



The University of Balamand Bylaws

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The University of Balamand Basic Principles

The University of Balamand was founded by His Beatitude Patriarch Ignatius IV in the name of the Greek Orthodox Patriarchate of Antioch and All the East. The University was recognized by the Lebanese State on June 4, 1988, and opened its doors in the Fall of that year.

The University is located in North Lebanon on a plot of a half a million meters squared allocated by the Patriarchate on the beautiful and scenic hill of Balamand, and surrounded by an abundance of olive groves in the Kurah region and overlooking the historic city of Tripoli and the Mediterranean Sea. The University traces its roots to the centuries old “Monastery of our Lady of Balamand”, a holy shrine in the Orthodox Community for millennia, and a center for Orthodox monks. The Patriarchate thinks of the University as its gift to Lebanon, to the Arab East, and to our communities overseas.

The University is a private, independent, and non-profit institution committed to higher education, scientific research, and service to the community. It believes in the moral foundations of knowledge, and adheres to the human and spiritual values that have distinguished the Mashriq region. The University strongly believes in the values of love, tolerance, and the brotherhood of humanity as a cementing force in society and in bringing fundamental unity to the plurality of human existence.

Inspired by the Orthodox Church teaching, the University is committed to the respect for the other, to its national role in promoting civic society and democratic values, and to openness to all without discrimination as to race, gender, religion, color, or personal handicap. The University is committed to the development of Lebanon and to its mission as a cultural unifier in the Arab East. While the University prepares its graduates in specialized fields, it also prepares them to lead a full cultural life as enlightened citizens.

As an educational institution, the University follows the dictates of reason, as reason responds to the growing needs of man to improve his living conditions in the multifarious dimensions of his being. Hence, the University program is academic, critical, objective, and scientific, open to the new findings of the mind. It recognizes the immense role that science and technology now play in the promotion of human condition.

The University maintains strong relations with international Higher Education networks and keeps close contact with European and American educational institutions. In form and structure, the University largely follows the American model of higher education. The University teaches in English, as English is presently the world's Lingua Franca, and accordingly is relevant to UOB graduates as they seek further knowledge and future employment. One of its Faculties, the Lebanese Academy of Fine Arts, predating the

University by four decades, teaches in French. Some programs teach in French depending on the local and regional market's needs. Arabic, the native language of most of our students, is emphasized as such, and as a fundamental element in their identity.

The various aspects of knowledge, responding to the needs of our society, are presently represented in eleven Faculties that are bound to increase with the increase of new specialties necessitated by new knowledge, and new technologies. The University of Balamand will continue to develop significant relationships with industry and integrate with its community in the years ahead while adapting to the numerous challenges of changing trends in the structure of higher education.

As a University, founded by the Patriarchate, it is committed to studying Orthodoxy and promoting the welfare of the Orthodox community. To this end, it has a Faculty of Theology preparing leaders for the Church, and engaging in research and publication, closely related to the Mashriq region, history and heritage.

The University emphasizes dialogue, harmony and understanding among the various world religions and faiths and it focuses in particular on Christian-Muslim understanding, and on the higher values of Christianity and Islam in elevating man to his highest potential-ethically, culturally, and socially.

While the University is rooted in the Balamand Campus, it looks outward to spread its mission of education, tolerance, and social development. The University has branches in Beirut and where needed in Lebanon and abroad, always within the high educational imperatives to which it is committed. The expansion is perceived as outreach to new opportunities in learning and service, and is likely to feed the core program with new ideas that will strengthen the University and enhance its mission.

Elie A. Salem

2014

*As amended in a meeting of the
Board of Trustees on June 24, 2011, and December 15, 2018*

The University of Balamand Basic Bylaws

Article One: His Beatitude Patriarch Ignatius IV established, in the name of the Patriarchate of Antioch and all the East for the Greek Orthodox Church, an institution of higher learning in the name of the University of Balamand licensed by Decree No. 4885 dated June 4, 1988.

The University of Balamand enjoys self-autonomy and is subject to the laws in force particularly the law regulating higher learning in Lebanon together with the application decrees therefor.

Article Two: The University of Balamand consists of the following Faculties:

- 1- The Lebanese Academy of Fine Arts (Académie Libanaise des Beaux Arts “ALBA”) (licensed by Decree No. 2372 dated March 15, 1943);
- 2- The Saint John of Damascus Institute of Theology (licensed by Decree No. 9764 dated December 26, 1975),
- 3- The Faculty of Arts and Social Sciences (licensed by Decree No. 4885 Dated June 4, 1988)¹;
- 4- The Faculty of Sciences (licensed by Decree No. 9278 dated October 8, 1996)²;
- 5- The Faculty of Engineering (licensed by Decree No. 9278 dated October 8, 1996);
- 6- The Faculty of Business and Management (licensed by Decree No. 9278 dated October 8, 1996);
- 7- The Faculty of Health Sciences (licensed by Decree No. 9278 dated October 8, 1996);
- 8- The Saint Georges Faculty of Postgraduate Medical Education (licensed by Decree No. 1947 dated December 30, 1999);
- 9- The Faculty of Medicine and Medical Sciences (licensed by Decree No. 4112 dated October 17, 2000);
- 10- The Issam M. Fares Institute of Technology licensed by Decree No. 1946 dated December 21, 1999 and its name has been amended by Decree No. 3594 dated March 17, 2010); and

¹ The Board of Trustees (in its meeting of December 15th, 2018) have approved the motion to merge the Faculty of Arts and Social Sciences and the Faculty of Sciences into the Faculty of Arts and Sciences.

² Id.

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The Faculty of Library and Information Studies (licensed by Decree No. 9126 dated October 22, 2012).

The University may establish other Institutions and Faculties or other geographic branches pursuant to the Lebanese Law.

Article Three: The University of Balamand seeks to promote scientific research and higher learning through which to serve the community. It is a nonprofit institution always aspiring to provide high academic standards coupled with the highest ethical values with modern educational and scientific progress and current technologies. It guides its students towards human and spiritual values, as well as love and generosity.

The University adopts an open policy with no discrimination as to religion, creed, gender, race, color or physical disability.

The University seeks to establish cultural relations and academic cooperation with other universities and significant research institutions whether locally, regionally and internationally.

Articles Four: The academic, administrative and financial matters of UOB shall be handled by a Board of Trustees empowered to take decisions, managed by a president under the supervision of the Board of Trustees assisted by the University Council.

Article Five: The Board of Trustees shall have the widest powers in its capacity as the supreme authority of the University and its ultimate administrative and financial authority. It has the authority to approve the University Bylaws, which include but not restricted to, its Internal Bylaws, Academic Personnel Regulations, Non-Academic Personnel Regulations, Faculties Bylaws, Financial Regulations and other regulations.

The Board of Trustees shall supervise the academic, administrative and financial matters of the University and take final decisions thereon; it may also establish an Executive Committee to follow up on the work of the University and take the necessary decisions during the periods in between the meetings of the Board of Trustees.

All University Committees shall meet at the University Campus unless it is necessary to meet elsewhere.

Article Six: The Board of Trustees consists of the following members:

- His Beatitude Patriarch of Antioch and all the East of the Greek Orthodox Church, as Chairman;
- Three Archbishops of the Antioch Chair to be chosen by the Patriarch;
- Members from Lebanon and the Arab East, Lebanese and Eastern emigrants with experience in cultural, scientific, technical, business matters interested in the public interest, whose number shall not be less than twenty.
- Honorary Members.

Article Seven: The term of the Board of Trustees is five years. The Board shall be formed pursuant to Article Two of the Internal Bylaws.

Article Eight: The number of the Executive Committee members shall not exceed ten.

The Executive Committee shall draw the above-mentioned Regulations cited in Article Five of these Basic Bylaws, and shall also recommend amendments thereon and on other regulations, as it deems appropriate, to be voted on by the Board of Trustees.

Article Nine: His Beatitude in his capacity as Chairman of the Board of Trustees, shall appoint a Vice Chairman from among its members. The Secretary of the Board shall be elected from within or outside the Board and shall supervise the taking of minutes at Board meetings and the necessary reports. An auditor from outside the Board shall also be appointed.

The Board of Trustees shall hold a meeting in June and another in November. However, if need be, the Board shall hold extraordinary meetings beside the two above dates.

Article Ten: The President of the University shall manage its affairs and implement the resolutions of the Board of Trustees and those of the Executive Committee.

The Board of Trustees appoints the President of the University, and upon his recommendation, appoints the Vice Presidents, Deans, Finance and Business Officer and instructors of the rank of Professor and Associate Professor.

The procedure for electing the President of the University and his powers are determined in the Internal Bylaws. As for the powers of the Deans, they are provided for in the Faculties Bylaws.

Article Eleven: The University Council consists of the President of the University, the Vice Presidents and the Deans; it is up to the President to call the Heads of Departments and Directors of Institutes to consult with them on matters relating to their work.

The University Council shall meet at least twice a month, and whenever necessary.

The powers of the University Council and its duties are determined in the Internal Bylaws; the President of the University shall preside over its meetings.

Article Twelve: The income of the University shall consist of tuition fees, donations, aids, grants, bequests, services rendered by the University, and all other lawful resources including the acquisition of movable and immovable properties in accordance with the Financial Regulations.

The finances of the University shall be spent exclusively in attaining its aims, pursuant to an annual budget prepared by the University Administration and approved by the Board of Trustees.

Article Thirteen: The goals of the University emanate from the principles cited in Article III of these Basic Bylaws.

Article Fourteen: The real estate properties currently used by the University or those which were put for its use pursuant to protocols as shown by the following approximate numbers:

- 1- 454,000 square meters at the Balamand Campus (Kalhat area), 160,000 square meters in the Hreishi area and 160,000 square meters in Kinnabit-Brummana area pursuant to three protocols signed with the Patriarchate of Antioch and all the East for the Greek Orthodox Church, the owner of these properties.
- 2- 21,643 square meters of the mortmain (waqf) of Tripoli, Al Koura and its dependencies of the Greek Orthodox Church in Al Hreishi-Enfeh area from two plots No. 912 and 925 pursuant to a protocol signed with the Archbishopric.
- 3- 48,000 square meters in Souk el Gharb land district plot No. 1109 to establish a branch of the University of Balamand in that area.
- 4- Three plots, numbers 271, 272 and 273, in Kaftoon Al Koura area totaling 60,000 square meters.
- 5- Two plots in Rmeil (Ashrafieh) area, numbers 719 and 721 with an area of $(343 + 940) = 1,283$ square meters.
- 6- The campus of the Lebanese Academy of Fine Arts (ALBA) in Sin el Fil - Beirut, with an area of 6,457 square meters.

In the event the University closes down permanently due to force majeure, unexpected reasons or reasons beyond its control, these plots shall revert to the Patriarchate or Parish pursuant to the terms of the protocols drawn for this purpose. As to the movable property, after liquidating the University's debts and dues and all the properties in its name be it purchased or granted, or real estate and property thereon or movables, and subject to the foregoing, shall revert to the Patriarchate of Antioch and all the East of the Greek Orthodox Church.

Article Fifteen: With the exception of the goals for which the University was established and the party to whom the money reverts to when it closes down permanently, or upon its reorganization, the Board of Trustees may amend these Basic Bylaws pursuant to the recommendation of the Chairman of the Board of Trustees, or at least three of its members, or the recommendation of the President of the University based on the approval of the University Council.

The meeting dedicated for the amendment will not be legal unless two thirds of the local trustees are present or represented (i.e., those who usually live in the Arab East) at least in the first meeting, and half of them in subsequent meetings. The decision to make amendments shall be taken by the majority of three quarters of the members present and represented. A member of the Board of Trustees attending the meeting may not represent more than one other member not attending the meeting.

*As amended in the meeting of the
Board of Trustees on July 1, 2022*

The University of Balamand Internal Bylaws

Chapter One: Board of Trustees (“The Board”)

Article One:

The Board of Trustees (hereby referred to as “The Board”) consists, pursuant to Articles Six and Seven of the Basic Bylaws, of the following members:

- His Beatitude the Patriarch of Antioch and all the East of the Greek Orthodox Church, as Chairman,
- Three Archbishops from the Antioch Synod to be chosen by the Patriarch;
- Members from Lebanon and the Arab East, Lebanese and Eastern emigrants with experience in cultural, scientific, technical and business matters interested with public interest, who shall not be less than twenty;
- Honorary Members.

Article Two:

The term of the Board of Trustees shall be for five years, and upon term, His Beatitude the Patriarch shall appoint the members of the subsequent Board provided that at least two thirds of the new Board shall be from among members of the current Board.

His Beatitude the Patriarch can, whenever he deems necessary, make amendments to these appointments during the term of the Board.

Article Three:

Honorary Members may attend Board Meetings and participate in its deliberations, but are not entitled to vote.

The Board proposes to His Beatitude the Patriarch the appointment of the Honorary Members from among previous Members of the Board.

Article Four:

The Board attends to the academic matters of the University and is devoted to support and assist it in order to attain its goals.

Article Five:

The Board is the supreme authority of the University. It supervises and controls its work and decides on the policies to be observed in all matters including academic, administrative and financial matters, and determines the methods of work thereby.

Chapter Two: Board Meetings

Article Six:

- a) The Board shall hold its first annual meeting in June and the second in November unless the Board decides otherwise;
- b) The Chairman of the Board shall determine the date of the meeting and notify the members along with the agenda of the meeting at least one month prior to the specified date, by registered mail, fax or electronic mail with notice of receipt;
- c) Any member may authorize another member to represent him at the meeting provided that the authorization is in writing, and that no member present at the meeting represents more than one absent member;
- d) Notwithstanding the provisions of Article 15 of the Basic Bylaws and Article 31 of these Internal Bylaws, a quorum is constituted by the presence of the majority of local members (those usually residing in the Arab East). Resolutions shall be passed by the majority of the present or represented members, and in the event of a tie, the Chairman shall have a casting vote;
- e) The Chairman of the Board shall preside over the meeting, and in his absence, the Vice Chairman.

Article Seven:

- a) The Board of Trustees deliberates on all matters of the University listed on the agenda by its Chairman, or were requested to be listed therein by not less than three members, within the scope of the Basic Bylaws and these Internal Bylaws. It shall discuss the draft budget, the reports prepared by the President of the University and the Auditors Report and pass the necessary resolutions thereon;
- b) The Board acts on any recommendation submitted by any member on the funding of the University and on the general policy to be observed in administering its affairs.

Article Eight:

The Board shall, in its annual meeting in June, elect the members of committees emanating therefrom; their term shall be until the annual meeting in June of the following year.

Article Nine:

- a) The Chairman of the Board may call for an extraordinary meeting whenever necessary;
- b) The Chairman will also call for such a meeting pursuant to a request by the President of the University or at least three members of the Board of Trustees provided that the written request for the meeting states the subject matter and the reason for its convening;
- c) The call for the meeting must be sent at least fifteen days prior to the date of the meeting pursuant to the terms resolved for an ordinary meeting.

Article Ten:

The deliberations and resolutions of the Board shall be taken down in official minutes drawn by the secretary to be submitted to the Board for its approval and for the signature of its Chairman, or whoever presides over the Board, or whoever presides over the meeting in his absence, and then kept at the Office of the Patriarchate or the Office of the President of the University.

Chapter Three: As to the Obligations and Duties of the Board

Article Eleven: The Board shall endeavor to achieve the aims for which the University was founded, be it organizational, administrative, academic or financial. The Board shall, for that purpose, have the power of decision and control in the following fields:

- a) To make projections for the enhancement of the University goals.
- b) To appoint the President of the University and terminate his contract if need be;
- c) To collect donations for the University through personal contributions, individual contacts of institutions or organizations, always coordinating in this field with anybody that the Board may form for this purpose and with the President of the University;
- d) To evaluate the academic work, maintain its standard and constantly improve it, and to take the necessary measures in light of the periodic reports submitted by the President of the University to the Board; and
- e) To safeguard the funds and properties of the University.

Article Twelve: The Board shall assume in particular:

- a) To plan the general policy to be observed on all University matters and to approve the special regulations to be applied on the various academic Faculties of the University such as: the Protocols, the Bylaws for Academic Personnel, the Personnel Regulations of Employees and Workers, the Bylaws of the Various Academic Faculties and Institutions and the Financial Regulations;
- b) To prepare programs to enhance the goals of the University;
- c) To appoint various committees and entrust them with the submission of studies and the preparation of programs in all fields that may enhance the goals of the University;
- d) To discuss and approve the annual budget, the report of the President of the University and the Auditors Report;
- e) To appoint the persons to fill the following positions based on the nomination of the President of the University:
 - The Provost of the University;
 - One or more Vice Presidents of the University;
 - The Deans of the various Faculties of the University pursuant to Article Ten of the Basic Bylaws;
 - Members of the faculty of the rank of Professor and Associate Professor;
 - The Chief Financial & Business Officer; and

- f) Awarding of diplomas and Honorary Doctorate degrees.

Chapter Four: The President of the University

Article Thirteen:

The Board shall appoint the President of the University for a term of five years, renewable. The Board may terminate said term prior to its expiry whenever deemed necessary.

Upon the vacancy of the Presidency of the University, the Board of Trustees shall appoint an Acting President and a special committee to find a new President provided that the appointment is made by the Board of Trustees within a period that does not exceed one year.

Article Fourteen:

The President of the University assumes the management of all its matters. He shall, in consultation with the Chairman of the Board of Trustees, raise points for discussion in the Board Meetings.

Article Fifteen:

The President of the University ensures the liaison between the Board of Trustees of the University and all its institutions and Faculties; he shall participate in various meetings of the committees appointed by the Board. His duties include, but are not restricted to:

- a) Drawing up and supervising the academic plans of the University and run it accordingly;
- b) Representing the University in legal matters, before the judicial authorities and before all official and private departments, organizations and individuals;
- c) Presiding over the meetings of the University Council, preparing the agendas, and bringing its recommendations to the Board of Trustees and endeavor to execute the decisions of the University Board;
- d) Executing the decisions of the Board of Trustees and the Executive Committee thereof;
- e) Preparing the draft budget and the annual report for the Board of Trustees;
- f) Nominating members of the faculty of the rank of professor and associate professor to be appointed by the Board, and appointing those of lesser rank in the faculty pursuant to University Regulations;
- g) Appointing and dismissing non-academic personnel and workers;
- h) Participating in campaigns for the support and assistance of the University;
- i) Exercising all the powers entrusted to him by the Board.

Chapter Five: The University Council

Article Sixteen:

The President of the University shall determine the duties of the Vice Presidents, if any, be it academic, administrative or dealing with public relations.

Article Seventeen:

a) In accordance with the provisions of Article 10 of the Basic Bylaws and upon recommendation from the President, the Board shall appoint the Provost, the Vice Presidents, and the Deans for a period of five years, renewable.

The President of the University shall periodically evaluate the work of the Provost, the Vice Presidents and the Deans and shall recommend to the Board the termination of any of them prior to the end of their term whenever he deems necessary.

The President may recommend new appointments and revisions in the positions in accordance with Article 10 of the Basic Bylaws.

b) His Beatitude shall, once a year, invite the President of the University to attend the Holy Synod to present his readings on the status of the University;

c) The Faculties shall adhere to the Faculty Bylaws as approved by the Board on March 7, 1997, who may amend them at any time;

d) The duties of the Deans and committees of Faculties are determined in the Faculty Bylaws.

Article Eighteen:

a) The University Council shall consist of its President, Provost, Vice Presidents and Deans of Faculties;

b) The President of the University shall preside over the University Council; he may call any director or any other individual to attend the meetings of the Board and discuss specific matters but without being entitled to vote.

c) The University Council shall meet twice a month, and whenever necessary, and whenever two thirds of its members request a meeting, by a call from the President of the University and on the date appointed by him;

d) The meetings of the University Council shall be legal if at least half of its members are present;

e) The University Council shall take its decisions with the majority of the present members; in the event of a tie, the President shall have a casting vote.

Article Nineteen:

The University Council pursues the following duties:

a) Proposes the Bylaws of the various Faculties and Institutes of the University therefor;

b) Discusses the draft budget and the annual report;

- c) Nominates the members of the academic body, the heads of administrative units and the Chief Financial & Business Officer;
- d) Deliberates on and approves the curricula and programs as recommended by the administration of Faculties and Institutes;
- e) Accepts to participate in scientific and cultural conferences and appoints the University representative thereto;
- f) Studies the draft contracts made by the University, within the limits stated in the budget and approved by the Board;
- g) Proposes the acceptance of grants, bequests and other donations;
- h) Submits recommendations on whether or not to file court cases or to defend them;
- i) Any matter proposed by the President of the University;

Chapter Six: The Board Committees

Article Twenty:

The Board shall form specialized committees and determine their responsibilities. It may also add to the already existing committees or cancel some others in accordance with the role entrusted to them in supervising the University. The Board shall each year elect the members of committees in its annual June meeting; the committees currently in operation are: the Executive Committee, the Academic Committee, the Financial Committee, the Planning and Construction Committee, the Development and Public Relations Committee, and the Medical Committee.

When present, the Chairman of the Board of Trustees shall preside over the meetings of the committees. In its first meeting after elections, each Committee shall elect its Chairman to administer its work, and a Secretary to record its functions. The Chairman of the Committee shall call its members for a meeting and prepare the agenda in consultation with the President of the University. Three members of a committee may request that its chairman call for a meeting. In general, the committees shall hold their meetings on campus in the presence of the majority of their members and shall take resolutions with the majority of those present, and in the event of a tie, the vote of the chairman shall be the casting vote. The committees may invite consultants to attend some of their meetings but without being entitled to vote.

The President of the University is considered an ex-officio member of the Board Committees but is not entitled to vote. All committees serve in an advisory capacity to the Board, and submit their reports thereto for taking the appropriate decisions.

The Executive Committee

The Committee handles exceptional matters occurring in between two consecutive meetings of the Board. It decides on urgent executive matters, and any Board member may attend its meetings and participate in its deliberations without being entitled to vote. The Executive Committee enjoys the power of decision on matters arising in between meetings of the Board of Trustees, and its decisions are considered final.

The decisions of the Executive Committee and the measures it takes shall be submitted to the Board for consideration in its first meeting. When necessary, the Committee shall deliberate through the exchange of correspondence, telephone calls or any other means of fast communication, provided that a meeting is held at the soonest possible thereafter to confirm its decisions in written minutes.

The secretary of the Board shall assume the role of the Secretariat of the Executive Committee.

The Academic Committee

The Committee studies the general conditions of the professors and ways and means of attracting the most highly competent ones, and of promoting some of them pursuant to the Faculty Bylaws. Also, and at the core of its concerns are matters relating to the quality of students, the specializations offered by the University and the cultural activities therein.

The Committee also studies the new academic programs before presenting them to the Board. It works in cooperation with the President of the University, the Deans, Directors of its Research Centers, and receives annual reports from all academic units and submits reports thereon to the Board in its regular meeting in November.

The Committee acts on the appointment and promotion of professors to the rank of associate professor and professor, and on the selection of deans before proposing the appointments or the promotions to the Board of Trustees who shall decide on the appointments and promotions in light of the recommendations of the Committee.

The Finance Committee

The Committee handles the financial matters of the University and reviews its budget as prepared by the President in coordination with the University Council. It expresses its comments thereon for amendment before submitting them to the Board for approval.

The Committee studies the accounts of the University and studies the auditor's report before submitting them to the Board.

The Committee shall supervise, in particular, the University endowments (waqf) and ensure it is invested effectively. The Chairman of the Committee shall submit an annual report on the finances of the University expressing therein the recommendations of the Committee on how to improve the financial situation of the University and ensure the correctness of its accounts. The Committee works in cooperation with the President of the University and its Chief Financial & Business Officer. The Chief Financial & Business Officer must, at the request of the President of the University, provide the Committee with all the records and documents it deems appropriate.

The Committee may, in urgent situations, and in agreement with the Executive Committee, open new credits to cover contingencies, provided that the Board is notified of these measures at its first meeting.

The Development and Public Relations Committee

The Committee shall attend to the four areas as determined by the University, namely, North Lebanon, Lebanon, the Levant, and the Lebanese and Arabic diaspora.

The Committee shall study the influence of the University in these regions and how to activate the abilities therein and give the University the support needed.

The Committee shall meet periodically with the President of the University and those responsible for its public relations to invigorate the concerned administrative staff at the University; it shall also lead the way for collecting donations for the University in support of its academic program, the completion of the campus, and the University endowment (waqf).

The Committee shall coordinate with the Planning and Constructions Committee on all matters relating to the development of the campus. The Chairman of the Committee shall submit an annual report to the Board of Trustees on the progress of the University activities directly relating to its public relations and the financing of its programs.

The Planning and Construction Committee

The Committee shall, in coordination with the University administration, draw up future plans for the campus and its branches and control the execution thereof.

The Committee shall secure, as it deems appropriate, and in coordination with the University administration, the cooperation of international or local firms to participate in the execution of its plans. It shall also seek the assistance of any Board member or from outside the Board to ensure the best execution of these plans.

It shall approve special Construction Regulations specifying therein the terms, standards and specifications for all construction.

It shall verify the conformity of the specifications with international standards for building campuses, and approve them.

It shall evaluate every construction project, and take the appropriate decision thereon in light of the directive scheme and its importance to the academic program.

The Committee shall submit to the Board in its annual June meeting a report on the implementation stages of the plans.

The Medical Committee

The Committee supervises the establishment of the University of Balamand Medical Center (the hospital) and the work of the hospital in terms of workforce education, research, and healthcare innovation abiding by global standards.

The Committee ensures the hospital's commitment to the University's mission, its role in Lebanon and the region, and its relations with other health institutions. The Committee also works with the Board of Trustees to endorse regulations pertaining to the hospital's framework and its collaboration with the University's Faculties of Medicine and Health Sciences.

The Committee proposes wide-ranging policies and amendments to be adopted in the hospital or in cooperation with the respective Faculties and in partnership with other medical institutions in Lebanon and abroad aiming at improving the academic and clinical bodies. It also works with the Academic Committee in assessing the promotion of the clinical professors in compliance with the University's promotion policy.

Chapter Seven: The Finances of the University

Article Twenty-One: The financial year of the University begins on October first and ends on September thirty of the following year.

Article Twenty-Two: The budget shall be divided in two divisions:

- a) Expenses division which includes the open credits to cover expenses;
- b) Revenues division which includes the revenues to cover the credits.

Article Twenty-Three: a) Each Dean of Faculty and Director of department shall prepare a draft statement of revenues and expenses as proposed for their Faculty or Institute for the following financial year and present it to the President of the University;

b) The President of the University shall study the proposed draft submitted to him and prepare the draft budget in consultation with the Board of the University accompanied with explanatory statements, evaluations, and the projects and repairs intended for execution in all fields of activities at the University.

Article Twenty-Four: The University Council shall study the draft budget, approve and submit it through the President of the University, to the Board's Financial Committee in June of each year for discussion and further submission to the Board of Trustees for its final approval.

Article Twenty-Five: The funds of the University shall be exclusively spent on the University from within the budget recommended by the Financial Committee pursuant to Article Twenty of these Bylaws and approved by the Board of Trustees. All movable funds of the University shall be deposited in banks as well as all securities and other similar funds, in the name of the University, and may not be utilized except by a decision of the Board of Trustees and for purposes determined thereby. The Board of Trustees shall draw up Financial Regulations determining therein the accounting and book keeping principles and the payments and collections; it may amend it when necessary.

Chapter Eight: The Financial Administration

Article Twenty-Six:

The Chief Financial & Business Officer is responsible for all financial entries of the University, the control of financial operations and transactions, supervision of its accounts, in addition to the supervision of the Purchases and Services Department and the Human Resources Office.

Article Twenty-Seven:

The Chief Financial & Business Officer, in exercising his responsibilities, must at any time, look into all registers and documents and request any information he deems appropriate; all offices and departments of the University must respond to his request and put at his disposal all that may facilitate his job.

Article Twenty-Eight:

The Chief Financial & Business Officer shall assume the following duties:

- a) Assist in the preparation of the budget of the University and supervise its implementation;
- b) Make sure that all mandatory records are duly kept;
- c) Control the accounts and the required procedures;
- d) Verify the correctness of the University accounts, its deposits in the banks and its funds;
- e) Work with the Financial Committee and the President of the University on investing the University endowment and follow up on the developments;
- f) Supervise the Human Resources Office and work on developing its programs;
- g) Supervise the Purchases and Services Department and develop its rules and methods of its work;

Article Twenty-Nine:

The Chief Financial & Business Officer shall submit to the President of the University before June of each year an annual report covering the financial and administrative situation of the University, and all matters related to the Purchases and Services Department and the Human Resources Office for the past financial year which must include, in particular:

- a) The progress of the University's financial operations and their compliance with the rules and regulations;
- b) A statement on the rights, obligations, assets and liabilities of the University;
- c) Evaluation of the implementation of the budget and the administration of University funds and book keeping;

- d) Explanatory notes of the income statements and whether they match the University books and financial situation.

Article Thirty:

The President of the University shall submit the annual Financial and Administrative Report to the Financial Committee of the Board before the end of the month of May each year.

Chapter Nine:

Article Thirty-One:

The meeting dedicated for amendments shall not be legal unless two thirds of the local trustees are present or represented (i.e. those who usually live in the Levant) at least in the first meeting, and half of them in subsequent meetings. The decision to make amendments shall be taken by the majority of three quarters of the present and represented members. A member of the Board of Trustees attending the meeting may not represent more than one member not attending the meeting.

The Rules of Procedure of the Board of Trustees' Committees

The appointment

Members of the Board of Trustees' committees are appointed annually during the ordinary session of the Board of Trustees held in June of each year. These memberships can be renewed according to the council's discretion.

The council shall appoint the committees' chairpersons.

At its first meeting, each committee shall elect a vice-chairperson and a secretary.

The responsibilities of the chairperson

The committee chairperson has the following duties:

- Communicate with the university president to set the committees' meeting agendas and dates;
- Ensure that the committee performs the tasks stipulated in the committee's work description stated in the university's bylaws;
- Submit a report on the committee's work and the results of its activities to the Board of Trustees;
- Manage the committee's sessions according to internationally recognized principles;
- Call for meetings through the university president's office, and in coordination with the committee secretary;
- Sign meeting minutes and ensure that their files are kept accurately with the university presidency;
- The vice chairperson performs the duties of the chairperson when the latter is absent or unable to fulfill his responsibilities.

The responsibilities of the secretary

The secretary of the committee performs the following tasks:

- Ensures that members are properly informed of everything related to committee meetings;
- Draft meeting minutes and sign them with the committee chairperson;
- Ensure that the files of the committee are kept with the presidency of the university.

The responsibilities of committee members

- Attend and actively participate in meetings in order for the entire committee to perform in the best possible way the tasks assigned to it;
- Each member shall send the ideas and documents he deems appropriate to the chairperson of the committee to which he belongs, to place them on the agenda;
- Perform tasks and/or activities that may be entrusted to them in the committees to which they belong;
- Maintain confidentiality of deliberations that take place during meetings;
- Ensure the avoidance of any conflict of interest that may arise as a result of this membership.

The meetings

- Each committee of the Board of Trustees meets at least twice a year, at the request of the committee chairperson, at the request of one third of the committee members, or at the request of the university president;
- In all cases, the invitation to the meetings shall be attached to an agenda with all the necessary papers related to it;
- The invitation to meetings is sent in general at least two weeks prior to the date of the meetings, by e-mail;
- The member who is unable to attend any meeting of the committee to which he/she belongs must send by e-mail his/her written apology to the secretary of the committee within 48 hours of the meeting date;
- The meeting of the committee is considered duly held with the attendance of the absolute majority of members. If the legal quorum of the committee is not present, the committee chairperson shall set a date for another meeting, and the committee shall meet at that time with whomever of its members attended.
- The university president, or whomever he designates, attends the committees' meetings, without having the right to vote;
- The committees take their decisions with the absolute majority of the members present.

As Approved by the Board of Trustees on December 2, 2016

The Internal Bylaws of Faculties

Article One: Academic Body of the Faculties

Clause 1 : Forming of the Academic Body of the Faculties

Academic personnel of Faculties are formed from the President of the University, the Vice Presidents, the Dean and Associate Deans, Assistant Deans, the University Librarian and the University Registrar (ex-officio) members, and of Academic personnel of the rank of Instructor and higher from all academic units.

Clause 2 : Meetings

The Academic personnel of the Faculties (APF) shall meet pursuant to a call by the Dean, or a proposition by two fifths of the full-time professors addressed to the Dean.

The Dean presides over Faculty meetings, and in his absence the Acting Dean. The right to vote shall be restricted to the full time Faculty. Except for emergencies, the call for a meeting, together with its agenda, shall be made five days prior to the set date.

A quorum is formed by the presence of half the full time Faculty except those absent for a valid reason. In the event a quorum is not reached, another meeting shall be held within a week, and the quorum in this case shall be formed by those present. Resolutions shall be taken by the majority of the members present .

The Academic personnel of the Faculties shall regularly meet in order to ensure communication and interaction within the Faculty and with its various academic units. It shall mandatorily meet at the beginning and the end of the academic year by a call from the Dean. The end of year meeting shall mandatorily have on its agenda the discussion of the Dean's report on the status of the faculty and the voting on all diplomas granted.

Clause 3 : Powers and Responsibilities of the Academic Personnel of the Faculties

- a) The Academic personnel of the Faculty (APF) shall establish its Academic Policy, oversee its administration, and discuss all matters referred to it by the Dean particularly those of developmental nature. As to decisions necessitating additional financial obligations or that which may affect the academic policy of the University in general, the Dean shall refer them to the President of the University who shall take the appropriate decision pursuant to the University Bylaws.
- b) Copies of the minutes of meetings of the APF shall be sent to the President of the University, the University Librarian, Heads of Divisions and programs and the Directors of the Faculty's Research Centers.

- c) The APF shall vote on all diplomas granted by the Faculty, thereafter the Dean shall submit them to the University Council for approval.
- d) The APF shall elect its representatives to the Senate.
- e) The APF shall elect the members of the Committees referred to in Clause 3 of Article Two of these Bylaws.

Article Two: General Organization of the Faculty

Clause 1 : Administration of the Faculty

A Dean shall head the Faculty and be responsible for its management. He may appoint Associate Deans or Assistant Deans to assist him/her in his/her duties after consulting with the President of the University.

Clause 2 : The Faculty Council (FC)

The Faculty Council shall consist of the Associate Deans and/or Assistant Deans (if any), the Heads of Departments and Heads of Programs and Centers, and is chaired by the Dean. The FC shall discuss all matters submitted to it by the Dean, in particular the status of the Faculty, its academic policy, the academic and students matters. The FC duties shall include, in particular:

- a) Assisting the Dean in the administration of various faculty matters.
- b) Studying the proposed budget of the Faculty before submitting it to the President by the Dean.
- c) Studying the recommendations for appointments, appointment of full timers and promotions submitted to the Dean by the Departments before submitting them to the University Council.
- d) Deciding on all matters related to new programs intended to be introduced by the existing departments.
- e) Discussing all issues raised by the committees and referred to it by the Dean.
- f) Approving the scientific programs, conferences and projects intended to be undertaken by the Faculty.
- g) Looks into establishing new departments or programs or centers and submits a recommendation therefor to the Dean.

Resolutions at the FC are taken by the majority of the members present, and in the event of a tie, the Dean shall have the casting vote. The minutes of the meetings shall be continuously sent to the President of the University.

Clause 3: Faculty Committees

The Faculty shall have committees entrusted with specific duties. These committees are :

- a) Admission Committee
- b) Curriculum Committee

- c) Library Committee
- d) Scientific Research Committee
- e) Academic Committee
- f) Graduate Studies Committee

These committees shall have executive duties in all procedural matters relating directly to their duties. However, with regard to the planning duties, they shall act as advisors to the Faculty Council.

Clause 4 : Departments, Programs and Research Centers

The Faculty consists of departments, programs and Research Centers each having its own head or director.

Clause 5 : The Financial Administration and the Registrar's Office

In the event the Faculty is located on a campus other than the main campus at Balamand, the President of the University shall appoint, in coordination with the concerned Dean, an Assistant Comptroller and Assistant Registrar, to follow up, in coordination with the central administration, on all matters relating to their functions.

Article Three: Administration of the Faculty

Clause 1 : Dean of the Faculty

- a) Appointment of the Dean :

Pursuant to the Board of Trustees' Decision No. 6/1995, the Board of Trustees shall appoint the Dean based upon the recommendation of the President of the University. .

- b) Responsibilities, duties and powers of the Dean :

The duties of the Dean shall in particular include:

- 1) Implementation of the University policy in various fields.
- 2) Development and enhancement of the Faculty, particularly in relation to its curricula, its academic body, its student body, its buildings and laboratories.
- 3) After consulting with the concerned departments and the Faculty Council, and pursuant to the provisions of the University Bylaws:
 - a) To propose to the President of the University the appointment of full time or part time instructors and lecturers based upon the recommendation of the concerned departments.
 - b) To propose to the President of the University the appointment and promotion of full time or part time professors of all ranks pursuant to the Academic Personnel Regulations of the University and the decision of the Faculty Council.
- 4) Preparation of a proposed budget for the Faculty after consulting with the heads of departments and programs and directors of research centers.

- 5) Preparation of an annual report to be submitted to the President of the University in view of submitting it to the Board of Trustees.
- 6) Preside, ex-officio, over the committees of the Faculty with authority to delegate same to any professor.
- 7) Consider committee decisions as either enforceable or as recommendations to be submitted to the Faculty Council for taking the appropriate resolution.
- 8) Submitting the resolutions of the APF to the President for approval whenever he/she deems it appropriate.
- 9) Appointing the heads of departments and programs and research centers after consulting with the concerned department, the Faculty Council and the President of the University.
- 10) Supervise the proper implementation of the academic program in the Faculty in coordination with the heads of departments.
- 11) Appoint special temporary committees with specific duties.

Clause 2 : Associate Deans or Assistant Deans

The Dean of the Faculty may appoint Associate Deans or Assistant Deans. He/she shall submit the recommendation of appointment to the President of the University for his/her approval after consulting with the Faculty Council. He/she shall also specify in his/her recommendation the duties and powers of said Associate Deans or Assistant Deans.

Article Four: Committees of the Faculty

Clause 1 : Forming of Committees

The APF elects the members of committees for a term of one academic year. In the event of a vacancy, the substitute shall be elected for the remaining period of the year.

Clause 2 : Admission Committee

- a) The Admission Committee is composed of the Dean or his delegate as Chairman, the University Registrar, and three members.
- b) The Committee shall propose the special conditions for acceptance at the Faculty and shall supervise all matters related to the acceptance of new students.
- c) The Committee may, from time to time, evaluate the admission policy and make amendments to the standards required as it deems necessary.
- d) The Committee shall have an advisory role to the Dean and to the Registrar's Office of the University on all matters relating to the admission policy.

Clause 3 : Curriculum Committee

- a) The Curriculum Committee is composed of the Dean or his delegate as Chairman, the University Registrar, and four professors in addition to a representative of the students elected pursuant to the regulations in effect.

- b) The Committee may, from time to time, evaluate the internal programs of the Faculty and its adopted evaluation policies and recommend amendments thereon. It may also have the right, after consulting with the concerned department, to add new courses or cancel some, amend some courses either with regard to their content or to their number of credits. The Committee shall study all the recommendations referred to it by the various departments or various programs.
- c) The Committee may propose to the Faculty amendments on the graduation conditions.
- d) The Committee shall have an advisory role to the Dean related to the courses taught at the Faculty and its programs and exams.
- e) The Committee shall study the new programs and curriculums intended to be established by any department, or refer them to the Faculty Council.

Clause 4 : Library Committee

- a) The Library Committee is composed of the Dean or his delegate as Chairman, the University Librarian and three members.
- b) The Library Committee represents the Faculty in all matters that may enhance and develop the Library and follows up on amendments to its programs.
- c) The Committee shall have an advisory role to the Dean and the Librarian in all matters related to the enhancement and development of the Library.

Clause 5 : Scientific Research Committee

- a) The Committee is composed of the Dean or his delegate as Chairman, and four members two of which from the highest rank at the Faculty.
- b) The Committee encourages basic and applied research in all Faculty departments.
- c) The Committee studies all applications for research and refers its decisions to the relevant department.
- d) Informs the APF of the finances related to scientific research.
- e) In the event funds are made available to the Faculty for scientific research, the Committee shall study the applications submitted by professors supporting their research and submits its recommendations to the Dean.

Clause 6 : Academic Committee

- a) The Academic Committee is composed of the Dean or his delegate as Chairman, and four professors from various departments (whenever possible).
- b) Reviews the academic attainment of students and of those students with irregular academic status. The Committee also reviews requests submitted by students in connection to academic matters.
- c) May make exceptions to the academic regulations in very special cases and on individual basis.
- d) Studies the academic status of students related to their promotion or repetition of their classes or courses or the cancellation of their registration at the Faculty.

Clause 7 : Graduate Studies Committee

- a) The Committee is composed of the Dean or his delegate as Chairman, the University's Registrar and four members.
- b) The Committee suggests the admission conditions of students and supervises all matters related to the admission of new students.
- c) Evaluates the admission policy and makes amendments thereto, as it may deem necessary.
- d) Graduate students must obtain the prior approval of the Committee on the subject of their thesis, the method of work, and the thesis advisor before commencing work thereon .
- e) Recommends the courses required for the graduate studies program.

Article Five: Administration of the Academic Departments

Clause 1: Organization of Departments (as amended in the meeting of the BOT held on December 2, 2016)

The Department shall have a Head of Department appointed by the Dean after consulting with the concerned department, the Faculty Council and the President of the University and he/she shall be reporting to the Dean. In general, the Head of Department shall be appointed pursuant to the above-mentioned provision, for a term of 3 years, which may be renewed. The Dean shall evaluate the work of the Head of Department on a yearly basis, and may terminate his/her appointment after consulting with the President of the University, wherever the best interest of the Department and the Faculty so dictates. The Head of Department must enjoy leadership, managerial, supervision, evaluation and communication skills, in addition to his duties as professor and researcher.

The duties of the Head of Department shall include :

- a) The preparation of the annual/semester academic program of the department and recommend the professors in charge of its execution.
- b) The appointment of the professors entrusted with helping students and guiding them in line with the University regulations.
- c) Ensure communication between the Dean, the professors and employees working in the department, by communicating the needs and requirements of said personnel to the Dean or by explaining the laws and decisions to the professors and employees.
- d) Preparing the proposed budget of the department and submit it to the Dean.
- e) In cooperation with the concerned professors, the preparation of a full description of the courses and ensure that that it is in line with scientific development and credit requirements and equivalences.
- f) Recommend to the Dean on matters related to the Faculty and employees of the department, pertaining to their evaluation and the development of the means of such evaluation.

- g) To put forth plans that may develop the department (curriculums, research, projects, human resources) and work on developing the abilities of individuals, supervising the proper performance of the work of the department and ensure equal opportunities and proper distribution of duties, and solve problems whenever they may occur.
- h) Safeguard the property and equipment of the department.
- i) To supervise the expenses of the department and ensure that its expenditures are in line with the relevant budget.
- j) To follow up on the daily work of the department in classes and laboratories, and ensure the quality of performance and the time frame set for the tasks entrusted to all those working in the department.
- k) To secure communication and cooperation with other departments, and ensure the enhancement of the departments image at the University and outside.
- l) To encourage student activities in support of the teaching and learning process entrusted to the department and the follow up of the APF as to these activities.
- m) To prepare and annual report for submission to the Dean of the Faculty.

Article Six

These Bylaws shall be effective upon approval by the University Council and the Board of Trustees.

Article Seven

The University Council may propose amendments to these Bylaws by the majority of two thirds of its members. The amendment shall become effective upon approval by the Board of Trustees.

Appendices

Annex to the Faculties Internal By-Laws

The Faculty of Medicine and Medical Sciences

Article One: Academic Faculty Council

Paragraph 1: Formation of the Faculty Council

The Faculty Council consists of the President of the University, the Vice-Presidents, the Dean of the Faculty, the Assistant Deans, the Director of the University Library, the Dean of Admission and Registration (by virtue of their functions) and the Academic personnel with the rank of Instructor and above, in all departments and programs. The Faculty Council consists of:

- 1- Full-time professors at the University of Balmand who follow the University's Academic By-Laws.
- 2- Full-time doctors at St. Georges Hospital and any other hospital certified by the University, who follow the hospital contracting regulation.

Paragraph 2: Faculty Committee

The Faculty Committee consists of the Associate Deans and/or Assistants (if any) and heads of departments, programs and centers and is chaired by the Dean. The Committee discusses all the matters raised by the Dean, in particular issues related to the academic personnel and the academic policies of the Faculty, the behavior of the academic personnel and students. The duties of Committee are:

- a) To consider the academic achievement of students and irregular cases of academic status. The Committee also considers applications submitted by students related to academic matters.
- b) Making exceptions in the academic regulations in very special cases and on an individual basis.
- c) Studying students' academic status in terms of passing them, requesting them to repeat classes or courses or canceling their enrolment in the Faculty.
- d) Consider establishing new departments, programs or centers and submit these recommendations to the Dean.

Paragraph 3: Faculty Commissions

The Faculty includes commissions assigned with mandated tasks. In addition to the commissions mentioned in the Internal By-Laws, the Faculty has three additional commissions:

- a) Continuing Medical Education Commissions
- b) Students Affairs Commissions
- c) Postgraduate Commission.

The Dean appoints the members of the Commissions for a period of two years and, in case of any vacancy, the replacement shall be appointed for the remaining period of two-years.

The Commissions have executive functions in all procedural matters related to their direct interest. As for planning tasks, it has an advisory status towards the Dean. Subsequent paragraphs 6, 7, 8 and 9 describe the functions of the Commissions.

Paragraph 4: Departments, programs, and research centers

The Faculty is composed of departments, programs, and research centers with each having a president or director.

Paragraph 5: The Dean of the Faculty

In addition to the tasks stipulated in paragraph 1 of article III of the Faculties Internal By-Laws, the Dean has the following tasks:

- 1- After consultation with the relevant department and the Faculty Committee, and pursuant to the provisions of the Internal By-Laws of the University and in the certified hospitals:
 - a) The Dean suggests to the President the appointment of full-time or part time Instructors and Lecturers.
 - b) The Dean suggests to the President the appointment of Professors (doctors) in the clinical departments.
 - c) The Dean suggests to the President the appointment and promotion of full time and part time professors from all ranks according to the attached system as approved by the University's Board of Trustees.
- 2- The Dean appoints the heads of departments, programs, and directors of non-clinical centers after consulting with the concerned departments and the Faculty Committee. The heads of clinical departments, are appointed according to the requirements of the certified hospitals.
- 3- The Dean supervises the academic program in the Faculty, the University hospital, and certified hospitals and appoints professors to supervise the educational courses and programs after consulting the concerned heads of departments and the Medical Director.
- 4- In the event the Dean is forced to be absent for a period exceeding three months, the President appoints an interim dean after consulting with the Dean. In case the absence is for a short period, the Dean has to appoint an interim dean from the Academic Personnel.

Paragraph 6: Admission Commission

- a) The Admission Commission consists of the Dean as chairman or whoever he/she delegates, the Dean of registration and admissions at the University, and three members one of whom is a professor from the department of medical sciences appointed by the Dean.
- b) The Commission proposes the admission requirements for the Faculty and supervises all matters related to the admission of new students.
- c) The Commission may evaluate from time to time the admission policy and make amendments to the standards it deems necessary.
- d) The Commission has an advisory role with the Dean and the office of admission and registration in all matters related to the admission policy.

Paragraph 7: Continuing Medical Education Commission

- a) The Continuing Medical Educational Commission consists of the Medical Director as chairman and five members appointed by the Dean from among the members of the teaching staff, one of whom is from the medical sciences department, and a member representing interns and residents proposed by the Dean of the medical specialization school and a medical student in the fourth academic year.
- b) The Commission plans, prepares, and organizes medical seminars, and conferences.
- c) The Commission prepares training courses for interns, residents, and practicing doctors from outside the hospital, in coordination with the Faculty of Medical Sciences

Paragraph 8: Student Affairs commission

- a) The Student Affairs Commission consists of the Dean or whoever he/she delegates as President, the Medical Director, four professors representing the years of education - one member for each academic year- and four students representing all classes without the right to vote.
- b) The Commission handles all aspects of the student life in the Faculty, socially and culturally.
- c) The Commission looks into any student's disciplinary violations and refers its recommendations to the Dean.

Paragraph 9: Commission of Master of Science Program

- a) The Commission of the Master of Science Program consists of the Dean or whoever he/she delegates as President, the dean of admission and registration, two members from the Medical Science department, and two members from the clinical medicine department appointed by the Dean.
- b) The Commission proposes the admission requirements for students and supervises all matters related to the admission of new students.
- c) The Commission evaluates the admission policy and proposes the modifications it deems necessary.
- d) The post graduate student must obtain the Commission's prior approval on the title of his/her thesis, the method of work, and the supervising professor before starting the thesis work.
- e) The Commission follows the achievements of the post graduate students and their work in preparing their thesis, and can revoke a student's registration if it decides that his/her work is not at the required level.
- f) The Commission suggests courses that need to be completed within the graduate programs.

Paragraph 10: The Academic Units

The Faculty consists of Departments, Programs, and Research Centers.

Paragraph 11: The Departments organization

- A) The Department is composed of all full-time academic personnel holding its specialization. The Department has a head appointed by the Dean after consulting with the concerned Department and the Faculty Committee. The heads of clinical departments are appointed according to the agreement regarding the relationship with the certified hospitals.
- B) In the event that a particular department is divided into divisions, the Dean appoints the heads of division after consulting with the Head of Department. The division work must be under the supervision of the Department.
- C) Minutes of Meetings of Departments and Divisions must be sent to the Dean's office.

- D) Each Department prepares its own curriculum and has to present it to the curriculum commission for approval.
- E) The tasks of the Head of Department include:
 - 1) Preparing the educational program of the department and appointing the professors assigned to implement it.
 - 2) Appointing professors in charge of assisting and guiding students within the university system.
 - 3) Preparing the department draft budget in order to present it to the Dean. As for the clinical departments they have to submit their own draft budget to the Dean.
 - 4) Preparing a complete description of the courses in cooperation with the concerned professors.
 - 5) Submitting recommendations to the Dean of all matters relating to the affairs of the academic personnel in the department.
 - 6) Develop plans that will develop department.
 - 7) Preserving the departments' properties and equipment.
 - 8) Supervising the departments' expenses and spending within the limits of allocated budgets.
 - 9) Preparing an annual report to be submitted to the Dean of the Faculty.

Paragraph 12:

This Annex shall be effective upon approval by the University Council and the Board of Trustees.

Annex to the Faculties Internal By-Laws

The Académie Libanaise des Beaux-Arts

Preamble:

Based on the decision of the Board of Trustees of the University, which considered that the By-Laws of the Faculties are the basic principles upon which all Faculties' regulations are implemented.

On July 1, 2022, the Board of Trustees approved this annex of the Académie Libanaise des Beaux-Arts, which is consistent with all the University By-Laws taking into consideration the specificity of the Academy.

The University confirms the following:

- A• The adoption by the Academy of the French language as the instruction language in the larger part of its programs on its campus in Dekwaneh.
- B• Maintaining the Academy's relations with Institutes and Faculties of Fine Arts in the world, especially in Francophone space. This is achieved in full coordination with the central administration and by following the University's directions in this field.
- C• Maintaining to follow and develop the current educational curriculum, which has given the Academy, since its inception, a special status both locally and internationally, and contributed in the distinction of its students in the fields of architecture and fine arts.

It is normal for the Academy to take into account the educational and technological developments currently known in the higher learning sphere.

Article One: The Nature

The Academy was established in 1943 by Decree No. 2372 and was given the status of public utility by Decree No. 2205/k on 11/4/1944 and again under Decree No. 1475 on 31/12/1983.

It became one of the University's Faculties according to Decree No. 4885 of June 1, 1988.

Article Two: Administrative Organization of the Academy

The Academy applies, with regard to its personnel, including its employees and members of the academic personnel, all the applicable regulations of the University.

Article Three: Campus

The main campus of the Academy is in Dekwaneh, and it may establish branches (such as the branch on the main Campus in Balamand) based on a decision of the University Council. A branch, when it exists, is subject to the regulations approved by the University in this regard.

Article Four: Academy Council

The Academy has a council referred to as: The Council of the Académie Libanaise des Beaux-Arts, chaired by the Dean and comprising:

- The Associate Deans or Assistant Deans when they are available,
- Directors of Schools, Units, Programs, Centers and branches when they are available,
- Three members elected by the academic personnel from amongst the full-time Faculty members for a period of two years, provided that one of them is among the full-time members of the academic personnel working in the branches, if any.

The Dean may invite to the Council meetings whoever he/she wants in an advisory role to discuss a specific subject.

The Council of the Academy has all the functions mentioned in the Faculties' internal By-Laws, in particular those stipulated in its article two.

Article Five: The administrative tasks entrusted to the main campus in Dekwaneh

The President, in coordination with the Dean, appoints an administrative body which includes at least one Assistant Financial Director and an Assistant Dean for Admission and Registration who shall, in coordination with the central administration, follow up on all matters related each to their specialization.

All the members of this body work under the supervision, management and control of the relevant office at the University.

The administration of the Academy at the Dekwaneh Campus performs the following tasks:

- a- Registration of students at the Dekwaneh Campus and collecting the registration fees for the account of the University.
- b- Issuing certificates of acceptance and termination of classes for the students of the Dekwaneh Campus in the name of the University as signed by the President. Student files are managed according to the mechanism established by the University for this purpose. The University maintains an electronic complete documented copy of all these files.
- c- Managing the budget of the Academy as approved by the University's Board of Trustees and in accordance with the principles stipulated in the University's Financial regulations. The University maintains an electronic copy of the financials of the Academy accounts.
- d- Managing the buildings and equipment under its care according to the applicable regulations of the University and under its supervision.

Article Six: Organization of Schools and the responsibilities of its Directors

The Schools of the Academy are equivalent to Departments, in the other Faculties of the University and are subject to the provisions of Article five of the Faculties' Internal By-Laws. In this regard, what is applicable on Heads of Departments in said Article applies to School Directors.

Article Seven: Managing the budget of the Academy

The Academy sets its annual budget as other Faculties, as stated in the Financial Regulations of the University, and in accordance with the policies adopted by the University, and what is issued by the University President in this regard. The Academy manages its budget in accordance with the procedures stipulated in the University's Financial Regulations and under the supervision of the Director of Finance and Business of the University.

Article Eight: The properties of the Academy

In accordance with the suggestion of the Council of the Academy, and the decision of the University Council, the properties of the Academy have been registered as an endowment in the name of the Patriarchate of Antioch and all the East, at the bequest of its founder Professor Alexy Boutros. Said properties are placed at the disposal of the University and are to be specifically used as all the rest of the properties of the University.

Article Nine:

This Annex takes effect on the date of its approval by the Board of Trustees based on the suggestion of the University Council. It is modified according to the methodology used in the Faculties' Internal By-Laws.

The Regulations of Geographic Branches

Adopted by

The University Of Balamand

Preamble

University of Balamand endeavors, as part of its vision of its national role, to contribute to the development of human abilities across the country within the available resources and the plans put forth for this purpose, and approved by the relevant authorities in Lebanon.

Within the framework of this general policy, the University may, from time to time, decide to establish a geographical Branch in any area in Lebanon with work prospects based on academic qualifications, distinguished logistic services and a community supportive of its developmental aspects.

To achieve this, the University adopts the following regulations for the administration of the geographic Branches. These regulations are based on the following principles:

1- The central administration of the University is the sole decision maker on all matters relating to the academic plans, the attainment of academic and administrative quality at the Branch, and the achievement of the appropriate course for the Branch and all its programs.

2- The administration of the geographic Branch is directly connected to the presidency of the University through the branch director who is entrusted with its academic and administrative leadership.

3- The academic and administrative coordination between the University's central administration and its Faculties, research centers, active programs and academic activities at the geographic Branch (if any) shall take place through the Branch director assisted by the officers responsible for the academic programs and the administrative services.

Basic Principles Governing these Regulations

- ✓ To adopt unified academic, organizational and administrative standards for the University.

- ✓ To assert the responsibility of the Faculties in securing academic quality compatible with all their programs, and the responsibility of the Branch vis-à-vis the Faculties to secure the academic quality.
- ✓ To clarify the principles and basis of the decision-making process and the basis and framework of responsibility and accountability.
- ✓ To facilitate and motivate the leadership of the Branch within a clear institutional framework interacting with the ambitions of its academic, administrative and leadership personnel.
- ✓ To advance and facilitate the potential for responsible actions.
- ✓ To initiate the correlation between the academic and administrative responsibilities for securing homogeneity at the University and the utmost utilization of all its resources.
- ✓ The policies and regulations of the University govern the extent of the academic and administrative autonomy of the Branch.
- ✓ To enhance the Branch's immunity against any type of local intervention along with enhancing its regional ties and dynamic interaction with its local community.
- ✓ To consider all those working at the Branch, be it professors, administrators or workers, as part of the University personnel and thus subject to the rules and regulations of the University pertaining to their appointment, accountability, evaluation, rights and obligations.

Chapter One : Administrative Organization of the Branch

- Article One:** The geographic Branch is an academic unit operating under the supervision of the central President of the University. The Branch enjoys executive autonomy but not academic, administrative or financial autonomy.
- Article Two:** The general regulations in practice at the University are applicable to those working at the geographic Branch, be it academics, employees or workers.
- Article Three:** The geographic Branch is managed by a director appointed by the President of the University in consultation with the University Council. He is accountable before the President of the University and attends all meetings of the University Council.
- Article Four:** Each academic program at the Branch shall have a coordinator (with a minimum rank of assistant professor). He shall be appointed by the Branch director in consultation with the dean of the concerned Faculty and with the approval of the President of the University. The duties of the coordinator are set in consultation with the Branch director and the dean of the Faculty; he shall be, vis-à-vis the Branch director, an executive officer pursuant to the academic standards adopted by the department, the Faculty and the University.
- Article Five:** The Branch shall have a registrar who shall be tantamount to an assistant to the University Registrar. He shall be appointed by the University Registrar in consultation with the Branch director and shall be responsible for

implementing the rules and regulations in practice at the University falling directly under the responsibilities of the University Registrar. An office shall be established at the Branch to fulfill these duties.

Article Six:

The Branch shall have a comptroller who shall be tantamount to an assistant to the Chief Financial and Business Officer of the University. He shall be appointed by the latter in consultation with the Branch director and shall be responsible for carrying out the financial transactions pursuant to the Financial Regulations in effect at the University. An office shall be established at the Branch to fulfill these duties.

Article Seven:

The Branch shall have its own Student Affairs Officer, to be appointed by the Branch director in consultation with the Dean of Student Affairs. He/she shall endeavor to follow up on student affairs pertaining to their life on campus pursuant to the regulations and directives adopted by the University with direct supervision of the Branch director. He/she shall coordinate with the Director of Student Affairs of the University.

Article Eight:

The Branch shall have a Public Services Officer, to be appointed by the Branch director in consultation with the Public Services Director of the University. He/she shall endeavor to secure all matters relating to logistics, maintenance, and the campus purchases pursuant to the directives adopted by the University. He shall also coordinate with the directors of "Purchases and Services" and the "Physical Plant" of the University.

Article Nine :

The Branch shall have an IT Officer responsible for communications technology, and shall be appointed by the IT Officer at the University in consultation with the Branch director. He/she shall endeavor to follow up on all matters pertaining to IT on campus, pursuant to the regulations and directives adopted by the University under the direct supervision of the IT Officer of the University.

Article Ten :

The Branch shall have a librarian to be appointed by the University Librarian in consultation with the Branch director. He/she shall endeavor to oversee the work of the library and to enhance the learning and teaching process on the campus pursuant to the regulations and directives adopted by the central University Library under the supervision of the University Central Librarian.

Article Eleven:

The Branch shall have an Academic Programs Officer to be appointed by the Branch director in consultation with those in charge of these activities at the University.

Article Twelve:

The Branch shall have an Administrative Board consisting of the Branch director as president, a representative of each academic program at the Branch (Article Four), and the officers responsible for the administrative and logistic divisions (Articles Five to Eleven). The Administrative Board shall assist the branch director pursuant to these regulations. The Branch director shall also appoint a secretary from among the board members.

The Administrative Board shall meet once every two weeks, or whenever necessary.

Chapter Two : Distribution of Responsibilities at the Branch

Article Thirteen : The Faculties undertake to enhance and support the academic work of the Branch to achieve the following :

- Academic supervision of the implementation of the existing programs at the Branch pursuant to the practice at the mother Faculties and the academic standards adopted by the University.
- Put forth, together with the Branch director, curriculums for new programs not existing at the mother faculty and the means of their implementation pursuant to the University Academic Regulations
- Assist in choosing the Branch's full-time professors and those on contractual basis and the coordinators of the academic programs (Article Four) through interaction with the Branch director and based on the academic needs required for the good performance of the teaching processes.
- Ensure the involvement of full-time professors at the Branch in the work of the Faculty departments.

Article Fourteen: Each Coordinator of Academic Program at the Branch (Article Four) shall be responsible for the implementation of his academic program pursuant to the academic policies in practice at the concerned faculty with regard to the planning of courses, the exams and evaluation methods; he shall also guide students and follow up on them in consultation with the Branch Director. The Coordinator shall be responsible, within this framework, to propose the names and qualifications of the human resources necessary for the good performance of the teaching processes.

Article Fifteen: The following matters shall fall under the direct responsibility of the Branch director:

- To secure the best representation of the University in its region pursuant to the directives of the President of the University and the University Council.
- To effectuate the authority of the University concerning academic, administrative and financial directives and organization.
- To ensure communication between the University and the Branch.
- To implement the University's related policies and decisions.
- To recommend academic programs for the Branch in consultation with the relevant departments and Faculties.
- To study, together with the Faculties, recommendations for establishing new academic programs at the Branch and submit same to the University Council pursuant to the regulations in effect at the University.

- To supervise the proper performance of the academic work at the Branch through continuous communication with the concerned departments and Faculties.
- To organize and follow up on all administrative work and services stipulated for in these regulations.
- To propose the appointment of professors, employees and workers at the Branch in consultation with those concerned at the University and the Branch in accordance with Articles Four to Eleven of these regulations.
- To preside over the meetings of the Administrative Board (Article Twelve), prepare the agenda therefor, and follow up on the implementation of its decisions.
- To oversee the student affairs at the Branch and endeavor to implement the general guidelines of the University in this field.
- To oversee the work of the financial administration of the Branch pursuant to the Financial Regulations in effect at the University, and according to the authorization granted to him/her by the President of the University.
- To prepare the draft budget of the Branch in cooperation with all those concerned at the Branch and submit it to the University President.
- To prepare an annual report on the work of the Branch and submit it to the President of the University after studying it with the Administrative Board.
- To ensure communication with the Branch's neighboring environment.
- To ensure communication with the teaching Institutions operating in the geographic area of the Branch.

Article Sixteen: The following matters fall under the responsibility of the Administrative Board (Article Twelve) :

- To decide on matters submitted to it by the Branch director or proposed by any Board member.
- To deliberate on all matters concerning the Branch, be it students' affairs, administrative support for academic matters, securing the requirements for educational performance and taking the appropriate decisions thereon.
- To recommend plans for the development of the Branch to be submitted by the Branch director to the University Council.
- To assist the Branch director in implementing the directives of the University Council.

*As approved by the Board of Trustees
In its Meeting of January 19, 1995
Thereafter Amended on June 24, 2011 and June 22, 2012*

The University of Balamand Financial Regulations

First : On the Organization of the Financial Department

Article One : A specialized office headed by the comptroller shall assist the President of the University in managing its financial affairs

Article Two : The Financial Office shall be organized pursuant to a system proposed by the comptroller after consulting with the University auditor. This system shall be in effect upon approval by the University Council. It shall, at the least, encompass departments and their work specialization, officers and their responsibilities and ranks.

Second : On the Budget

Article Three : The University shall have a consolidated budget consisting of the budgets of all its various Faculties, colleges, offices and geographic branches. The budget encompasses all revenues expected to be earned and the approved disbursements for the financial year, the term of which shall be determined by the Board of Trustees.

Article Four : The University budget consists of the revenues as cited in Article Thirteen of its Constitution and in Article Five of these Regulations and of the disbursements mentioned in Article Six thereof.

Article Five : The dean of each Faculty or the director of a college or center shall prepare a draft budget for the coming financial year for his Faculty, college or center, pursuant to the form drawn for this purpose, together with the explanatory financial statements, estimations, projects and the reforms intended to be

achieved in his unit, and present it to the body entrusted by the President to prepare the budget before March 30 each year; the comptroller shall be an ex officio member of this body. The President shall study all these budgets with the concerned body and present them to the University Council in preparation for finalizing the draft general budget.

Article Six : The University Council shall study, approve and submit the draft general budget, through the President of the University to the Board of Trustees within the month of May of each year to vote on it after its discussion and study by the Financial Committee of the Board of Trustees. If the Board of Trustees is unable to convene, its chairman shall refer the matter to the Executive Committee and shall be satisfied with its approval provided that the matter shall be submitted to the Board of Trustees on the first meeting to be held thereafter.

Article Seven : Estimating the revenue for any financial year includes the revenues shown in the following sections :

- a. Fees and tuition;
- b. Aids and donations;
- c. Revenues from services;
- d. Revenues of endowments, bequests and investment returns of the University Fund and its endowment;
- e. Miscellaneous.

Article Eight : The estimation of disbursements for any financial year include those shown in the following sections :

- a. Salaries, wages, grants , rewards, fees and the like;
- b. Research activities;
- c. Correlative academic activities;
- d. Materials and accessories;
- e. Services and communications;

- f. Maintenance and repairs;
- g. Transportation and movement;
- h. Furniture and equipment;
- i. Books (paper and electronic), periodicals, (paper and electronic), principles of electronic information, and programming;
- j. Scholarships and financial aids;
- k. Various expenses;
- l. Depreciations;
- m. Construction projects and new works which shall have a special section showing the allocated resources for each project or building.

Article Nine : Unspent amounts from the budget of any particular year shall be brought forward to the next financial year, pursuant to the proposal of the comptroller. Unsettled debts shall also be automatically brought forward from one year to another. The Board of Trustees shall, when necessary, transfer funds or secure financial donations to cover the shortage.

Article Ten : The comptroller, after consulting with the auditor, shall prepare an appendix regulating the principles and regulations of accounting and bookkeeping and present it to the University Council for approval. This appendix shall be valid after its approval by the Financial Committee of the Board of Trustees.

Article Eleven : Credits of sections of the budget may be transferred based on the proposal of the President of the University and the approval of the Board of Trustees, or in the event the Board did not convene, the Executive Committee. The President may, when necessary, transfer from the various items of each chapter of the budget to cover the shortage in any other chapter provided that he does not exceed said budget, and that he thereafter submits it to the Executive Committee to take note thereof.

Article Twelve : Disbursement of funds is not allowed unless there is a previous contract; and payments are not allowed unless in line with credits mentioned in the budget and based on its initial purpose.

Article Thirteen : The President of the University, vice presidents, deans of Faculties, directors of colleges and centers may request the disbursement of funds pertaining to each item as needed and within the limits of the approved budget.

Article Fourteen : The Board of Trustees shall, based on the nomination of the President of the University, appoint the comptroller from among qualified natural persons who shall be directly connected to the President of the University.

Three : On the Execution of the Budget, Disbursements, Purchases, and Execution of Works

Article Fifteen : The purchases of the University and the execution of works connected thereto shall, in general, take place through general or specific tenders. These purchases may also be secured consensually by direct purchases or direct commissioning as the interest and regulations require or the nature and volume of the purchases, pursuant to the list of University purchases and the execution of its projects and works as stipulated for in said appendix in Article Ten of these Regulations.

The President of the University, or his delegated Vice President, and after consulting with the University Council, shall have the following powers :

- a. To submit general and specified tenders for purchases and works and decide thereon;
- b. To accept the only offer for consensual purchases and works;
- c. To carry out negotiations and decide thereon;
- d. To directly commission the execution of works and direct purchases of equipment, instruments, laboratory supplies, books and periodicals.

The Executive Committee determines the maximum limit of the amounts the President of the University is allowed to approve.

Article Sixteen : A special committee for tenders and purchases shall be formed at the University, to be appointed by the President at the beginning of every academic year. Its powers are determined in the appendix cited in Article Ten.

Article Seventeen : Only the President of the University, or a vice president delegated by him, may sign agreements and contracts financially binding to the University. These contracts must be within the budget allowed for them originally.

On Warehouses

Article Eighteen : The warehouse keeper, shall at his own responsibility, receive all University incoming items and materials after verifying their conformity with their purchase orders and after being approved by the manager of the Office of Purchases. The Appendix mentioned in Article Ten of these Regulations clarifies the methods of keeping, using and controlling these items and of deducting the depreciated ones therefrom.

Article Nineteen : The warehouse inventory shall be carried out at least once a year. An inventory of all items shall be conclusive and done before the end of each financial year, and shall take place under the supervision of a committee appointed by the President or whoever he commissions therefor.

Article Twenty : In case of any shortage in the warehouse for reasons beyond the control of the warehouse keeper, and the President of the University or his representative is convinced thereof, the shortage shall be settled by the University within the financial authorities as specified in these Regulations. With the exception of the above, the warehouse keeper shall be responsible for any shortage.

Article Twenty-One : The comptroller shall deduct the missing or damaged items from the University account, if the damage is due to usage, storage or volatility, and not due to negligence or squandering.

The comptroller shall reevaluate the fully depreciated items pursuant to a system or schedule agreed upon with the auditor of the University.

On Loans

Article Twenty-Two : The President of the University may grant loans to vice presidents, deans, and directors of educational units, not to exceed the sum of five hundred US dollars, to be disbursed for miscellaneous and urgent expenses.

Article Twenty-Three : The Appendix cited in Article Eleven regulates disbursements and control of loans. No disbursements from the loans mentioned in Article Twenty-Two may be paid for purchasing equipment stored in any of the University warehouses or units. Also, no disbursements may be paid from these loans on account of wages or salaries. Disbursements from these loans are made pursuant to written payment orders signed by the head of the concerned unit.

Article Twenty-Four : Said loan shall be entrusted to a responsible employee and kept in his locker. This sum shall be extended to him as a permanent loan in trust.

Article Twenty-Five : The Comptroller shall carry out monthly accounting of loans and shall settle them fully before September fifteen of each financial year.

Article Twenty-Six : The President of the University may approve a temporary loan for specific purposes up to a sum to be determined by the Executive Committee of the Board of Trustees. The loan must be settled within two months at the most from the date of its approval.

Article Twenty-Seven : A temporary loan shall be allocated to the delegated person on account of his delegation, equal to the allowance allocated for the specified period of delegation and shall be settled at the end of his assignment.

Article Twenty-Eight : The President of the University may, in exceptional and temporary cases, approve the payment in advance of salaries and wages of visiting professors, members of academic personnel and all other employees, not to exceed two months, provided that this payment is not contrary to the work and to the contractual regulations.

Fourth : On Accounting, Financial Management and Control

Article Twenty-Nine : The University Comptroller shall be responsible for all its entries, operations and financial transactions. He shall also :

- Manage the budget execution pursuant to the University Regulations;

- Manage the University accounts pursuant to the regulations of Fund Accounting;
- Secure revenues and disbursements and keep evidential papers thereof;
- Review the books and accounts to ensure their constancy as to the University rights and obligations, their conformity with actual collections and settlements, and of the evidential papers thereof;
- Verify the University funds in the banks;
- Supervise the supplies and equipment accounts and their conformity with the stock;
- Review the equipment accounts and ascertain their conformity with the receipt and delivery orders;
- Supervise the annual internal audit;
- All other businesses that are usually within the duties of the Comptroller as specified by the Executive Committee pursuant to the proposal of the President of the University.

Article Thirty : The comptroller may at any time, by virtue of his job, examine all records and evidential documents and request all information he deems expedient or essential; all related persons must respond to his request and provide him with all that may facilitate his job.

Article Thirty-One : The comptroller shall periodically examine the University funds to ensure the conformity of its accounts with its assets.

Article Thirty-Two : The comptroller shall, before November fifteen of each year, prepare an annual report on the financial situation of the University for the past financial year; it shall include :

- The work progress of the University finances and the extent of its compliance with the laws and regulations;
- The financial statement realized for the year ending;
- A statement showing the rights and obligations of the University and its assets and liabilities;

- His comments on the execution of the budget and the management and book keeping of its funds;
- Income from financial management;
- The income statements with his explanations and clarifications thereon of their conformity with the University books and financial situation.

Article Thirty-Three : The University Council shall study the comptroller's annual report and refer it for study by the Board of Trustees before the end of November each year.

Article Thirty-Four : The Board of Trustees shall appoint an auditor to audit the University accounts pursuant to the adopted accounting rules, depict the financial position and report it to the Board of Trustees.

The report shall include his opinion on the University financial position and his conviction with the clarifications or information he had requested from the University administration. He shall submit his report to the Board of Trustees and thereafter respond to all its inquiries in June each year.

Article Thirty-Five : A treasurer of any of the University campuses may not keep in his treasury any funds other than those of the University; all funds found in the treasury are considered to be the property of the University. In case of any deficiency in the treasury, the treasurer shall be responsible therefor.

Article Thirty-Six : The management, supervision, maintenance and accounts of equipment are subject to the control of the person in charge of each unit pursuant to a system prepared by the Comptroller and approved by the University Council.

Article Thirty-Seven : Each member of the University personnel, regardless of his job, specialization and duties, is directly responsible for the instruments and equipment that are put at his disposal.

Five : On the Financial Fund

Article Thirty-Eight : All University revenues shall be placed in one fund to be used for disbursements necessary for running the business of the University and for ensuring its advancement pursuant to its Constitution, Bylaws and these Regulations.

Article Thirty-Nine : Subject to the following, the general fund is composed of sub funds of fixed resources - endowment funds, or not fixed - quasi endowment funds, or of current operating funds, irrespective of whether the revenues are allocated for specified purposes or not. Quasi endowment funds are funds granted by donors, or allocated by the University, for disbursing the yields of their investment on the allocated projects only, if there is an allocation, or else disburse their yields on realizing the general goals of the University, or to be added to the principal. Exceptionally however, and only in necessary situations, the capital may be used as a loan, pursuant to a decision by the Board of Trustees taken by the majority required for the amendment of these Regulations.

As to the current operating funds, these are formed from all other revenues to be spent for the general needs of the University, whether allocated or not.

The Board of Trustees or the Executive Committee, depending on the funds, must create funds other than the above mentioned according to the allotment of revenues and irrespective of allocation, such as an educational allowance fund, a construction fund and a reserve fund.

In all cases, funds shall be moved pursuant to the provisions of these Regulations.

Article Forty : The Board of Trustees, and when necessary, the Executive Committee, shall give directives to the Financial Committee on the management of the Fund with its revenues, and on investing its funds and disbursing therefrom for the purposes determined for each fund and by following the regulations stipulated for in the Constitution, the By Laws, and the provisions of these Regulations. For this purpose, the Executive Committee may seek the services of a financial advisor (or more) and determine his fees. The Board of Trustees may form a committee to supervise the endowment fund and to partake in determining the management and purposes of said fund and assess its results.

Article Forty-One: The Board of Trustees shall entrust the President of the University with the signing of all papers relating to the financial affairs of the University, in particular those pertaining to the opening of bank accounts in the name of the University, borrowing and giving guarantees, provided that the Comptroller or a vice president delegated by the President, must sign with him. The President of the University may, after consulting with the Financial Committee, and

notifying the Board of Trustees or the Executive Committee, grant one of the vice presidents, an absolute or regular authorization specifying therein the term and amounts of the authorization.

Article Forty-Two: The Board of Trustees, and when necessary the Executive Committee, shall determine the amounts to be borrowed and the guarantees submitted therefor, pursuant to the proposal of the President of the University after consulting with the Financial Committee.

Article Forty-Three: The Board of Trustees may, pursuant to a decision taken in a duly convened meeting, amend all or part of the above two Articles as to the powers or the persons they are granted to.

Article Forty-Four: Having a reserve fund must at all times be observed in order to meet the financial obligations of the University (such as the end of service reserve), and for ensuring its continuity (such as the reserve for the rehabilitation of buildings and equipment).

All this shall be determined with certain ratios or specified amounts by the Board of Trustees or the Executive Committee after consulting with the Financial Committee and the relevant authorities at the University Administration.

Five : Transitional Provisions

Article Forty-Five: As of the beginning of the financial year 1995-1996 all new buildings and furnishings shall be included in the University accounts and entered in a special account to be shown under the results of the University.

Article Forty-Six: The donations allocated for the construction or refurbishment of buildings or of furnishing a specific construction project or any other furnishings related to construction shall be included under the revenues account. The Chairman of the Board of Trustees accepts donations and may authorize a specialized committee or the President of the University with same, provided that it is within the plan approved by the Board of Trustees, or that the Board of Trustees is notified and gave its approval thereon. When necessary it shall be sufficient to have the approval of the Chairman of the Board of Trustees or the Executive Committee if the President of the University deems it necessary.

Article Forty-Seven: Any new building in the University shall be constructed in accordance with the plan put by the Planning and Construction Committee and approved by the Board of Trustees. The Committee shall look into the development of the preparations for construction and submit a report thereon to the Board of Trustees in its general meetings.

*As amended in the meeting of the
Executive Committee of the Board of Trustees on April 16, 2024*

This text is the only text considered as reference for dealings between the University and the academic personnel

The University of Balamand Academic Personnel Regulations

Introduction

The University of Balamand began with some Faculties, the first of which was the Lebanese Academy of Fine Arts which was established and licensed in 1944. Thereafter in 1975, the St. John of Damascus Institute of Theology was established until it emerged into its present form and legal entity with branched Faculties pursuant to Decree No. 4885 dated June 4, 1988 and Decree No. 9278 dated October 8, 1996.

The University currently consists of the following Faculties:

- The Lebanese Academy of Fine Arts (1944)
- The St. John of Damascus Institute of Theology (1975)
- The Faculty of Arts and Social Sciences (1988)
- The Faculty of Engineering (1996)
- The Faculty of Sciences (1996)
- The Faculty of Business and Management (1996)
- The Faculty of Public Health and Related Sciences (1996)
- The Issam M. Fares Institute of Technology (1999)
- The Saint Georges Faculty of Postgraduate Medical Education (1999)

- The Faculty of Medicine and Medical Sciences (2000)
- The Faculty of Library and Information Studies (2012)

The University of Balamand aims at teaching, research and serving at the same time. It is a non-for-profit institution always aspiring to high academic standards coupled with ethical values in keeping with modern educational and scientific progress. It guides its students towards human and spiritual values as well as love and giving.

The University adopts an open policy with no discrimination as to religion, creed, gender, race, color or physical disability.

The University also endeavors to establish cultural relations and academic cooperation with well-established institutions of higher learning in Lebanon and abroad.

To attain these goals, the University asserts that academic freedom is essential to the search for truth and its free expression. Freedom in teaching is fundamental to the right of the teacher in teaching and of the student in learning.

The University is also keen on the importance of research which is inherent to the academic life and in increasing knowledge and the development of learning.

Chapter One : General Provisions

Article 1: The Purpose of these Regulations

The purpose of these Regulations is to determine the relationship between the University and members of its academic personnel and reconciling between the law on regulating higher learning and its applicable Decrees. These Regulations are the only comprehensive regulations drawn for this purpose and are applicable to all academic personnel regardless of the Faculty to which they belong unless otherwise stipulated for by a special provision for any of the Faculties, and approved by the Board of Trustees.

Article 2: Forming of academic personnel

2.1 The academic personnel are formed of those entrusted with teaching and research duties, those who have contracts with the University.

- 2.2** There are two categories of academic personnel:
- 2.2.1 Full timers who devote all their working time and intellectual efforts exclusively to the University of Balamand without being involved in any other institution or any other kind of work; and
- 2.2.2 Part timers.

Article 3: **Academic Ranks at The University of Balamand**

- 3.1** The basic academic ranks for full time members of academic personnel are:
- 3.1.1- Professor:** This rank is granted to holders of a Doctorate Degree who excelled in teaching and in serious scientific research and have shown high competence thus meriting the respect and appreciation of their peers at the University or at other learning institutions.
- An Associate Professor may, in principle, be nominated to the rank of Professor after seven years of having been in this rank at the University of Balamand or any other higher learning institution at the discretion of the University Council.
- 3.1.2- Associate Professor:** The holder of this rank must have, in addition to a Doctorate Degree or the highest degree in a specialization, a record of success in teaching, research, and constructive and continuous participation in the life and programs of the University.
- An Assistant Professor may be nominated to the rank of Associate Professor after serving seven years at this rank at the University of Balamand or any other higher learning institution at the discretion of the University Council.
- 3.1.3- Assistant Professor:** The holder of this rank must have a Doctorate Degree or the highest degree in a specialization, preference is given to those with previous experience in the fields of teaching and research in an institution of higher learning or a recognized research center.
- 3.2** The University may, when necessary, grant full time or part time members of academic personnel other ranks. These are :
- 3.2.1- Postdoctoral rank:** This rank is granted to recent PhD graduates. Emphasis is placed on research orientation, but it also includes a teaching

component, allowing these recent graduates to gain important teaching experience. The University anticipates Postdoctoral Fellows to participate in course teaching with a load that ranges between 3 to 6 credits, depending on the Faculty, while the rest of their time will be dedicated to research.

3.2.2- Researcher (of the rank of Professor or Associate Professor or Assistant Professor): This rank is granted to holders of high degrees who are full time academic researchers.

3.2.3- Visiting Professor: This rank is granted to a Professor coming to the University from another institution of higher learning where he/she held one of the basic three ranks mentioned in Clause (3,1) above. A Professor may remain in this rank for a maximum period of two years.

3.2.4- Adjunct Professor: This rank is granted to a Professor entrusted by the University with specific duties, inside the University or outside, and for a specific period. The holder of this rank is not considered as a member of the academic personnel thus the Regulations on promotions and appointments are not applicable thereto.

3.2.5- Senior Lecturer: This rank is granted to holders of the rank of Professor or Associate Professor who ceased their research or publication work. It is up to the University Council to grant this rank based on the dean's recommendation after consulting with the division or upon the request of the Professor concerned.

In addition, this rank may also be granted to lecturers who obtain a Ph.D. during their teaching at the University. It is up to the President to grant this rank based on the recommendation of the dean.

3.2.6- Lecturer: This rank is granted to holders of the rank of assistant professor who ceased their research or publication work or to holders of a Master's Degree with practical experience especially in the teaching field.

3.2.7- Instructor: This rank is granted to holders of a Master's Degree whose services are sought in classrooms, laboratories or technical activities.

3.2.8- Assistant Instructor: This rank is granted to holders of a Master's degree whose services are sought in laboratories or technical matters.

3.2.9- Assistant Researcher: This rank is granted to holders of a Master's Degree to help in academic research.

The Academic Committee of the Board of Trustees may, when necessary, exempt some cases from the classification or promotion conditions, upon the recommendation of the President of the University after consulting with the University Council.

Chapter Two : Appointments and Promotions at the University

Article 4: Appointment, Promotion and Termination of Contract

- 4.1** The appointment and promotion to the rank of Professor or Associate Professor shall take place through a decision by the University Board of Trustees pursuant to the nomination by the President of the University, based on the recommendation of the University Council and a proposal from the Faculty represented by its dean, pursuant to Article 5 of these Regulations.
- 4.2** In general, the appointment and promotion to other academic ranks stipulated for in the previous Article, shall be made through a decision by the President of the University pursuant to the recommendation of the University Council based on a request by the Faculty represented by its dean and pursuant to the proposal of the division represented by the head of the division or after consulting with him.
- 4.3** The authority making the appointments and promotions has an absolute discretionary authority to do so if the specified terms for appointment are met. A promotion shall come into effect at the beginning of the academic year following the date of the decision.
- 4.4** For appointments and promotions to ranks, the ratio of holders of degrees as specified in the law regulating Higher Education and its applicable Decrees must be taken into consideration.

4.5 Expiration, extension or renewal of Contracts

The term of any appointment shall automatically end, with the expiration of its term as mentioned in the Appointment Letter or the Contract.

4.6 Termination of Contracts before the end of their Term

In the event any of the parties terminate the appointment before its original term (or the renewed or extended term) for an unjustified reason, the party requesting the termination must pay the other party a lump sum compensation equivalent to two month's salary for every remaining year of the contract.

- 4.7** When a full-time member of the academic personnel attains the age of sixty-five his contract may be renewed for one year, renewable once or more by decision of the President.

Article 5: Procedures of Academic Contracts

- 5.1** This Article aims at regulating promotions, renewals and extensions of contracts with full time members of academic personnel.
- 5.2** Subject to the letters of appointment and to the standards shown hereunder, the term of contracts signed with the new academic personnel is specified, in principle, for one year renewable or extendable.
- 5.3** Contracts with terms beyond one year are usually signed:
- a) With full time academic personnel who worked at the University for three consecutive years or more.
 - b) With those who have five years full time academic experience or more at another university and worked full time with the academic personnel of the University of Balamand for one year or more.
- 5.4** In specifying the term of a contract, the following standards shall be taken into consideration.
- c) Teaching and Research

Teaching includes: (1) The influence of the member of the academic personnel in the classroom, (2) the preparations of teaching material, and (3) the evaluation of students. Research and publications are considered as two mandatory conditions.

As to research, it includes: their publications of scientific articles in international and/or refereed journals, participation in writing scientific books and interventions in refereed conferences, as well as broad recognition of the

importance of the publications, registered patents, distinguished art work, etc...

d) Internal Activities

These activities include the contribution of members of academic personnel to the work of the department, the Faculty and the University through the drawing and implementation of academic directives at all levels, and their participation in University Committees.

e) Correlation between the work and the goals of the University.

The performance of members of the academic personnel is evaluated, be it in teaching or internal activities, by the extent of their compliance with the directives of the University. It is important for their work to be correlated with the missions of the Faculty and the University.

5.5 Contracts are signed by the President of the University in light of the decisions issued by the relevant bodies pursuant to the mechanism as shown in these Regulations and in the University Bylaws. The contracts shall specify the terms of the relationship between the University and the member of academic personnel (pursuant to Chapter Two of these Regulations).

5.6 Renewal of contracts or promotions are based, when necessary, on the documents prepared by the member of academic personnel when requesting the renewal or promotion. These are:

a) The personal file:

It includes:

1) Teaching Material:

The teaching material prepared by the member of academic personnel, such as a description of the courses with a list of recommended references, in addition to the exams questions and other material used in their evaluation of the performance of students.

2) Evaluation by Students:

The evaluation of students of the courses taught by the member of academic personnel include students' interaction with the professor in supervision and guidance on their individual work (in tutorial courses, theses or experimental projects, if any).

3) Evaluation by colleagues:

The dean may consult the colleagues of the member of academic personnel concerned who are acquainted with their performance and participation in the division/department and Faculty.

4) Evaluation by the dean and the head of the division/department:

The dean and the head of the division/department shall each prepare a report summarizing therein their evaluation of the member of academic personnel concerned as to:

- Their innovative preparation of the tutorial courses, and their contribution to the work of the division/department and the Faculty.
- The papers prepared for teaching, such as grades and synopsis of courses, etc.
- Participation in committees, etc.
- Participation in realizing the duties and directives of the division/department and Faculty.
- Contribution to academic supervision and follow up of students .

5) To be added to the file information related to internal activities which include:

- Being a member or chairman of a Faculty or University committee, of the Advisory Council or others.
- Special assignments, such as representing the University or the Faculty in local or international meetings.
- Special contributions to the activities of the division/department, the Faculty or the University.

- b) A personal statement: on the correlation of the work of the member of academic personnel with the University mission and the extent of their motivation.

5.7 Procedures for the Renewal of Contracts

A yearly renewable contract shall be concluded with "Instructors", "Lecturers" and "Senior Lecturers".

A preliminary contract for a period of one year shall, in principle, be concluded with Assistant Professors. Upon its term a new contract shall be concluded for another period of three years renewable twice consecutively and may be three times by a decision of the University Council.

In general, if an assistant professor is not promoted to the rank of associate professor after the above-mentioned renewal period, he/she shall be appointed to the rank of "Senior Lecturer" by a decision of the President of the University pursuant to the recommendation of the University Council. In this case, the member of academic personnel may be given a three-year contract allowing them during its term, or at the end of it, to apply for promotion to the rank of associate professor. If this promotion does not take place, then the administrative rules in practice may be applied to this member pursuant to the Academic Personnel Regulations.

A preliminary contract shall be concluded with an associate professor for a period of three years followed by a contract for a term of three to four years. The term of the third contract depends, in principle, on the promotion of the associate professor to the rank of professor. In general, if the promotion to the rank of Professor is not achieved the contract shall be terminated or they may be appointed to the rank of "Senior Lecturer" in a decision by the President of the University pursuant to the recommendation of the University Council.

Five-year renewable contracts are usually concluded with members of academic personnel of the rank of "professor" provided that they continue their scientific production through direct research or through the supervision of dissertations and thesis'.

Note: Forms of documents cited in this Article are appended to these Regulations.

Article 6: Contracts

- 6.1** A contract signed by the President of the University shall be concluded with each member of academic personnel in two original copies, one for each party, specifying therein the rank, remuneration, term of contract, tutorial courses or research, and special terms, if any.
- 6.2** The text of the Contracts shall include:
- 1) Reference to these Regulations as a complementary part thereto.
 - 2) An express waiver by the member of the academic personnel of all the intellectual property rights related to all educational and preparatory material, inventions, patents, forms, drawing and generally any work done by the member during their contractual period with the University, within the terms of these Regulations.
- 6.3** The provisions of these Regulations are considered as a complementary part of the Contract and apply to both parties thereto unless the Contract stipulates otherwise.
- 6.4** The dean of the Faculty requests in advance from the Human Resources Department to prepare the contracts to be ready for signature according to the provisions of these Regulations and within the specific deadlines.

Article 7: Renewal of Contract

- 7.1** The contract with full timers is automatically terminated by the end of its term unless the President of the University, based on a recommendation by the dean, expresses the wish of the University to renew it, fully or partially, or to extend it for a certain period, six months before its term if the appointment is for one year, or nine months before if the appointment is for more than one year. The University shall draw a new contract in the event of renewal or extension. The member of the academic personnel shall give his/her express written consent within five days from the date of the renewal letter. If the member of the academic personnel gives his/her consent and then retracts it, he/she shall be subject to pay the compensation referred to under article 4.6 of these Regulations.

- 7.2** The contract with part timers ends automatically with the end of its term unless it is expressly renewed.

Article 8: **Term of Contract**

- 8.1** Contracting with full timers shall be for a period of one to three years. However, it is possible to contract for a period of three to five years with members of academic personnel of the rank of associate professor and professor. As to five-year contracts, these shall be concluded with the approval of the Board of Trustees.
- 8.2** The term of contract for part timers shall be for a maximum period of one semester.
- 8.3** Contracts for members of the academic personnel, exerting administrative duties in addition to their teaching duties, will only be for eleven-month period. Administrative duties can be terminated at any time, and this termination shall not create the right to any compensation of any kind.
- 8.4** With the exception of contracts concluded for eleven months, teaching during the summer season requires independent contracts.

Chapter Three : Academic Personnel Obligations

Article 9: **Actual Teaching Time**

- 9.1** The University Council shall decide on the teaching hours for each course and the corresponding hours of advice and guidance to the students.
- 9.2** The teaching hours for primary academic ranks shall be twelve hours per week and for full timers of all other ranks fifteen hours per week unless stipulated otherwise in the contract.
- 9.3** The teaching hours of part timers for a certain semester are as specified in the contracts concluded with them.
- 9.4** The University Council may, upon a proposal from the dean, reduce the number of classes taught for the following reasons:

- 1) For scientific research, provided that the reduction does not exceed three classes per week.
 - 2) For the time required to carry out certain administrative duties assigned by the dean or by the President of the University.
- 9.5** The dean of the Faculty shall, in agreement with the heads of divisions/departments, determine the timing of classes and the hours of advising for each semester taking into consideration the terms of contracts with part timers and provided that the hours of advising are not less than one hour per week for each course.

Article 10: **Aims and Directives of the University**

Members of academic personnel shall comply with the basic directives of the University and its goals, and abide by their context and spirit as cited in the introduction to these Regulations or as issued from time to time by the competent authorities of the University.

Article 11: **Scientific Objectivity**

Members of academic personnel are committed to scientific objectivity in their teaching, research, directives and discussions, and must be distinguished by responsibility and scientific earnestness in teaching and in society.

Article 12: **Participation in Meetings**

Members of academic personnel shall attend the meetings they are duly called to attend unless they give a valid excuse for their absence before the date of the meeting.

Article 13: **Plans of Courses**

- 13.1** Each member of the academic personnel shall create a plan for each course he is teaching and submit it to the head of the division for adoption and distribution at the beginning of the semester and shall adhere to its contents and to the time table for its completion.
- 13.2** Each member of the academic personnel shall abide by the evaluation policy cited in the plan of the course and must submit to the dean the final grades for the

course within forty-eight hours at the most after the last exam; the member shall also stay at the disposal of the dean for seventy-two hours after announcing the results of the course to address any inquiries regarding the grades.

Article 14: Curricula

The University Council, in consultation with the academic personnel shall publish the curricula with which members of the academic personnel shall abide. These curricula are in the form of decisions or memorandums issued by the University President.

Article 15: Intellectual Property Rights

- 15.1** Subject to the provisions of the following two paragraphs, each member of the academic personnel shall have copyrights to his publications and shall be solely responsible for their contents and for observing the copyright and the intellectual property of others. Members of the academic personnel must mention the name of the University in all their authorship and publications of scientific articles and presentations they give at conferences in which they participate.
- 15.2** The intellectual, exploitation and leasing rights of all discoveries, inventions, patents and intellectual scientific production realized by any full-time member of the academic personnel during the contract with the University shall revert to the University who shall pay the member royalties at the rate of ten percent of the net income resulting from waiving his/her right of exploitation or lease of his/her discovery, invention, patent or intellectual scientific production.
- 15.3** The intellectual, exploitation and leasing rights of all discoveries, inventions, patents and intellectual scientific production that revert to the University from the productions of part time members of academic personnel are restricted to the subjects they are teaching or researching during the term of their contract.

Article 16: Special Duties of Full Timers

In addition to the general duties cited in the previous Articles, full time members of academic personnel shall be fully devoted to their work at the University. This matter was taken into consideration in determining their salaries and benefits. This devotion requires, in particular:

- 1) Conducting scientific research.
- 2) Advising and guiding students.
- 3) Deliberating on educational matters with other members of academic personnel.
- 4) Participating in and preparing for academic and administrative committees and working on the implementation of their decisions.
- 5) Carrying out, outside the University, cultural and directive duties as determined by the University Council.
- 6) Giving lectures and participating in seminars outside their Faculties.
- 7) Refraining from doing anything outside the University not stipulated for in Article 35 hereunder.
- 8) Refraining from any activity that may create conflict of interest between the academic member and the University.
- 9) Refraining from holding any leadership responsibilities in political, social or syndicate associations unless special permission is issued by the University.
- 10) Abiding by the moral and behavioral principles in whatever work carried out inside or outside the University.

Chapter Four : Disciplinary Measures

Article 17: **Disciplinary Measures**

Shall be applied on any member of academic personnel who violates the duties entrusted to him pursuant to these Regulations, any of the following disciplinary measures depending on the gravity of the violation:

- 1) Warning
- 2) Reproach

3) Termination of Contract

Article 18: Authority Taking Disciplinary Measures

- 18.1** The warning shall be sent by the dean if it is the first violation, and by the President of the University if it recurs, and shall always be sent in a confidential letter addressed to the violator.
- 18.2** As to other disciplinary measures, they shall be made by the President of the University based on the recommendation of the Academic Disciplinary Committee formed of professors representing the various Faculties at the beginning of each academic year provided that the Committee specifies in its recommendation the nature of the violation, its legal grounds and the suggested measure.

Article 19: Principles for Applying the Code of Business Ethics

The Board of Trustees has established the principles of professional conduct in applying the Code of Business Ethics, which is considered an integral part of these Regulations.

Article 20: Review of Disciplinary Measures

In the event new facts were revealed which may lead to revoking or reducing the disciplinary measures taken against a member of the academic personnel, said member may complain to the President who in turn shall take it again to the competent committee pursuant to Article 36.

Chapter Five: Academic Personnel Benefits

All allowances, benefits and compensation of any kind shall be calculated and paid in Lebanese pounds in accordance with the rules and principles adopted by the University.

Section One: Allowances and Benefits

Article 21: Remuneration

- 21.1** Members of the academic personnel shall receive in return for the work entrusted to them a remuneration calculated on the basis of their degrees, publications, experience and/or the number of hours needed for the course they are teaching. Said remuneration includes all the merited benefits pursuant to these Regulations unless otherwise stipulated for therein.
- 21.2** The remuneration of full timers shall be distributed over twelve monthly installments, and for part timers over four installments for one academic semester.
- 21.3** In addition to the deductions stipulated for by law, an amount equal to the unauthorized absence shall be deducted from the allowances.

Article 22: Schooling allowances

- 22.1** Full time academic personnel of primary ranks shall benefit from schooling allowances for their dependent children in the pre-university stages of education pursuant to the following conditions:

First – Based on a proposal by the President, the Board of Trustees shall annually determine the sum of schooling allowances taking into consideration the fees of three schools operating in Lebanon. In all cases, the schooling allowances shall not exceed 15,000,000/ fifteen million Lebanese pounds per academic year for each child.

Second – The child must be duly registered in Lebanon in a regular public or private day school registered with the Ministry of Education and Higher Education, excepting night schools.

Third – Schooling allowances are granted for a maximum number of three children starting from the eldest. However, if both parents are full timers at the University, the schooling allowance shall be confined to one of them.

Fourth – The schooling allowance shall be paid for each child commencing from Kindergarten 2 (KG 2) up to the Baccalaureate or Technical Baccalaureate or the equivalence thereto. The pre-university schooling allowance for one child shall not exceed fourteen years.

Fifth – Said schooling allowance does not include the cost of books, transportation expenses and other expenses and fees added to the tuition fees.

Sixth – The schooling allowance (or the subject portion thereof) shall be subject to personal income tax on salary and remunerations in accordance with applicable laws.

- 22.2** This allowance shall be paid in return to a certificate of registration in one of the above cited schools, and a preliminary certificate of schooling fees with receipts as they come in.
- 22.3** The schooling allowance may not be transferred from one child to another or paid for a repeated year for any reason whatsoever.
- 22.4** The schooling allowance is not payable to any child benefiting from a similar allowance from another source. However, if the amount of the other allowance is less than the allowance offered by the University, the University shall only pay the difference between the two allowances at the time.
- 22.5** Benefiting from the allowances for all children shall cease, each as per its own conditions, at the end of service for any reason whatsoever or upon a change of status from a full timer to part timer. The schooling allowance shall continue to be due until the end of that scholastic year, except in case the service is terminated.
- 22.6** Schooling allowances shall automatically cease or be amended upon the issuance of any legislation requiring the University to grant schooling allowances or burdens it with financial obligations the purpose of which is to contribute to schooling fees of full-time members of the academic personnel.

[Article 23:](#) [University Assistance](#)

- 23.1** Dependent children of members of academic personnel of primary ranks are exempt from tuition fees at the University of Balamand in the undergraduate programs. However, if one of the children of the concerned members joins another university for a specialization that is not available at the University of Balamand, the Executive Committee of the Board of Trustees shall

annually fix, pursuant to a proposal by the President, an amount to be granted to one of these children, provided that this amount does not exceed the average rate of tuition fees at the University of Balamand, and that it is for a maximum period of three years of the first phase of the University program.

- 23.2** Granting the University Assistance depends on the decision of the “Admission Committee” at the University of Balamand to accept the child pursuant to the University Regulations, and his/her enrollment therein as a regular full-time student for obtaining a first academic degree, and provided that said student does not benefit from another equivalent allowance. This principle is applicable to the children who enroll in a university other than the University of Balamand subject to the provisions of Article (23,1) above.
- 23.3** Exemption from tuition fees is restricted to three children beginning with the eldest. However, if the two parents are fulltime faculty members at the University, the exemption shall be restricted to one of them. If one of the parents benefits from another source of university educational allowance for his child, then said child shall not be exempt from tuition fees at the University except to the extent of the difference between the allowance and the exemption.
- 23.4** Exemption from tuition fees for each eligible child only includes uninterrupted years at the first level of university up to the first university degree, on the basis of the academic program of the University where the child is enrolled.
- 23.5** The exemption does not include language qualifying sessions or repeated credits or years for any reason whatsoever.
- 23.6** The exemption shall cease for all children at the end of service for any reason or upon a change in status from a full timer to a part timer. The University assistance shall continue to be due until the end of the current academic year except in case the service is terminated.
- 23.7** The exemption shall cease in emergency cases (such as the death of any eligible child or the marriage of the eligible child). However, the exemption as determined in paragraph 23.4 above shall apply to another child who

- meets the conditions of enrollment at the University and only for the remaining period of the exemption starting with the academic semester following the cessation of the previous child's eligibility.
- 23.8** The exemption shall automatically cease upon the issuance of any legislation requiring the University to grant similar benefits or burdens it for that purpose with other obligations for its full-time members of the academic personnel.
- 23.9** The exemption (or part of it), shall be subject to personal income tax on salary and remunerations in accordance with applicable laws.

Currently under Review

Article 24: Additional Benefits

24.1 Health Insurance

Full time academic personnel of all ranks shall benefit from a health insurance plan pursuant to conditions to be agreed upon yearly by the University with hospitalization institutions or insurance companies who determine the extent of the benefit, the premium to be paid by the beneficiary and the contribution of the University in accordance with the budget appropriation in this respect based on a proposal by the President of the University.

The University's contribution is subject to personal income tax on salaries and remunerations according to applicable laws.

Health insurance remains available to retired members of the academic personnel without profiting from any contribution from the University, provided that these members pay the full amount of the premiums related to their insurance. The University remains extraneous for the stopping of the health insurance in the event of delay or nonpayment of premiums required from the retired members.

24.2 Accidents Insurance

Further to the provisions of 24.1 above, the University shall work with an insurance company to insure its full-time members of academic personnel against personal accidents up to the salary of one year calculated on the basis of the last basic monthly salary. The “Continental Scale” shall be applied for indemnifications for personal accidents.

- 24.3** Based on the decision of the members of the academic personnel, pursuant to a vote that took place on 26 of December 2019, which was notified to the President of the University on 13 January 2020. The Executive Committee of the Board of Trustees of the University agreed to cancel the special additional benefit (Pension Fund). This article was therefore deleted without canceling the numbering.

Currently under Review

Article 25: Special Benefit considered as End of Service Indemnity (End of Service Benefit) (Indemnity)

- 25.1** In the absence of any legal or application texts concerning the end of service indemnity of full-time members of the academic personnel in private universities, the full-time member of the academic personnel of the University of Balamand shall benefit from a special Indemnity considered as an End of Service Indemnity (End of Service Benefit) (Indemnity).

In case such mandatory texts for private universities are issued, the work with this Indemnity shall immediately cease without the need for any notice or prior special procedure. The accumulated amounts, shall be calculated to the account of the full-time member of the academic personnel benefiting thereof and deducted from the amounts due as per these texts (when issued).

These amounts shall become due to the full-time member of the academic personnel in accordance with the provisions of the applicable laws at the time of the contractual relationship, if any, with him/her ends.

- 25.2** All full-time members of the academic personnel of all ranks shall benefit from the Indemnity which shall be paid at the end of the contractual relationship with the University for any reason.

25.3 The Indemnity shall be calculated at the end of each year, depending on rank, as indicated below on the basis of the total income subject to tax of the full-time member of the academic personnel as per the contract and its addenda and appendices, effective as of the beginning of the 2007-2008, and as the University may decide as of academic year 2010-2011.

a- Below the rank of Assistant Professor:

The basis for calculating the Indemnity is ten percent (10%).

b- The rank of Associate Professor:

The basis for calculating the Indemnity is ten percent (10%) for the first year, and shall increase by half percent (0.5%) for each full contractual year until the yearly percentage reaches twelve and a half percent (12.5%) as a maximum, and that, as of academic year 2008-2009.

c- The rank of Professor:

The basis for calculating the Indemnity is twelve and a half percent (12.5%) and that, as of academic year 2008-2009.

In the event an Associate Professor is promoted to the rank of Professor before the basis of calculation of the Indemnity reaches twelve and a half percent (12.5%), the Professor shall benefit from said percentage starting the end of the academic year during which the promotion occurred.

25.4

25.5 The Indemnity shall be automatically liquidated upon the full-time member of the academic personnel reaching the age of sixty-five (65), date on which he/she shall mandatorily liquidate and cash it.

However, in case his/her contract is renewed in accordance with these Regulations after liquidation of the Indemnity, the full-time member of the academic personnel shall cash the amount of one (1) month per year at the end of each contractual year in lieu of any indemnity, and that, until the end of the contractual relationship with the University.

Section Two: Holidays

Article 26: Procedures

- 26.1** With the exception of previously announced collective holidays, the dates of the beginning and end of individual holidays must be notified pursuant to administrative rules circulated by the University to all members of academic personnel. In case of violation, the absence shall be considered as unauthorized absence.
- 26.2** An unauthorized absence for one week or more exposes the member of academic personnel to disciplinary measures which may lead to the termination of his contract

Article 27: Annual Leave

- 27.1** Full time academic personnel are entitled to an annual leave, usually granted in summer; the University shall determine its timing pursuant to the program of classes.
- 27.2** The leave shall begin on the first day following the end of the spring academic season, and end two weeks prior to the beginning of the autumn academic season.
- 27.3** Members of academic personnel entrusted with administrative duties are entitled to one-month vacation.

Article 28 : Seasonal Holidays and Feasts

The President of the University, after consulting with the University Council, has a discretionary authority to determine the national, religious and seasonal holidays during which lessons are suspended at the University; these holidays shall be announced at the time or pursuant to a previously announced annual program.

Article 29: Sick Leave

- 29.1** Full time members of academic personnel are entitled to a sick leave of a maximum two months, one month with full pay and one month with half pay

for one academic year; such leaves are not accumulative or carried from one year to another.

- 29.2** The University may, at any time, request the beneficiary from a sick leave to prove his illness pursuant to a medical report issued by a doctor acceptable by the University, stating therein that he has examined the patient, describes his illness and the reasons for the complete rest and the time needed for recovery.
- 29.3** In all cases, the patient must notify the University of his illness on his first day of absence.
- 29.4** Part time members of academic personnel must compensate for the periods or hours of absence due to illness pursuant to a time table to be agreed upon with the head of the division or department; if the sick leave is for more than two weeks, the University may terminate the contract and appoint a replacement.
- 29.5** If the sick leave of a full timer exceeds two months, his contract shall be considered as suspended; the University Council shall look into the matter based on a report issued by the dean and supported by a medical report describing his condition, chances of recuperation and the time needed for recovery in order to decide on whether to appoint a temporary replacement or terminate the contract.

Article 30: Maternity Leave

A full-time female member of academic personnel is entitled to one-month maternity leave with full pay provided that she notifies the University of the expected date in accordance with the University Regulations for this purpose.

Article 31: Marriage Leave

All members of academic personnel are entitled to a marriage leave of one week provided that they compensate later for the teaching hours in coordination with the head of the division/department.

Article 32: Sudden and Compulsory Absence

In the event a member of academic personnel had to be absent for a sudden and compulsory reason for a maximum period of two days or more, they must notify the University immediately and compensate for the hours of absence in coordination with the head of the division/department.

Article 33: Leave Without Pay and Emergency Leaves

33.1 The University does not grant leave without pay.

However, in emergency situations as may be assessed by the President of the University pursuant to the recommendation of the relevant dean, and in cases of force majeure, the absence of a member of academic personnel for reasons other than those stated in these Regulations may be considered as a leave without pay.

33.2 Exceptionally, after the lapse of three academic years, and for the development of academic abilities or scientific research, a member of the academic personnel may be granted a leave without pay for a maximum period of one academic semester based on the recommendation of the dean and the approval of the University Council.

Section Three : Miscellaneous Provisions

Article 34: Developing Academic Abilities

34.1 The University shall endeavor to give qualified personnel the opportunity to develop their academic abilities. To achieve this, it may grant a member of the academic personnel at the rank of professor or associate professor leave for specialization or scientific research within the following terms:

1. That the professor or associate professor has spent six consecutive years in teaching and research at the rank of assistant professor and above or carried out scientific research which justifies giving them a leave for specialization or scientific research.
2. That the leave does not exceed one academic year.

3. That the beneficiary resumes their duties at the University for a period of at least three consecutive academic years; he/she may then apply again for a leave for one semester only. However, if he/she works for six consecutive years after returning, they may apply again for a leave of maximum one academic year only. To qualify for this leave, actual work periods shall be calculated only.
- 34.2** The request for leave shall be made in writing to the dean a year before its expected date. The applicant must detail the academic activities they intend to carry out and their contributions to the development of their teaching and research abilities, with special reference to the expected benefits on the programs of the University. They must also show the total cost such as salaries, travel allowances and others, and the financing source from outside the University, if any.
- 34.3** The dean shall look into the application submitted in light of the recommendation of the head of the division/department and the Faculty Council. If the dean accepts it, he/she shall then refer it to the University Council for further study, who in turn shall submit it to the President of the University with its recommendation for taking the final decision thereon. The decision must specify the extent of salaries, benefits and travel expenses from which the applicant for the leave shall benefit.
- 34.4** Upon returning the academic member shall submit to the President of the University a detailed report on all academic activities during the leave.
- 34.5** If the beneficiary fails to return to the University at the end of his leave, or worked for a period less than the period he committed to, the contract shall be deemed as terminated at his own responsibility, and he shall be liable to repay all salaries and expenses incurred by the University, or a ratio thereof, to be calculated on the basis of the period of work after the leave.

[Article 35:](#) [Work Outside the University](#)

- 35.1** Full time members of academic personnel may request authorization to carry out work outside the University which may contribute to the development of their specialization, their teaching and research performance, or work in the

public service provided that this work is not in conflict with the interests of the University, pursuant to the following conditions:

1. That the work requested is for board membership of public or private non-for-profit institutions, provided that it is gratis except for an allowance for attendance.
2. That the teaching is on interim basis and for one course per semester, in one of the higher learning institutions in Lebanon, and that the applicant fulfills all his obligations towards the University pursuant to these Regulations.
3. That the requested work does not require absence from the University for more than fifteen days in one semester.

35.2 The request shall be submitted to the dean who shall look into it pursuant to the following considerations:

- a. That the work outside the University contributes to the development of the applicant's specialization, and is in the field of teaching and research.
- b. That the applicant fulfills all his obligations towards the University.
- c. That the absence is within the limit stated in clause three above.

35.3 The request, together with the dean's recommendation, shall be submitted to the University Council for its study. The President of the University shall take the final decision on this matter and specify therein the date of the beginning and the end of the authorization; the decision is not renewable automatically.

Article 36: Grievances

36.1 A member of the academic personnel may submit a grievance whenever he believes the treatment accorded to him is in violation of his contract or of the policies and regulations of the University, or in the event new facts were revealed which may revoke or decrease the disciplinary measures taken against him.

- 36.2** The grievance shall be submitted to the President of the University who shall examine it. It is up to him to refer it to an ad hoc committee for its investigation and recommendations thereon. The Committee shall be composed of three members of the same rank of the grievant or higher. One of them to be appointed by the Faculty Council of the grievant, the second by the University Council, and the third shall be appointed by the President and shall serve as chairman of the committee.
- 36.3** The President of the University shall furnish the committee with information and documents relating to the case. The committee shall examine the case and submit its recommendations to the President within a month of the date of its appointment, who in turn shall submit it to the University Council for taking the appropriate decision.
- 36.4** The President of the University shall inform the person concerned and the committee of the decision within ten days of receiving the committee's recommendation; the decision shall be final and binding.

Chapter Six : Conclusive Provisions

Article 37: Termination of the Contractual Relationship

- 37.1** Further to the reasons stated in these Regulations for terminating a contract, part timers contracts shall be considered as terminated or cancelled for absence of subject matter, in the event a teaching or research course is cancelled, and shall be considered as suspended if the number of registered students for the specific course was not enough as may be decided by the University. In this case the member of academic personnel may request the termination of the contract.

The contract may also be cancelled or terminated for the impossibility of its enforcement or for force majeure.

Article 38: Subsequent Legislations

Any subsequent legislation granting members of academic personnel benefits, compensations or the like, and regulating their relationship with the

University, partially or fully, shall definitely replace provisions on such matters in these Regulations and amend them pursuant to these legislations.

Article 39: **Amendment of these Regulations**

- 39.1** These Regulations may be amended prior to the beginning of any academic year in the interest of the University, and in the event of the issuance of any legislation determining the relationship of the University with its academic personnel, in particular those stipulated for in Articles 24 and 37 of these Regulations.
- 39.2** Amendments to these Regulations shall be made pursuant to the regulations in place for drawing the University Regulations.

Article 40: **Enforceability of these Regulations**

These Regulations shall be in effect as of the beginning of the academic year following the approval of the decision by the Board of Trustees.

Appendices to Article Five

The University of Balamand

Renewal of Contract

Section One : General Information to be Submitted by the Dean

a. Name of Candidate

b. Present Rank

Since (day/month/year)

c. The highest degree he holds: Date : (day/month/year)

The Learning Institution:

d. Current Contract: From up to

e. Years of Experience before joining the University of Balamand

f. Years of Experience at the University of Balamand

g. Documents attached to this File:

- Material related to the curricula (please specify)

- Students evaluation for the past year

- Additional documents (please specify)

.....

Signature of the Dean

Date:

Signature of the Candidate.....

Date:

Section Two: Information Submitted by the Dean

The dean must submit a summary not to exceed one page evaluating therein the performance and duties of the candidate for the past three years, within the framework of the committees and his contribution in the implementation of the Faculty goals, and other relevant information.

Section Three: Information Submitted by the Candidate

- a. Teaching performance and contributions to the service of the University

The candidate shall submit a summary of his educational production and quality of his teaching, stating therein the fields of research, creativity in teaching and a summary of the services offered to the division/department, the Faculty and the University.

- b. The correlation between the work and the mission and goals of the University over a period of five years.

The candidate shall submit a statement not to exceed one page expressing therein the extent his work is in harmony with the policy of the University and clarifies future planning on all levels.

Section Four: Evaluation of Colleagues (to be sent to colleagues informed of the candidate's performance)

Greetings,

As the University is working on evaluating the member of the academic personnel and reviewing the terms of his contract, please use the space hereunder to state your personal evaluation of the candidate for the last years.

Starting from the interaction between you and the candidate, how do you evaluate their performance, ability to cooperate with colleagues, participation in the department, Faculty and University as a whole? Your evaluation is to be sent directly to the dean in a sealed envelope.

*As approved by the Board of Trustees
In its meeting of June 7, 2002*

The University of Balamand Code of Business Ethics

1. Purpose

This Code

- 1.1 Complements and confirms the existing codes relating to the principles of business dealings at the University and with other institutions and individuals.
- 1.2 Confirms the commitment to and abidance by all laws and regulations relating to business ethics at the University.
- 1.3 Enhances the spirit of team work and transparent responsible stands.
- 1.4 Encourages University dialogue on business ethics.
- 1.5 Forms a general reference to other rules and regulations that the University may introduce.

2. Scope

This Code is applicable to all academic and non-academic personnel at the University of Balamand.

3. Ethics and Justifications

Honesty and ethical conduct are an integral part of the spirit and work of the University.

University of Balamand personnel are endowed with trust and must act accordingly.

The University does not tolerate any unethical conduct contrary to our traditions upon which our society stands.

University of Balamand personnel must abide by University jurisdictions and regulations.

Terms of the Code:

- General outline of business ethics
- Conflict of interest
- Confidentiality of discussions
- Gratuities and bribes
- Responsibility
- Abidance with the laws

- Reporting

4. General Outlines

UOB personnel must honor the values of unequivocal honesty and integrity in all their activities which requires keeping promises, fairness, respect of others and personal responsibility. Decisions must be taken ethically and in light of these values.

UOB personnel are presumed to be active members of society and are expected to behave ethically inside the University and outside. They must also avoid manifesting any odious or indecent behavior.

The University stresses the importance of respecting students and observing their rights. It considers this as part of its educational duties in educating students to be responsible citizens.

5. No Conflict of Interest

Conflict of interest is defined as conflict between personal interests and official responsibilities of a person in a responsible position. UOB personnel must avoid conflicts of interest. In this context, they must comprehend the influence of family and social background, or any other associations, on their objectivity in taking decisions, particularly decisions related to the vital interests of the University.

To avoid taking decisions that might create a conflict of interest, they must talk about them with the Office of the President.

However, a conflict of interest must not deprive them from employing their abilities and powers in supporting the interests of the University and developing communion between the University and society.

6. Maintaining the Confidentiality of Discussions

The University of Balamand is committed to transparency in taking decisions and managing its business. However, the transparency must not be at the cost of the confidentiality of discussions, particularly those concerning personal information and other extremely important matters to the University.

Responsible personnel of the University must be cautious in dealing with University affairs. Thus, they must:

- a. Write “personal” or “confidential” on documents requiring that.
- b. Pledge secrecy when discussing University matters and always observe the interests of the University.
- c. Consider all University documents (electronic and/or printed) as the property of the University, and deal with them appropriately.
- d. Respect all rules, regulations and policies related to intellectual property rights.

On the other hand, responsible personnel at the University may not:

- a. Circulate information from students and personnel records without the written approval of the person concerned (be it student or employee).
- b. Disclose unpublished financial information.
- c. Circulate documents relating to projects and/or reports on the conduct of business and/or final reports without the approval of the responsible person, or without observing the appropriate rules and procedures.
- d. Disclose secret information.

7. Non-Acceptance of Gratuities and Bribes

UOB personnel may not give, offer or promise anything of value to any person or institution who has a relationship with the University, or accept same.

8. Responsibility

UOB personnel, representatives and employees in control and supervisory positions are required to conduct their work ethically and in harmony with the above cited values.

9. Reporting Violations of the Laws

UOB personnel must report to the authorities concerned, any violation of the laws or regulations or of any conduct contrary to the code of business ethics.

Anyone who intentionally withholds information about an employee's violation of University regulations and of the code of business ethics shall be responsible for their failure to report it.

10. Consequences of Violating the Laws

Violation of the laws, rules, regulations and the code of business ethics by University personnel shall expose them to disciplinary action which may lead to dismissal from work.

This disciplinary action shall be applied pursuant to the regulations in practice at the University of Balamand.

Academic Freedoms at the University of Balamand

Based on international charters, agreements and covenants on human rights, in particular the International Declaration of Human Rights, the International Covenant on Civil and Political Rights, the UNESCO Convention against Discrimination in Education, the international conference on “Academic Freedom in Arab Universities”, which was held in Amman, the capital of the Hashemite Kingdom of Jordan on December 15 and 16, 2004 by invitation from “The Amman Center for Human Rights Studies”, and the participation of an elite group of intellectuals, university presidents, professors and researchers from various Arab universities, declared several principles on academic freedoms and the independence of higher learning and scientific research institutions in what is known as “The Amman Declaration”.

Based on this declaration, the University of Balamand adopts the following document as one of its directive documents on academic freedoms:

1. Academic freedoms in this text refer to the right for freedom of expression and free will and the right for publishing and exchanging information and knowledge. It also includes the right of academic communities to self-management and decision making in conducting its affairs and the right to draw its own bylaws, regulations and procedures which may be helpful in realizing its educational and scientific research goals.
2. The University asserts the right of the students to an education that prepares them to be part of a fruitful social life, realize their professional aspirations, choose freely their field of study, to have the official authorities recognize their educational achievements and skills and provide them with freedom of expression in an academic atmosphere that respects distinctions and values differences.
3. The University asserts the right of the faculty to communicate with academic communities on: international, regional and local levels, reach sources of statements and information, exchange thoughts and opinions and publish them without restrictions.
4. The University asserts the right of the faculty to handle their affairs on a democratic basis, through clear regulations, and to participate in matters relating to academic programs and improve them.
5. The University asserts the right of the faculty to form a consultative body to contribute to the study and approval of all matters relating to the quality of their work and their benefits.
6. The University asserts its commitment to provide the necessary resources for professionalizing higher learning and supporting scientific research.
7. The University declares that the right of the academic community towards public and civil society institutions imposes on it basic scientific and moral commitments, most

importantly the commitment to educational and human values, respect of students and treating them according to educational and professional qualifications.

8. The University encourages the faculty to place its educational and scientific research in the service of their Societies and not to use academic freedom and the outcome of research for matters contrary to educational and scientific research or to the principles of human rights, or matters that may impair the achievement of goals and of human values.
9. The University is convinced of the need to retain scientific research and educational qualifications in its homeland, and to develop cooperation with public authorities and civil society institutions to limit the brain drain from the Arab countries in general and from Lebanon in particular.
10. The University is convinced of the importance of responding to the economic, social, political, legal, cultural and moral needs of its community and of standing up against human rights violations from any side.
11. The University expresses its solidarity with the Arab academic faculties and its readiness to extend support to those suffering from violation of their rights in the Arab world and all over the world.
12. The University expresses its readiness to develop cooperation and partnership relations with the Arab world and internationally in order to bridge the knowledge and technical gap between societies, break the monopoly of knowledge, benefit from the outcome of scientific research or break the restriction of its circulation by a small group of countries or companies, and to endeavor to put scientific knowledge in the service of mankind.
13. The University is convinced of the importance of abolishing political tutelage over the academic community, and of the importance of the public authorities' commitment to respect the independence of this community in its three components namely, the teachers, the students and the management, and to spare it from any outside pressures and political interventions which may harm its freedom, a freedom prerequisite for any successful educational process and development of scientific research.

*As approved by the Board of Trustees
In its meeting of June 7, 2002*

On Exclusive Hiring

The University is founded on the efforts of all its individuals, particularly those of its full-time faculty. The establishment of the University and its development fall within a comprehensive vision, direction and quality of work where professors and administrators work in tandem.

Full time work is the corner stone of academic life. Full timers are those individuals responsible for the University; their active participation in fulfilling its goals and mission and in demonstrating its identity is but the strongest expression of this responsibility. Therefore, in addition to securing the weekly teaching hours as determined in the Internal Bylaws based on the University academic ranks, faculty devote all their time to scientific research and output and to the service of society. Thus, full time work is an engagement with the University to the extent of affinity.

Full time work is a synonym for commitment, responsibility and strong dedication to the institution and its students by creating an agreeable atmosphere for research and free debate, and by participating in reviving intellectual life and the advancement of education. Achieving these goals shall also be through organizing conferences, seminars, lectures and various educational and cultural activities and through the effective participation in these activities both in the field and intellectually, based on the necessity for openness to all that is new. Moreover, the University shall secure all means and methods available for achieving those goals and keeping up to date with all the educational developments while preserving the rights, dignity and financial independence of its professors.

Finally, working full time means engaging in the daily life of the university which translates into participating in academic committees, having an effective and promising presence, and readiness for dialogue and communication with the student body for the enrichment of the general academic life at the University.

From this perspective full time work is not a job governed by working hours in the strict sense of the word, but is rather a way of life and work spirit ordained by the nature of education, culture and intellectual integrity, based on employing intellectual faculty for ongoing scientific research. All this means that full time academic work is a mission of intellect, freedom and knowledge and an existential stance which the University of Balamand aspires to attain by adapting to the requirements of education and society.

Full time work means that the intellectual or scientific output relating to the duties and obligations of a professor at the University is the property of the University of Balamand. The professor may become a partner in this output through a decision taken by the President of the University after consulting with the University Council.

*As approved by the University Council
Held on February 11, 2013 (N. 275)*

Statement Policy on Harassment at the University of Balamand

Introduction

The University of Balamand (UOB) is an academic institution with a distinguished intellectual background, as stated in the Mission Statement of the University. This background is rooted in an environment of dependence and trust, in which students, faculty and staff from different social groups and from various regions in Lebanon, the Arab world and foreign countries, are able to meet. The University is committed to the values of human dignity and equality, offering a climate that supports its academic mission and moral approach.

The University issues, on a continuous basis, policies, regulations and declarations that define ethical standards and the disciplinary principles that members of the UOB community are expected to follow in their personal and work relationships. With its commitment to morality, the University is particularly concerned about the issue of harassment and is keen to interpret it in the context of our Eastern culture that is open to global influence.

Definition

There is no one definition of harassment but all agree that such behavior creates an atmosphere of tension among students, faculty and staff members, violating human rights and the fundamental freedom of the individual. Harassment can be identified as an abusive act of a moral or physical nature, intended to:

- obtain a service that does not fall within usual functional responsibilities (such as personal administrative services).
- initiate unacceptable behavior (such as sexual harassment).
- make a statement or adopt a position that is not related to job responsibilities.

Discrimination on the basis of sex, national origin, citizenship, age, personal status, religion, health or social status is also considered to be a form of harassment.

Acts of harassment may take one of the following forms:

Verbal abuse: abusing an administrative or educational official by issuing threats, repetition of undesirable and unjustified requests, swearing, yelling, vulgar insinuations, comments, jokes of a sexual nature and unwanted requests for a meeting.

Non-verbal abuse: suggestive sounds like whistling, offensive gestures, physical gestures of a violent or sexual nature.

Physical abuse: bullying, undesired physical contact, assault or other forms of physical aggression.

Social media abuse: emails or postings on the Internet or social networking sites containing a clear threat of a sexual nature, in the form of writing, pictures or videos.

Note: These comments do not apply to those participating in courses requiring physical contact or unusual deportment such as the theater, physical education or medical treatment.

Concerned Groups

When the relationship between a student and a staff member or faculty member, or between a staff member and a faculty member, or between faculty members, is characterized by any one of the above forms of behavior, it will be considered harassment. The University strictly forbids any such form of harassment in daily relationships, and in particular:

- when accepting new students at the University, or during registration, or in classrooms, or during a particular activity.
- in grading and evaluating students' academic performance.
- in the recruitment process (student workers, faculty members, staff members and workers).
- in the promotion process in Faculties and administrative offices.

Filing a Complaint

In all cases of harassment, the harassed person should discuss the matter with his direct supervisor. If the harassed person is a student, the direct supervisor is the Dean of Student Affairs; if the harassed person is a staff member, the direct supervisor is the Director of Human Resources; if the harassed person is a faculty member, the direct supervisor is the Dean of the Faculty.

Depending on the particular case, the direct supervisor of the harassed person, after consultation with the direct supervisor of the harassing person, will decide if the case has to be referred to the University Administrative Committee or if the direct supervisor can take the appropriate cautionary or punitive measures. If the case is referred to the Administrative Committee of the University, sanctions that can be imposed range from a verbal warning, to suspension for a period of time from the University, to expulsion from the University, depending on the severity of the case and the extent of its recurrence. In all cases, a detailed

report describing the matter and sanctions imposed should be sent to the President of the University by the direct supervisor of the harassed person or the chairman of the Administrative Committee.

In the case of a student, a staff member or a faculty member being harassed by a person visiting the University, the direct supervisor of the person who was harassed should consult with the person hosting the visitor to decide on the action to be taken. If deemed necessary, the direct supervisor may file a complaint under the applicable laws.

*As approved by the Board of Trustees
in its meeting of July 10, 2020*



Promotion Policy for Professorial Ranks Process and Criteria for Evaluation

Office of the Provost

The Process

1. Streamlined Promotion

A faculty member of the rank of assistant or associate professor may apply for promotion to a higher rank as stipulated by Academic Rules and Regulations. Candidates will be evaluated against criteria under three major categories of Research, Teaching, and Service. The contribution of each category towards promotion, however, are not equal.

1.1. Eligibility Requirement:

Assistant and associate professors shall be considered for promotion no later than the seventh year of their service at UOB in rank. In the event they are not promoted, due to lack of research output, they may be given an extension of 3 years in the same rank. Candidates can submit their portfolios during their 6th year. Promotion decisions become effective as of the next academic year (seventh year).

Previous appointments at other academic institutions (prior to joining the University of Balamand) may be counted towards fulfilling the six years' criterion if all the below conditions are fulfilled:

- A.** The years were spent at another credible academic institution.
- B.** The years were spent after a doctorate degree was awarded. Post-doc positions are evaluated on a case-by-case basis.
- C.** The candidate should have spent at least two full academic years at UOB.

Correspondingly, “visiting” professorial ranks also count towards the number of years for promotion purposes.

A candidate will prepare his/her portfolio presenting contributions in the three areas of Research, Teaching, and Service. A candidate's portfolio is not considered complete (balanced) if the research area is weak.

1.2. The procedure

A. DPM (Due Process Monitor):

Each year, the provost in consultation with the deans of the corresponding Faculties will select four full professor faculty members to serve as DPMs. Two of these will

represent the “Science disciplines”³, and two the “Non-Sciences disciplines”⁴. DPMs are non-voting members of Faculty Promotion Committees (FPC) and shall report immediately to the provost any procedural or discrimination irregularities that they have witnessed during the deliberations and voting. DPMs shall walk into the meeting with copies of promotion guidelines and procedures and shall point out irregularities during the meeting but shall not interfere in the deliberations or their outcome.

- B. By February 01, candidates for promotion are required to submit, through the chairs of the departments, their promotion portfolio to the dean (details Figures 1 and 2).
- C. **FPC:** The Dean will appoint a **Faculty Promotion Committee** consisting, if applicable, of three to five members of appropriate rank (higher or at least equal to the rank to which the candidate is applying) for the review of promotion files. The FPC will be chaired by the dean. One FPC is normally formed to process the portfolios of all the faculty applicants for that specific year.
- D. The **FPC** will review the candidate’s complete portfolio, including the most recent annual evaluation, will look into the originality of all gathered documents, confirm all the details mentioned in the portfolio; otherwise, put a clear comment, and prepare a descriptive summary. The portfolio and the related report are then submitted to the Office of the Provost.
- E. **UPC:** The provost, in consultation with the deans, will appoint a **University Promotion Committee** to look into all the promotion portfolios from all the Faculties on a yearly basis (the provost can extend the service of the members as needed). The members of this committee should be full or associate professors that the provost will select from UOB faculty (they might include deans if needed). The UPC will compile a list of independent external referees of international standing sufficient to obtain 3 outside letters. This committee is chaired by the provost and will review the candidate’s complete dossier. The committee’s recommendation is the most critical item in the dossier. It should be a closely argued document that contains a brief description of the candidate’s recent career as well as the scholarly assessment of it, gathered from all the documentation received from the candidate, from the FPC, from colleagues at UOB, and from independent external referees. The committee members are expected to become intimately familiar with the candidate’s dossier, including published research materials, those that have been accepted for publication, and substantive work in progress, if submitted by the candidate. The committee members should also assess the objectivity and independence of the referees’ letters. Their memo should include separate sections that evaluate the candidate’s research, teaching, service, as appropriate, emphasizing the candidate’s professional trajectory and potential for the home department and faculty. The committee should be sure to explain the basis of its own evaluation of each case. Both positive attributes and negative points should be frankly acknowledged and addressed, and clear arguments should be made regarding the pertinence or relevance of such issues to job performance. The memorandum will recommend approval or rejection of the candidate’s application

³ Science disciplines: Sciences, Medicine, Health Sciences, Engineering

⁴ Non-Science disciplines: Fine Arts, Social Sciences, Humanities, Business, Theology

for promotion. The provost will select a DPM to be present during the UPC meetings. The Office of the Provost will prepare an “Impact Analysis Report” and add it to the candidate’s file. This “Impact Analysis” includes a citation and research parameters analysis. Specifically, it should include the h index and the total citations distributed over the years. This analysis should be generated by Scopus, and/or Web of Science, and/or Google Scholar⁵. The provost will inform the President about all promotion files and will refer them, along with UPC recommendation, to the University Council.

- F. The President will subsequently take all endorsed cases for promotion to the Board of Trustees for final, official endorsement.

⁵ The reports should refer only to the peer reviewed scientific output of the candidate for promotion.

Procedure for Promotion at UOB

- 1- The Provost appoints the **University Promotion Committee-UPC** to look into all the promotion portfolios from all the Faculties
- 2- The Provost, in consultation with the Deans, selects 4 Full Professor faculty members to serve as **DPMs**

Applicants submit, through the chairs of their departments, a Promotion Portfolio to the Dean

The Dean forms a Faculty Promotion Committee (**FPC**) consisting of three to five members

The FPC looks into the originality of all the Portfolio's documents, and validates all the details

The Dean transfers the Portfolios to the Provost with either a positive or negative statement for promotion

The Provost sends the Portfolio to the University Promotion Committee (**UPC**)

The UPC chaired by the Provost asks for external reviews, meets as needed to make a final decision and recommendation about the portfolios

The Provost refers the files of all candidates considered by the UPC to the University Council

The President takes the positively endorsed files to the **Board of Trustees** and the results are announced

Timeline

By January 30
(Provost)

Submitted by 1st of February
(Candidates)

Announced by February 2
(Dean)

February 8 to February 14 - Dean finishes all portfolios by mid-February
(FPC)

3rd week of February
(Dean)

4th week of February
(Provost)

From 1st week of March to the 2nd week of April
(Provost)

Third week of April
(Provost/President)

BOT meeting May –June
Letters to candidates end June

Figure 1

Procedure for Promotion at UOB for Clinical Academic Members

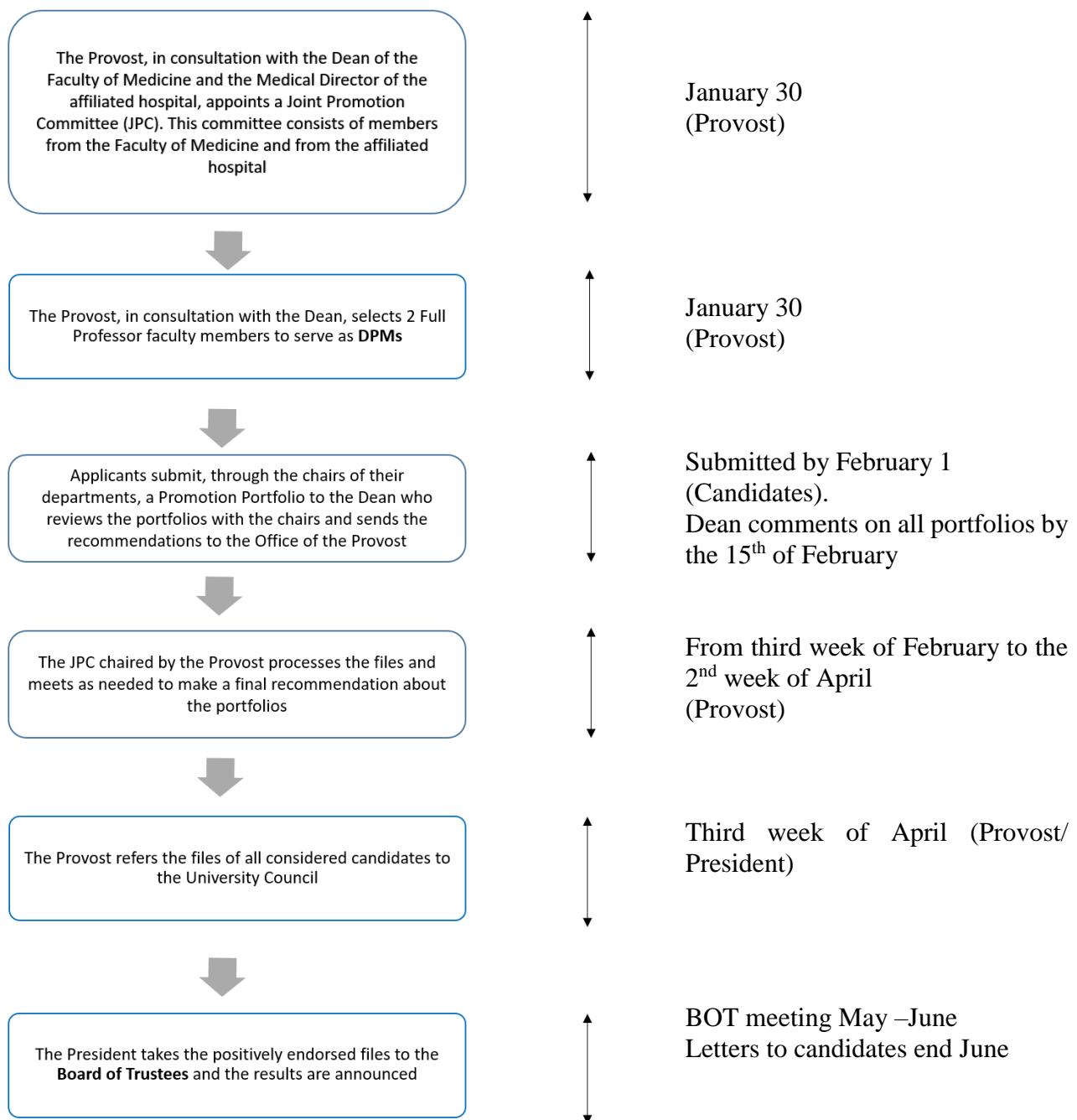


Figure 2

2. Guidelines for Portfolio preparation

2.1. Application Procedure

The complete promotion file with all relevant information and documents should be submitted on time (as indicated in the Figure 1) to the Dean of the Faculty through the Division/Department's chair. The information below is included to assist you in the process of preparing the promotion file:

- **Complete promotion file:** includes all material to support application for promotion (1 hard copy and 1 soft copy; see below for examples of what to include.) The examples listed below are suggestive and applicants may wish to include other material that they deem relevant.
- ***Material to include in the complete file in the following order (1 hard copy and 1 soft copy):***
 - A. Application Form**
 - B. Curriculum Vitae**
 - C. Material to demonstrate research output:**
 - a. Papers in internationally refereed journals (please include: journal title, Volume, No., Month & Year)
 - b. Books and chapters in books: scholarly and textbooks (you may just include cover and back pages, table of contents, and sample chapter/s)
 - c. Papers in regional and local journals
 - d. Research notes and/or book reviews
 - e. Conference proceedings (international & refereed)
 - f. Conference proceedings (Regional and local)
 - g. Other relevant material
 - D. Material to demonstrate teaching effectiveness:**
 - a. Student evaluations
 - b. Evidence of innovation in teaching (e.g. new courses designed)
 - c. Course syllabi
 - d. Other relevant information related to teaching effectiveness
 - e. Other relevant material.

Teaching is meaningful when coupled to learning. Teaching, for it to be effective, needs appropriate infrastructure, effective instructors, and eager students. Although lecturing is mistakenly interchanged with teaching, teaching encompasses conveying new knowledge, facilitating knowledge acquisition, stimulating students' interest, developing students' cognitive skills, and leading students to inquiry, to name a few. The challenge is to develop in the student the drive and the methodology to use knowledge critically. Teaching also involves diverse modes of instruction and delivery, including: lectures, seminars, laboratory experiences, tutoring and mentoring sessions, and assessment.

The instructor is a manager of learning and a facilitator in the operation of teaching and learning. Various attributes qualify the instructor as being effective:

- knowledgeable, resourceful, and comfortable in the area of instruction and in delivery,
- able to display love for the subject matter, motivating, and self-improving,
- capable of finding ways to match students' learning styles and preferences to course objectives and expectations,
- able to design and deliver lectures well,
- able to address areas of the cognitive and affective domains. The cognitive domain includes knowledge and appreciation of subject matter, organization of individual lessons, clarity of explanations, and quality of presentation and delivery. The affective domain includes stimulation of interest, communicating research skills and techniques, building critical thinking skills, participation and engagement, establishing a good rapport, and practicing transparency and fairness.

Therefore, effective teaching and learning are attained by:

- keeping up-to-date and staying current,
- incorporating current developments into lectures,
- providing insights or knowledge beyond those found in textbooks,
- presenting challenging questions in a communicative environment,
- identifying themes and objectives,
- developing lesson plans and outlines, teaching portfolios and handouts,
- using relevant audiovisual aids,
- integrating research and knowledge discovery in the learning experience of students,
- presenting practical applications and experiences,
- introducing topics in innovative and interesting ways,
- demonstrating interest in the subject matter and in teaching,
- creating a learning environment that is student-centered and shifting the focus of activities towards students' learning,
- preparing and communicating clear course objectives and outcomes with grading criteria,
- using clear and reasonable evaluations by constructing examinations and assessment methods that indeed measure degree of attainment of course objectives (learning),
- providing timely, fair, and constructive feedback on students' work, and
- serving as a role model with regards to continuous improvement and life-long learning.

Research often coincides with scholarship which is an intellectual activity that is validated and communicated. Validation and endorsement are often provided by internal and external colleagues, current and former students, users and clients, and the society at large. Communication occurs through many outlets including publications, presentations, exhibits, patents, copyrighted materials, books, technical reports, and electronic media.

Research productivity (or research output) demonstrates engagement in a research area and contribution to the knowledge base. One intent of this engagement is to establish oneself as an expert in that specific area of research. Thus, a primary mean of demonstrating scholarly activities is through a publication record. The quality of publications is often endorsed by being peer-reviewed and refereed. Thus, publication outlets for research ought to be certified as legitimately peer-reviewed, irrespective of the discipline or category of research.

Research activities are about the creation and dissemination of new knowledge for the benefit of society and the advancement of knowledge. The research can be either discipline-specific (technical) or education-based (instructional development and pedagogies). There are a number of research categories and each has its own merit:

- Basic research, also called original or fundamental, addresses the generation of new knowledge and the creation and testing of new theories.
- Synthesis-driven research is concerned with the integration of knowledge into a larger framework as is done, for example, in review articles and books. Although enriching, a researcher's publications record is expected to go beyond Synthesis-driven research.
- Applied research which concerns itself with the application of knowledge. This is evident in professional domains where theories, models, and tools are adopted and applied to promote knowledge relevance and usefulness. Research activities need to also acknowledge the specificity of the University and the community it serves. Thus, the applied research of relevance to local, national, and regional interests may have a significant impact on the role the University plays locally and internationally.
- Teaching and learning scholarship which deals with education pedagogies, methods and tools for teaching and learning, innovative curricula development, and integration of technology in classrooms.
- Research is not normally carried out in isolation and it involves working with other researchers as well as mentoring (advising) graduate students on their theses and research projects and the publication of findings with students as co-authors.
- Also note that the research output of a faculty member may be demonstrated through a number of complementary ways including published books, chapters in books, technical reports, patents and inventions, electronic media, and a host of other creative works.

E. Material to demonstrate service contribution

- a. Awards
- b. Prizes
- c. Letters of acknowledgement for services performed
- d. University and Faculty-wide committees
- e. Other relevant material.

Service, in an academic setting, denotes a faculty member's internal and external contribution to the development of the individual's home department, the Faculty, the University, the profession, and of the community at large. Participating in service activities is a sign of loyalty, commitment, and a confirmation of the faculty member's sense of belonging. Faculty members are expected to be willing and able to perform service activities.

Internal service activities are not only limited to participating in meetings, and advising students. It also involves:

- contributing to programs' review and reform,
- holding and respecting office hours
- conducting and tutoring sessions,
- owning new initiatives,
- serving on Faculty-level and University-level committees,
- serving as a role model for students on discipline, tolerance, and sound work ethics,
- linking the academic scene to the external real-world,
- organizing workshops and seminars on campus,
- assisting in student recruitment such as high school visits, and
- representing the University as needed at various functions.

External service activities include:

- performing community outreach programs,
- setting up workshops and seminars in the community,
- serving as a member or an officer in professional societies (nationally and internationally),
- promoting the profession and associated programs in the community,
- offering solutions and services to the local community,
- integrating with and serving communities as consistent with the mission of the University,
- serving as liaison between the University and local and national industries, and
- sponsoring competitions and exhibitions so that the University's presence is strengthened.

Criteria for Evaluation

1. General Promotion Criteria

The following constitutes itemized promotion criteria for the purpose of assisting candidates in building strong cases for promotion.

1.1. Pre-professorial rank: Senior Lecturer:

Current full-time lecturers who have recently received their doctorate can be advanced to a senior lecturer position. The Senior Lecturer position should require a 12/12 credit teaching load. A Senior Lecturer would be required to produce 3 (for non-science disciplines) or 4 (for science disciplines) articles that can be collaboratively authored within 3-6 years. Should the candidate already have publications within the last 3 years, 2 additional publications are required while at the senior lecturer level. Once the publication record is reached, they are eligible to apply for assistant professorship. A candidate (who is not a senior lecturer), to be eligible for applying to the rank of assistant professor, should have, in addition to a doctoral degree, a post-doc training of 3 years, with 3 (for non-science disciplines) or 4 (for science disciplines) articles published, or accepted for publication in peer reviewed journals. These articles can be collaboratively authored.

1.2. Itemized Promotion Criteria Towards Associate Professor:

Associate Professor: Assistant Professors who wish to apply for promotion to the rank of associate professors should have a minimum of 4 new articles for non-science disciplines, and a minimum of 6 new articles for science disciplines, published in peer reviewed journals during the 6-7 years as assistant professor. All can be collaborative but a minimum of 2 should name the applicant as the lead author (First and/or corresponding/last author), and all should be published during the period of assistant professorship and directly related to the candidate's area of expertise.

The following three criteria are to be met by assistant professors in order to be promoted to associate professors.

1.2.1 Effective Teaching: Dedication to teaching and the ability to stimulate students thus contributing to their intellectual growth. This should be evidence-based.

A. Suggestions for Supporting Data:

- Testimony of colleagues, in both the candidate's own and other departments who have professionally associated with the candidate, and have knowledge of the candidate's teaching ability.

- Peer evaluation of teaching performance.
- Written course materials including syllabi, final examinations and authored handouts used in degree-oriented or continuing education programs.
- The documented performance of students in later courses or the written testimony of former students concerning the degree and significance of learning.
- Student evaluation of classroom performance, supported by results from the “Student Feedback Form”.
- Development of course notebooks demonstrating continuous process improvement towards enhancement of teaching methods and students’ learning.
- Evidence of engaging students in life-long learning activities and developing their abilities in self-directed learning.
- Evidence of creating and disseminating knowledge in refereed educational journals and peer-reviewed conferences.
- Documented involvement in advising and monitoring students on projects and theses.
- Evidence of recognition (internally or externally) for outstanding and effective teaching.
- Development of educational material (textbook, manual, software, website, study guides, case problems, simulations, etc...) for the purpose of improving degree of students’ learning.
- Other material

B. *Quantification of teaching:*

Teaching effectiveness shall be an essential criterion of excellence. Teaching involves not only scholarly competence but also the ability to communicate learning at the level of the student's understanding. It involves imagination as well as awareness and concern for the individual student's growth and development. Recommendations of the FPC will be used to assess the teaching performance. These must be substantiated and based on the following:

- 15/40 Student evaluations
- 10/40 Innovation in teaching
- 5/40 Course files and records
- 10/40 Other relevant information related to teaching effectiveness

This criterion is given a maximum weight of **40 points**. A minimum of 24 points is required for promotion (60%)

1.2.2. Research/Scholarship: Mastering knowledge in a major field, demonstrated by creation and dissemination of that knowledge.

A. *Suggestions for Supporting Data:*

- Publications in scholarly refereed journals which are widely accepted.

- Reference books and other materials (Chapters, Reports, etc...) published by reputable publishers.
- Papers which are refereed (peer-reviewed), presented and published at conferences and professional societies' meetings.
- Tangible evidence of original contributions such as inventions, patents, theories and designs.
- Invitations to give lectures and talks based on being an expert in his/her field
- Invitations to being a reviewer to journals, publishers, and grants' funding agencies.
- Development and submission of proposals to carry out research ideas.
- Recognition via awards and honors for research contribution (internally or externally).
- Evidence of citations made by others of the candidates' research output.
- Other

B. Quantification of research

There are 2 major criteria in research which shall be considered in determining an individual's eligibility for promotion: productive research as evidenced by publications and scholarly activity contributing to the professional development of the individual. Peers and referees will evaluate the quality of the work. This criterion is given a maximum weight of **40 points** with a minimum requirement of 20 points for non-science and 25 points for science disciplines. Evaluation of publications including articles, books, chapters, etc. should not be done based on only one criterion. The Office of the Provost shall provide an Impact Analysis Report that includes a citation and research parameters analysis. Specifically, it should include the h index as well as the total citations distributed over the years. This analysis should be generated by Scopus, and/or Web of Science, and/or Google Scholar⁶. For this, the Provost might appoint a committee that will produce this document and will verify the quality of a journal in a specific discipline and confirm the peer review process in cases where a publication is not clearly indexed.

- a) Books (scholarly and university textbooks), edited books, and textbooks are affixed a value corresponding to that of 3 to 5 articles, depending on the ranking of the book publisher. Chapters in edited books are affixed a value corresponding to that of 1 to 2 articles per chapter depending on the ranking of the book publisher. Serving as chief editor or associate editor of international refereed well known indexed journals is affixed a value corresponding to that of 1 to 5 articles depending on the ranking of the journal. Edited books do not involve conference proceedings. The ranking of books depends on the rank of publisher (a list of the top 50 publishers will be made available) and follows the following scheme:
- Book publisher ranking 1 to 20: equivalent to 5 articles, each of 4 points (see below).

⁶ The reports should be personalized and clean. They should refer only to the peer reviewed scientific output of the candidate for promotion.

- Book publisher ranking 21 to 50: equivalent to 4 articles, each of 4 points.
- b) A full original paper, a review article, a research note, or a short communication published in an international refereed journal is affixed a value of 2 to 4 points depending on the ranking of the journals
 - 4 if Impact Factor > or = 5 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - 3 if Impact Factor between 1.5 and 4.9 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - 2 if Impact Factor between 0.5 and 1.4 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - No points will be given to papers published in journals with impact factor < 0.5
 - Impact Factors taken into account are only those assigned by Thomson Reuters
- c) Publications that appear in proceedings of international refereed conferences are given a value of 1 point for every 2 publications. Those publications need to be indexed by recognized abstract and citation databases.
- d) Local refereed professional publications are affixed a value of 0.5 point each provided that no more than 5 pts are accumulated through publications described under this item.
- e) Papers that are based on research that expands on the work done as part of the PhD thesis will be counted towards the minimum required points for research.
- f) All full-time faculty will follow the same procedure and ranking system for portfolio evaluation described above.
 - Faculty members enrolled in the University within a different context allowing them to be promoted in UOB (such as part time faculty members of the Faculty of Medicine in partnership with an affiliated hospital) follow a different pattern of ranking (Clinical Assistant-Associate-Full Professor). For these applicants, criteria of portfolio evaluation might differ in the details pertaining to research and service (quality and quantity) and will be published in a separate document.
 - Quantitative and qualitative criteria for full time faculty involved in programs such as Architecture, Interior Design, Graphic Design, Communication Arts, Mass Communication, and Theology include criteria of different dimensions. The promotion criteria for members within these disciplines will be published in separate documents.

1.2.3. Service and Commitment: Providing an outstanding level of service to the Faculty, to the University, to the candidate's profession, and to the community at large.

A. Suggestions for Supporting Data:

- Written records on faculty committee service.

- Documented evidence of counseling or advisory services to students or to student organizations.
- Documented evidence of consulting or community service.
- Written evidence of involvement in or formation of recognized professional societies.
- Organizing and participating in workshops, seminars, and conferences at UOB or for the professional community at large.
- Participating in national/international taskforces, committees, boards, etc...
- Serving as an officer in national/international professional societies.
- Promoting Program/Faculty/University in the community by assisting in high school visits and representing the University.

B. Quantification of Service: This criterion is worth a maximum weight of **20 points** with a minimum requirement of 10 points.

1.3. Itemized Promotion Criteria Towards Full Professor:

Full Professor: Associate Professors who wish to apply for promotion to the rank of full professor should have a minimum of 5 new articles for non-science disciplines, and a minimum of 7 new articles for science disciplines, published in peer reviewed journals during the 7 years as Associate Professor. Books can be considered for promotion in this context taking into account the ranking of the publisher (as indicated under the section of promotion to Associate Professor). These articles/books must be published during the time of the Associate rank, not counting the previous articles. Of the 5-7 articles, at least 1 should be solo authored (for non-science disciplines) and at least 3 should name the candidate as lead or corresponding author (for Science disciplines).

The following three criteria are to be met by associate professors in order to be promoted to full professor.

1.3.1. Effective Teaching: Sustained dedication to teaching and the ability to stimulate students to think critically.

A. Suggested Supporting Data:

- Testimony of faculty colleagues, particularly those who regularly associate with the candidate.
- Peer evaluation of teaching performance
- Written course materials including syllabi, final examinations, and authored handouts used in degree-oriented or continuing education programs.
- The documented performance of students in later courses or written testimony of former students concerning the degree and significance of learning in a specific course.

- Student evaluation of classroom performance, supported by results from the “Student Feedback Form”.
- Testimony of colleagues who may have sought and received assistance in matters of instructional content or method.
- Course materials which establish a new direction or area of instruction.
- Evidence of engaging students in life-long learning activities and developing their abilities in self-directed learning.
- Evidence of creating and disseminating educational knowledge and pedagogies.
- Documented involvement in advising and monitoring students on projects and theses.
- Evidence of recognition (internally or externally) for outstanding and effective teaching.
- Development of educational material (textbook, manual, software, website, study guides, case problems, simulations, etc...) for the purpose of improving the degree of students' learning.

B. Quantification of teaching

Teaching effectiveness shall be an essential criterion of excellence. Teaching involves not only scholarly competence but also the ability to communicate learning at the level of the student's understanding. It involves imagination as well as awareness and concern for the individual student's growth and development. Recommendations of the FPC will be used to assess the teaching performance. These must be substantiated and based on the following:

- 15/40 Student evaluations
- 10/40 Innovation in teaching
- 5/40 Course files and records
- 10/40 Other relevant information related to teaching effectiveness

This criterion is given a maximum weight of **40 points**. A minimum of 26 points is required for promotion (65%)

1.3.2. Sustained Research Activities: Recognition both within UOB and externally as an authority in at least one area of knowledge. Research output must be original and significant.

A. Suggested Supporting Data:

- Publications in reputable scholarly journals or by reputable publishers.
- Published reviews of scholarly articles and books.
- Peer-reviewed papers and other tangible evidence of scholarly presentations at professional society meetings (conferences) and seminars.

- Written materials used in providing consultation or “problem solving” services to industry or other organization types based on the assumption that the Professor is an authority in this field.
- Written evidence which supports the acceptance in the broader academic and professional communities of published texts and scholarly books.
- Written evidence which shows that authored texts and reference books are widely accepted because they contain original materials or because they synthesize or organize information in a uniquely useful manner.
- Written documentation of patents obtained, testimony from clients consulted, or any other responses which attest to the originality, significance, and utility of research and development work.
- Invitations to give lectures and talks based on being an expert in the field.
- Invitations to being a reviewer to journals, publishers, and grants’ funding agencies.
- Development and submission of proposals to carry out research ideas, including those which lead to funding.
- Recognition via awards/honors for research contribution (internally or externally)
- Evidence of citations made by others of the candidates’ research output.

B. Quantification of research

There are 2 major criteria in research which shall be considered in determining an individual's eligibility for promotion: productive research as evidenced by publications and scholarly activity contributing to the professional development of the individual. Peers and referees will evaluate the quality of the work. This criterion is given a maximum weight of **40 points** with a minimum requirement of 24 points for non-science and 28 points for science disciplines.

- a) Books (scholarly and university textbooks), edited books, and textbooks are affixed a value corresponding to that of 3 to 5 articles, each depending on the ranking of the book. Chapters in edited books are affixed a value corresponding to that of 1 to 2 articles per chapter depending on the ranking of the book, serving as chief editor or associate editor of international refereed well known indexed journals is affixed a value corresponding to that of 1 to 5 points depending on the ranking of the journal. Edited books do not involve conference proceedings. The ranking of books depends on the rank of publisher (a list of the top 50 publishers will be made available) and follows the following scheme:
 - Book publisher ranking 1 to 20: equivalent to 5 articles, each of 4 points (see below).
 - Book publisher ranking 21 to 50: equivalent to 4 articles, each of 4 points.
- b) A full original paper, a review article, a research note or a short communication published in an international refereed journal is affixed a value of 2 to 4 points depending on the ranking of the journals

- 4 if Impact Factor > or = 5 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - 3 if Impact Factor between 1.5 and 4.9 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - 2 if Impact Factor between 0.5 and 1.4 (value multiplied by 1.5 if the applicant is first or corresponding author)
 - No points will be given to papers published in journals with no impact factor or with impact factor < 0.5
 - Impact Factors taken into account are only those assigned by Thomson Reuters
- c) Publications that appear in proceedings of international refereed conferences are given a value of 1 point for every 2 publications. Those publications must be indexed by abstract and citation databases.
- d) Local refereed professional publications are affixed a value of 0.5 point each provided that no more than 5 points are accumulated through publications described under this item.
- e) Papers that are based on research that expands on the work done as part of the PhD thesis will be counted towards the minimum required points for research.
- f) All full-time faculty will follow the same procedure and ranking system for portfolio evaluation above described.
 - Faculty members enrolled in the University within a different context allowing them to be promoted in UOB (such as Faculty members of the Faculty of Medicine in partnership with affiliated Hospitals) follow the same procedure of evaluation of science disciplines; though, criteria for portfolio evaluation might differ in the details pertaining to Research, Teaching, and Services (quality and quantity) and will be published in a separate document.
 - Quantitative and qualitative criteria for full time faculty involved in programs such as Architecture, Interior Design, Graphic Design, Communication Arts, Mass Communication, and Theology include criteria of different dimensions. The promotion criteria for members within these disciplines will be published in separate documents.

1.3.3. Service & Leadership: Evidence of service involvement and leadership to the individual's department, Faculty, UOB and to the community at large.

A. Suggested Supporting Data:

- Tangible evidence of development of new instructional material.
- Written records to substantiate department/Faculty committee services.
- Written records to substantiate University committee services.
- Written evidence to substantiate involvement in leadership activities.
- Participation and leadership roles in the programs of professional societies.
- Leading, organizing, and coordinating workshops, seminars, and conferences at UOB or at the professional scene.

- Providing service to the community.
- B. *Quantification of Service:*** This criterion is worth a maximum weight of **20 points** with a minimum requirement of 12 points.

1.3.4. Fast Promotion Track:

Individuals whose record of achievements is outstanding may be considered for promotion at an earlier time than is specified in University Rules. These individuals ought to first submit a letter showing their wish to be considered for fast promotion to the Office of the Provost and copy their dean. When found fitting, the provost will initiate the process as described above.

The same process is applied to the portfolios of the fast-track candidates. Naturally, candidates' portfolios need to be exceptional and need to demonstrate that promotion criteria have been met to an exceptional level. Normally a minimum number of 3 years passed at a given rank is requested for fast track promotion.

1.3.5. Faculty Members who are Denied Promotion:

Promotion files or portfolios are normally voted on with either yes, no, or abstain. In case a negative or abstention vote is made, then noted reason(s) for such a vote are documented. Such reasons must be communicated to the candidate without disclosing the name of the person who assessed the file as it is communicated for continuous improvement purposes. Therefore, based on the feedback obtained from deliberations made when portfolios were evaluated, the dean and the faculty member who was denied promotion will work on setting up a corrective and constructive action plan with the goal of helping the professional development and output of that faculty member.

In the event that a faculty member believes that there was a procedural error in processing the promotion file, he/she can send an appeal to the President of the University explaining his/her case in detail.

Appendices



Addendum to UOB Promotion Policy

Criteria for Evaluation - ALBA (Theoretical Track)

Stemming from the UOB Promotion Policy, the following constitutes itemized promotion criteria proposed for the evaluation of portfolios presented by ALBA faculty members (theoretical track).

Publication	Type	Score	Points
Book (editor or author): Top 10 publishers in the country	International Publication	Equivalent to 3 articles of 2 points each	6
Book (editor or author)	International University Publication	Equivalent to 2 articles of 2 points each	4
Book (editor or author)	Local University Publication	Equivalent to 1 article of 3 points	3
Book Chapter: Top 10 publishers in the country	International Publication	Equivalent to 2 articles of 3 points each	6
Book Chapter	International University Publication	Equivalent to 2 articles of 2 points each	4
Book Chapter	Local University Publication	Equivalent to 1 article of 2 points	2
Article in peer reviewed, scopus-indexed, journal	International Journals	6 points	6
		Score x 1.5 if first or last or corresponding author	9
Article in peer reviewed journal	Local Journals	1	1
Article in Published Conference Proceeding	International & Local	0.5	0.5

Justification:

In domains related to Architecture, Fine Arts, Design, etc. published books, or book chapters, or even articles in journals, are rarely indexed by Scopus or by the Web of Science, yet, they might be published by prestigious publishers and/or institutions working in the publishing sector. Below is a list of some of those institutions with a quick overview of their work.

Les Beaux-Arts de Paris :

Originating from the National Superior School of Fine Arts (Ecole Nationale Supérieure des Beaux-Arts), it releases over 20 books per year. It is considered among the top French publishers in the domains of architecture, sculpture and painting. It exhibits catalogues, artists' writings, stadium tours, etc.

L'Harmattan:

It is among the largest French publishers with over 3000 books in Architecture, Design, Music, Painting, Sculpture, Photography; and over 1300 books in Artistic practice and History of Arts.

Orizons:

Part of l'Harmattan group with 462 books published in fields like contemporary arts, Latin antiquity, cinema, funerary arts, aesthetic arts, etc.

Lars Müller Publishers (Switzerland):

Internationally active publishing house. Among the top world publishers in Architecture, Design, and contemporary art. Functions in collaboration with Canadian Center for Architecture (Montreal), the Harvard University Graduate School of Design, Princeton University School of Architecture, Columbia University Graduate School of Architecture, and Oslo School of Architecture and Design.

De Gruyter Publisher (Switzerland):

De Gruyter can look back at a company history of 270 years. Today it publishes over 1100 books, in multiple domains, and over 16000 journal articles per year.

Heidelberger Hochschulverlag publisher (Germany):

Associated with the University of Heidelberg publishers and publishes books, journals and series. The domains covered are diverse including Arts, Sciences and Fine Arts.

- For promotion of a faculty member from assistant to associate professor rank, a minimum of 20 points will be required.
- For promotion of a faculty member from associate to full professor rank, a minimum of 24 points will be required.



Addendum to UOB Promotion Policy

Research / Scholarship Criteria for Promotion in the Discipline of Archaeology

A- Publications:

Category	Points
1- Article published in a peer-reviewed, scopus-indexed journal	6.0
Score x 1.5 if first or last or corresponding author	9.0
2- Article published in a peer-reviewed discipline-specific national/regional journal	2.0
3- Chapter in a book published by international publisher	4.0
4- Chapter in a book published by national/regional publisher	3.0
5- Book published by international publisher	6.0
6- Book published by national/regional publisher	3.0
7- Article published in a magazine, newspaper, or newsletter	1.0
8- Edited or co-edited book published by international publisher	3.0
9- Edited or co-edited book published by national/regional publisher	2.0

B- Workshops / Conferences:

Category	Points
1- Organizing international conference/workshop	2.0
2- Organizing national/regional conference/workshop	1.5
3- Peer-reviewed paper presented at international conference/workshop	2.0

4- Peer-reviewed paper presented at national/regional conference/workshop	1.5
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C- Fieldwork:

Category	Points
Archaeological fieldwork for a four-week period (excavation, survey, analysis of excavated and/or standing remains)	3.0
Archaeological fieldwork for a two-week period (excavation, survey, analysis of excavated and/or standing remains)	1.5
Ethnography fieldwork for a four-week period (survey, analysis of material and interviews)	2.5
Ethnography fieldwork for a two-week period (survey, analysis of material and interviews)	1.0

D- Grants and Funding:

Category	Points
1- Funding obtained for a four-week field season	3.0
2- Funding obtained for a two-week field season	1.5

E- Scholarly and/or professional awards:

Category	Points
1- Award granted by an international organization	3.0
2- Award granted by a national/regional organization	1.5

- For promotion of a faculty member from assistant to associate professor rank, a minimum of 20 points will be required.
- For promotion of a faculty member from associate to full professor rank, a minimum of 24 points will be required.



Addendum to UOB Promotion Policy

Research / Scholarship Criteria for Promotion in the Discipline of Christian-Muslim Studies

A- Publications:

Category	Points
1- Article published in a peer-reviewed, scopus-indexed journal	6.0
Score x 1.5 if first or last or corresponding author	9.0
2- Article published in a peer-reviewed national/regional journal	3.0
3- Chapters in a book published by international publisher	4.0
4- Chapters in a book published by national/regional publisher	2.0
5- Book published by international publisher	6.0
6- Book published by national/regional publisher	3.0
7- Article published in a magazine, newspaper, or newsletter	1.0

B- Workshops / Conferences:

Category	Points
1- Organizing international conference/workshop	3.0
2- Organizing national/regional conference/workshop	2.0
3- Peer-reviewed paper presented at international conference/workshop	2.0
4- Peer-reviewed paper presented at national/regional conference/workshop	1.0

C- Leadership in the field of interfaith challenge and advocacy of religions rights:

Category	Points
Organize an international capacity building workshop for participants from, at least, 3 recognized HEIs	2.0
Organize an international training session for actors in the field (including YMCA, religious oriented NGOs, religious councils, etc.)	1.0 (maximum of 3 points)
Organize a national/regional capacity building workshop for participants from, at least, 3 recognized HEIs	1.0
Organize a national/regional training session for actors in the field (including YMCA, religious oriented NGOs, religious councils, etc.)	0.5 (maximum of 1.5 points)

D- Grants:

Category	Points
1- Grant obtained from international institution	2.0
2- Grant obtained from national / regional institution	1.0

E- Scholarly and/or professional awards:

Category	Points
1- Award granted by an international organization	3.0
2- Award granted by a national/regional organization	1.5

- For promotion of a faculty member from assistant to associate professor rank, a minimum of 20 points will be required.
- For promotion of a faculty member from associate to full professor rank, a minimum of 24 points will be required.



Addendum to UOB Promotion Policy

Research / Creative / Professional Criteria for Promotion in the Discipline of Mass Media and Communication

A- Publications:

Category	Points
1- Article published in a peer-reviewed, scopus-indexed journal	6.0
Score x 1.5 if first or last or corresponding author	9.0
2- Article published in a peer-reviewed national/regional journal	3.0
3- Chapter in a book published by international publisher	4.0
4- Chapter in a book published by national/regional publisher	2.0
5- Book published/edited by a top 50 international publisher	12.0
6- Book published/edited by international publisher	6.0
7- Book published/edited by national/regional publisher	3.0
8- Article published in a newspaper or magazine	1.0
9- Electronic publication of research results	1.0

B- Workshops / Conferences:

Category	Points
1- Organizing international conference/workshop	3.0
2- Organizing national/regional conference/workshop	2.0

3- Peer-reviewed paper presented at international conference/workshop	2.0
4- Peer-reviewed paper presented at national/regional conference/workshop	1.0

C- Promotion/Exhibition of original creative work (radio, video, TV or film work):

Category	Points
1- Production of Mass Media-related software (patented or widely used)	6.0
2- Producing/directing prime-time local radio/TV programs or short film	6.0
3- Producing/directing short film included in the program of international film festival	1.0
4- Project Manager for national artists involving production of music clips or videos	4.0
5- Project Manager for regional/international artists involving the production of music clips or videos	6.0
6- Concept or Branding creator of prime-time local/regional radio or TV shows	6.0
7- Executive producer or director of prime-time local/regional radio or TV shows	8.0
8- Creator of formats for different types of TV shows registered internationally under the Faculty member's name	6.0
9- Exhibition of a creative work in local/regional venue	2.0
10- Exhibition of a creative work in international venue	4.0

D- Grants / Awards:

Category	Points
1- Grant obtained from international institution	2.0
2- Grant obtained from national/regional institution	1.0
3- Award granted by an international organization	3.0
4- Award granted by a national/regional organization	1.5

- For promotion of a faculty member from assistant to associate professor rank, a minimum of 20 points will be required.
- For promotion of a faculty member from associate to full professor rank, a minimum of 24 points will be required.



Promotion Policy for Professorial Ranks

St. John of Damascus Institute of Theology Process, Guidelines & Criteria

Office of the Provost

1. Streamlined Promotion

A faculty member of the rank of assistant or associate professor may apply for promotion to a higher rank as stipulated by Academic Rules and Regulations. Candidates will be evaluated against criteria under three major categories of Research, Teaching, and Service. The contribution of each category towards promotion, however, are not equal.

1.1. Eligibility Requirement:

Assistant and associate professors shall be considered for promotion no later than the seventh year of their service at UOB in rank. In the event they are not promoted, due to lack of research output, they may be given an extension of 3 years in the same rank. Candidates can submit their portfolios during their 6th year. Promotion decisions become effective as of the next academic year (seventh year).

Previous appointments at other academic institutions (prior to joining the University of Balamand) may be counted towards fulfilling the six years' criterion if all the below conditions are fulfilled:

- D.** The years were spent at another credible academic institution.
- E.** The years were spent after a doctorate degree was awarded. Post-doc positions are evaluated on a case-by-case basis.
- F.** The candidate should have spent at least two full academic years at UOB.

Correspondingly, “visiting” professorial ranks also count towards the number of years for promotion purposes.

A candidate will prepare his/her portfolio presenting contributions in the three areas of Research, Teaching, and Service. A candidate's portfolio is not considered complete (balanced) if the research area is weak.

1.2. The procedure

- G.** By February 01, candidates for promotion are required to submit their promotion portfolio to their dean (details Figure 1).
- H. FPC:** The dean will appoint a **Faculty Promotion Committee** consisting, if applicable, of three to five members of appropriate rank (higher or at least equal to the rank to which the candidate is applying) for the review of promotion files. The FPC will be chaired by the dean. One FPC is normally formed to process the portfolios of all the Faculty applicants for that specific year.
- I.** The **FPC** will review the candidate's complete portfolio, including the most recent annual evaluation, will look into the originality of all gathered documents, confirm all the details mentioned in the portfolio; otherwise, put a clear comment, and prepare a descriptive summary. The portfolio and the related report are then submitted to the Office of the Provost.
- J.** The provost will inform the President about all promotion files and will refer them to the University Council.

- K.** The President will subsequently take all endorsed cases for promotion to the Board of Trustees for final, official endorsement.

Procedure for Promotion at UOB For the Faculty of Theology Academic Members

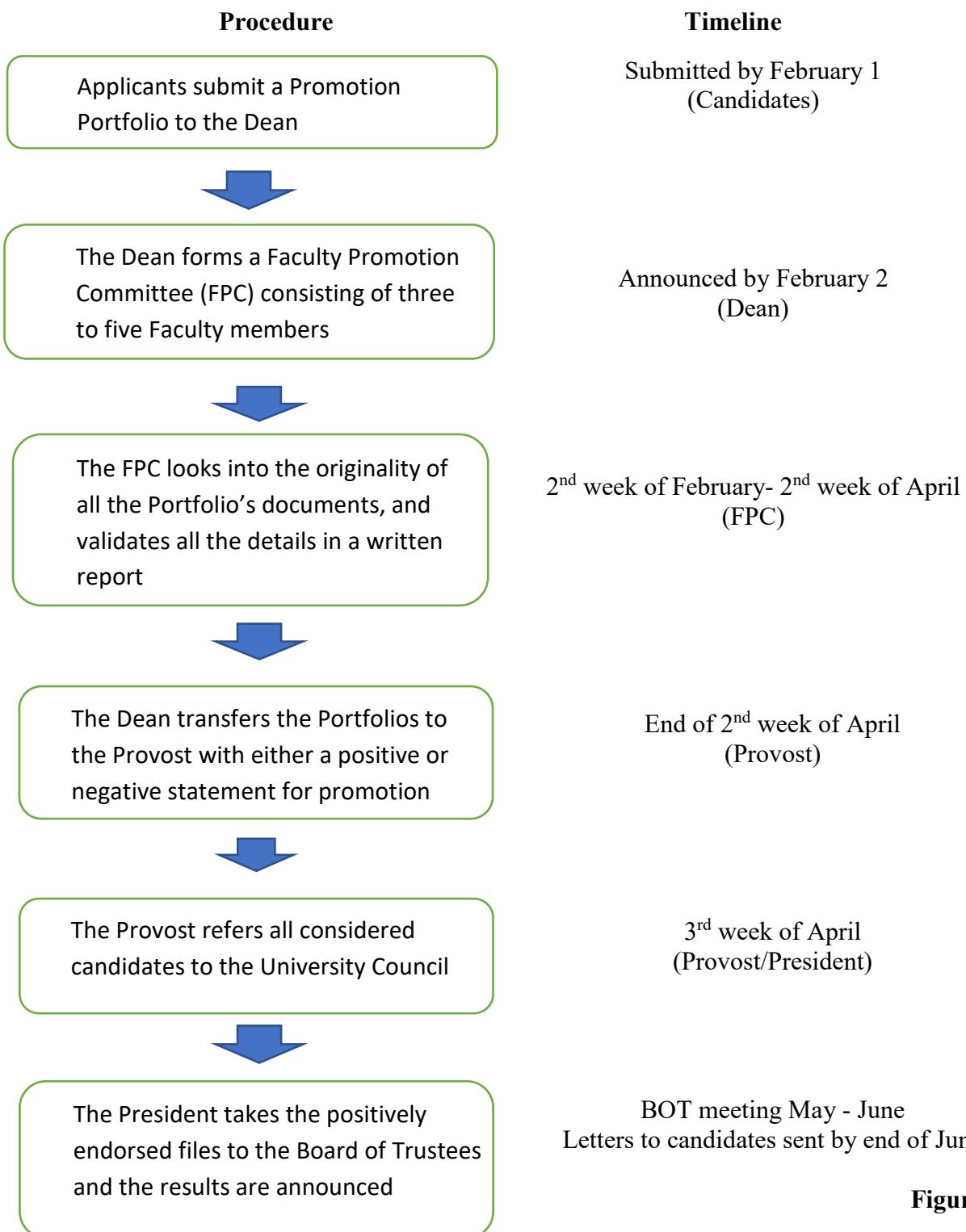


Figure 1

2. Guidelines for Portfolio Preparation

2.1. Application Procedure

The complete promotion file with all relevant information and documents should be submitted on time (as indicated in the Figure 1) to the Dean of the Faculty. The information below is included to assist in the process of preparing the promotion file:

- **The Complete promotion file:** includes all material to support application for promotion (3 copies; see below for examples of what to include.) The examples listed below are suggestive and applicants may wish to include other material that they deem relevant,
- **Material to include in the complete file in the following order (three copies):**
 - F. Application Form**
 - G. Curriculum Vitae**
 - H. Material to demonstrate research output:**
 - a. Papers in internationally refereed journals (please include: journal title, volume, no., month & year)
 - b. Books and chapters in books: scholarly and textbooks (you may just include cover and back pages, table of contents, and sample chapter/s)
 - c. Papers in regional and local journals
 - d. Research notes and/or book reviews
 - e. Conference proceedings (international & refereed)
 - f. Conference proceedings (Regional and local)
 - g. Other relevant material.
 - I. Material to demonstrate teaching effectiveness:**
 - a. Student evaluations
 - b. Evidence of innovation in teaching (e.g. new courses designed)
 - c. Course syllabi
 - d. Other relevant information related to teaching effectiveness
 - e. Other relevant material.

Teaching is meaningful when coupled to learning. Teaching, for it to be effective, needs appropriate infrastructure, effective instructors, and eager students. Although lecturing is mistakenly interchanged with teaching, teaching encompasses conveying new knowledge, facilitating knowledge acquisition, stimulating students' interest, developing their cognitive skills, and leading them to inquiry, to name a few. The challenge is to develop in the student the drive and the methodology to use knowledge critically. Teaching also involves diverse modes of instruction and delivery, including: lectures, seminars, field Education, tutoring and mentoring sessions, and assessment.

The instructor is a manager of learning and a facilitator in the operation of teaching and learning. Various attributes qualify the instructor as being effective:

- knowledgeable, resourceful, and comfortable in the area of instruction and in delivery,
- able to display love for the subject matter, motivating, and self-improving,

- capable of finding ways to match students' learning styles and preferences to course objectives and expectations,
- able to design and deliver lectures well,
- able to address areas of the cognitive and affective domains. The cognitive domain includes knowledge and appreciation of subject matter, organization of individual lessons, clarity of explanations, and quality of presentation and delivery. The affective domain includes stimulation of interest, communicating research skills and techniques, building critical thinking skills, participation and engagement, establishing a good rapport, and practicing transparency and fairness.

Therefore, effective teaching and learning is attained by:

- keeping up-to-date and staying current,
- incorporating current developments into lectures,
- providing insights or knowledge beyond those found in textbooks,
- presenting challenging questions in a communicative environment,
- identifying themes and objectives,
- developing lesson plans and outlines, teaching portfolios and handouts,
- using relevant audiovisual aids,
- integrating research and knowledge discovery in the learning experience of students,
- presenting practical applications and experiences,
- introducing topics in innovative and interesting ways,
- demonstrating interest in the subject matter and in teaching,
- creating a learning environment that is student-centered and shifting the focus of activities towards students' learning,
- preparing and communicating clear course objectives and outcomes with grading criteria,
- using clear and reasonable evaluations by constructing examinations and assessment methods that indeed measure degree of attainment of course objectives (learning),
- providing timely, fair, and constructive feedback on students' work, and
- serving as a role model with regards to continuous improvement and life-long learning.

Research often coincides with scholarship which is an intellectual activity that is validated and communicated. Validation and endorsement are often provided by internal and external colleagues, current and former students, users and clients, and the society at large. Communication occurs through many outlets including publications,

presentations, exhibits, patents, copyrighted materials, books, technical reports, and electronic media.

Research productivity (or research output) demonstrates engagement in a research area and contribution to the knowledge base. One intent of this engagement is to establish oneself as an expert in that specific area of research. Thus, a primary mean of demonstrating scholarly activities is through a publication record. The quality of publications is often endorsed by being peer-reviewed and refereed. Thus, publication outlets for research ought to be certified as legitimately peer-reviewed, irrespective of the discipline or category of research.

Research activities are about the creation and dissemination of new knowledge for the benefit of society, Church, and the advancement of theological knowledge. The research can be either discipline-specific (technical) or education-based (instructional development and pedagogies).

There are a number of research categories and each has its own merit:

- Basic research, also called original or fundamental, addresses the generation of new knowledge and the creation and testing of new theories.
- Synthesis-driven research is concerned with the integration of knowledge into a larger framework as is done, for example, in review articles and books. Although enriching, a researcher's publications record is expected to go beyond synthesis-driven research.
- Applied research which concerns itself with the application of knowledge. This is evident in professional domains where theories, models, and tools are adopted and applied to promote knowledge relevance and usefulness. Research activities need to also acknowledge the specificity of the University and the community it serves. Thus, the applied research of relevance to local, national, and regional interests may have a significant impact on the role the University plays locally and internationally.
- Teaching and learning scholarship which deals with education pedagogies, methods and tools for teaching and learning, innovative curricula development, and integration of technology in classrooms.
- Research is not normally carried out in isolation and it involves working with other researchers as well as mentoring (advising) graduate students on their theses and research projects and the publication of findings with students as co-authors.
- Also note that the research output of a faculty member may be demonstrated through a number of complementary ways including published books, chapters in books, technical reports, patents and inventions, electronic media, and a host of other creative works.

J. Material to demonstrate service contribution

- a. Awards**

- b.** Prizes
- c. Letters of acknowledgement for services performed
- d. University and Faculty-wide committees
- e. Other relevant material.

Service, in an academic setting, denotes a faculty member's internal and external contribution to the development of the individual's home department, the Faculty, the University, the profession, the Church, and the community at large. Participating in service activities is a sign of loyalty, commitment, and a confirmation of the faculty member's sense of belonging. Faculty members are expected to be willing and able to perform service activities.

Internal service activities are not only limited to participating in meetings and advising students. It also involves:

- contributing to programs' review and reform,
- holding and respecting office hours
- conducting and tutoring sessions,
- owning new initiatives,
- serving on Faculty-level and University-level committees,
- serving as a role model for students on discipline, tolerance, and sound work ethics,
- linking the academic scene to the external real-world,
- organizing workshops and seminars on campus,
- assisting in student recruitment such as high school visits, and
- representing the University as needed at various functions.

External service activities include:

- participating in the Patriarchate of Antioch committees,
- performing community outreach programs,
- setting up workshops and seminars in the community,
- serving as a member or an officer in professional societies (nationally and internationally),
- promoting the profession and associated programs in the community,
- offering solutions and services to the local community,
- integrating with and serving communities as consistent with the mission of the University,
- serving as liaison between the University and local and national industries, and
- sponsoring competitions and exhibitions so that the University's presence is strengthened.

Criteria for the Promotion Policy

at the St. John of Damascus Institute of Theology

1. Itemized Promotion Criteria Towards Associate Professor

Assistant Professors who wish to apply for promotion to the rank of associate professor should have a minimum of 4 new articles, published in scholarly journals during the 6-7 years as assistant professor.

Two articles can be collaborative but at least one should name the applicant as the lead author (first and/or corresponding author), and all should be published during the period of assistant professorship and directly related to the candidate's discipline.

Articles published in the *Annals of the St John of Damascus Institute of Theology* are highly evaluated, as evidence of the professor's commitment to producing genuine research publications at the Institute of Theology and advancing theological research in the Arabic language.

The following three criteria are to be met by assistant professors in order to be promoted to the rank of associate professor.

1.1. Effective Teaching

Effective teaching is realized through dedication to teaching and the ability to stimulate students, thus contributing to their intellectual growth. It should be evidence-based.

A. Suggestions for Supporting Data

- Testimony of colleagues, in both the candidate's own and other departments who have professionally associated with the candidate and have knowledge of the candidate's teaching ability.
- Written course materials including syllabi, final examinations and authored handouts used in degree-oriented or continuing education programs.
- International peer evaluation of teaching performance.
- Development of course notebooks demonstrating continuous process improvement towards enhancement of teaching methods and students' learning.
- Student evaluation of classroom performance supported by results from the "Student Feedback Form," when available.
- Evidence of engaging students in continuing education programs and activities.
- Evidence of creating and disseminating knowledge in scholarly publications and conferences.
- Documented involvement in advising and monitoring students on projects and theses.
- Evidence of recognition (internally or externally) for outstanding and effective teaching.

- Development of educational material (textbook, manual, website, study guides, etc...) for the purpose of improving degree of students' learning.
- Other material

B. Quantification of Teaching: Teaching effectiveness shall be an essential criterion of excellence. Teaching involves not only scholarly competence but also the ability to communicate learning at the level of the student's understanding. It involves imagination as well as awareness and concern for the individual student's growth and development. Recommendations of the chair, FPC, and of the Dean will be used to assess the teaching performance. These must be substantiated and based on the following:

- 05/30 Student feedback, when available
- 05/30 Innovation in teaching
- 10/30 Course files and records
- 10/30 Other relevant information related to teaching effectiveness

This criterion is given a maximum weight of **30 points**.

A minimum of **22.5 points** is required for promotion (75%)

1.2. Research/Scholarship

Mastering knowledge in a major field is demonstrated by creation or dissemination of that knowledge.

A. Suggestions for Supporting Data:

- Publications in peer-reviewed journals.
- Reference books and other materials (chapters, reports, etc.) published by reputable publishers.
- Peer-reviewed papers presented and published at conferences and professional societies' meetings.
- Invitations to give lectures based on being an expert in the field.
- Being a board member or a reviewer of journals, publishers, and grants' funding agencies.
- Development and submission of proposals to carry out research projects.
- Evidence of citations made by others of the candidates' research output.
- Other

B. Quantification of Research: There are 2 major categories of research which shall be considered in determining an individual's eligibility for promotion:

- a) productive research as evidenced by publications.
- b) scholarly activity contributing to the service of the Church.

Both are given a maximum weight of **40 points** (**20 points** each) with a minimum requirement of **30 points** for promotion (75%).

Evaluation of publications includes articles, books, chapters, conference proceedings. Special interest shall be given to publications in renowned Orthodox Academic Institutions and Platforms worldwide, including theological journals from Lebanon such as the peer-reviewed *Annals of the St John of Damascus Institute of Theology*.

Research output must be substantiated and based on the following:

- a) Scholarly books are affixed a value corresponding to that of 2 to 5 articles.
- b) Textbooks are affixed a value corresponding to that of 2 to 3 articles.
- c) Edited books are affixed a value corresponding to that of 1 to 2 articles.
- d) Chapters in scholarly books are affixed a value corresponding to that of 1 to 2 articles.
- e) Serving as chief editor of international peer-reviewed journals is affixed a value corresponding to that of 2 articles.
- f) Serving as associate editor of international peer-reviewed journals is affixed a value corresponding to that of 1 article.
- g) An article published in a peer-reviewed journal is affixed a value of 4 points.
- h) A review article, research note, or short communication published in an international peer-reviewed journal is affixed a value of 1 point.
- i) Publications that appear in proceedings of international peer-reviewed theological conferences are affixed a value corresponding to that of 1 article.
- j) Keynote lectures that appear in proceedings of international theological conferences are given a value of 5 points for every publication.
- k) Contribution in research projects and consultations officially commissioned by the Patriarchate of Antioch are quantified by the FPC according to the number of working hours and documentation (when available).

1.3. Service and Commitment

Service and commitment consist of providing an outstanding level of service to the Faculty, to the University and to the community at large.

A. *Suggestions for Supporting Data*

- Written records on faculty committee service.
- Documented evidence of consulting or community service.
- Written evidence of involvement in or formation of recognized professional societies.
- Written evidence of organizing and participating in workshops, seminars, and conferences at Institute of Theology or for the community at large.
- Written evidence of participating in national/international taskforces, committees, boards, consultations, etc.

- Documented evidence about serving as an officer in national/international professional societies.

B. Quantification of Service: This criterion is worth a maximum weight of **30 points** and it is quantified by the FPC.

2. Itemized Promotion Criteria Towards Full Professor

Associate professors who wish to apply for promotion to the rank of full professor should have a minimum of 5 new articles published in peer reviewed journals during the 7 years as associate professor. Articles published in the *Annals of the St John of Damascus Institute of Theology* are highly evaluated, as a proof of the professor's commitment to the research and publications of the Institute of Theology, and his contribution, in general, to Theology in Arabic language.

Books can be considered for promotion in this context. Each book is equivalent to 5 articles. These articles/books must be published during the time of the associate rank, not counting the previous articles.

Of the 5 articles, at least 3 should be solo authored. In the case of co-authorship, at least 1 should name the candidate as lead or corresponding author.

The following three criteria are to be met by associate professors in order to be promoted to full professors.

2.1. Effective Teaching

Sustained dedication to teaching and the ability to stimulate students to think critically.

A. Suggested Supporting Data

- Testimony of colleagues, in both the candidate's own and other departments who have professionally associated with the candidate and have knowledge of the candidate's teaching ability.
- Written course materials including syllabi, final examinations and authored handouts used in degree-oriented or continuing education programs.
- International peer evaluation of teaching performance.
- Development of course notebooks demonstrating continuous process improvement towards enhancement of teaching methods and students' learning.
- Student evaluation of classroom performance supported by results from the "Student Feedback Form," when available.
- Evidence of engaging students in continuing education programs and activities.
- Evidence of creating and disseminating knowledge in scholarly publications and conferences.
- Documented involvement in advising and monitoring students on projects and theses.
- Evidence of recognition (internally or externally) for outstanding and effective teaching.

- Development of educational material (textbook, manual, website, study guides, etc...) for the purpose of improving degree of students' learning.
- Other material

B. Quantification of Teaching: Teaching effectiveness shall be an essential criterion of excellence. Teaching involves not only scholarly competence but also the ability to communicate learning at the level of the student's understanding. It involves imagination as well as awareness and concern for the individual student's growth and development. Recommendations of the chair, FPC, and of the dean will be used to assess the teaching performance. These must be substantiated and based on the following:

- 05/30 Student feedback, when available
- 05/30 Innovation in teaching
- 10/30 Course files and records
- 10/30 Other relevant information related to teaching effectiveness

This criterion is given a maximum weight of **30 points**.

A minimum of **22.5 points** is required for promotion (75%).

2.2. Research/Scholarship

Mastering knowledge in a major field is demonstrated by creation or dissemination of that knowledge.

A. Suggestions for Supporting Data

- Publications in peer-reviewed journals.
- Reference books and other materials (chapters, reports, etc.) published by reputable publishers.
- Peer-reviewed papers presented and published at conferences and professional societies' meetings.
- Invitations to give lectures based on being an expert in the field.
- Being a board member or a reviewer of journals, publishers, and grants' funding agencies.
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- Evidence of citations made by others of the candidate's research output.
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- a) productive research as evidenced by publications.
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Both are given a maximum weight of **40 points** (**20 points** each) with a minimum requirement of **30 points** for promotion (75%).

Evaluation of publications includes articles, books, chapters, conference proceedings. Special interest shall be given to publications in renowned Orthodox Academic Institutions and Platforms worldwide, including theological journals from Lebanon such as the peer-reviewed *Annals of the St John of Damascus Institute of Theology*.

Research output must be substantiated and based on the following:

- l)* Scholarly books are affixed a value corresponding to that of 2 to 5 articles.
- m)* Textbooks are affixed a value corresponding to that of 2 to 3 articles.
- n)* Edited books are affixed a value corresponding to that of 1 to 2 articles.
- o)* Chapters in scholarly books are affixed a value corresponding to that of 1 to 2 articles.
- p)* Serving as chief editor of international peer-reviewed journals is affixed a value corresponding to that of 2 articles.
- q)* Serving as associate editor of international peer-reviewed journals is affixed a value corresponding to that of 1 article.
- r)* An article published in a peer-reviewed journal is affixed a value of 4 points.
- s)* A review article, research note, or short communication published in an international peer-reviewed journal is affixed a value of 1 point.
- t)* Publications that appear in proceedings of international peer-reviewed theological conferences are affixed a value corresponding to that of 1 article.
- u)* Keynote lectures that appear in proceedings of international theological conferences are given a value of 5 points for every publication.
- v)* Contribution in research projects and consultations officially commissioned by the Patriarchate of Antioch are quantified by the FPC according to the number of working hours and documentation (when available).

2.3. Service and Commitment

Service and commitment consist in providing an outstanding level of service to the Faculty, to the University and to the community at large.

A. *Suggestions for Supporting Data*

- Written records on Faculty committee service.
- Documented evidence of consulting or community service.
- Written evidence of involvement in or formation of recognized professional societies.
- Written evidence of organizing and participating in workshops, seminars, and conferences at Institute of Theology or for the community at large.
- Written evidence of participating in national/international taskforces, committees, boards, consultations, etc.

- Documented evidence about serving as an officer in national/international professional societies.

B. Quantification of Service: This criterion is worth a maximum weight of **30 points** and it is quantified by the FPC.

3. Fast Promotion Track

Individuals whose record of achievements is outstanding may be considered for promotion at an earlier time than is specified in University rules. These individuals ought to first submit a letter showing their wish to be considered for fast promotion to the dean of the Institute. When found fitting, the dean will initiate the process as described above. The same process is applied to the portfolios of the Fast-Track candidates. Naturally, candidates' portfolios need to be exceptional and need to demonstrate that promotion criteria have been met to an exceptional level. A minimum number of years is set to 5 years instead of 7.

4. Faculty Members who are Denied Promotion

Promotion files or portfolios are normally voted on with either yes, no, or abstain. In case a negative or abstention vote is made, then noted reason(s) for such a vote are documented. Such reasons must be communicated to the candidate without disclosing the name of the person who assessed the file as it is communicated for continuous improvement purposes. Therefore, based on the feedback obtained from deliberations made when portfolios were evaluated, the dean and the faculty member who was denied promotion will work on setting up a corrective and constructive action plan with the goal of helping the professional development and output of that faculty member.

Personnel Regulations for Non-Academic Employees and Workers

<u>Section</u>	<u>Table of Contents</u>
I	Basis and purposes
II	Terms and Definitions
III	Applicability
IV	Employment
V	Hours of Work
VI	Weekly Rest Periods and Holidays
VII	Conduct on the Job
VIII	Safety
IX	Health and Sanitation
X	Special and Maternity Leaves
XI	Sick Leave
XII	Annual Leave
XIII	Wages and Salaries
XIV	Family Allowance
XV	Developing Employees and Workers Vocational Adequacy
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XVII	Disciplinary Action
XVIII	Grievance Procedure
XIX	Disability Benefits
XX	Termination of Service
XXI	End of Service Indemnity
XXII	General Provisions

Section I : Basis and Purposes

1. These Regulations are issued by the University of Balamand in compliance with Article 9 of the Lebanese Labor Law. They provide work rules and employment regulations for non-academic employees and workers at the University.
2. The purpose of these Regulations is to acquaint the personnel concerned with the employment and work conditions at the University and to promote among them better understanding of the rules and regulations which govern their relations with the University.

Section II : Terms and Definitions

For the purposes of these Regulations, the following words shall have the following meaning:

1. “Employee” means a person employed by the University to carry out office or non-manual work other than teaching and whose employment is governed by the Lebanese Labor Law. It includes technicians or other persons who are identified as employees under their letter of appointment or their written employment contracts.
2. “Worker” means a person employed by the University to carry out manual or non-office work and whose employment is governed by the Lebanese Labor Law.
3. “Regulations” means the Regulations for non-academic employees and workers of the University as herein set forth and as may be amended from time to time.
4. “Labor Law” means the Lebanese Labor Law of September 23, 1946 with its amendments.
5. “University” means the University of Balamand, a private nonprofit institute of higher learning licensed by Decree No. 4885 dated June 4, 1988.

Section III: Applicability

1. Except as otherwise provided, these Regulations shall apply to all non-academic employees and workers employed on full time or part time basis. Non-academic

employees and workers other than Lebanese nationals shall be governed by their respective employment agreements consistent with the applicable laws.

2. Unless otherwise stipulated for by law, these Regulations do not cover non-academic employees and workers engaged by the University for specified periods of less than one year usually. The rights and obligations of these employees and workers shall be determined pursuant to their employment agreements.

Section IV: Employment

1. Employment of all employees and workers shall be in accordance with the procedures set forth by the University for this purpose.
2. Prior to employment the applicant must:
 - a. Present to the University the following documents:
 - i. A valid identity card issued by the Lebanese government, or if a foreigner, a work permit issued by the Ministry of Labor and Social Affairs.
 - ii. A certificate of his educational accomplishments and work experience.
 - iii. A certificate of service from his last employer.
 - iv. A declaration of his family status.
 - v. A recent copy of his judicial record.
 - b. Be medically fit according to a certificate issued by a physician designated by the University.
 - c. Sit for any tests required by the University.
3. Employees and workers shall be engaged by the University on the basis of their qualifications for the job, taking into consideration such factors as education, experience, skills, abilities and aptitude. The University decision concerning the selection of candidates for employment shall be final and the University is not required to give reasons for selection or rejection of any application submitted to it.

4. An employee or worker may be engaged to work for the University pursuant to a written contract, or a letter of appointment.
5. Except as provided for in paragraph 2 of Section III, every new employee and worker shall be on probation for a period of three months. During this period his service may be terminated without notice in accordance with the Labor Law provisions.
6. An employee or worker may be required to work on any assigned job or in any assigned location based on work needs determined by the University, provided the job is of the same general nature as the one for which he was employed.

Section V: Hours of Work

1. Employees and workers must be punctual and must observe the posted hours of work.
2. Work schedules and hours shall be established by the University for all categories of employees and workers on a weekly work basis. The University shall post the work schedules for each category at the work place and shall forward a copy of said schedule to the Ministry of Labor and Social Affairs.
3. The weekly work schedule for each category shall be as follows:
 - a. 45 hours for employees and workers appointed for jobs determined by the University.
 - b. 48 hours for the category of door keepers and guards.
4. The University may at its own discretion and for its own reasons reduce the working hours of any employee or group of employees, any worker or group of workers, for any period it so desires, and may reinstate the full working schedule within the maximum hours stated in paragraph 2 and 3 of this Section.
5. In urgent cases the University may require employees and workers to work overtime consistent with the provisions of Articles 33 and 34 of the Labor Law. Overtime is time worked in excess of the normal weekly schedule. In order to be eligible for overtime pay, the employee or worker must have been duly authorized in writing by the University. Overtime pay or compensatory time off shall be granted to eligible employees and workers in accordance with the Labor Law provisions.

The working hours of an employee are calculated on the basis of “an hour/ one hour” between 40 and 45 hours of work per week. Working hours exceeding 45 hours per week shall be calculated on the basis of one and a half hours for each hour without an additional work contract. As to workers, their hour shall be calculated as one hour and a half after 48 hours of work per week.

If the work circumstances necessitate overtime work for an employee or worker for a long period of time (one month to six months) an additional work contract shall be drawn.

Section VI: Weekly Rest Period and Holidays

1. A rest period of at least 36 consecutive hours per week shall be granted by the University to all employees and workers.
2. Consistent with work requirements, the University shall each year grant regular holidays with pay to employees and workers.
3. The University shall from time to time determine the days observed as holidays to be distributed normally on the basis of official national holidays and designated religious holidays. Any changes on the schedule of holidays must be notified to the Ministry of Labor and Social Affairs.
4. If an employee or worker is required to work on a weekly rest day or a holiday, he shall be paid for such work or granted compensatory time off with pay.

Section VII: Conduct on the Job

1. All employees and workers are expected to adhere to the working hours of the University.
2. An employee or worker employed on full-time basis must devote all his time to his assigned duties in the service of the University. He may not engage in any other job except with an express written permission by the University.

3. An employee or worker may not be absent from work without an excuse, or without obtaining the approval of the direct supervisor.
4. An employee or worker shall be exposed to disciplinary measures for continuous tardiness to work, non-adherence to work conditions, not performing duties with the required earnestness causing problems that may damage the work.
5. Employees and workers who handle correspondence, contracts, records, documents, accounts and information must realize that their work is confidential and is to be discussed only in connection with their work with personnel authorized by the University.
6. Employees and workers are required to restrict personal visits and telephone calls during work to a minimum. Receiving such visits and making such calls are only permitted by the University for serious or urgent reasons.
7. Employees and workers must dress decently during working hours as the location of the University within the sphere of the Convent of The Lady of Balamand requires.
8. No employee or worker may drive, operate, handle or in any way utilize any of the University's vehicles, equipment, machinery or tools except as specifically authorized.
9. The University is keen on securing an academic and professional atmosphere free of any racial discrimination or offenses of any nature, and that mutual respect shall be the prevailing principle over the relationship among members of the University family.
10. Employees and workers must avoid immoral conduct, such as accepting bribery, presents, commissions, or bringing and drinking alcoholic beverages in their offices, or carrying arms on campus.
11. Employees and workers must refrain from taking any leadership responsibilities in political, social or syndical institutions, unless the University permits them.
12. Any violation of the above-mentioned provisions shall expose the concerned employee or worker to actions by the University administration.

Section VIII: Safety

1. Each employee and worker must comply with the Safety and Prevention Rules laid down by the University.
2. In case of an accident resulting in personal injury or property damages, the employee or worker concerned must report it to his/her supervisor immediately. They should also promptly report all injuries to the University Health Center.

Section IX: Health and Sanitation

1. Each employee and worker must abide by the health and sanitation rules laid down by the University.
2. The University may require any employee or worker to be physically examined or inoculated from time to time during his service. The decision of the physician designated by the University for such examination, re-examination or inoculation shall be final.

Employees or workers covered by the Social Security Law – Sickness and Maternity Branch – shall benefit from health insurance pursuant to the laws in practice. The University endeavors to assist its employees and workers in finalizing the transactions for collecting the payable health insurance and indemnities.

Section X: Special Leave and Maternity Leave

1. The University grants each employee or worker (a) who has lost his father, mother, spouse, any of his children or any of his brothers or sisters a leave with pay for a period of five consecutive days, and (b) who lost any grandchild, any grandfather or grandmother a leave with pay for a period of three consecutive days.
2. Leave of absence without pay may be granted in exceptional circumstances. If such leave exceeds 30 days, it shall be deducted from the actual period of leave of the employee or worker.

3. Married female employees and workers are entitled to 70 days maternity leave with pay for the period preceding and following delivery. This employee or worker may not resume her work before thirty days of the date of delivery.

Section XI: Sick Leave

1. An employee or worker is eligible for sick leave if he is unable to work because of illness or injury provided his disability is certified or approved by a decision designated by the University. Said employee or worker is entitled to sick leave as follows:
 - a. Fifteen days at full pay and fifteen days at half pay for persons with more than three months of service but less than two.
 - b. One month at full pay and one month at half pay for persons with two years of service but less than four years.
 - c. One month and a half at full pay, and one month and a half at half pay for persons with four years of service but less than six.
 - d. Two months at full pay and two months at half pay for persons with six years of service but less than ten.
 - e. Two and half months at full pay, and two and a half months at half pay for persons with ten or more years of service.
2. The employee or worker may be deprived of sick leave with pay if it is proven that he violated the regulations concerning such leave, or the health regulations of the University or the instructions of the doctor designated by the University.
3. Employees or workers may not benefit from sick leave unless if they fall sick pursuant to the first paragraph of this section.
4. If the period of sick leave used by an employee or worker exceeds one month, the University may reduce his annual vacation consistent with the Labor Law provisions, provided such vacation shall not in any case be reduced to less than 8 days.
5. The University may not terminate the services of any employee or worker nor give him notice of termination during said sick leave except as provided for in paragraph 5 of Section IV of these Regulations.

Section XII: Annual Leave

1. Employees and workers who have completed one year or more of service are granted paid annual leaves of fifteen working days. Two working days shall be added to it after serving 10 full years; thereafter one working day is added for every five full years of service, provided that the annual leave period does not exceed 21 working days.

To have a purposeful and productive performance, an employee or worker may benefit from maximum one third of his annual leave during the two regular semesters of the academic year; the rest of the leave is to be taken in summer from July 1 until September 15 of each year. The employee or worker must benefit from a vacation of at least six consecutive days. The employee or worker may not accumulate the remaining leave period for another year.

Special Paid Leaves :

<u>Special Paid Leaves :</u>	<u>Number of Vacation Days :</u>
- The death of first-degree relatives	Five consecutive days
- The death of second-degree relatives	Three consecutive days
- Maternity leave for the mother	Seventy consecutive days
- Maternity leave for the father	Three consecutive days
- Marriage Leave	Five consecutive days

2. The University expects every employee and worker to take his annual leave as scheduled. The employee/worker shall not be entitled to receive pay in lieu of unused vacation except as stated in the following provision.
3. When, in exceptional cases, the University requests the employee or worker to work during part of their vacation they shall be paid for that work at the regular wages in addition to wages for their vacation. No employee or worker shall be requested to work for a period to exceed half the period of their due vacation.
4. In case of termination for any reason whatsoever, an employee or worker with more than one year of service shall be paid for accrued vacation days accumulating up to the

date of their termination subject to the limitations provided for in paragraphs 3 and 4 of this section.

Section XIII: Wages and Salaries

1. Employees and workers shall be paid their wages and salaries in the Lebanese currency.
2. Wages and salaries are determined pursuant to the work requirements and responsibilities of the employee or worker.

Section XIV: Family Allowance

The National Social Security Fund pays family allowance to employees and workers benefiting from the Social Security Law. Every employee or worker must report to their supervisor any change in their family status within ten days of its occurrence and produce the required evidence; when duly notified of this change, the University shall notify the National Social Security Fund thereof.

Section XV: Developing Employees and Workers Vocational Adequacy

1. The University encourages job-related vocational and technical training programs with a view to develop the adequacy of the present employees and workers to fill the University needs from within, wherever possible.
2. The University offers its qualified employees the opportunity to enroll themselves therein in order to obtain a degree or attend as auditors, to assist them in their vocational enhancement, provided that the hours of study do not exceed six hours per week during the academic year. The total number of study hours during working hours must not exceed three hours.

Employees attending these lessons during working hours must compensate for them after office hours.

Employees may enroll for lessons during the summer semester provided that these lessons are not during the working hours.

Section XVI: Educational Allowances

The University grants the children of those employees and workers who are in actual service, educational allowances for three children pursuant to the following conditions:

- The employee or worker must have completed a year or more in the actual, continuous and full-time service of the University to be eligible to apply.
- An application for an educational allowance must be submitted for each eligible child before the commencement of the scholastic semester.

The School Stage:

An allowance amounting to L.L. 1,500,000 shall be granted for each child in elementary, intermediate and secondary school up to the Baccalaureate part two or Technical Baccalaureate. No allowance shall be granted if the class is repeated.

This allowance is only granted to the children who are registered in private daily schools in Lebanon. For this purpose, night schools are not considered as regular school.

The University Stage:

To assert its support and nurturing of those working for it, the University has drawn special regulations for educational allowances to educate the children of its employees and workers up to the first university degree on the basis of its current academic program. According to the mechanism drawn by the University the employee and worker may request and obtain a full or partial allowance for teaching two children at the same time. The child must have been accepted by the Acceptance Committee and enrolled at the University as a regular full-time student to obtain a degree provided that he does not have another educational allowance from another party whatsoever.

Section XVII: Disciplinary Action

1. The University shall take disciplinary actions on those acts or omissions committed by employees or workers which are contrary to the interest of the University.

Types of actions justifying disciplinary action are:

- a. Giving wrong information on the application for employment.

- b. Failure to advise the University of any change in family status.
 - c. Non-compliance with the University's rules on safety, health or sanitation, or with other internal regulations.
 - d. Unauthorized absence from work without an acceptable excuse to the University.
 - e. Unauthorized use of the University's equipment, material or property.
 - f. Repeated unexcused tardiness.
 - g. Insubordination.
 - h. Failure to work diligently.
 - i. Quarreling or fighting on the job.
 - j. Failure to report accidents occurring while on duty.
 - k. Offering or accepting bribes, gratuities or commissions.
 - l. Disclosing confidential matters.
 - m. Committing an immoral act, drinking or carrying alcoholic beverages, or carrying arms on the University campus.
2. Disciplinary actions may take one of the following forms according to the seriousness of the offense :
 - a. Verbal reprimand
 - b. Written warning.
 - c. Suspension from work without pay for a period not to exceed three days for any one offence.
 - d. Dismissal from the service of the University.
 - e. Dismissing an employee for one of the reasons cited in Article 74 of the Labor Law which are stated in paragraph 4 of Section XX of these Regulations.
3. A disciplinary action to be taken in any case shall be determined by the University consistent with the Labor Law provisions.

4. If as a result of a serious fault, negligence, or violation of these Regulations, the University sustains any material damages, it may recover the value of such damages from the salary of the employee or the worker who caused the damages. In any event, the amount deducted from the salary for this purpose may not exceed the pay of five days in any one month. This penalty must not be imposed after the lapse of 15 days from the date the fault, negligence or violation is confirmed.
5. When an employee or worker is detained on legal grounds, he will be considered suspended from work without pay. The University's decision concerning his continued employment shall depend on the nature of the charges against him, the period of his detention, and the outcome of the case.

Section XVIII: Grievance Procedure

1. Any grievance by an employee or worker shall first be submitted to the University's review and consideration through his supervisor before referring such grievance to any other authority or organization.
2. The University shall set up the appropriate channels to ensure prompt and fair consideration of the employees and workers grievances submitted to it.

Section XIX: Disability Benefits

If a worker is disabled as a result of an accident occurring during the course of and arising out of work assigned to him, the University shall grant him disability and medical benefits pursuant to the legal provisions relating to Workmen's Compensation and Occupational Diseases.

Section XX: Termination of Service

1. The University offers employment to employees and workers in accordance with its work needs. The University may, at any time, and as provided for in the Labor Law, terminate the services of an employee or worker, taking into consideration the provisions of paragraph two of this Section.

2. Each employee or worker terminated by the University after completing the probationary period shall be given one month notice if he has three years or less of continuous service, two months' notice if he has more than three years but less than six years of continuous service, three months if he has more than six years and less than 12 years of continuous service and four months if he has more than twelve years of continuous service.

The employee or worker may, during the notice period, excuse himself from duty for one hour per day in order to look for another job.

3. The University may, at its discretion, grant pay in lieu of notice for all or part of the applicable notice period.
4. Pursuant to Article 74 of the Labor Law, the University may terminate the services of any employee without termination indemnity and without notice in the following cases:
 - a. If the employee or worker assumed a false nationality.
 - b. If the employee or worker is on probation and their work was not satisfactory to the University during the three months of services.
 - c. If it is established that the employee or worker has willfully committed an act or negligence intended to cause damages to the University's material interests. However, for the University to take this as a pretext it must advise the Ministry of Labor and Social Affairs in writing of the offence within three days of the date of the said act or negligence is established.
 - d. If the employee or worker, despite written warnings addressed to him, commits a serious breach of the University By-Laws three times in any one year.
 - e. If the employee or worker excuses himself for an unlawful reason for more than fifteen days in one year or for more than seven consecutive days.

The employee or worker must give reasons for this absence within twenty-four hours of their return.

The University shall, each time, notify the employee or worker in writing of the number of days of absence without a lawful excuse.

- f. If the employee or worker has been sentenced to imprisonment for one year or more for having committed a felony, or if he committed a misdemeanor at the workplace and in the course of the work, or if the employee or worker is convicted of any of the offences mentioned in Article 344 of the Penal Code.
 - g. If the employee or worker assaults their superior at the work place.
- 5. An employee or worker intending to leave the service of the University shall give one month notice if he has three years or less of continuous service, two months' notice if he has more than three years but less than six years of continuous service, three months if he has more than six years and less than 12 years of continuous service and four months if he has more than twelve years of continuous service.
- 6. At the end of service of an employee or worker for termination, resignation or death, he or his beneficiaries shall be entitled to such benefits as may be provided for by the Social Security Law, End of Service Indemnity branch as follows:

- 50% of the indemnity if he worked at the University for more than one year and less than five years.
- 65% of the indemnity if he worked at the University more than five years and less than ten years.
- 75% of the indemnity if he worked at the University for more than ten years and less than fifteen years.
- 85% of the indemnity if he worked at the University for more than fifteen years and less than twenty years.
- 100% of the indemnity if he worked at the University for more than twenty years if the insured did not attain sixty years of age.

Females working at the University are eligible to the full amount of their end of service indemnity if they marry and leave work within twelve months following the marriage date.

- 7. The employment shall definitely be terminated at the end of the month in which the employee or worker attains the age of sixty-four if the employment was not ended before this date for any other reason.

8. The provisions of this section do not apply to employees or workers who are employed by the University pursuant to fixed term contracts. The termination of service of employees or workers with fixed term contracts is governed by the provisions of their contracts.
9. The University shall, at the request of the terminated employee or worker, issue a service certificate indicating his job title, salary, period of service and the reason and date of the termination.

Section XXI: End of Service Indemnity

End of service indemnity at the National Social Security Fund

- a. Every employee covered by the end of service indemnity is entitled to receive full end of service indemnity if they meet the following conditions:
 - He must have completed twenty years of work at least;
 - Is at least 50% disabled which prevents him from performing his job or any similar job, and his disability is confirmed by the Medical Committee at the National Social Security Fund;
 - A female employee who leaves her work due to marriage within twelve months of the marriage;
 - The insured attained the age of sixty-four years and is entitled to liquidate his indemnity between the age of sixty to sixty-four years.
- b. If an employee leaves his work before completing twenty years of work with the intention not to be employed again, the indemnity shall amount to:
 - 50% if they worked a maximum of five years
 - 65% if they worked a maximum of ten years
 - 75% if they worked a maximum of fifteen years
 - 100% of the indemnity if they have been with the National Social Security Fund for twenty years or more even if he did not attain the age of sixty years.

Section XXII: General Provisions

1. These Regulations shall be administered and applied by the University. The University shall draw such rules and procedures as may be required for their effective application.
2. The date of birth of an employee or worker recorded at the time of employment shall be taken as a basis for determining the age of such employee or worker for all purposes of his employment relationship with the University. If no exact date of birth is given, the first day of July of the year of birth shall be considered as the birth date.
3. These Regulations may be changed from time to time in the light of changing conditions and in line with the Labor Law and other legislation applicable to employees and workers, subject to the approval of the Ministry of Labor and Social Affairs.
4. The provisions of the following paragraph are valid only when the relevant branch of the Social Security Law is applicable on the employees and workers concerned:
 - a. Section X paragraph 3
 - b. Section XI paragraphs 1, 2 and 3
 - c. Section XIX
5. These Regulations shall be notified to the employees and workers by posting them at the Personnel Office of the University.

*As Approved by the University Council
In its meeting of January 23, 2008*

Appendices Relating to Employees and Workers

The University of Balamand considers its personnel in various categories and duties as members of one family, and their solidarity and integration at work a factor contributing to its success and growth. It is the concern of the University administration to make sure that its personnel are well taken care of hence it always endeavors to improve its regulations and policies to ensure the best working atmosphere that leads to high productivity and humane practices in line with the University vision and its role.

Based on the above, the University administration adopts some amendments to its policies relating to employees and workers allowing for a better working system, and better protection of the various categories of employees and workers.

1. As of the beginning of the academic year 2007-2008 the annual leave of employees shall be 15 working days; two more working days shall be added after 10 years of service. Thereafter one working day shall be added for every five years of service, provided that the total annual leave does not exceed 21 working days.
2. To have a purposeful and productive performance, employees may take one third of their annual leave, at the most, during the regular work schedule; the rest of the leave shall be taken during summer between July 15 and September 15 of each year as stated in the Non-Academic Personnel Regulations.
3. Some special leaves are amended as follows :

a. Death of first-degree relatives	Five consecutive days
b. Death of second-degree relatives	Three consecutive days
c. Maternity leave	Sixty consecutive days instead of 40
d. Paternity leave	Three consecutive days
e. Marriage leave	Five consecutive days
4. In its concern to retain its highly productive and experienced employees, the University may renew its contract with an employee after his retirement at the age of 64. However, extended contracts are not eligible to end of service indemnity resulting therefrom, but a special contract shall be drawn for this purpose.
5. To improve the professional abilities of an employee, he/she may be sent on training courses provided that he/she undertakes to return to his/her work at the University pursuant to the agreement signed at the time (Staff Education).

6. The University undertakes to develop the professional abilities of its employees in accordance with its needs and interests, and based on the proposal of the dean or concerned manager and in agreement with the human resources manager.
7. The University administration stresses on the necessity for infirmary doctors to check the authenticity of the medical reports submitted by the employees. They must approve all reports before referring them to the relevant department, and visit patients if the absence exceeds three days.
8. To organize the status of employees, the University adopts a schedule of ranks for all its personnel which shall serve as a reference for the development of their performance. The distribution of personnel on this schedule is based on their qualifications and experience (attached).
9. To ensure transparency at the University, employment and filling of vacancies must take place pursuant to clear regulations and a clear curriculum vitae circulated by the Presidency to all officers of the University.
10. The weekly working hours for employees of grades 7 to 13 of the attached schedule are 45 hours. This shall be implemented pursuant to the classification which shall be issued by the University Council. The weekly working hours for workers of grades 14 to 18 are 48 hours; they also work pursuant to the classification which shall be issued by the University Council.
11. Overtime hours for personnel shall be calculated on the basis of “an hour / one hour” between 40 and 45 hours of work per week. As to work exceeding 45 hours, one hour shall be calculated as one hour and a half with no additional work contract. As to workers, the hour is calculated as one hour and a half after 48 hours of work weekly.

If work circumstances require that an employee works overtime for a long period, not to exceed six months, an additional contract shall be drawn.

12. The University confirms its support and backing of its personnel and undertakes to support the education of their children up to the B.S. or B.A. degrees as follows :

Pursuant to the allowances mechanism, an employee or worker is granted a full University educational allowance for two children at the same time.
13. By the same logic, the University endeavors to secure educational allowances for the children of its employees in private schools up to three children and an allowance of LL. 1,500,000 for each child.

Procedures for Attendance and Hours of Work

These procedures about attendance and hours of work were established in order to maintain proper functioning of the University which leads to organized work based on its regulations, especially the “Personnel Regulations for Non-Academic Employees and Workers” and persons with employment work (“**concerned persons**”), and ensures positive results for the University. Regular work and punctuality in compliance with the work schedules and hours are two of the main obligations of the employees, workers and persons with employment works. Late attendance, early departure or unexcused absences hinder the proper functioning of the University and give negative results for the University and for the concerned working team.

In view of the abovementioned, the employees, the workers and the persons with employment work (“**concerned persons**”) are reminded of the following:

First: To reach the work place on time, in compliance with the work schedules and hours agreed on in the contracts, in the University Regulations, and in the circulars issued occasionally by the Office of the President.

Second: In case any of the “concerned persons” is not able to reach the work place on time, he/she shall inform the concerned supervisory office in the University through a phone call or an email within thirty (30) minutes prior to the starting hour of work, explain the reasons for being absent or late, and estimate the time to reach the work place or the date of being back to work, and/or any further information that may be required by the University.

Third: Use the electronic fingerprint system adopted by the University on both arrival & departure times in compliance with the hours of work.

The violation of these procedures committed by any of the “concerned persons”, including, without limitation, the following acts:

- partial, total or excessive absences,
- recurrent late arrivals to the work place or early departures from the work place for a period exceeding ten (10) minutes,

will entail disciplinary actions as set forth in the University Regulations.

As approved by the University Council
in its meeting of January 2019



University Research Management Structure Procedure and Criteria for Evaluation

Office of the Provost

The University Council in its meeting of 15 January 2019 dissolved the University Research Council and approved the establishment of a Research Committee to replace it as per the vote below:

University Council, Tuesday 15 January 2019 (#332)

Vote 4/2019: To approve establishing a new University Research Management Structure that will replace the current Research Council.

Balamand Research Committee

Terms of Reference

1) Reasons: From transferring knowledge to participating in its production

The University of Balamand is aware of the importance of knowledge production and not just knowledge transmission. Knowledge is produced only through research, which is conducted in the various disciplines and academic units that comprise the university. Research is vital to establishing a quality, tertiary educational institution. Consequently, UOB considers research to be a top priority. To promote a research culture, the Research Committee was formed and entrusted with the following goals and tasks.

2) Goals:

Article 1: The following definitions are applied:

a- “research” is every intellectual or practical production of an innovative nature, with a novelty that contributes to the advancement of knowledge.

b- The term “academic units” includes: Faculties, Institutes, and their various research centers.

Article 2: A committee called the “Balamand Research Committee” shall be established at the University.

Article 3: This committee aims to:

- a) Encourage research activities in the University at both theoretical and practical levels;
- b) Motivate faculty members to implement research activities that have direct or indirect impact on national and international communities;
- c) Encourage collaboration with leading higher education institutions, research centers, public agencies, and the private sector in Lebanon and internationally;
- d) Provide a framework to examine and enhance the quality of the research;
- e) Ensure strong connections between teaching and research.

3) Tasks:

Article 4: The Committee performs the tasks entrusted to it through various appropriate methods including, but not limited to:

A – Set up procedures for the university to adopt for specific research projects, along with follow up strategies;

B - Develop a strategy to fund research;

C – Set up guidelines and organize seminars for researchers on the available funding methods and on writing and submitting research projects;

D – Study and evaluate the submitted project proposals;

E- Decide on, if requested, the eligibility to publish any thesis, or research study conducted at the university.

Article 5: In order to correctly carry out its duties, the committee may seek the assistance of experts from inside and/or outside the University, individually or in the form of specialized sub-committees.



UOB RESEARCH GRANT APPLICATION PROCEDURE

- 1- Full-time UOB faculty members interested in applying for a research grant at UOB shall fill out a UOB Research Grant Application Form (RGAF) and shall submit it to the dean of the Faculty with a copy to the Office of the Provost (e-mail: provoffice@balamand.edu.lb)
- 2- The dean transfers the application to the Faculty Research Committee (FRC).
- 3- The FRC evaluates the research project based on the applicant's competencies, the Faculty's available facilities/labs and its ability to host the project, compliance with ethical standards, the feasibility of the project, and the adequacy of the amount of funds requested. The FRC shall then forward a report, including the application, comments, recommendations, and justifications to the dean of the Faculty.
- 4- The dean of the Faculty forwards the FRC's report with additional dean's comments to the Office of the Provost.
- 5- The provost forwards the complete file to the UOB Research Committee (BRC) for processing, opinion, and endorsement.
- 6- The BRC sends the application to reviewers*. Based on the reviewers' feedback, the BRC shall then decide to:
 - 6-1 Approve the application, without or with minor modifications, and forward it back to the Office of the Provost.
 - 6-2 Reject the application and forward it back to the provost with detailed justifications for rejection.
- 7- The provost presents the approved application to the University Council (UC).
- 8- The UC shall:
 - 8-1 Approve the application and send it to the comptroller's office for funding implementation.
 - 8-2 Reject the application and send it back to the Office of the Provost.
- 9- All notifications about final decisions will be sent to the applicants by the Office of the Provost.

* *The reviewers are chosen from a list of established scholars who have no conflict of interest or any previous collaboration with the principal investigator or co-investigators.*

Timeline

Mid-January	Funding announcement by the Office of the Provost
End of March	Deadline for submission of UOB RGAFs to the Dean of the Faculty
End of April	Finalized assessment of UOB RGAFs at the Faculty level and submission of files to the Office of the Provost
August	Finalized processing of UOB RGAFs at the BRC level and submission of files to the Office of the Provost
September	Finalized processing of UOB RGAFs at the UC level and announcement of funded grants



UOB RESEARCH GRANT APPLICATION FORM

Thank you for your interest in applying for UOB Research Grant. Please make sure to submit the application by the published deadline date.

Proposed Project:

Title:

Academic field of study: (choose one or more):

- 1) Health Sciences:** Medical Laboratory Sciences Nursing Nutritional Sciences Public Health Others (please specify):
- 2) Medical Sciences:** Anatomy Biochemistry Epidemiology and Biostatistics Genetics Immunology Microbiology Neuroscience Pathology Pharmacology Physiology/Pathophysiology Others (please specify):
- 3) Sciences:** Biology Chemistry Computer Science Environmental Sciences Food Science and Technology Mathematics Physics Others (please specify):
- 4) Arts, Social Sciences, and Humanities:** Arabic Language and Literature Cultural Studies Education English Language and Literature French Language and Literature Mass Media and Communication Philosophy Political Sciences and Public Administration Psychology Religious Studies Sociology Translation and Interpretation Others (please specify):
- 5) Business Administration:** Economics Finance Human Resources Management Others (please specify):
- 6) Engineering:** Chemical Civil Computer Electrical Mechanical Others (please specify):
- 7) IFFT:** Mechatronics Telecommunication & Networking Agriculture & Food Aircraft Maintenance Technology Others (please specify):
- 8) Fine Arts:** Architecture Art Education Computer Graphics and Interactive Media Graphic Design Interior Design Others (please specify):

Start Date:	Duration:	Total funding requested (in USD):
	<input type="checkbox"/> 1 Year <input type="checkbox"/> 2 Years <input type="checkbox"/>	

Applicants:

	Title	First name	Surname	Academic Rank	Department	Faculty
Principal Investigator						
Co-investigator-1						
<Add further investigators if required>						

Contact Details:

	Telephone:	E-mail:	CV (to be uploaded in pdf format)
Principal Investigator			
Co-investigator-1			
<Add further investigators if required>			

Proposed Project Summary:

Please give a brief description (**100 words** maximum) of the project

Is ethical approval required for your proposed study? Yes No

Is ethical approval required? Yes No

University Ethics Committee approval? Yes (please attach document)

Saint George Hospital University Medical Center IRB? Yes (please attach document)

DECLARATION OF PRINCIPAL INVESTIGATOR

- 1) I declare that the information given in this application is complete and correct.
- 2) I confirm that if my application is successfully selected, I will use any money received for the stated purpose outlined in this application. If I have any difficulty in completing the project according to the timetable, I will inform the Provost's Office via email: provoffice@balamand.edu.lb
- 3) I will conduct the research outlined in this application to the highest ethical standards and will comply with the requirements of the UOB Ethics Committee, the Institutional Review Board at Saint George Hospital University Medical Center, or with the research regulations applied by the Faculty or the collaborating center(s) where the research will be carried out.
- 4) I agree that should I be granted the funding, I will provide a progress report half way through the project funding period and at the completion of the project.

Name (printed):

Date:

UOB Research Grant Application Form
Project Details

Title of the project:

State your primary study objectives: (max 50 words).

BACKGROUND Explain why this research is appropriate and timely – include any relevant key references (max 800 words).

STUDY DESIGN & METHODOLOGY: Explain in detail how you will undertake this research (max 400 words).

PRELIMINARY STUDIES: Present preliminary data or information relevant to the proposed work (max 2 pages).

EXPECTED RESULTS: Explain what results will be obtained and how these will be evaluated (max 200 words).

PROPOSED PROJECT TIMETABLE:

Outline if possible, the **publication strategy** for the project (i.e. expected peer reviewed publications, conference presentations, etc.).

DETAILS OF HOST FACULTY AND INVESTIGATORS: Please provide details of the facilities and relevant expertise of the host faculty. Please specify relevant expertise of the investigators.

REFERENCES: Provide a list of bibliographic references used in the proposal.

PREVIOUS FUNDING RECEIVED BY THE PRINCIPAL INVESTIGATOR AND CO-Investigators: Please list all grants that you have obtained in the past five years as well as the publications arising from each grant.

FUNDING REQUESTED: Please provide precise costs and justification for each. Explain if the project is, in any way, dependent on other sources of funding and whether or not these sources are guaranteed or conditional.

Description	Amount (IN USD)
Year 1:	
Personnel	
Equipment	
Material	
Running Cost	
Other	
Total Year 1	
Year 2:	
Personnel	
Equipment	
Material	
Running Cost	
Other	
Total Year 2	
TOTAL BUDGET	
Available Funds from other sources (please specify source):	
Expected External Funding (please specify source):	
TOTAL AMOUNT REQUESTED (IN USD)	

**Cost for traveling abroad for presentation of results will be on the account of the University.*

**Cost of Publications will be on the budget of the Faculty of the Principal Investigator.*

SUGGESTED REVIEWERS: Kindly suggest 5 potential reviewers including 3 international reviewers.								
	Title	First name	Surname	Position	Institution	Country	Email	Telephone
Reviewer 1								
Reviewer 2								
Reviewer 3								
Reviewer 4								
Reviewer 5								



UOB RESEARCH GRANT REVIEW FORM

Thank you for taking the time to review an application for the UOB Research Grant. Please complete all sections of the review form below.

All completed applications must be submitted, electronically, to **the Office of the Provost** (email: provoffice@balamand.edu.lb).

Principal Investigator's Name

Principal Investigator's Name

Proposed Project:

Title:
Academic field of study:

Contact Details of the Reviewer:

Full Name:
Institution:
Department:
Telephone:
E-mail:

Please read the below guidelines before rating the research proposal:

Kindly provide an overall assessment of the proposal taking into consideration the following criteria:

- 1- Significance and Innovation
- 2- Investigator(s) and Collaborator(s) Competencies
- 3- Strategy and Methodology
- 4- Research Environment
- 5- Budget and Timeline

Use the following table for the numerical rating:

Overall Impact	Score	Descriptor
High	10	Exceptional
	9	Outstanding
	8	Excellent
Medium	7	Very Good
	6	Good
	5	Satisfactory
Low	4	Fair
	3	Marginal
	2	Poor
Very Low	1	Extremely Poor

UOB Research Grant Review Form

Project Details

1- Significance and Innovation:

Is the project original and innovative? Does it lead to a significant contribution to the field? If the aims of the project are achieved, how will scientific knowledge, technical capability, and/or clinical practice be improved or transformed?

1 2 3 4 5 6 7 8 9 10

Please elaborate on your decision:

2- Principal investigator and co-investigator(s) competencies:

Are the principal investigator and co-investigator(s) well-qualified for to the project? Do they have appropriate experience to carry out the project? Do they demonstrate an on-going record of research or related practice?

1 2 3 4 5 6 7 8

Please elaborate on your decision:

3- Strategy and methodology:

Is the overall strategy, methodology, and analyses well-reasoned and appropriate to accomplish the specific aims of the project? Are potential problems, alternative strategies, and benchmarks for success presented?

1 2 3 4 5 6 7 8

Please elaborate your decision:

4- Research Environment:

Will the environment in which the work will be done contribute to the probability of success? Are the institutional support, equipment and other physical resources available to the investigators adequate for the proposed project?

1 2 3 4 5 6 7

Please elaborate on your decision:

5- Budget and Timeline:

Are the budget and the requested period of support fully justified and reasonable in relation to the proposed research project?

1 2 3 4 5 6 7

Please elaborate on your decision and suggest changes if any:

Total Score out of 40: (Add the scores of questions 1 to 5)

Additional Comment:

Kindly include any additional comment you deem useful for the decision of the UOB Research Committee.

Overall Recommendation:

Fund Fund with budget alteration Do not fund

Confidential Comments:

Kindly include additional comments you deem useful for the proper evaluation of the grant application. These comments will not be shared with the applicant or his/her co-investigator(s).

*As Approved by the Executive Committee
of the Board of Trustees in its meeting of 19 September 2006
And amended by the University Council in its meeting of 26 June 2013*

Bylaws of the Senate

I

There shall be a Senate of the University.

II - MEMBERSHIP

The Senate shall be composed of:

- a) Full time faculty members, who have served for at least one year at UOB, of the rank of lecturer, assistant professor, associate professor, and full professor who shall be elected by the full-time members of the various Faculties. Elected Senators shall serve for a renewable term of three years conditional upon continuity of full-time appointment.

Representation of Faculties:

Faculty of Arts and Social Sciences	3
Faculty of Theology	1
ALBA (main Campus)	1
ALBA (Sin el-Fil)	3
Engineering	4
Business	2
Health Sciences	2
Sciences	2
Medical Specialization & Medicine	4
Issam M. Fares Faculty of Technology	1
Faculty of Library and Information Studies	1

- b)** The President, Vice Presidents, Deans, and the head of the Research Council shall be ex-officio members.

III - SECRETARY

The Senate in its first meeting will elect a Secretary from among the elected members. The secretary keeps the records of the Senate and will prepare the agenda, for regular meetings, with the President. The secretary will serve for a renewable term of one year.

IV - FUNCTIONS

The Senate shall serve as an advisory body to the President on academic matters of the University.

V - MEETINGS

- a)** The Senate shall hold regular meetings called for by the President.

An agenda prepared by the secretary of the Senate with the President will be sent to the Senate members by the President, one week prior to each regular meeting of the Senate.

The working papers of any meeting will be sent to the Senate members along with the agenda.

- b)** Special meetings will be held upon the written request signed by five members with a stated agenda. The President shall decide on the date and time of special meetings.

VI - VOTING

All members of the Senate - elected and ex-officio - have the right to vote. Adopted motions of the Senate shall be recommendations to the President.

VII - QUORUM

A quorum shall consist of a majority of membership, and recommendations will be adopted by majority vote of members present at the meeting.

VIII - RESOURCE PERSONS

The President may invite on ad hoc basis, resource persons, from the University or from outside, to attend meetings and share in deliberations but they are not entitled to vote.

IX - AMENDMENT

Proposals for amendment of the Bylaws may be initiated by the President or by written petition signed by five members. A majority of two-thirds of the total members shall be required for adoption of amendments.

X - FINAL APPROVAL

Bylaws of the Senate and amendments thereto require approval of the Board of Trustees to become effective.

Principles and Policies related to the Policy of Conflicts of Interests at the University

1- Goals

These principles

- 1.1 are complementary to the established University principles related to the basics of professionalism inside the University and in all its sections.
- 1.2 insist on abiding by and adhering to all the acknowledged international bylaws in force, and the regulations guaranteeing transparency, integrity and the University's independence of decision.
- 1.3 develop a responsible spirit inside the University, and the University's responsibility towards the society in general and the university world in particular.

2- Framework

These principles and policies are applied to all who work at the University of Balamand (UOB) on a full-time basis, in both academic and non-academic fields, to all the members of the councils and committees, (executive or advisory) which constitute the University's administrative structure and are mentioned in the University regulations, and to the Board of Trustees (BOT) members as well.

3- Background and Justification

Work at UOB is based on the University's vision of serving the community and of having a leading role. At the same time, UOB is a part of an international university world, thus its efficient participation is of major importance. Therefore, UOB insists on adopting principles and policies based on its own vision, and focuses on its role in the wide university world.

This vision gives inspiration to human values on one hand, and to the internationally adopted criteria concerning transparency of conduct in the institution and the guarantee of the University independence in decision making, away from any physical or moral pressure resulting from interests of individuals or bodies working in or cooperating with the University.

4- Definition

A conflict of interest is a conflict between personal interests and institutional responsibilities for a person in a position of responsibility in the same institution. All who work at

UOB or participate in the decision-making process shall avoid any conflict of interest. They shall be aware of the influence that their families, societies and other affiliations can have on the objectivity of their decision-making process. However, respecting the principle of avoiding the conflict of interests must not hinder all who work at UOB from using all their capacities and potential to support the University interests and to improve its partnership with the society.

The conflict of interests consists generally of the following:

- a- Conflict of financial interests,
- b- Using private information for personal profit,
- c- Disclosing private information without official consent,
- d- Using the institution's time and equipment for personal goals or for activities not directly related to the institution.

5- Detailed Policies

In this context, the conflicts of interest include, without limitation, the following:

- 1- Possessing, fully or partially, a company, an institution or a holding board related to the University through commercial or financial business contracts.
- 2- Participating in the decision-making of outsourcing any university-related business to a company or institution owned (fully or partially) by someone having up to a fourth (4th) degree relationship with the concerned person.
- 3- Using the professional position to benefit from the employment status in the University: such as paid trainings for students, consulting services, or field studies, etc.
- 4- Accepting to represent any company or commercial institution, which can create confusion about the University's objectivity.
- 5- Accepting a paid mandate to do an activity that is normally within the University competence and concerns, or within the regular job tasks.
- 6- All who work at UOB, as a full timer or part timer, shall declare to the President's Office any potential conflict of interest arising from performing their university duty and/or professional work. In case of failure to declare, the person is responsible for the consequences.
- 7- All who are concerned with the clause (2) entitled "Framework" shall officially stop, under a written notification kept in the President's Office archive, any action involving a conflict of interest and not meeting the above-mentioned principles and policies.

Procedures related to Conflicts of Interest

These procedures related to Conflicts of Interests were set forth in order to clarify all the actions to be taken by all who work at UOB (academic or non-academic), all the members of councils and committees (executive or advisory), and the BOT members (concerned persons), and to define their obligations and responsibilities in this context, which keeps the University decision independent away from any physical or moral pressure and guarantees the University's transparency and integrity, based on its regulations, especially on the "Principles and Policies related to Non-Conflict of Interests at the University" (designed here by "Policy of Non-Conflict of Interests").

A conflict of interest is a situation where the objectivity and the independence of the officials' decisions are influenced, during their job or work performance, by a personal interest, material or moral, that is important to them or to any relative or close friend, or when their job or work performance is influenced by direct or indirect personal considerations, or by knowing the information related to the decision to be made.

The BOT creates an external auditing committee (Auditing Committee) ("Committee") to ensure proper implementation of the policy and the procedures.

1) Transparency in appointments and promotions:

In order to ensure transparency in appointments, the qualified committee shall appoint or suggest to define accurately the tasks and obligations for the vacant positions and jobs, and relate appointments and promotions to competency, integrity and transparency. Moreover, this committee shall set real criteria for employees' evaluation, such as attending annual trainings, and relate them to the salary raise.

2) Biddings and Purchases:

The concerned persons shall refrain from entering or participating, directly or indirectly, in any bidding or purchase that may be related to the University, or adverse, directly or indirectly, to the University interests, or that may realize a personal benefit for them or for any of their relatives, without neither following the related procedures nor getting the required written consent as mentioned below.

3) Cases of Conflict of Interest:

These procedures set examples of behavioral criteria in numerous situations, but they do not cover all other potential cases. The concerned persons shall act properly in compliance with the policy of non-conflict of interests, and avoid any behavior incompatible with this policy. Below are some examples for cases of incompatibilities:

- (a) Entering or participating in any activity that is, directly or indirectly, adverse to the University's interests without neither following the related procedures nor getting the required written consent. Agreements or projects established with any company, institution or other entity, if any of the concerned persons or of their relatives is, directly or indirectly, an owner, a partner, a director or a board member in that company, institution or entity;
- (b) Agreements or projects established with any company, institution or other entity, if any of the concerned persons or of their relatives had received a financial or moral benefit directly from the company, the institution or the entity, or may receive this benefit upon implementation or failure of this legal action;
- (c) When any of the concerned persons gets engaged in any business due to his/her position in the University, or to any business that may result in abusing this position;
- (d) If any of the above-mentioned cases happens to any of the concerned person's relatives up to a fourth (4th) degree relationship;
- (e) Using the University's assets or resources for personal interests or profiting from them for any private benefits or other goals in contexts away from the University's activity and work.
- (f) Disclosing confidential information, without getting prior written consent from the competent authorities, for personal profits or for any other party that is not allowed to know this information;
- (g) Accepting presents, benefits, services or any other valuable item by any of the concerned persons or of their relatives in order to influence on the decision's objectivity of the concerned persons or on their capacities in performing their obligations and responsibilities, to waste the University's interests or harm them, or to realize personal benefits or benefits for the donor party;
- (h) If any of the concerned persons has a direct or indirect interest in the projects and the contracts implemented for the University's account, without a prior permit from the committee;
- (i) Being part of any business that may compete the University, without prior written consent from the committee;
- (j) If any of the interested concerned persons participates in voting on the decision concerning any matter related to conflicts of interest.
- (k) Abusing any of the concerned persons for his/her position in the University for personal interests, benefits or profits;
- (l) Any other case that may be considered by the University as a conflict of interest.

All concerned persons shall inform the competent authorities about any position they have outside the University, or any interest that may relate them or their family members to any party dealing with the University or willing to deal with the University.

The conflict of interest does not include neither teaching contracts signed between the University and the faculty members, on the condition to abide by appointments criteria mentioned in these procedures and in the University regulations, nor the cases of specific tasks (studies, translation, etc. ...) as defined by the University, from time to time, as long as the price will be 30% less than the market's prices.

4) Conflict of Interests Disclosure:

All persons concerned with this policy shall disclose and report, to the committee, their personal interests or any actual or potential conflict of interests. In case they want to participate in any activity, transaction, bidding or any similar action involving a conflict of interests, they shall get an approval from the competent authorities and disclose transparently all the information required by the University.

All concerned persons shall submit the mentioned disclosure immediately upon an event involving a conflict of interest or causing a change in a previous conflict of interest, if approved by the University or not.

Disclosure is made through a form of declaration prepared by the committee in this regard. In order to verify the data mentioned in the disclosure form, the committee has the right to ask for any further information or documents that shall be provided the soonest possible by the concerned person.

When disclosing any potential conflict of interest, all concerned persons shall refrain from interfering in, participating in or influencing, directly or indirectly, any business that may involve a conflict of interest, as mentioned above, until the University declares its decision in this regard.

5) Dealing with Conflicts of Interests:

The committee's decisions may include, without limitation:

- Forcing the person concerned in a conflict of interest to correct his/her situation according to the procedures set forth by the committee (in all cases, the concerned person shall sign all declarations, engagements and required legal documents to ensure his/her compliance to the obligations towards the University and to keep on integrity, independency and transparency),
- Removing the concerned person from the situation involving a conflict of interest until its termination,
- Limiting the concerned person's participation or interference in a business involving a conflict of interest,
- Prohibiting, terminating or not starting with the business involving a conflict of interest.

However, the committee can approve any business involving a conflict of interest according to the concerned person's will in this regard, in case no procedure was applicable or no other alternative was available for the business involving a conflict of interest, in case neither the procedures nor the alternatives that may be adopted by the University were, on all levels, better or less expensive than the business involving a conflict of interest, or in case the BOT verified, based on either previous cases or other evidences, the concerned person's integrity and independence.

The BOT is the board qualified to explain these procedures' provisions, as long as they are not incompatible with the regulations and the laws in force, and the University Regulations.

6) Violation of Procedures:

Any act of violation done by any of the concerned persons towards these procedures will result in disciplinary actions mentioned in the University Regulations and in the laws in force.

*As approved by the Board of Trustees in its meeting of June 7, 2002,
as amended on June 24, 2011.*

Policy on Accepting Donations

Universities are established and grow with the support of its friends, alumni, and various governmental and civil diverse institutions, in addition to revenues generated by its academic activities.

The University of Balamand has grown and prospered through the support of the Antiochian Orthodox Church under the leadership of His Beatitude Patriarch Ignatius IV, the founder of the University, as well as several Antiochian dioceses in Lebanon and abroad. The university received significant financial support from wealthy individuals, and friends of the university whose donations have contributed to constructing the buildings, supporting the academic programs, equipping the laboratories as well as helping students to advance in their studies.

Universities cannot solely rely on tuition fees to continue securing the necessary buildings, raising the academic level, attracting qualified professors, and carrying out meaningful scientific and applied research. Therefore, the university seeks to secure diverse sources of financial support for its plans and programs in order of becoming an institution supported by its community and committed to providing services to the community at the highest scientific and ethical levels.

The university accepts donations of all kinds for a variety of enhancements. Funds could be applied to the construction of a building or hall, or to support an academic chair, it could be allocated for the establishment of grants, or to equip a laboratory or a specialized workshop, or any other project that aims to develop the university at the academic and/or institutional levels, provided that the university indicates the name of the donor in a manner that is appropriate to the type of the donation and in line with the university policy in this regard. The naming will be considered final. When accepting a donation, the university is adamant that the donation is granted by an institution or people with whom it is proud to be associated. It is also clear that the issue of accepting the donation and naming the project related to it, is the responsibility of the Board of Trustees based on the proposal of the university president, taking into account the criteria surrounding the naming procedure.

In accordance thereto, donations of money or other movable or immovable property, is initiated by a letter from the donor specifying the purpose of the donation, its size and method of payment. Upon receipt of the donor's letter, the president presents the matter to the Board of Trustees who has the authority to accept the donations and determine their use. After the approval of the Board of Trustees, the president of the university sends a thank you letter to the donor specifying the role of the university in implementing the project subject of the donation. A

memorandum of understanding is signed between the donor and the president to preserve the rights of both the donor and the university, granting the donation the necessary institutional effect.

In the event that the donor is unable to pay or execute the promise to donate, as agreed, for reasons of economic force majeure, or otherwise, the university will strive not to have the academic work impacted and to complete the project stipulated in the donation by any means it deems appropriate. In this case, the terms agreed upon for the project will be reviewed.

*As approved by the Board of Trustees
in its session held on January 12, 2018.*

University tuition payment policy

Obtaining a university degree is the fruit of an educational and administrative path, which is like a partnership between the university and the student, based on the principle of everyone's commitment to their professional, moral, and material duties. Accordingly, the university's Board of Trustees confirms that the student must fulfill all university obligations, such as paying tuitions and returning references or equipment owned by the university, in order for him/her to obtain his/her degree, as an integral part of the student's engagement towards the university.

The university administration shall ensure that this decision is fully implemented. In order to facilitate the implementation of this decision, the relevant departments at the university shall take the means they deem appropriate to enable the student to reach the end of his/her university path while the process of paying his/her obligations is completely facilitated.

UOB Policy on Nepotism and Personal Relationships in the Workplace

Purpose

The employment of relatives can cause numerous issues and problems including: favoritism, conflicts of interest or the appearance of conflicts of interest, disruption or potential disruption in the workplace.

The University's longstanding policy is to base employment decisions solely on need, individual qualifications, skills, ability and performance.

The University, therefore, may permit the hiring of the best qualified individuals notwithstanding the fact that they might fall under the below definition of relative.

Scope

This policy applies to all types of hire and employment, including faculty and staff, all of which are herein collectively referred to as "employees".

It shall also apply in cases of marriage while employed.

Definition of Relative

To avoid situations that may lead to favoritism and potential conflicts of interest the definition of relative should be broadly interpreted. For the purpose of this policy, it shall include the following relationships: relationships established by blood, marriage, or legal action, for example:

Father	Uncle	Father-in-law	Stepparent
Mother	Aunt	Mother-in-law	Stepchild
Son	Nephew	Son-in-law	
Daughter	Niece	Daughter-in-law	
Brother	Grandfather	Brother-in-law	
Sister	Grandmother	Sister-in-law	
Spouse	Grandchild		

The definition also includes partners and domestic partners (a person whose life is interdependent with the employee and who shares the same residence) and their children.

Policy

The policy of UOB is to avoid the hiring, transfer or promotion of relatives into situations where the possibility of favoritism or conflicts of interest may occur.

The university may allow personal relationships to be maintained or hire individuals with personal relationships with employees under the following conditions:

- Employed relatives may not work under the supervision of the same manager;
- Employed relatives may not create a supervisor/subordinate relationship with each other;
- Employed relatives may not evaluate each other;
- The relationship cannot create adverse impact on the workplace, productivity or performance;
- The relationship cannot create a conflict of interest or a perceived conflict of interest;
- Employed relatives cannot be employed if either serves on a Board, Committee or Council engaged in the decision-making process related to the salary, promotion, performance, appraisals, work assignments or other employment conditions of each other.

Procedure

Before an offer of employment is made to a relative, prior authorization to make such an offer must be obtained from the president of the university or his designated representative as per the attached form (Attachment A).

In application of this policy, the Office of Human Resources shall include in all employment postings or applications the attached Nepotism and Personal Relationship in the Workplace Disclosure Form (Attachment B).

The Office of Human Resources shall apply the same principle while considering promoting or transferring an employee through reviewing the Nepotism and Personal Relationship in the Workplace Disclosure Form (Attachment B).

All requests for an exception to this policy shall be made in writing to the president of the university who shall have total discretion in the matter.

In considering whether a relationship falls within this policy, all employees are requested to disclose the facts in the Nepotism and Personal Relationship in the Workplace Disclosure Form.

ATTACHMENT A

Nepotism and Personal Relationship in the Workplace Authorization

Authorization is hereby requested to make an offer of employment to an applicant who is a relative of an employee.

1. APPLICANT INFORMATION

Name of Applicant:

Qualifications of Applicant:

Position the Applicant is being considered for:

Department to which the Applicant will be considered:

2. EMPLOYEE INFORMATION

Name of the Employee:

Nature of the Relationship:

Department to which the Employee is assigned to:

Human Resources Authorization:

Signature:

Name:

Date:

President Authorization:

Signature:

Date:

ATTACHMENT B

Nepotism and Personal Relationship in the Workplace Disclosure Form

An application is hereby made for employment at UOB where a relative is currently employed.

1. APPLICANT INFORMATION

Name of Applicant:

Position the Applicant is applying to:

2. EMPLOYEE INFORMATION

Name of the Employee:

Nature of the Relationship:

Department to which the Employee is assigned:

The above information is hereby granted by my own volition in application of the University's Policy on Nepotism and Personal Relationship in the Workplace. I hereby fully understand and agree that the acceptance of my application may be influenced by this disclosure and remains at the sole discretion of the university.

Name of Applicant:

Signature:

Date:

Policy on Philanthropy

The purpose of the University of Balamand is to raise a generation of men and women who would influence the state with the highest principles of the public good, and who will contribute to the rise of a new civilization in the Arab East based on the highest principles of humanity, and of the pillars of both Christianity and Islam.

Accordingly, the university is the maximal philanthropy with the awesome responsibility of delivering the best to the environment under difficult prevailing conditions. Great as its objective, its financial means are relatively limited. They depend on tuition (by necessity limited, as the incomes of families in our region are limited), on services (which are minimal due to the nature of the academic character), and on philanthropy largely from generous friends of the university, and from a broad range of contacts supporting mostly scholarship to students.

As a maximal philanthropy, the university contributes to the economy of its region through the needs of its faculty and students.

As the most deserving object of financial philanthropy, it is not expected to provide financial aid beyond what is ordained in its mission and in the context of its own constitution. In this spirit, it may not be appropriate for the university to make financial contributions to external organizations, no matter how meritorious their objectives are.

Approved by the University Council
in its meeting of 12 September 2001

Housing Rules and Regulations for Faculty and Staff

RULES AND REGULATIONS GOVERNING THE OCCUPANCY AND UTILIZATION OF UNIVERSITY HOUSING

Housing users who are assigned on-campus housing shall comply with these Rules and Regulations, which may be amended by the university at its sole discretion at any time.

CONTENTS

- Section 1- Definitions
- Section 2- University Housing Main Policy
- Section 3- On-Campus Housing: Rules and Regulations
- Section 4- Termination of University Housing Assignments
- Section 5- Priority Policy

APPENDIX Furniture Schedule

SECTION I

DEFINITIONS

1. **Housing users:** Regular full-time academic members, staff and members of the administration of the University of Balamand as determined by the University, to whom housing facilities were assigned.
2. **Common elements:** communal passageways, hallways, staircases, elevators, walkways, entryways, roofs, and all other areas available to residents of university housing.
3. **Costs and charges:** costs relating to the use of university housing to cover running expenses, replacement cost and overhead expenses including, but not limited to, monthly charges, electricity, cooking fuel, telephone use, water, and heating and such other services as may from time to time be provided by the university.
4. **Family:** the spouse and children of the individual to whom the university housing has been assigned. Other relatives are considered to be third parties under section 2.2 below.
5. **Household help:** any person employed, either full-time or part-time, as the personal servant of housing users, whether or not the household help resides in UOB housing.
6. **Office of Buildings and Grounds (OBG):** the department responsible for the administration of on-campus accommodation may be contacted during office hours.
7. **Housing committee:** a committee established by the university to oversee the administration of university housing for housing users. The committee is independent of the administrative departments and is chaired by the president of the university, or his delegate.
8. **Occupants:** housing users, their family and household help, residing, in university housing, and guests of housing users residing temporarily in university housing.
9. **Repair costs:** costs, expenses, damages, losses or charges incurred by UOB in repairing university housing as a result of housing users' use of the university housing.
10. **University housing:** on-campus housing made available to housing users by the university.
11. **University rules:** the policies, rules, and regulations of the university as established or amended from time to time by the university at its sole discretion.
12. **Visitors:** relatives, guests, employees, and others invited by housing users into university housing.

SECTION 2

UNIVERSITY HOUSING MAIN POLICY

1. UOB housing shall only be used as living accommodation and are not to be used for any other purpose.
2. Housing users, to whom the university housing is made available, shall not authorize any person other than their family and their household help to occupy or make more than short-term use of any part of the premises made available to them without the prior written consent of the OBG.
3. Occupants residing in university housing shall abide by all university rules and all laws, decrees, and regulations in force in Lebanon.
4. Occupants residing in university housing shall not use university housing for any political campaign activity or related purpose, nor for any organized religious activity.
5. Drugs, weapons, or material prohibited either by law or by university rules shall not be used or stored in university housing.

SECTION 3

ON-CAMPUS HOUSING RULES AND REGULATIONS

1. Housing Rules

- a. The provision of university housing is a privilege and occupants are expected to make all reasonable efforts to take care in their use of UOB housing facilities and to treat fellow occupants with due regard and consideration.
- b. Occupants are expected to keep noise to a minimum and to keep their residences clean and well cared for. Complaints regarding noise or other disturbances should be made to the OBG or, outside office hours, to the OBG / hotline.
- c. The university shall provide occupants of on-campus housing with the following services: elevator, where available, central heating, cold and hot water, janitorial services related to the premises such as cleaning of corridors, stairs, and collection of refuse.
- d. For safety reasons, occupants are requested to ensure that young children are accompanied in the elevators and when using the university's public areas or playgrounds.
- e. For safety reasons, no flower-pots or other objects may be hung outside windows or balconies and nothing shall be thrown from or be permitted to fall outside the building.
- f. Occupants shall not modify or alter UOB housing, internally or externally, in any way, including erecting awnings, changing light fixtures, modifying plumbing or electrical installations, erecting antennas, television dishes, or similar structures on such housing.
- g. Housing users shall be responsible for delivering the premises free of occupants at the expiration of the assignment, or other termination of university housing, in good condition, normal wear and tear excepted.
- h. The university carries insurance in respect of the university's property and for liability to third parties arising from the fault or negligence of the university. Housing users are responsible for insuring their personal property against risks such as fire, accidental damage, or theft.
- i. Refuse must be deposited in the internal garbage chutes in areas designated by the university as a central refuse depository. Such refuse should be contained in securely tied bags not exceeding ten (10) kilograms per bag in weight.
- j. Special receptacles for recycling may be provided in each building. Recycling material should be separated from other refuse and placed in the appropriate recycling containers.
- k. Occupants shall make every effort to conserve water.

- l. Occupants shall take precautions not to overload existing electrical circuits and shall, under no circumstances, alter the amperage of the existing circuit breakers.
- m. Storage of combustible or any potentially harmful goods or materials is not permitted. Corridors, staircases, and landing should be maintained free of obstruction and shall not be used for storage of any item including bicycles, prams, etc.
- n. The sidewalks, passageways, walkways, and driveways used in common shall not be obstructed or used by occupants for any purpose other than for the purposes of entry or exit to or from their respective premises and the common elements.
- o. Nothing shall be shaken or hung from any external window, balcony, door, or those parts of the common elements over which occupants have exclusive use.
- p. Occupants shall not harm or alter any of the landscaping work on university property. No one shall uproot existing plants or plant new plants, hedges, shrubs, or trees.
- q. Occupants shall immediately report to the OBG any infestations of pests and insects. Occupants shall cooperate with the university to provide access to the premises for the purpose of eliminating such pests or insects.
- r. Occupants shall not keep pets or livestock in university housing.
- s. Housing users shall be responsible for the application by occupants and visitors of these rules and regulations and shall to that effect take all reasonable precautions to ensure that said occupants and visitors shall observe these rules and regulations. Housing users shall be responsible for any losses, costs, charges, or damages incurred by the university by reason of a breach of these rules and regulations by them, their occupants or visitors. The university may recover such losses, costs, damages, or charges in the same manner as maintenance expenses and other costs and charges relating to the premises.
- t. The university, upon providing a 72-hour notice in writing, shall have the right to enter any university residence for the purposes of undertaking such work as the university deems necessary, except in case of emergency as determined by the university when no prior notice shall be given.

2. Charges

- a. The costs and charges for the use of on-campus housing shall be in accordance with a scale approved by the housing committee and are due at the end of each month. Use of the university's telephone exchange and parking facilities is optional and may be provided at additional costs to be deducted from any compensation due to housing users.
- b. Housing users shall be held responsible for any and all damage to university housing resulting from a violation by occupants and visitors of these rules and regulations or any other university rules. Housing users shall be responsible for all costs and charges as determined by the university,

and the university may deduct any such amounts from compensation due to housing users. If no compensation is due, housing users shall settle such costs and charges on demand by the university.

c. Housing Users will be charged for all repairs made as a result of their use of UOB housing. However, housing users shall not be charged for maintenance and repairs resulting from normal wear and tear. The university shall deduct the costs of the repairs from any compensation due to them If no compensation is due, housing users shall settle such costs and charges on demand by the university.

d. Charges shall be assessed and deducted on a monthly basis.

e. Housing users shall advise the OBG at the earliest possible opportunity of any intention to vacate university housing and, in any case provide the university with no less than three months' notice, in writing, of their intention to vacate the premises.

3. Moving and Deliveries

a. Moving days and large deliveries shall be scheduled in cooperation with the OBG at least forty-eight (48) hours in advance.

b. The elevator shall only be used for the purpose of moving furniture if an authorized representative from the physical plant is in attendance. The scheduling of moves into and out of housing units shall be worked out in advance with the OBG.

c. Service and delivery vehicles shall not obstruct vehicular or pedestrian access to university residences, and shall use restricted parking areas only.

d. Costs incurred as a result of damage to the elevator or common elements as a result of moving or receiving a delivery, unless caused by personnel from the OBG, will be recovered in the same manner as maintenance expenses and other costs and charges relating to the premises.

4. Repairs

For urgent repairs: water leakage, broken glass, electrical faults, etc.:

a. Contact the OBG / hot line after office hours.

b. In case of an emergency the university shall have the right to enter any residence without prior notice in order to carry out repairs deemed necessary to prevent damage to the fabric of the building or the safety of the persons present therein. All such works shall be appropriately supervised and documented in writing by the university in accordance with OBG Request Procedures.

5. Renovations and Alterations

The University of Balamand shall be responsible for ensuring that the premises are clean in a good condition when delivered to housing users. Thereafter it shall be the responsibility of housing users to ensure that the premises are maintained in good condition. Any renovations, alterations, repainting, or decorating of a permanent nature shall be in accordance with university standards and requires prior approval, in writing, from the OBG. The university will repaint and/or renovate the premises when the, OBG deems it necessary, but not more frequently than once every five years.

6. Appliances

The OBG should be contacted during office hours regarding the following matters:

- a. Repair or replacement of university supplied electrical appliances or fixtures and the maintenance of gas stoves.
- b. Installation of major appliances including split unit type air conditioners purchased by housing users.
- d. Electrical outlets and utilities for major domestic appliances purchased by housing users will be provided by OBG. However, the installation of such appliances shall be the responsibility of the supplier and shall be approved by the OBG. The maintenance and repairs of such appliances shall be at the responsibility and expense of the housing users.

7. Keys and Locks

- a. The OBG provides two sets of keys for each unit; additional keys may be requested from the OBG. Housing users are specifically instructed not to have UOB keys copied outside the university.
- b. Housing users shall not change any lock in the campus residences or add any new locks without obtaining the written consent of the OBG. A copy of the key to any new lock shall be provided to the OBG.
- c. The OBG has a duplicate key for the front entrance to each on-campus unit. In case of misplaced keys, outside office hours, Housing users may contact the OBG / hotline which, on representation of suitable identification, will assist in opening the main door to the apartment.

SECTION 4

Termination of University Housing Assignments

Without limiting any other recourse of the university, housing users shall immediately, and without delay, or at the expiration of the notice period, if any, vacate university housing without further notice, or procedure upon the occurrence of any of the following events:

1. Upon expiration of the term of the assignment of university housing, if any.
2. If the employment relationship between housing users and the university expires or is terminated for any reason whatsoever.
3. If the university informs them, in writing, of its intention to revoke their assignment of housing three months in advance of the date set for the termination of the assignment; or if they inform the university, in writing, of their intention to give up the premises assigned to them by the university, provided the same period is given to the university.
4. Forthwith following a notice addressed by the university to them to vacate the premises because of the non-observance by them of these rules and regulations or of any other applicable rules and regulations issued by the university from time to time.

SECTION 5

Priority Policy

University housing has become indispensable for successful recruitment of new faculty members. Thus, priority for housing should be for newly recruited faculty members. The following constitute the main guidelines of the policy on priority.

Priority for on-campus housing

- a) First priority is given to new full-time faculty recruits in the rank of assistant professor or above with special consideration being given to foreign recruits.
- b) Second priority is given to full-time faculty in the rank of assistant professor or above not living originally in north Lebanon.
- c) Third priority is given to key-staff (non-academic) whose presence on campus premises is considered to be crucial for the operation of the university.

In the above three cases married personnel will have priority over single personnel; the latter category may be asked to share an apartment. Further in implementing the criteria for priorities the size of the family and apartment will be taken into consideration.

Procedures for assignment of apartments

Recommendations falling within the above guidelines will be made through the dean of the Faculty or through the director of the Office to the Housing Committee. The final decision on each case will be made by the President. The decision will be communicated to the dean or the director concerned in due time in order for it to be communicated to the recruit.

Criteria and procedures for relocation

- a) Current housing users shall be asked to vacate their apartments according to the following conditions and in the following order:
 - i- Personnel deemed non-crucial for the operation of the university;
 - ii- Personnel who own or rent an apartment within the Kurah/Tripoli area;
 - iii- Personnel who own or rent an apartment in the neighboring region of the Kurah/Tripoli area.
- b) Current beneficiaries of campus housing who fall within the guidelines set in (a) above, will be given appropriate prior notice of not less than 3 months to vacate.

c) Faculty members of non-professorial rank who at present benefit from university housing will be asked to vacate their apartments.

Implementation

The policy shall apply as of October 1st, 2002 and will be reviewed periodically as need arises.

Appendix

Furniture Schedule

1. On campus housing:

- a. On campus housing is furnished by the university in accordance with a schedule that takes into account the size and location of the apartment. All apartments are equipped with refrigerator, a stove, micro-wave, washing machine, basic living room and dining room furniture and bedroom furniture equivalent to the number of bedrooms in each apartment. The OBG will, on request, provide prospective housing users with a floor plan of the apartment and a furniture schedule. The university does not provide floor coverings, lamps, small appliances, linen, kitchenware or other household items.
 - b. Housing users who do not wish to have furniture provided or who wish to return certain items should contact the OBG. Generally, all items are treated as sets (e.g. 3-piece sectional settee) which may not be split.
 - c. Housing users, who require additional furniture (e.g. additional bed due to an increase in family size) should contact the OBG. Additional items may be provided subject to availability and at the discretion of the OBG.
2. The university has adopted a policy of standardization for furniture. Nonstandard items (e.g. specially modified beds or baby cribs) are not provided.

Declaration and Undertaking

1- I hereby acknowledge that the University of Balamand has authorized me to use the following premises for the period from _____ to _____ according to its Housing Rules and Regulations for faculty and staff:

* Furnished apartment No. _____ located on campus situated on the _____ floor of building NO. located on plot of land district.

2- I hereby fully undertake to use the premises provided by the university used as living accommodation for me and my family. I also undertake not to use them for any other purpose nor would I authorize any third party to occupy or use them in whole or in part unless the university so consents clearly in writing and in advance.

3- By affixing my signature hereunder, I hereby acknowledge that I have received a copy of the Housing Rules and Regulations issued by the university and that I have read and understood them and I undertake personally and on behalf of other occupants of the premises to abide by these rules, as may be amended from time to time, and apply them.

4- I further undertake to pay to the university any amount that may be due to it representing my sharing in the maintenance and expenditure cost. I also agree and authorize the university to deduct this amount from compensation due to me by the university.

5-By affixing my signature hereunder or hereby declare and undertake:

- To be responsible for payment of all electricity, cooking fuel and telephone cans put through the university's operator.
- Not to alter, add or in any way change the structure of the dwelling nor in any way modify the dwelling internally or externally.
- To be responsible for any loss, damage or deterioration caused to the dwelling used by me or to common parts and resulting from my action or that of any member of my family, guests or household help.
- To deliver the premises and the furniture provided therewith in a good condition being not less in any respect than that in which they were delivered to me, normal wear and tear excepted.
- To acknowledge that the premises and the furniture shall be inspected by the university which shall determine if need be, the cost of repairs to be borne by me. I declare as of now that I accept such inspection and its results and agree to bear the cost of the repairs and its deduction, or any part thereof, from any compensation due to me by the university.

6-By signing this document, I hereby declare that the university shall not be responsible for any damages sustained by me, any member of my family, my guests or household help, and resulting from a theft or a fire in the building or part thereof and whatever its cause may be, and in general the University shall not be responsible for any damage resulting from a force majeure or natural

cause or from any circumstances whatsoever beyond its control. Moreover, I hereby assume all liability for loss, damage or injury sustained by me, any member of my family, my guests or household help, and resulting from such theft or fire, and agree to indemnify and keep the university harmless from all suits, actions or claims of any nature brought on account of any injuries, losses or damages sustained by the persons indicated above. I further undertake to reimburse the university for any damages, costs, legal fees or any other expenses incurred in defending itself against or settling any claim in this respect.

7- I hereby declare that I understand that I will have to secure appropriate insurance coverage in respect of any personal injury, damage or loss sustained by myself and other occupants.

8- I hereby fully agree that my housing arrangement with the university shall terminate:

- a. Upon expiry of its term.
- b. If the employment relationship between myself and the university is expired, terminated, annulled, revoked or cancelled for any reason whatsoever.
- c. If either me or the university inform the other of its intention to terminate this housing arrangement before its term, provided a minimum of three months advance notice is given prior to the date set for the termination.
- d. A month following a notice addressed by the university to me to vacate the premises because of my violation of the provisions hereof or of the Housing Rules and Regulations or any other applicable rule or regulation which may be issued by the university from time to time.

On occurrence of any of the cases mentioned above, I undertake personally and on behalf of the occupants of the premises to immediately vacate the premises I occupy without any further notice or procedure.

Name: _____

Position: _____

Faculty of _____

Department of _____

Signature: _____

Date: _____

APPLICATION FOR ON-CAMPUS HOUSING

Dear sirs,

I would like to apply for an on-campus housing in the University of Balamand. Please find herein below my personal data:

1- Name: _____

Father's Name / Surname: _____

Family Status: Single
 Married

If married, name and surname of spouse: _____

Name and age of children, if any: 1- 2- 3- 4- 5- 6-

Household Help:

Yes
 No

2- Position in University of Balamand: _____

Date of Employment: _____

3- Do you own or rent any apartment within or in the neighboring area of al-Kurah-Tripoli:

Yes
 No

If yes, please specify by giving full address: _____

By submitting this application, I hereby declare that I am fully aware of the policy on priority enforced by the University of Balamand. I also recognize the right of the university to reject my application without giving any justification or reason therefor and hereby release the university from any claim in this respect. If the university accepts my application, I hereby undertake personally and on behalf of other occupants of the premises to fully abide by the Housing Rules and Regulations for Faculty and Staff of the University of Balamand and any other applicable rules or regulations which may be issued by the university from time to time.

Date:

Signature: