC manages the university budget for merit-based scholarships, need-based scholarships, work study students, and graduate assistants.

Functions

The UFAC establishes rules and criteria for the granting of financial aid to undergraduate and graduate students. Its functions include:

- Review applications of incoming students to determine the level of support to be given;
- Review the performance of continuing students to assess where or not to maintain the same level of financial assistance;
- Review petitions and grievances from all students regarding financial aid.
- Review policies pertaining to the granting of graduate and teaching assistantships.

Composition

1. VP for finance and administration;
2. One academic dean;
3. Director of Admissions Office;
4. Coordinator Student Affairs Office; and
5. The registrar.

University Marketing, Enrollment and University Promotion Committee

Purpose

The UMEPC serves as an advisory to the VPAA/President and the admission office to improve the university recruitment strategy, streamline the admission criteria, enhance communication with prospective students, and adopt technology to simplify the admission process.

Functions

The UMEPC discusses marketing, enrollment and university promotion matters and makes appropriate recommendations to the VPAA/President for further action. Important functions of the UMEPC include:

- Review current admission policies, strategies and practices;
- Study admission standards and criteria;
- Assess ways to streamline the admission process;
- Study borderline and unusual admission cases referred to it.
- Analyze demographics and preferences of prospective students;
- Examine marketing tools and plans to advance RHU standing in the community; and
- Study best ways to involve faculty, students and administrators in reaching out to the community.

Composition

1. The VP for development or his/her representative;
2. The director of the admission office;
3. The registrar;
4. The director of the office of communications and alumni relations;
5. One elected faculty member from each college; and
6. One student representative (non-voting).

University Student Affairs and Services Committee

Purpose

The USASC shall deliberate and give advice on all non-academic student affairs matters which are referred to it. Its role is to: support the university administration in its effort to

improve services and modernize resources available to students; interpret, apply and update the student conduct policy; help the university administration in making well-informed decisions aimed to enrich students' experience.

Functions

The USAC discusses nonacademic students' matters and makes appropriate recommendations to the VPAA/President for further action. The USAC functions of importance include:

- Coordinate periodic reviews of policies and processes related to student nonacademic matters;
- Advise and assist the coordinator of student affairs in the review, development, maintenance and updating of student conduct policies;
- Discuss and recommend actions that influence student's success (career guidance, counseling, etc.);
- Assisting the office of the coordinator of student affairs to improve students' experience and life on campus (athletics, housing, publications, clubs, union, etc.);
- Enquire into and act upon student violation of university rules and regulations brought to its attention by the president, the VPAA, a dean, or members of the committee;
- Act as a university disciplinary council when the need arises in matters involving possible student violations of ethical and behavioral conduct policies; and
- Act on appeal requests brought to its attention by a student, a committee, or a faculty member.

Composition

1. The VP for finance and administration or his/her representative;
2. Coordinator of student affairs;
3. One elected faculty member from each college; and
4. One student representative (non-voting).

University Sustainable Campus Initiative Committee

Purpose

The USCIC initiates and coordinates on-campus and surrounding community sustainable projects pertaining to water, energy, solid waste management, and others.

Functions

- Foster the formation of student, faculty and community groups each focusing on one sustainability project;
- Assist the groups in fund-raising activities to support the initiatives;
- Coordinate on-campus school visits to familiarize high school students with our campus.

Composition

1. One academic dean;
2. One representative from each college;
3. One student representative; and
4. The director of support services.

CHAPTER 2 | ORGANIZATION OF A COLLEGE

INTRODUCTION

Every college is an integral part of Rafik Hariri University. It is composed of the officers and academic personnel of the college. The officers of a college include the president of the university, the VPAA as an ex-officio, the dean of the college, the associate and assistant deans (when applicable), the registrar as an ex-officio, the director of admissions as an ex-officio, and the university librarian as an ex-officio.

The academic personnel of a college consist of the following academic ranks: professors, associate professors, assistant professors, senior lecturers, lecturers, research associates, instructors, assistant instructors, and research assistants.

Every college is organized into academic units which include: centers, departments, institutes, programs, and others.

The college council is the only standing committee at the college level.

ROLE OF A COLLEGE

The prerogatives and duties of every college in the university are summarized below.

- a. The college, through its internal organization, shall determine its own academic policy and shall have authority to direct its own affairs. The dean shall refer actions by the college that may affect either the financial commitments of the university, or the academic policy of the university as a whole, to the VPAA and the president for consideration;
- b. The college shall have the right to review any action by any committee of the college (with the exception of actions of the college council concerning individual faculty members and other confidential matters) and, if it deems fit, to refer such action back to that committee for reconsideration. If the college rejects an action after its reconsideration by a committee, then it becomes the responsibility of the college itself to take action;
- c. The college shall vote to recommend to the university granting of degrees to candidates in the college;
- d. The college shall elect representatives to all university committees. To be elected

to a position, a candidate must receive a simple majority of votes cast. If no candidate receives a majority on the first ballot, only the two candidates receiving the largest number of votes in that ballot will face each other in a runoff election; and

- e. The college shall act, through a faculty meeting, on other matters referred to it by the dean.

COLLEGE DEAN

Appointment

The dean is appointed by the board of trustees upon the recommendation of the president of the university. The initiative for the appointment of a dean and his/her continuation in office rests with the president. A recommendation for re-appointment or continuation in office shall be made to the president by the VPAA after consulting with full-time faculty members, especially those in the rank of professor who are not on leave or on periodic paid research leave.

For absences of the dean lasting for three months or more, an acting dean shall be appointed by the president upon the recommendation of the dean and after consultation with the college council. For shorter absences, the dean shall appoint an acting dean from the voting faculty.

Role of the Dean

The duties, responsibilities, and prerogatives of the dean, as the academic and executive head of the college, shall be defined by the President, and the VPAA. Within the college, her/his duties, responsibilities, and prerogatives shall include at least the following:

- Being responsible for the execution of university policies and enactments pertaining to the college;
- Being responsible for the development of the college as regards academic programs, curricula, academic personnel, student body, and physical facilities;
- Taking action or making recommendations, after consultation with the department/track concerned and the college council, to the appropriate authorities in accordance with RHU policies in all matters pertaining to appointment, reappointment, non-reappointment, promotion, periodic paid research leave, and

leave of absence;

- Preparing the budget proposal for the college after consultation with the chairs of academic units and the college council, and submitting the total proposed educational budget for the college that includes a budget for the dean's office to the VPAA;
- Preparing an annual report that shall be submitted to the VPAA and the president and distributed electronically to all academic units of the college;
- Making appointments to all committees other than the committees elected by the college. The dean appoints ad hoc committees and task forces as may be deemed necessary;
- Making appointments of chairs of academic units after consultation with full-time faculty members of the unit, the college council, the VPAA, and the president;
- Chairing the college's faculty meetings;
- Making the final action on all committee decisions;
- Determining which decisions of the committees shall be in the form of actions, and which shall be regarded as recommendations to the college;
- Submitting to the college, for approval, any committee decision that reverses or modifies previous college action;
- Making known to academic units all administrative actions affecting their units;
- Keeping the college informed of all university decisions;
- Preparing annual performance review for each non-academic staff in the dean's office and academic units and discussing the review with the concerned staff member, face to face;
- Coordinating with the appropriate university units for the advancement of the college; and
- Playing an active role in securing additional resources for the college through contribution to fund-raising efforts in close coordination with the VP for development.

College Meetings

- a. The dean shall call for regular meetings of the college faculty at least three times a year. An electronic notice with a stated agenda shall be sent to faculty members at least four working days prior to the date of the meeting;
- b. Special meetings of the college shall be called by the dean at his/her discretion or at the written request by letter or email, of five voting faculty members, who will

- provide an agenda;
- c. The dean or his/her designate shall chair all meetings of the college;
 - d. The dean shall appoint a secretary for meetings of the college, on a yearly basis, from among the voting faculty;
 - e. Voting rights in various colleges shall consist of all non-visiting, full-time faculty members of professorial rank. In special cases, voting rights may be extended to faculty in rank of instructor, excluding personnel matters;
 - f. Voting in college meetings shall be limited to the voting faculty members actually present;
 - g. A simple majority of the voting faculty members mentioned in (e) above, exclusive of those on leave or duty outside Lebanon, shall constitute a quorum in college meetings. In the absence of a quorum, another college meeting to consider the same agenda shall be called within two weeks at which the voting faculty members mentioned in (e) above who are present shall constitute a quorum, provided that all members of the college shall have had notice in accordance with the call for regular meetings.

COLLEGE COUNCIL

Purpose

The college council plays an advisory role to help the dean in making well-informed decisions on all matters pertinent to the college.

Functions

The college council deliberates and give advice to the dean on all administrative and academic matters that are referred to it, including but not limited to:

- Improving the academic experience for students and faculty;
- Modernizing academic practices and resources;
- Reviewing recommendations submitted by the various departments;
- Discussing proposals of new courses, minors, and programs;
- Implementing academic policies and contributing to updating academic processes;
- Considering the appointment and reappointment of faculty members and staff;
- Ensuring the quality of instruction and related activities.

Composition

1. The dean as chair
2. Chairpersons of the departments
3. One faculty representative from each department
4. Invitee concerned with the pertinent issues under discussion (nonvoting)

Meetings

The dean holds a college council meeting at least once a month.

CHAPTER 3 | ACADEMIC UNITS OF A COLLEGE

ACADEMIC UNITS

The academic structure at Rafik Hariri University is organized in colleges and associated academic units (or departments). An academic unit shall consist of all academic personnel of the college appointed to that unit. The currently existing colleges and units are:

College of Business Administration

- Department of Financial Studies
- Department of Management and Marketing Studies

College of Engineering

- Department of Electrical and Computer Engineering
- Department of Mechanical and Mechatronics Engineering
- Department of Civil and Environmental Engineering

College of Sciences and Information Systems

- Department of Computer and Information Systems
- Department of Design

College of Arts

- Department of Education
- Department of English
- Department of Journalism, Media and Digital Communication.

ORGANIZATION OF AN ACADEMIC UNIT

Role of a Unit

The academic unit shall:

- a. Review curricula and course offerings and introduce new courses and experiences to cover contemporary issues and practices

- b. decide upon the academic programs to be offered subject to the approval of the appropriate college and/or university bodies concerned;
- c. Be responsible for setting academic departmental requirements and for maintaining professional standards.

Unit Chairperson

Each academic unit shall have a chairperson. The chairperson is normally appointed for a two-year term according to the following procedure: The dean of the college after consultation with all full-time faculty members of the department recommends in writing to the VPAA the candidate to appoint as a department chair. The VPAA communicates the Deans' recommendation to the President who makes the final decision. A Chair appointment may be renewed following the normal appointment procedures outlined above.

Duties, Privileges and Responsibilities

The role the chairperson is so vital in advancing the university mission and accomplishment of strategic priorities. The chair is responsible for leading the department to a better state by: creating collaborative, professional and friendly work environment; instilling a culture of quality; managing all department functions; leading continuous improvement efforts; preparing for programs' accreditation; initiating new programs; overseeing the laboratories; responding to the needs of students, faculty and staff; preparing budget; ensuring quality of teaching and learning processes; introducing innovative teaching practices; participating in faculty recruitment; assessing the performance of faculty and staff; participating in the recruitment of qualified students; supporting student activities; aligning training opportunities for students; and representing the University in various community functions. Specific responsibilities of the department chairperson include but not limited to:

- Working closely with and report to the dean;
- Liaising with other university units in accordance with established policies and procedures to resolve all matters related to the department;
- Leading the department faculty in curricular development effort, community engagement, and commitment to quality teaching and students success;
- Ensuring that university rules, regulations, policies are enforced;
- Submitting recommendations to the dean on all pertinent matters including

- appointment of new faculty, promotion, leave requests, conference travel, and development;
- Preparing course schedule in accordance with schedule preparation and modification policy;
 - Preparing list of required library resources, textbooks and labs equipment;
 - Overseeing the running and maintenance of the labs;
 - Preparing exam schedule in collaboration with the Registrar's office;
 - Maintaining an updated advisors and course coordinators lists;
 - Following up on students' performance and maintain currency of students' files;
 - Maintaining updated CVs of department faculty;
 - Overseeing the assessment of in-class instruction;
 - Overseeing the preparation of course files and complete the course file assessment form in collaboration with course coordinators;
 - Ensuring teaching effectiveness related to syllabus, faculty schedule, creativity, attendance, projects;
 - Preparing calendar of departmental meetings, seminars and special events ;
 - Holding monthly faculty meetings and keeping minutes;
 - Preparing and maintain student guidebook;
 - Overseeing the updates of information on bulletin boards and monitors;
 - Developing students' competitions and awards;
 - Exhorting faculty to introduce creative teaching ideas and methods;
 - Requesting faculty to post their schedules with ample office hours;
 - Conducting assessment of Faculty performance each term/year and submit reports to the dean;
 - Conducting exit interviews with graduating students;
 - Developing and oversee the implementation of the departmental strategic and technology plans;
 - Preparing departmental budget and coordinating expenditures ;
 - Organizing regular town-hall meeting with students;
 - Encouraging, supporting and seek sponsorships for students' activities;
 - Proposing new initiatives for courses, labs, minors, focus areas, workshops, seminars, training, etc.;
 - Updating department's section of the University catalog;
 - Preparing department's annual report in consultation with the dean; and
 - Appointing ad hoc committees as deemed necessary

Decisions on Personnel Matters

- a. Established university policies and procedures shall govern actions on college recruitment and promotion;
- b. Requests for leave (both periodic paid research leaves and leaves of absence for one semester or more) shall be discussed and voted on by the eligible faculty members of the academic unit. The chairperson shall transmit the results of the vote to the dean, together with her/his recommendations;
- c. Evaluation of candidates for new appointments shall be restricted to voting faculty members of ranks equal to or higher than that of the faculty member whose contract is being considered. Evaluation of candidates for reappointment or promotion shall be restricted to voting faculty members of ranks higher than that of the faculty member whose contract is being considered. In the case of full-professors, all other voting full professors shall participate in the evaluation and recommendations. In all cases, recommendations to the dean shall give the numerical results of voting arrived in a meeting of the voting faculty of the unit. Chairs shall express their opinion in all cases. In the absence of the required minimum number of professors in a department, the dean can appoint faculty members of appropriate professorial rank from other departments to serve on extended departmental committees.

Unit Meetings

- a. Academic units shall meet at least once a month upon the call of the chairperson. Additional meetings may be held when called by the chairperson or at the written request of at least two voting members of the unit. Minutes of all meetings shall be sent to the office of the dean.
- b. The voting faculty in an academic unit shall consist of all non-visiting full-time faculty members of professorial ranks. In special cases, academic unit bylaws may extend voting rights to faculty in the rank of instructor and lecturer on academic affairs pertaining to the unit, excluding personnel matters.
- c. Voting in an academic unit is limited to faculty members actually present at the meeting.

DUTIES AND RESPONSIBILITIES OF THE FACULTY MEMBER

Societies that put education at the forefront of their priorities will advance the human condition and help fashion the future of mankind. In the educational sphere, quality teachers are role models for future generations and will always have a vital role in educating the minds, transforming cultures, shaping attitudes, and uplifting the human spirit. We at Rafik Hariri University believe in teaching as a way to influence the future and forge a better community. What influence students most is not just what they learn, but rather the purpose they set for their learning, the way they learn, and the passion and curiosity they develop to learn forever more. Teachers can and must help instill those values in students. Accordingly, faculty responsibilities include but not limited to the following:

Inspire and Motivate

- Advancing the principle of *Higher Education as it should be*;
- Instill in students the passion to learn, the drive to excel, and the belief in hard work as the gateway to great achievements in life;
- Stimulating students' curiosity and help them come to grip with their innate creativity;
- Inspiring students to believe that learning is an endless process and responsibility;
- Showing passion in teaching and enthusiasm in the classroom;
- Being a role model in all actions - exemplary behavior, hard work, commitment, tolerance, and respect;
- Respecting students and earning their respect in return; and
- Encouraging students to communicate freely without inhibitions or fear of repercussions.

Teach with Passion

- Learning and applying creative and inductive learning methodologies and contemporary teaching tools with proven effectiveness;
- Applying authentic learning methods;
- Injecting stimulating new ideas, topics, and techniques into classrooms - case histories, current trends, creativity developing exercises, etc.;
- Requiring extra reading and research oriented assignments;

- Applying project-based learning by assigning projects in every course;
- Organizing competitions among students and give out awards;
- Encouraging students to ask questions and show patience in answering them;
- Identifying laggards as early as possible and provide them with the help they need to succeed;
- Organizing discussion sessions to improve students' ability to debate, see alternative perspectives, challenge norms and persuade;
- Implementing learning by doing whenever possible.

Innovate and Initiate

- Proposing new initiatives for courses, labs, minors, focus areas, workshops, seminars, training, etc.;
- Applying blended learning methods and tap to web resources effectively;
- Learning and use PC-based tools and IT tools in the learning process;
- Collaborating with other faculty members in other institutions to offer joint courses and projects, cross-universities competitions, etc.; and
- Using the Instructional Design Studio tools to prepare blended presentations.

Synergize and Collaborate

- Coordinating with and reporting to the department chairperson;
- Enforcing rules, regulations, and policies effectively;
- Engaging in intellectual discussions with other faculty to improve the learning conditions;
- Attending and effectively participating in faculty meetings; and
- Proactively serving on committees and contributing to due process.

Manage

- Taking daily attendance, monitor habitual absences, and advice students accordingly; and
- Using the learning management system (Moodle), twitter, wikis, etc. and other teaching technologies to manage course delivery

Communicate

- Preparing and handout to students a detailed, informative, and effective syllabus;
- Posting schedule allowing for ample office hours;
- Adhering to the office hours;
- Engaging in students' advising and mentoring;
- Identifying trouble and troubled students and report appropriately;
- Volunteering time to the learning assistance center;
- Posting relevant materials on bulletin boards; and
- Using Moodle, to manage course activities and communicate with students.

Document

- Documenting best-in-class practices and share with colleagues;
- Preparing course midterm report;
- Preparing course file; and
- Preparing updated CV.

CHAPTER 4 | ACADEMIC POLICIES

ACADEMIC TITLES

The following titles described below are adopted by the university. It is to note that the term "completion of higher education" normally means attainment of the PhD degree or its equivalent (ScD, Doctorat d'Etat, etc.) in all colleges. It is recognized that in some disciplines (e.g., architecture, journalism, fine arts) the doctorate is not common and the master's degree is the terminal degree and may be considered adequate for professorial ranks.

Professorial titles

Professor, associate professor, and assistant professor are normally granted to full-time faculty members who have completed their higher education within their own discipline and who meet the academic qualifications established by their colleges and the university.

Visiting Faculty

The adjective "visiting" may be used with any college title to describe faculty members who are academically qualified, but who are employed by the university for a short term, normally two years or less.

Adjunct Professors

Adjunct professorships, in each of the professorial ranks, are granted to academically qualified individuals whose responsibilities are to perform specific activities in RHU. Adjunct professorships are also granted to part-time faculty who currently hold an academic position at another university. This title will be granted by the dean in compliance with the current policy on appointment of part-time faculty.

Lecturer and Senior-Lecturer

The title of Lecturer is granted to:

- i. Part-time faculty members who have an earned doctorate or a terminal degree in their discipline with five years of experience or less but do not have an academic title. They may be working at other academic institution or professional firm.
- ii. Faculty members who have earned a non-terminal degree in their discipline with professional experience of at least five years either in academia or a professional firm or both.

The condition stipulated in “i” above applies to granting the title of senior lecturer provided that the candidate has an experience of more than 5 years. A candidate whose profile fits the criteria stipulated in (ii) above will be appointed as a senior lecturer if s/he has combined work experience in their fields exceeding 10 years, five of which in teaching.

Instructor and Assistant Instructors

The title of Instructor is normally granted to individuals who have earned a Master or a Bachelor degree depending on their experience, at least two years of experience for a Master degree candidate and at least four years for a Bachelor degree candidate. The rank of assistant instructor is normally given to individuals holding only a bachelor’s degree with experience of two years or less. This title will be granted by the dean in compliance with the current policy on appointment.

A summary of the rules for granting the titles of lecturer, senior lecturer, instructor, and assistant instructor is given below.

Degree	Length of Experience (years)	Title
Bachelor	<= 2	Assistant instructor
Bachelor	> 4	Instructor
Master	> 2	Instructor
Master (or Bachelor in case of graphic design or journalism)	>5	Lecturer
Master (or Bachelor in case of graphic design or journalism)	>10	Senior Lecturer
Doctorate	<=5	Lecturer
Doctorate	>5	Senior Lecturer

Named Chair Professors

These positions are named in honor of a distinguished person or after the person who endowed the chair. The creation of an endowed chair may be decided by a special agreement between the university and a second party.

FACULTY WORKLOAD: TEACHING, RESEARCH AND SERVICE

RHU faculty workload policy is premised on the assumption that all faculty members will be involved in teaching, research/creative activity, and service. The assignment of faculty workloads is organized on the principle that each department meets its overall responsibilities in teaching, research and service in a fully satisfactory fashion within approved budgets by employing a variable workload program that provides each faculty member with the ability to do what he/she does best. Because specific departmental missions and instructional pedagogies differ, the responsibility for determining specific faculty workloads rests with the department head subject to review and approval by the dean and the VPAA. The normal teaching load for a full-time faculty member is 24 credits per academic year. The teaching load of a faculty member tasked with administrative responsibilities shall be adjusted in accordance with his/her assigned tasks.

FULL-TIME FACULTY OVERLOAD RATE

Full-time faculty members teaching above the required number of credits are eligible for overload remuneration based on faculty's salary and distributed as below:

	Range of Salary of FTF L.L	Overload rate
Range of 400K	3M → < 3.4M	3,000K
	3.4M → < 3.8M	3,100K
	3.8M → < 4.2M	3,200K
	4.2M → < 4.6M	3,300K
	4.6M → < 5M	3,400K
	5M → < 5.4M	3,500K
	5.4M → < 5.8M	3,600K
	5.8M → < 6.2M	3,700K
	6.2M → < 6.6M	3,800K

	6.6M → <7	3,900K
	>7M	4,000K

FACULTY LOAD ALLOCATION FOR NON-MAJOR COURSES

Full-time Faculty members teaching non-major courses with less than seven students, should be allocated credits based on the following:

- ≥ 7 students in class, instructor receives full credit
- 1 - 2 students: the class is expected to be taught on tutorial basis with no compensation
- 3-4 students: instructor receives a 1 credit load compensation
- 5-6 students: instructor receives 2 credits load compensation
- Classes with enrollment of 45-60 students, instructor receives an extra credit

ACADEMIC FREEDOM AND EDUCATIONAL RESPONSIBILITIES

Academic freedom is essential to the search for truth and freedom of expression and Rafik Hariri University is committed to safeguarding the environment in which scholarship may flourish. Freedom however does not mean that one does what s/he pleases, it means that the exchange of ideas and the manner in which knowledge is transmitted, attained and disseminated are not restrained but by the established academic norms and moral underpinnings. Freedom in research is fundamental to the advancement of knowledge. Freedom in teaching is fundamental to the protection of the rights of the teacher to apply the teaching methods that s/he deems to positively impact student learning. Academic freedom comes with academic responsibility imposed on the faculty member and on the university. While the teacher is entitled to freely discuss the subject being taught, transmit knowledge and present ground arguments in the best way s/he reasons to foster students' learning, s/he must be careful not to introduce or express personal opinions on controversial unrelated matters.

The teacher is a citizen, a member of a learned profession, and an educational officer. When speaking or writing as a citizen, the teacher should be free from institutional control, but the special position of the teacher in the community imposes special obligations. As a learned person and an educational officer, the teacher should remember that the public may judge the teaching profession and the university by the teacher's remarks. Hence, the teacher at all times should be accurate, should exercise appropriate restraint, and

should show respect for the opinion of others and for the established policy of the university. While the teacher may be identified to outside audiences as being associated with the university, it should be clearly indicated that the teacher is not speaking on behalf of the university, unless the teacher has been specifically authorized by university officials to serve in such capacity. All faculty members are expected to meet their responsibilities to the university, its colleges, and the student body, including: preparing for classes adequately and endeavoring to teach them competently; striving to improve their own teaching skills and performance; being knowledgeable with respect to new developments in their fields and using new scholarly work, where applicable, in their instruction; being reasonably available to advise and instruct students on matters related to their coursework and academic program; producing scholarship of high quality in their academic areas; serving the university through participation on committees; and adhering to generally accepted standards of professional conduct. The university as an institution of higher learning should be free of outside pressures and control. At the same time, it has an obligation to refrain from any interference in affairs outside its academic jurisdiction and specifically from any attempt to exercise political influence. In fulfilling this obligation, RHU and all who are associated with it should recognize and take account of the unusual need for tact and restraint arising from the university's unique position in Lebanon. The university traditionally stands not only for academic study and intellectual development, but also for high ideals of character. Members of the academic and administrative staff are expected to conduct themselves in a manner that will set a good example to the university community and hold before it the high intellectual and moral standards that the university strives to maintain.

ACADEMIC APPOINTMENT, REAPPOINTMENT, AND PROMOTION

Appointment of full-time faculty members

A new appointment to the professorial ranks shall be made by the president after an international search. The process leading to an appointment is as follows: written applications are reviewed by the chair and qualified members of the department; the chair submits his/her recommendation to the dean; the dean consults with the college council and makes his/her recommendations to the VPAA; and finally the VPAA discusses the dean's recommendation with the president who makes the final decision of appointment

to the appropriate rank. Visiting appointments shall be made by the president after consultation with the dean and the VPAA.

Appointment of part-time faculty members

A new appointment of part-time faculty member shall be made by the president. The process leading to an appointment is as follows: written applications are reviewed by the chair and qualified members of the department; the chair submits his/her recommendation to the dean; the dean consults with the college council and makes his/her recommendations to the VPAA; and finally the VPAA discusses the dean's recommendation with the president who makes the final decision of appointment to the appropriate rank. Visiting appointments shall be made by the president after consultation with the dean and the VPAA. Part-time appointment is made on a basis of one semester and subject to renewal if recommended by the department. University Staff members, who are holders of either a Master degree or a PhD degree, may apply for part-time teaching at a college after securing the approval of their immediate supervisors and the VPAA of the university. If application is approved, extra compensation is made of the same basis of non-staff compensation.

Faculty Orientation

New faculty orientation is offered to all faculty members joining Rafik Hariri University prior to the start of every semester of each academic year. Information presented is intended to familiarize all new faculty members with general university services and resources, and teaching responsibilities. New faculty members are provided with the opportunity to get to know each other, to network with other experienced colleagues, and to meet key staff in the key service units on campus

Period of Appointment or Reappointment

The following apply to all professorial ranks:

- a. Assistant professors are normally appointed for one year renewable. The faculty member, after serving at least two years at RHU, shall be notified by April 30th of the fifth year of service in rank to apply for promotion. If promotion to the associate professor rank does not succeed, the candidate shall be granted one more chance to apply again after two years. If promotion to the Associate Professor rank is not

granted the second time the candidate shall be given a terminal year at RHU to look for employment elsewhere or if the candidate's teaching and service record is deemed exceptional his/her contract may be renewed under the normal contract renewal regulations.

- b. Associate professors may apply for promotion to the rank of Professor by the end of the fifth year at the rank of Associate Professor. If promotion to the rank of Professor is not granted and if the candidate's teaching and service record is deemed exceptional then his/her contract may be renewed under the normal contract renewal regulations and may apply for promotion again any year thereafter.
- c. In exceptional cases, the President may approve a delay in the promotion (i.e., "stop the clock") due to health issues of a serious nature, humanitarian reasons, maternity leave, or substantial involvement in administrative responsibilities at the university. Such cases must first be recommended by the dean and approved by the VPAA before the President makes a final decision.

Visiting Appointment

Individuals may be appointed as visiting assistant professor, visiting associate professor, or visiting professor, after recommendation of the respective department; the recommendation of the chairperson; and on the recommendation of the dean. Appointment to these ranks is made by the VPAA for a period normally not exceeding two years, which may be extended by the VPAA at the recommendation of the chairperson and dean. Change from visiting to regular professorial status shall be considered a new appointment and must be the result of an international search. In the event of a change from visiting to regular professorial status, the period of status as a visiting professor will be considered toward cumulative service for purposes of eligibility for promotion.

Ethics Governing Appointment of Personnel

The academic appointment of relatives (parents, brothers and sisters, spouse, in-laws, and children) in the same organizational unit (department, administrative unit or office, institute, or program) is normally not allowed. Exceptions can only be granted by the president upon the recommendation of the dean and the VPAA. The election of relatives to the same college council is normally not allowed. Officers of the university, including directors and heads of administrative units and chairs of academic departments, shall not appoint relatives in their respective areas of responsibility.

Performance Review

Annual performance reviews of all faculty members are required at the department level. The chairperson of the department is required to provide each faculty member with an annual written evaluation of their performance in accordance with the Faculty Performance Assessment Policy. Areas of assessment include teaching and impact on students' learning, research and creative activities, contribution to students' success, impact on the university and community, and collegiality and professionalism. Such performance reviews shall be considered at the time of reappointment and/or promotion. The university has full discretion to decide whether or not employment should be offered anew.

Reappointments

Criteria. The decision to reappoint a full-time faculty member should be based on the general academic criteria pertaining to teaching, research, and service. These criteria are not to be equally weighted, but teaching and research are generally assigned greater weight than service. In addition, evaluation may also be based on functions that are specific and relevant to duties in a particular college or department. Consideration for reappointment shall be based on criteria mentioned in this policy, as well as additional criteria such as research funding from external resources may be established by each college or department.

Procedure. Reappointments of professorial rank faculty members proceeds as follows: cases reviewed and recommended by qualified members of the department, including the chairperson; reviewed and recommended by the dean, after consulting the concerned department chair; considered and recommended by the VPAA after consultation with the concerned dean; and finally approved by the president. Candidates for reappointment must not be present at any meeting held to discuss and evaluate their reappointment files. All deliberations must be held in strict confidentiality. Decisions against reappointments are made and communicated to the concerned faculty members by May 1.

Promotions

Promotions in the professorial ranks shall normally be made after application in writing by the individual concerned, be thereafter reviewed, and recommended by qualified members of the department, including the chairperson, be considered and recommended

by the dean, after consideration by the college promotion committee, and then recommended by the VPAA after consultation with the academic deans. Decision of promotion to the ranks of associate professor and professor shall be made by the president, after consideration by the members of UAcB at the level of a dean and above and subsequent recommendation of the VPAA. The promotion policy presents details on related criteria, procedures and timeline.

If promotion criteria are not met, or if candidates elect not to apply for promotion within the maximum designated period for the promotion cycle, candidates may be either terminated by the end of the year following the application for promotion or, at the discretion of the VPAA, and upon the recommendation of the departments and the dean, may be retained in their position if their teaching and service are deemed exceptional. The dean and chairs are expected to reevaluate the vacant lines annually in terms of the priorities and needs of the departments, with a possibility that the lines advertised and re-allocated. Refer to Page 43 for Non-Renewal/Termination procedures.

CONFIDENTIALITY

Discussions of personnel matters related to appointment, reappointment, academic leave, academic review, and promotion conducted at any level in the university, whether in the department, the college council, among the academic deans, or any other deliberating body are strictly confidential.

VOTING ELIGIBILITY

Voting on Appointment and Reappointment

Evaluation of candidates for appointment and reappointment shall be restricted to the voting faculty members of equal or higher ranks than those of the faculty members being considered. Evaluation of candidates for reappointment or non-reappointment shall be restricted to the voting faculty members of ranks higher than those of the faculty members whose contracts are being considered. In the case of full professors, all other voting full professors shall participate in the evaluation and recommendations. Visiting faculty members are not eligible to vote. Chairpersons, if not candidates, shall not cast a vote but will express their views independently in writing to the dean.

Voting on Promotion

Voting on promotion for full-time faculty members to a given rank will only be by faculty members of equal or higher ranks than those to which the faculty members are under consideration for promotion. Visiting faculty members are not eligible to vote. Chairperson, if not candidate, shall not cast a vote, but will send his/her opinion and recommendation independently in writing to the dean.

Voting Procedures

Voting on promotion in the department and in the college council shall be made by secret ballot in a meeting chaired, respectively, by the department chairperson or by the dean. The result of such voting on both levels should be included in the recommendation to the academic deans. If the chairperson is a candidate, a senior member of the department will carry out the chairperson functions during the meeting. Members of the college council will not vote in their respective department. Voting by the academic deans shall take place by show of hands. No voting faculty member may vote more than once on a specific case of promotion. Major points of discussion and the numerical results of the vote shall be recorded in the minutes of the meeting.

CUMULATIVE YEARS OF SERVICE

Faculty leaves of all ranks, with or without pay, shall count as part of the cumulative years of service for purposes of eligibility for promotion. The cumulative service periods governing consideration for promotion may be extended on a case-by-case basis by the VPAA upon the recommendation of the dean for those claiming a dispensation on the ground of disability, humanitarian grounds, or significant involvement in administrative duties at the university. The cumulative service period governing consideration for promotion shall automatically be extended for the duration of maternity leave, unless a request to the contrary is made by the faculty member under consideration.

PROMOTION PROCEDURE

Promotion within Professorial Ranks

Assistant professors and associate professors become eligible for promotion to a higher rank after serving five years in the current rank, at least two years of which must have

been at RHU. A Chair or a Dean may recommend that a faculty member with exceptional academic record be considered for early promotion. The application process entails the following sequential steps:

Step 1. Application deadline and Packet

The department chairperson notifies faculty members who have the requisite years in rank to apply for promotion by April 30 of the year of eligibility. By September 30 of the current academic year, the applicant submits to the chairperson of the department the following documents:

- a. Letter of application for promotion;
- b. Teaching portfolio;
- c. Updated CV;
- d. Copies of articles published while in the current rank;
- e. Other supporting material;
- f. Names, affiliations, emails and telephone numbers of potential three referees from outside RHU.

Step 2. Selection of Referees

Four referees from outside RHU shall be chosen to review the application file by October 15. The four referees are selected as follows:

1. The candidate nominates three referees of which the chairperson chooses one;
2. The chairperson recommends three referees of which the dean selects one;
3. The dean chooses a third referee;
4. The president chooses a fourth referee.

In case the chairperson is a candidate for promotion, the VPAA chooses a referee instead the dean's selection from the chairperson's recommended list (2 above).

Step 3. Soliciting Referee's Review

The dean shall send the candidate's file to the four selected referees to complete their review and submit their evaluation by November 30. After receiving their responses, the Dean sends the file back to the department concerned.

Step 4. Department Recommendation

The department forms a Departmental Promotion Committee (DPC) consisting of eligible voting faculty members in the department. The DPC holds special meetings to review and vote on the promotion cases. Discussion and voting must be done in strict confidentiality and in the absence of the faculty members' concerned. Voting on a promotion case shall only be by faculty members of an equal or higher rank than that the candidate is applying to. Visiting faculty members are not eligible to vote. A chairperson, if not a candidate, shall express in writing his/her views independently. The recommendations of the DPC along with an independent recommendation from the chairperson are transmitted to the Dean no later than December 30.

Step 5. College Recommendation

The dean of the college convenes the CPC to discuss the promotion files and recommendation of the Departments concerned. The CPC votes on the applications by January 31. The Dean shall express in writing his/her views independently.

Step 6. Recommendations of the UAcB

The dean presents the recommendation of the CPC along with his personal recommendation to the VPAA who in turns submits his/her recommendations to a promotion committee formed of the UAcB members at the level of dean and above for further action. It is worth noting that no one involved in the evaluation process can vote more than once on the application for promotion. The UAcB promotion committee shall review the file with the recommendations of the chairperson of the department, the CPC, the dean and the VPAA and makes subsequent recommendation to the president by February 28.

Step 7. Decision of the President

The president of the university reviews each file, consults with the VPAA and makes his recommendation to the academic committee of the board of trustees for a final decision by March 31.

Promotion from Lecturer to Assistant Professor

A full-time RHU faculty member who while holding the rank of Lecturer earned a Ph.D. in the field for which he/she was appointed or in a closely related field is eligible for promotion to the Assistant Professor rank.

The promotion procedure as follows:

1. The candidate submits to the chairperson of the department a formal written request for promotion consideration along with:
 - a. Updated CV including list of recent publications;
 - b. Teaching portfolio detailing teaching philosophy;
 - c. A sample of course file including all components.
2. The chairperson invites faculty members in the Department to review the dossier within one week, convenes a departmental meeting to discuss the case, takes a confidential vote of those at the assistant professor rank and higher, and submits his/her recommendation to the Dean.
3. The dean discusses the case with the CPC, takes a vote, and submits his/her recommendation to the VPAA.
4. The VPAA presents the case to the president who makes and communicates the final decision to the applicant in a formal letter.

The assistant professor rank shall be effective September first of the academic year that follows the promotion decision.

Reappointment Procedure

Procedures for reappointment will follow those for promotion, with the following differences:

- a. Reappointment reviews are undertaken in the penultimate year of the expiration of a contract when promotion is not under consideration.
- b. Reappointment reviews are undertaken automatically, without the formal application of the candidate.
- c. If reappointment is not approved at any rank, it may result in termination of employment, or in a reassignment as assistant professor, associate professor, or

professor with one-year contract. However, such reassignment cannot be made to a lower or higher rank.

- d. Reappointment to the same rank is approved by the VPAA. Reassignment to a different status must be approved by the president.
- e. Decisions regarding reappointment or reassignment are not referred to the board of trustees for approval.

CRITERIA FOR PROMOTION AND REVIEW

Research and Creative Activities

Research is an important pillar of a faculty member's active pursuit of new ideas and knowledge that contribute to the advancement of the community. As such it plays a major criterion in promotion considerations. Research is measured by its focus, relevance, achievements of a clearly defined purpose and impact. Impact may be measured by the quantity and quality of research papers published in refereed international journals and presented at reputable conferences, potential in solving a community problem, proposals that receive funding from local, regional and international agencies. While collaborative, interdisciplinary research is strongly encouraged, faculty members need to present evidence that they can conduct research on their own as evidenced by the publication of single-authored papers.

Qualitative Assessment

Qualitative assessment of a candidate's research impact is based on:

1. Evidence of research relevancy and focus aimed at advancing or improving application of existing knowledge and methods in one's field, attempting to find answers to unresolved issues or solving a meaningful community problem;
2. Authoring articles published in refereed journals and reputable conferences, peer review affirmations and frequency with which those publications are cited;
3. Applications for patents;
4. Authoring scholarly and creative works such as books, monographs, and articles;
5. Serving on MS, PhD or MBA advisory committees and participating in competitions or exhibitions;
6. Actively seeking research grants, with heavier weight on funded research proposals;

7. Honor mentions conferred in the form of awards, fellowships, and recognition as expert within related academic field; and
8. Invitations to serve on editorial board of academic journals; review journal articles, books, proposals for grants, and other related works.

Minimum Requirement

To be considered for promotion to a higher rank, a faculty member must show evidence of the following minimum research productivity in the current rank. Only papers published in indexed journal shall be considered in the promotion decision. Note: The following requirements do not totally apply to the promotion of a Graphic Design faculty members.

Assistant to Associate Professor

Promotion to the Associate Professor rank requires that the candidate has published, after receiving a Ph.D. degree, at least:

- Three journal papers (at least one is authored while at RHU): the first author of one, the first co-author among faculty members of one, and a co-author of one; and
- Four refereed conference papers (at least two are authored while at RHU) - the first author of one, the first among faculty members' co-authors of one, and a co-author of two.

Credits assigned to a single-author publication carries twice the weight as that of a co-author.

The candidate receives credits for authoring or co-authoring a book or a chapter in a book published by an international publishing house according to his/her role as follows:

- Two single authored journal papers for being the book's sole author
- One single authored journal paper plus two co-authored journal papers for being the book's main author;
- One single authored journal paper plus one co-authored journal paper for being the book's co-author; and
- One single-authored journal paper for writing a chapter.

Registering a patent is treated as a single-authored journal paper plus a co-authored journal paper. A poster or an abstract presented at an international conference counts as

half that of a full-length conference article. Equivalent credits for other scholarly achievements may also be considered.

Associate to Full Professor

Promotion to the Professor rank requires that the candidate has published during the years in the rank of Associate Professor, at least:

- Four journal papers (at least two are authored while at RHU) - the first author of one, the first among faculty members' co-authors of two, and a co-author of one; and
- Five refereed conference papers (at least three are authored while at RHU) - the first author of two, the first among faculty members' co-authors of one, and a co-author of two.

Credits assigned to a single-author publication carries twice the weight as that of a co-author.

The candidate receives credits for authoring or co-authoring a book or chapters in a book published by an international publishing house according to his/her role as follows:

- Two single authored journal papers for being the book's sole author
- One single authored journal paper plus two co-authored journal paper for being the book's main author;
- One single authored journal paper plus one co-authored journal paper for being the book's co-author
- One single-authored journal paper for writing a chapter.

Registering a patent is treated as a single-authored journal paper plus a co-authored journal paper. A poster or an abstract presented at an international conference counts as half that of a full-length conference article. Equivalent credits for other scholarly achievements may also be considered.

Teaching and Impact on Students' Learning

Teaching is considered the main responsibility of faculty members at RHU as such it will weigh heavily in the promotion decisions. Candidates must submit a teaching portfolio to demonstrate teaching effectiveness. Teaching performance shall be evaluated on the basis of the following clearly presented evidence of effectiveness as documented in the

candidate's teaching portfolio and course files. Evidence includes:

1. Teaching approach that impacts students learning and growth as demonstrated by students' tributes, active teaching methods employed, and indubitable evidence that students have achieved intended competences;
2. Committing to continuous improvement of teaching performance as evidenced by participating in related workshops, conferences and seminars;
3. Organizing course materials and delivery that improves students' innovative capacities;
4. Supervising, guiding and evaluating senior and graduate research projects and theses;
5. Submitting well organized and rich course file that meet accreditation standards in the discipline area;
6. Authoring research articles on pedagogical issues and creative teaching and learning approaches;
7. Being actively involved in the development of new programs, courses and experiences to maintain pace with emergent changes in the field;
8. Integrating contemporary instructional technologies and approaches;
9. Utilizing innovative teaching methods where possible and appropriate as articulated in the course file - adaptive and blending learning, project-based learning, case histories, etc.;
10. Embedding sustainable concerns, ethical issues and community needs in the subjects being taught;
11. Rating, comments, testimonials and feedback received from students through the course and instructor evaluations, exit interviews and other surveys;
12. Receiving tributes as a result of the assessment of in-class instruction;
13. Collegiality and coordination with peers and involvement in the running of the department, college and university; and
14. Awards and honor mentions conferred in the form of awards and recognitions related to teaching and learning.

Contributions to Students' Success

Faculty members are expected to proactively engage students inside and outside the classroom to help them attain meaningful learning experience and make informed

choices about career plans. Evidence may be derived by submitting supporting materials that indicate:

- Commitment to advising, mentoring and supporting of students inside the classroom and outside
- Constant follow up on students' performance and interfering when first signs of academic troubles are observed;
- Responsiveness to students' inquiries in a professional, effective and caring manner;
- Student achievements and success stories that point to direct involvement of the candidate;
- Active participation in the learning support centers;
- Supervision of summative learning projects, graduate student theses or other special projects; and
- Acting as a role model in influencing students to excel.

Impact on the University and the Community

RHU encourages and requires faculty members to contribute to the advancement of the university, profession and the community beyond teaching and research.

A university is run by the cumulative contributions of faculty, staff and administrators. Faculty members are expected to contribute effectively to the welfare and improved functioning of their departments, faculties, the University by:

- Actively serving (in various capacities and levels) on committees and taskforces;
- Contributing to accreditation efforts at the program, college and university levels;
- Collaborating with and supporting peers by sharing with them good practices and innovative ideas to improve their teaching and research; and
- Advancing the University brand by propagating university values, participating in organizing committees of local conferences and deliver speeches and presentations.

Faculty members are also expected to dedicate time and effort to the advancement of the profession and the wider community by:

- Embracing community problems and incorporating them in courses and research projects in pursuit of viable solutions Giving presentations at local conferences, seminars and symposia;

- Delivering lectures at other universities or professional meetings;
- Conducting informal education activities in response to specific needs of client groups;
- Participating in the organization of national or international conferences, workshops, or other academic meetings;
- Participating in local, regional, national, and civic activities that promote a positive relationship between the university and the community; and
- Serving on the boards of national, regional, or international professional associations.

Collegiality and Professionalism

Faculty members are expected to be role models to students in every sense of the word, inside the classroom and outside. This should be manifested in the passion they propagate, the mannerism in dealing with students' inquiries, the values they act out, and the commitment they show in performing all university functions.

They also must treat peers with respect and promote harmony in the department, college and the university. This should be supported by evidence that the faculty member:

- Is committed to the success of peers;
- Closely coordinates with peers to guarantee that courses outcomes are met;
- Work in harmony with peers on departmental committees to ensure that department services are rendered;
- Discuss issues in a constructive manner; and
- Respect diversity of opinions and support collective decisions.

GRIEVANCE

A faculty member shall have the right to appeal to the president of the university at any time that the faculty member believes the treatment accorded to the member has been in violation of the provisions of the member's letter of appointment or of university regulations. The president, after considering the matter, may appoint an ad hoc committee to investigate the matter and submit its recommendations to the president. Grievance procedures shall be limited to the investigation of allegations of procedural irregularities and infringement of academic freedom. In any situation in which the president deems it appropriate to appoint an ad hoc committee to review a matter

pursuant to an appeal to the president concerning a grievance, the following shall govern the appointment and procedures of the ad hoc committee. The ad hoc committee shall be composed of:

- a. One voting member of the college concerned, of rank equal to or higher than that of the appellant, to be named by the university academic board.
- b. One voting member of rank equal to or higher than that of the appellant, to be named by the board of deans.
- c. One member of the university academic board from a college other than that of the appellant to be named by the president and who shall serve as chair of the ad hoc committee.

The president shall furnish the ad hoc committee, upon its request, with relevant documents and information about the case. The ad hoc committee shall make every attempt to interview the faculty member and academic administrator(s) concerned. The ad hoc committee shall submit its recommendations to the president normally within one month from the date of its appointment. The recommendations should give the numerical results of votes taken by the ad hoc committee. In any event, the decision of the president shall be final and binding and shall be transmitted to the appellant and to the ad hoc committee, normally within a period of two weeks following receipt of the recommendations of the ad hoc committee. The ad hoc committee's findings, recommendations, and any documents or information made available to it shall be subject to the strictest confidentiality.

EMERITUS STATUS

The emeritus status is an honor granted to retired faculty members in recognition of an outstanding record of scholarly work, teaching, and/or service to RHU. The emeritus status is normally reserved for persons retiring after at least 10 years of service to the university and who remain engaged in activities that fulfill the university's mission.

Eligibility

Full-time faculty of the rank of professor and academic administrative officers of the university holding an academic appointment in the rank of professor, who have completed a period of no less than ten years of service to RHU and who have exemplified high standards in research, teaching, and service, will be eligible for consideration for the

emeritus status. The eligible faculty is expected to have brought academic distinction to the university over an extended period of time, either through creative or scholarly excellence in a specific field of study, or through the general development of a specific field of study nationally and/or internationally, or by outstanding contribution to the overall development of the institution. Appointment to emeritus status can only be made after termination of the candidate's contractual agreement with the university and after a lapse of at least one year.

Privileges

The emeritus status bestows an honor beyond the normal affiliation of retiring faculty who are entitled to certain minimum benefits. In addition to the benefits to which a retiree is entitled in accordance with university personnel policy, emeritus status accords its holder the following special privileges:

- a. Issuance of a university identity card.
- b. Listing in the university catalog and in faculty lists.
- c. Use of university libraries.
- d. Issuance of a university email address.
- e. Participation in academic processions.
- f. Use of certain university facilities upon special permission of the president.

PROCEDURE FOR RECRUITMENT OF FACULTY

The university shall select the best-qualified candidates based on educational background and proven capabilities, as demonstrated by prior experience and appropriate references from former employers. In each case, records of the various candidates who have applied shall be kept at the offices of the deans of the colleges and the human resources department.

FULL-TIME SERVICE TO THE UNIVERSITY

The overriding obligation of all full-time faculty members is to the university. This obligation is met by scholarly and professional activity of many kinds, including teaching, conducting laboratory classes, conducting research, counseling and advising students outside the classroom, holding discussions with students and colleagues, and serving on committees. If a faculty member on full-time contract is asked to give an occasional

lecture or seminar in another department or college of the university, additional compensation should normally not be offered or received. If such work should involve a series of lectures or a full course, adjustment of teaching load may be appropriate with the approval of the deans concerned. A full-time teacher retains full-time status even though his/her work may be divided between teaching and research or administration, or divided among departments or faculties.

PERMISSIBLE ACTIVITIES OUTSIDE THE UNIVERSITY

The university permits faculty members to engage in outside professional activities related to their academic discipline. Such activities include consultation in one's field of specialization and serving on a fixed-term basis on boards and committees in public and private non-profit institutions. The university encourages these activities as long as they contribute to the professional development of the faculty member, improve his/her usefulness to the university, promote the role of RHU in the field of higher education, and contribute to the overall wellbeing and development of the community.

ACTIVITIES OF PERSONAL DISCRETION

The University acknowledges the freedom of the full-time faculty member to perform certain outside activities free of university supervision. It should be clearly understood that in all these activities, professional or otherwise, outside or inside the university, the faculty member shall be guided by the principles of academic freedom as defined in the preamble of the policies on academic appointment, reappointment, and promotion.

NON-PERMISSIBLE OUTSIDE ACTIVITIES

Full-time faculty members are normally not allowed to engage in teaching activities (courses or laboratory educational work) at other institutions without the permission of the president. In all cases, outside activities must not be permitted if it distracts faculty members from their full-time obligation to the university. While faculty members are expected to engage in their normal civic duties and are free to follow the dictates of their own research and scholarship, they may not engage in activities which are considered incompatible with their position as members of RHU, or involve a conflict of interest.

UNIVERSITY-FUNDED FACULTY DEVELOPMENT AND RESEARCH GRANTS

To encourage and enhance research productivity, the VPAA office awards both faculty development and research grants. Short-term development grants are awarded to enable faculty to present papers at conferences or attend short courses or workshops. Long-term development grants are intended to support faculty research. Long-term grants may be used to support faculty stay for two to eight weeks during the summer at a university or research institute outside Lebanon. Faculty member must present an official invitation letter from the host institution and a plan stating the aims and expected outcomes of such development activities.

Research grants are awarded to support individual or collaborative research projects in accordance with the University research policy. In addition, the office of the VPAA may, pending availability, award seed grants to newly appointed faculty members to kick start their research.

EXTERNAL RESEARCH GRANTS

Faculty members are encouraged to seek outside funds for their research work. All applications should be processed and approved by the office of the VPAA.

FACULTY RESPONSIBILITIES TOWARD STUDENTS

Faculty members are responsible for encouraging free inquiry and free expression and for maintaining conditions conducive to learning. Their evaluations of student work should be based on evidence of independent work, mastery of the course material, and demonstrated ability to think clearly. Each faculty member should present a syllabus or a course plan at the beginning of the term stating the course content and indicating what is expected of the student in terms of assignments, methods of study, and the expected course learning outcomes. The syllabus should include the assessment criteria that will be used for graded work and the weighting of those assignments in determining the final grade. Regular attendance records should be maintained, and faculty members should announce their office hours at the beginning of each term.

ADVISING STUDENTS

Advising students outside classrooms is part of the academic duties of every faculty member. The chair of the concerned department is responsible for assigning student advisors so that the number of advisees per faculty member is as uniform as possible across faculty members. Student advising should not be limited to registering students, but should embrace all aspects of academic advising, including selection of electives, counseling on any academic difficulties or problems encountered, and monitoring the academic progress of advisees.

PRESENCE AT THE UNIVERSITY

A full-time faculty members is expected to report to work during the academic semesters, except for weekends, university official holidays, and/or while on approved leave of absence. A faculty member must report back to the university one week before classes begin, as indicated in the university calendar. All faculty members are normally appointed on annual academic contracts.

OFFICE HOURS

In addition to their teaching load, "i.e. official teaching hours", faculty members are required to have office hours during which they will be available to receive students in their offices. The number of office hours should be at least six per week, distributed over weekdays, and between the hours of 8 am and 4 pm. Faculty should also be available to meet with students by appointment during this time. The faculty members should announce their office hours at the beginning of the semester and they should post these hours outside the office of the faculty member.

MISSED CLASSES

Faculty members must not miss classes without the prior written approval of the chairperson of their department and the dean of their college. In all cases, any classes that are missed must be made up.

COURSE FILE

A course file should be kept in the department for every course offered by the Department. The relevant course instructor is responsible for updating the course file at the end of the

term in which the given course is offered. The course file will be required for accreditation purposes and should contain (refer to the course file components document for details):

1. A syllabus that outlines intended learning outcomes, course material, assessment tools, and information about the name of the textbook, assigned references, attendance policy and other relevant information (refer to the syllabus template for details);
2. Copies of all course notes and handouts given;
3. Copies of homework, quizzes, examinations, and other assignments and their solutions;
4. A class list with the attendance record, course grades and grades attained on quizzes, examinations, homework and assignments, together with class average and standard deviation;
5. The final examination answer booklets of students who scored the highest, lowest, and median grades;
6. Summary of the course evaluation by students; and
7. Assessment by the Instructor of the course syllabus and presentation, in addition to any encountered problems.

PROCEDURE FOR ORDERING BOOKS FOR CLASSES

The administrative assistant should be the coordinator and work as liaison between the faculty members and the university bookstore. The administrative assistant collects the list of textbooks needed to the university bookstore. The expected number of registered students for each course should also be submitted to the bookstore for ordering an adequate number of copies.

Most textbooks are ordered from overseas and shipped via sea freight in order to make the books available to the students as cheaply as possible. For this reason, books must be ordered well in advance of the beginning of the semester. Faculty members should order books no later than May for the fall term, no later than November for the spring term, and no later than March for the summer term.

TEXTBOOKS AUTHORED BY RHU FACULTY MEMBERS

If RHU faculty members wish to assign textbooks that they have authored or edited, they should present evidence to the dean through the department chair that the books have

been internationally reviewed favorably and recommended as textbooks. Exceptions, including the use of manuals, can only be made after favorable review by external referees and recommendation from the academic unit concerned to the dean.

CHAPTER 5 | GENERAL POLICIES ON LEAVE REQUESTS

MATERNITY LEAVE

The university recognizes the individual needs of birth mothers who are members of the faculty to be released from their regular loads. Female faculty members of all ranks (i.e., instructors, assistant, associate, and full professor) will be granted a paid maternity leave that entitles them to be relieved from teaching duties in any term they choose within the year of birth of their baby. It is expected that such faculty members will continue their research agendas during this period, but that university and departmental committee assignments should be kept at a minimum. One year should elapse after first joining the university before a faculty member becomes eligible to apply to the above. To be eligible to apply again to a similar leave, a year should elapse after the delivery of the baby. However, if a request for a maternity leave is submitted before the elapse of one year in both cases mentioned above, the faculty member will be only eligible to ten weeks paid maternity leave (70 days).

SICK LEAVE

Absence of a faculty member because of personal illness or injury, or to attend to a child or spouse whose condition is critical and requires the faculty member's direct care, shall be subject to a sick leave granted by the Administrative Board on a case-to-case basis. Sick leave may not be granted for willful self-inflicted injury or disability or due to ignoring physician's directions.

EDUCATIONAL AND PROFESSIONAL LEAVE

A full-time faculty member who has been in service at RHU for five years or more is eligible to apply for an unpaid leave for a year or less to pursue a scholarly experience elsewhere, subject to the approval of the President. The aim is to encourage professional development, cultivate external collaboration and extend exposure. The applicant for a leave should bear in mind that the leave must lead to improving the scholarly outlook of the faculty member and enhance his/her professional potential.

The effect that the granting of the leave will have on the institution or on the home department should be carefully considered. Therefore, the leave request must include a list of courses the faculty member normally teaches and an explanation of how those courses will be handled in the faculty member's absence. A leave request may be refused if the normal teaching responsibilities of the faculty member cannot be handled by someone else in the department or hiring a substitute is not possible.

For more details on the application procedure, consult the *Educational and Professional Leave Policy*.

CHAPTER 6 | OTHER POLICIES AND PROCEDURES

COMPENSATION AND BENEFITS

Faculty salaries and benefits shall conform to the following policy:

1. The amounts specified in the contract in force shall be the only form of compensation the university is expected to reimburse a faculty member for his/her services, and are gross of any taxes and fees of any kind whatsoever. The faculty member will be solely responsible for the payment of any and all such taxes and fees, as imposed by the Lebanese Fiscal Law.
2. Each full-time faculty member is eligible for 22 working days paid annual leave per contractual year, to be approved by the Chair, Dean, and VPAA. No financial compensation for unused leave will be paid.
3. The university provides full-time faculty members with a transportation allowance of LL 180,000 per month for eleven complete months. There is no transportation allowance for the month of August to account for the annual leave.
4. Full-time faculty members are entitled to benefit from the health insurance plan coverage (inpatient and outpatient) and personal accidents, as per university policy. Full-time faculty members' qualified dependents and spouse are covered in the RHU health insurance plan, subject to university policy.
5. Full-time faculty members are eligible for an annual schooling allowance. This applies to three qualified faculty children who are continuing their full-time studies at any accredited regular or vocational school in Lebanon. The amount of schooling allowance is revised annually by RHU administration and it applies to pre-school till secondary class and paid over two installments.
6. Full time Faculty members are eligible to benefit from 100% coverage of university tuition fees for two children registered at RHU towards a bachelor degree. If the dependent is registered at RHU in freshman program, the same amount of secondary schooling allowance will be waived and faculty should pay the difference. Intensive English, remedial courses, COOP, and repeated courses are not covered. For dependents enrolled at institutions other than RHU, the University pays up to 50% of RHU CBA tuition fees over two equal installments only if the major of study is not offered at RHU.

Non-renewal/Termination

1. In case a faculty member decides not to renew his/her contract, he/she must inform his/her dean before the first day of May of the current academic year.
2. In case a decision is made not to renew a faculty member's contract, the university shall pay an indemnity fee amounting to the total number of full-time contract years multiplied by the faculty member's last paid monthly installment under his/her contract. No indemnity will be paid for an uncompleted contractual year.
3. In case of unexpected circumstances that will urge either party to terminate the contract prior to expiry date, the party requesting the termination should notify the second party with a written notice 75 days prior to the end of the teaching term in progress, which should be fully completed. Then, remaining payments due to the faculty member shall be prorated according to the accomplished workload.

DISCRIMINATION AND HARASSMENT

Rafik Hariri University strives to provide all the members of the university community with a work and academic environment in which its members treat one another with respect, and one which is free from discrimination and harassment of all kinds. Harassment of all kind (verbal, physical or visual), is considered a form of discrimination.

RHU does not discriminate or allow discrimination by members of its community against individuals on the basis of race, color, religion, national origin, sex, marital status, age or disability. The university will investigate all allegations of discrimination and harassment, and, if the allegation is proven, any person found responsible for having discriminated against, or harassed another, will be subject to disciplinary action.

The president of the university shall designate the individuals and/or committees to whom complaints of discrimination and harassment should be reported. The president shall also act as the ultimate judge upon the appeal of a decision rendered by an individual or a committee appointed to investigate allegations of discrimination and harassment.

SMOKING

Smoking is not permitted anywhere on the university's property except designated locations. Smoking is prohibited in all university buildings and outdoors except in designated areas.

Improper disposal of smoking materials is a fire hazard. Persons smoking in designated areas, where smoking is permitted, are required to ensure that smoking materials are disposed of in a tidy and safe manner.

Cigarette butts are to be disposed of in the receptacles provided in the designated smoking areas and not on the ground or thrown into the wooded or landscaped areas.

The sale, distribution, or advertisement of tobacco products is prohibited in university facilities and public areas. Financial contributions from tobacco companies to RHU activities such as sports and cultural events are also prohibited.

All persons on RHU property are required to abide by this policy. Campus Protection personnel are authorized to monitor compliance with the policy among visitors, students, staff, and faculty. Protection personnel will request anyone in violation of the policy to comply immediately failing which protection personnel may ask the offenders to supply their names and ID numbers. Protection personnel will then report the offenders to the Office of Student Affairs, the staff member's supervisor, the faculty member's dean, or the VPAA.

Persons who are found to have repetitively breached the policy will be subject to disciplinary action in accordance with the student code of conduct, the faculty handbook, or the nonacademic staff manual.

DRUG-FREE

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the university and appropriate action will be taken against employees for violation of these prohibitions. Specifically, faculty members who violate the foregoing prohibitions will be subject to appropriate personnel action, up to and including termination of employment.

POLITICAL ACTIVITY

RHU does not engage in any partisan or other political election activity, nor does it use funds for any such activity.

FRAUD

General Statement

- a. Employees of the university should not participate in any illegal or unethical activity and must not, in the performance of their duties, commit any act of fraud, whether or not adverse to the interest of the university.
- b. Any act of fraud discovered and confirmed upon internal investigation, or pursuant to a criminal conviction, or through written acknowledgement by the employee concerned, shall result in disciplinary action up to and including termination of employment.
- c. For the purposes of this policy, fraud shall include, but not be limited to: Theft or misappropriation of university assets, submitting false claims for payment or reimbursement, accepting or offering a bribe, or accepting gifts or other favors under circumstances that might lead to the inference that the gift or favor was intended to influence an employee's decision-making while serving the university, accepting a commission, creating and/or distributing false or misleading financial reports, and payment of excessive prices or fees where justification thereof is not documented.
- d. If any trustee, officer, or employee of RHU knows or has a reasonable belief that persons associated with RHU have engaged or plan to engage in an act of fraud described above, that person is expected to file a complaint immediately.

Management's Responsibility for Preventing Fraud

- a. Managers at all levels are responsible for exercising due diligence and control to prevent, detect, and report acts of fraud by personnel under their supervision.
- b. Managers who fail to carry out their responsibilities, as hereinabove stated, will be subject to disciplinary action, up to and including termination of employment.

Consequences for Fraudulent Acts

- a. The university will take appropriate action in response to any complaints, including disciplinary action, up to and including termination of employment, against any person who, in the university's assessment, has acted in violation of this policy.
- b. Persons who deliberately or maliciously lie to cover up or conceal an act sanctioned by the policy, obstruct the reporting of, or fail to report or monitor a fraud that they

- become aware of, will be considered to be accessories after the fact and may be subject to disciplinary action and discharge.
- c. The university reserves the right to press charges against employees and to report any criminal action to the appropriate authorities.
 - d. The university reserves the right to sue employees before the civil law in order to force restitution of any loss that the university may have suffered.
 - e. The personnel files of employees disciplined under this policy will record the reasons for the disciplinary action.
 - f. Absent extraordinary circumstances, employees discharged under this policy shall not be eligible for re-employment by the university.

Procedures for Reporting Fraud

Complaints may be reported orally or in writing to the VPAA or the president. However, persons reporting an actual or suspected fraud are encouraged to establish a means of communication in case additional information is required, and so as to remain informed of the status of any inquiry.

Procedures for the Investigation of Alleged Fraud

- a. All complaints of fraud must be treated in confidence to the extent possible.
- b. The president will form a committee of faculty members, employees, and the university lawyer to discuss the complaint. Such discussion will include consideration of the following issues: Does the alleged act constitute breach of this policy? Is the issue potentially a criminal matter? What steps need to be taken immediately to protect evidence, and how will those steps be taken? Should the police, judiciary, or public prosecutor be notified? (Level of seriousness of the crime, the determination whether or not the 'public' has been a victim). What units of the university are involved? Should their department heads be brought into the investigation?
- c. In cases where there is threat to life, fear of losing evidence, or the possibility of redressing the situation, the president may take or order immediate action.
- d. The investigating committee may decide to meet with the employees under investigation and, if appropriate, request that the Human Resources Department temporarily suspend the employees being investigated from their current duties, until such time as the investigation either confirms their involvement in the fraud, or

clears them of suspicion. A copy of the suspension request shall be sent to the head of the department of the employee under investigation.

- e. The committee may also schedule meetings with such other persons as are suspected to have been involved in, or to have any knowledge of the alleged fraud.
- f. All such meetings shall be handled as confidentially as possible and shall be documented by the committee.
- g. Upon completion of its investigation, the investigating committee will submit a written report to the president who will issue a decision on the matter, including any disciplinary action to be taken. Such decision will be communicated to the person accused of the fraud, by the head of the department in which the person is employed, in coordination with the Human Resources Department. The decision of the president will be final.

USE OF OFFICIAL RHU STATIONERY

RHU personnel may only use the university's official stationery for official correspondence relating to university duties.

BUSINESS CARDS

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

CONFLICT OF INTEREST

All decisions and actions by faculty members, officers, administrators, and employees shall be made in a manner which promotes the best interests of Rafik Hariri University and avoids the prospect of a conflict of interest. This policy shall be maintained by the following practices of disclosure of affiliation and withdrawal from debate, voting, or other decision-making processes where duality or conflict of interest may exist.

Upon assuming appointment as an officer, a member of the faculty, administration, or employee shall submit to the president a list of his or her affiliations with any person, firm, organization, or corporation with which he or she has reason to believe the university does business; any business affiliations which the individual may have with any other officer or employee of the university; and such other information as may be necessary to comply with the policy (for the purposes of this policy, parents, brothers and sisters, spouse, in-

laws, and children of the individual shall be regarded as though they were appointees). Each individual shall be expected to amend the list from time to time as his or her affiliations or duties change.

Failure to declare a conflict of interest may result in disciplinary action up to and including termination of employment.

When a particular matter involves a person, firm, organization, or corporation with which a faculty member, officer, or member of the administrative (or a relative as specified above) has an affiliation, such affiliation shall be brought to the attention of the individual's immediate supervisor and dean, or vice president or president, as applicable, in writing by the individual himself/herself, and the individual shall refrain from all decision-making processes relating to the affiliated person, firm, organization, or corporation. Should the matter arise at any meeting, such disclosure shall be made by the individual involved prior to any discussion or vote and shall be noted in the minutes of the meeting. The individual shall refrain from participating at the meeting in the discussion and from voting on the matter.

The president may issue additional disclosure and participation procedures which implement this university policy.

For purposes of this policy, faculty members, officers, administrators, and employees shall be considered affiliated with a person, firm, organization, or corporation if:

- a. The individual is an officer, director, partner, trustee, employee, or agent, whether paid or unpaid, of such person, firm, organization, or corporation; or
- b. The individual is the actual or beneficial owner of more than 1 percent of the voting stock or controlling interest of such firm, organization, or corporation; or
- c. The individual has dealings with such person, firm, organization, or corporation from which he or she has knowingly materially benefited; or
- d. The individual's immediate family (parents, brothers, sisters, spouse, in-laws, or children) have any of the positions, ownership, or benefits set forth in the preceding (a) through (c).

For purposes of this policy, affiliation with persons, firms, organizations, or corporations which may present a conflict of interest under this policy must be disclosed to the university.

For purposes of this policy, all consulting agreements or arrangements, formal or informal, paid or unpaid, to which a faculty member, officer, administrator, medical staff member, or employee is a party are subject to disclosure under this policy.

A copy of this policy shall be distributed to all faculty members, officers, administrators, and employees and shall be posted in the university's Human Resources Department.

Issues arising under the application of this policy shall be resolved by the president.

Form for disclosure of activities which may involve conflict of interest is available at the university's Human Resources Department will be annually distributed and signed by the concerned.