

FACULTY AFFAIRS POLICY

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i) FACULTY RECRUITMENT

AUST believes that the faculty member is a central figure in the teaching and learning process. The College therefore strives to recruit the most proficient faculty members possible. The procedure(s) provided below should guarantee objectivity, transparency and excellence.

Faculty members are recruited according to the following decreasing order of priority:

- a. Holders of terminal degrees in the field with demonstrated experience in teaching and research.
- b. Holders of terminal degrees in the field with evident promise in teaching and research.
- c. Holders of MA/MS degrees with demonstrated experience
- d. Holders of MA/MS degrees with good promise (in extremis)
- e. Recipients of BA/BS degrees may be recruited as assistants in laboratories or studies.

AUST advertises faculty vacancies and needs in specialized international journals. Applicants are accepted through direct answers to the ads or on a walk in basis. Applications are received at the office of the Chief Academic Officer (CAO) and are then dealt with according to the following procedure:

- a- Applications received electronically are acknowledged by the Office of the CAO with a statement specifying an approximate time for deliberation. Copies of the applications are sent to the concerned Dean/Director/Chair as the case may be.
- b- The Division or Department concerned shall study the various applications and shall come up with a short list of the top three applicants that answer the specific needs of the position. This short list should be no more than a three person list prioritized in order of 1st, 2nd and 3rd.
- c- The CAO shall put the other administrators (President and VPs) in the picture and following discussions shall negotiate with the chosen applicants in the priority order that was approved.

ii) FACULTY CONTRACTS

Full time faculty recruitment shall be executed on the basis of the following faculty loads:

- a) 24 credit hours per year for PhD degree holders
- b) 30 credit hours per year for Master's degree holders

Full time faculty contracts shall be subject to the Lebanese Law of Contracts and obligations. All contracts shall be drafted for the duration of 12 months with the faculty member entitled to one month vacation per year. The fringe benefits accorded to faculty members shall be specified in the contract.

A. Types of Contracts

There are three types of faculty contracts:

- 1. Three Year Limited Tenure:** Associate professors and full professors on "limited tenure contracts". These are three year contracts renewable each year.
- 2. One Year Contract:** A full time faculty member who is not on limited tenure will normally be offered a contract for one year. AUST, however, reserves the right to offer contracts for more than one year especially to those faculty members recruited from outside Lebanon and the Middle East.
- 3. Part Time Contracts:** Part time faculty members shall be contracted for the duration of the term when their services are needed and they shall be remunerated on an hourly basis as per the rates set by the administration.

Note: Since AUST is a relatively young institution and its fees are considerably low so as to allow a wide spectrum of education seekers to benefit from the type of education provided, the Administration may see it useful to digress from the types of contracts mentioned above. Such digression is permitted by the Board as a moratorium which will cease when the reasons cease to exist.

B. Term Appointments and Deadlines

Faculty members who are on limited tenure shall be offered contracts for 3 years and these contracts are renewable each year.

Full time Assistant Instructors, Instructors, Lecturers and Assistant Professors are normally offered contracts for one year. AUST, however, reserves the right to offer contracts for more than one year especially to those faculty members recruited from outside Lebanon.

Non limited tenure faculty members should be notified by April 1 if their contracts are not to be renewed.

Once a renewal of a contract is proposed to a faculty member in writing, the faculty members has 15 days to commit to the renewal and return the contract signed otherwise the position shall be deemed vacant and search for a substitute faculty member shall commence immediately.

C. Salary Payment

Salaries of full time faculty members are paid (over 12 months) no later than the last working day of the month. All salaries shall be subjected to the statutory tax deductions.

Part time faculty members shall be contracted for the duration of the term when their services are needed and they shall be remunerated on an hourly basis as per the rates set by the administration.

Full time and part time faculty contracts are signed by the faculty member and by the President of AUST.

iii) FACULTY LOADS

Being learned, highly proficient and intelligent individuals, faculty members are considered as a central human resource and a treasure house that might be referred to, at times, to recruit for administrative positions.

Although most faculty members are initially appointed as full time teaching staff some of them may be appointed for part time or even full time no teaching, administrative positions. Accordingly, faculty full time loads may vary from 100% teaching to even 100% administrative duties. These loads are also dependent on the faculty member's degree and on whether he/she is involved in research or not.

AUST considers that the teaching load of a Ph.D. holder is a total of 24 credit hours over the period extending from October 1 until June 30 of the academic year. Non-PhD holders have a total load of 30 credit hours to be covered during the same period.

The University shall decrease the load of a full time faculty member in an amount commensurate with the administrative duties that may be required of him/her. Alternately, the University may choose to compensate financially without any reduction in the teaching load.

The full time teaching load may also be reduced by 3 credit hours per semester by special dispensation for conducting research. The procedure for such dispensation shall be made known to faculty members.

Should –in extremis- a full timer be asked and he/she agrees to teach a specified extra load in a certain semester then the University shall remunerate the faculty member at the hourly rate for part timers in the same academic rank.

iv) FACULTY RANKS

Recruiting full time faculty members shall be done to any of the following college recognized faculty ranks:

- a. **Instructor:** The rank of Instructor shall be given to full time faculty members who do not hold completed terminal degrees in their field. New recipients of terminal degrees other than PhDs shall be recruited as instructors for a period of 3 years after which they shall assume the ranks of Assistant Professor. Instructors have a teaching load of 30 credit hours per year.
- b. **Lecturer:** The rank of Lecturer is reserved for Masters Degrees holders who have completed a minimum of 12 years in College teaching and are enrolled in a PhD program. Individuals who have completed course work for their doctorate but did not complete their dissertations are recruited to the rank of Lecturer. Alternately, a faculty member may be assigned to the rank of Lecturer if he/she fails to get promoted to the rank of Associate Professor but is deemed important to the good running of the academic process in his/her field. Lecturers have a teaching load of 30 credit hours per year.

- c. **Assistant Professor:** New PhD degree holders are recruited to the Assistant Professor's rank. Ordinarily, an Assistant Professor needs six years of full time service in this rank before he/she becomes eligible for promotion to the rank of Associate Professor (with limited tenure). A minimum of three of the six years must be in the service of AUST. Assistant professors have a teaching load of 24 credit hours per year.
- d. **Associate Professor:** Full time faculty members are recruited to the rank of Associate Professor if they have been duly promoted to this rank at a recognized institution of higher learning. They shall have their files studied **during** the 3rd year of service (after two full years of service at AUST) for limited tenure. If limited tenure is denied, they may be reconsidered for limited tenure during their 4th year of service at AUST. Should limited tenure be denied again, then they have to leave AUST or move to the rank of Lecturer by a Board decision. Associate Professors who have completed seven years of full time service in the rank, with a minimum of three years of which at AUST may be eligible for promotion to the rank of Professor. The teaching load of Associate Professors is 24 credit hours per year.
- e. **Professor:** The rank of professor is reserved for full time Associate Professors who are duly promoted to this rank. Except in very rare cases (in extremis), AUST does not recruit full time faculty to this rank. Those rare cases are usually associated with administrative positions such as those of Deans and Vice Presidents. Associate Professors who have completed eight years of full time teaching (of which a minimum of four are in the service of AUST) may be eligible for promotion to the rank of Professor. The normal load of a teaching full time Professor is 24 credit hours per year.
- f. **Visiting Professor:** This "rank" is reserved to faculty members of the three preceding professorial ranks who are recruited for short periods and who do not plan on staying permanently at AUST. Faculty members recruited as Visiting Professors may use their years of service in this position toward their promotion should they decide to stay at AUST and should their requests to this effect be accepted.

v) **PROMOTION OF THE FACULTY**

A- **Promotion Criteria**

The AUST faculty member must be an upstanding citizen who is a good example to emulate and who would be a good reflection of the Institution that he/she represents.

The criteria and requirements for the promotion of faculty members are basically the same as those of any university that follows American norms and guidelines. Hence, the following major categories of evaluation are to be considered when a faculty member's file is considered for possible promotion in rank:

1. Teaching effectiveness: Being an educational institution where teaching is considered the central and major responsibility of a faculty member, AUST places teaching effectiveness ahead of all other factors required for promotion. Faculty members are normally evaluated by their students and by their immediate supervisors; these evaluations are considered as essential inputs in the factor of teaching effectiveness.

2. Research and Publications: Second to teaching effectiveness, research comes as a necessary requirement in the promotion process. Visibility in research is usually measured by the quality of the academic publications of the faculty member.

3. Service to AUST and the Community: Being an integral and important member of the family of AUST, the faculty member is called upon to be an active participant in the life of the Institution. This participation is usually measured by the faculty member's involvement in faculty meetings, council meetings, organization of conferences & lectures, curriculum design and redesign, observance of student welfare...etc.

As a member of the larger community the service factor is measured by the active involvement of the faculty member in academic and non-academic activities that are held outside the university walls. In general, the service factor is associated with visibility inside and outside the university. In

addition to the general promotion criteria listed above (teaching effectiveness, research and service), promotion from one rank to another is attached to the fulfillment of a time requirement.

B. Promotion from the Rank of Assistant Professor to the Rank of Associate Professor (with limited tenure)*

Assistant professors need to complete six years of full time teaching, a minimum of three of which must be in the service of AUST in the rank of Assistant Professor. Years of service at research institutions may be counted toward the total provided the research was novel research. The study of the file of the Assistant Professor by the Peer Group Committee shall commence during the first half of the 6th year of the faculty member's tenure as Assistant Professor and shall be concluded at the end of this same 6th year. The Assistant Professor whose promotion is approved will assume the new higher rank as of the beginning of the 7th year. If however, the request for promotion is not approved, then the faculty member may use the 7th year to relocate. Full time faculty members who completed their doctorate degrees while teaching full time at AUST may count three years of their teaching tenure as full timers in the rank of instructor. These faculty members would have to complete three years of full time teaching (at AUST) at the rank of Assistant Professor before being promoted to the rank of Associate Professor with limited tenure.

***The Administration is permitted by the Board to promote to the rank of Associate Professor without linking this promotion to limited tenure provided the newly promoted faculty is issued a 3 year contract.**

C. Promotion from the Rank of Associate Professor to the Rank of Professor

An Associate Professor needs to complete seven years of full time teaching in the Associate Professor rank, a minimum of three of which must be in the service of AUST. The study of the file of the Associate Professors by the Peer Group Committee shall commence during the first half of the 7th year of the faculty member's tenure as Associate Professor and shall be concluded at the end of the same 7th year.

If promotion is approved, the faculty member shall assume the rank of Professor as of the beginning of the new academic year in October. If the promotion is denied, the Associate Professor may reapply for consideration once he/she feels that his/her file satisfies the requirements for promotion. Denial of promotion does not affect the limited tenure ship of the Associate Professor.

D. Chronology of the Promotion process

In Chronological order, the steps involved in the promotion process are the following:

- a. By November 30th, the concerned faculty member should present a complete file for study by the Peer Group Committee “PGC” (see below) to the Head of the Academic School to which he/she belongs. By the same deadline, the Chief Academic Officer would have appointed a Peer Group Committee (PGC) that will be charged with the study of the file.
- b. The Head of the Academic School shall study the presented file and shall review its contents and check them for authenticity, completeness and fulfillment of the time requirement. The Head of the Academic School should complete the review and submit a report to the Chief Academic Officer by December 31st.
- c. By the 15th of January, the Chief Academic Officer shall convene to PGC, shall charge it with the task and shall see it that the Committee elects a Chair.
- d. Between January 15th and June 30th, the PGC shall convene and shall deliberate on the items(s) at hand. All deliberations shall be confidential and conducted in an atmosphere of professionalism and objectivity. The members of the Committee shall abide by the approved criteria for promotion in rank and shall refrain from injecting personal factors that may prejudice the collective judgment of the group. The Committee shall be free to seek professional counsel from outside AUST especially when the counsel is needed in the case of evaluating publications. By June 30th the Peer Group Committee shall present its collective verdict in a detailed report submitted by the Chair to the Chief Academic Officer.

e. The Chief Academic Officer shall have until July 31st to come up with his/her recommendation that will be presented to the President. The CAO shall submit the Peer Group Committee's report and his/her own to the President. In case the two recommendations are contradictory, the CAO shall have to discuss the issue with the President in order to come up with a common understanding that will be presented to the Board.

f. The Board shall receive a recommendation from the President regarding the applicant's file and shall act on it during its summer meeting before September 15.

vi) THE PEER GROUP COMMITTEE (PGC)*

The Peer Group (promotion) Committee shall be appointed by the Chief Academic Officer and shall be composed of full time faculty members who are in the rank to which the "applicant" may be promoted or higher .e.g. the PGC for an Assistant Professor applying for promotion to the rank of Associate Professor shall be made up of Associate Professors and/or Professors. The composition of the Committee should observe, as much as possible, the field of specialization of the applicant so that at least one member of the Committee is in a field of specialization close to that of the applicant. In the possible cases where no such one person could be found, an outsider may be co-opted to be a member of the Committee.

***Because of the young age of AUST, the Board recognizes that the composition of the PGC from AUST faculty members may take some time to be achieved. Consequently the Chief Academic officer is allowed a wide margin of freedom in the choice of non AUST to become member of the PGC.**

The Meetings of the Peer Group Committee (PGC):

The Committee shall have its first meeting with the Chief Academic Officer acting as Convener.

The Peer Group Committee shall be convened for an initial organizational meeting by the Chief Academic Officer. During the 1st meeting, the Committee shall be charged with its task and it shall elect its Chair for the duration of its mandate; from there on, all meetings shall be convened upon the call of the Chair who shall conduct the meetings in total confidentiality and in accordance with

Robert's Rules of Order. The Committee shall convene as often as the members of the Committee deem necessary. External experts may be called upon by agreement of the members if there is evident need for outside expertise. The Committee shall work within the deadlines spelled out above and shall submit a final report of its recommendations to the Chief Academic Officer.

At no time should any member of the Committee reveal or communicate the proceedings or the recommendations of the Committee to any individual.

The Peer Group Committee shall submit its recommendations in written form to the CAO by July 31st. After the report is submitted, the work of the Committee comes to an end.

Promotion from Assistant Professor to Associate Professor with Limited Tenure requires the accumulation of 20 quality points. **(See later)**

Each article in a refereed international journal shall count up to 5 quality points but no less than 3 quality points (3-5 points)

Each note or review in a refereed international journal shall count up to 3 quality points but no less than 2 quality points (2-3 points)

Articles in refereed regional or local journals shall count up to 2 quality points each but no less than 1 quality point (1-2 points). Notes or reviews in refereed regional or local journals shall count as one point or shall carry no points at all (0-1 points)

A minimum of 10 points must be accumulated from quality work published in internationally refereed journals. The remaining points could be accrued from publications in local or regional journals. On the other hand, the remaining points could be accrued from poster presentations in international refereed conferences (2 points each) and from paper presentations in international conferences and symposia provided these presentations involve novel research which is abstracted (2 points each)

It should be noted that the above provides guidelines and not strict stone etched criteria. It remains incumbent on the PGC to evaluate the quality of the journal(s), the quality of the publication(s) and the novelty and relevance of the work.

vii) LEAVES

a) Sabbatical Leaves

AUST recognizes the importance of sabbaticals for faculty rejuvenation and improvement. It has therefore established—in the following- guidelines and procedures that will regulate the issue of sabbatical leaves.

Sabbatical leaves are to be regarded as granted privileges and they are regulated by the following conditions:

- a. The faculty member must be a tenured faculty member and must have completed a minimum of six years of teaching at AUST in order to qualify for a sabbatical.
- b. A tenured faculty member may apply for a sabbatical leave every seventh year without any restrictions as to the total number of times the sabbatical has been granted.
- c. Before applying for a sabbatical leave, the faculty member must have had secured a position in a recognized educational university level institution where he/she shall be conducting research or teaching and research.
- d. Sabbaticals are for half a year (6 months) with full pay from AUST or full year (12 months) half pay from AUST.

- e. Airfares and transportation are to be assumed by the faculty member or the hosting institution. Only in certain instances where AUST's direct interests are involved will airfares and transportation be covered and this is done by special approval of the Provost and President.
- f. In determining whether to grant or deny a request for a sabbatical, the Dean of the academic school to which the applicant belongs should certify in writing to the Provost's office that there is available other full time or part time faculty members who can assume the teaching duties left vacant if the sabbatical is approved. Moreover, the Schools' budget must have the necessary funds required for the sabbatical.
- g. The application of the faculty member for a sabbatical is submitted to the Dean of Academic School for input and then directed to the Executive Council for deliberation. All approved sabbaticals will be presented to the Board by the President for final approval.
- h. The recipient of a sabbatical must return to AUST and serve for a minimum of two years, otherwise the money received from AUST will have to be returned.
- i. Once the sabbatical leave comes to an end the recipient should submit a report to the Dean, the Executive Council and the Office of the Provost summarizing the activities concluded during the sabbatical within three months after returning to the University.
- j. The time spent on a sabbatical shall be considered an integral part of the total years served by the faculty member and it shall be considered in seniority and advancement calculations.

AUST believes that, in adopting "the sabbatical system", it is incurring a considerable financial burden as an institution that does not have any endowment at this present time. AUST however, is eager to provide its faculty with the advantages of sabbaticals so as to keep them updated and well networked. It is with this spirit and for these reasons that AUST tenured faculty members are called upon to look for and consider sabbaticals that will rejuvenate and improve the research and

teaching potential and at the same time project AUST favorably, through the faculty members sabbatical research, among internationally recognized institutions of higher learning.

a) Leave without Pay

Any faculty member may petition for a leave without pay for one semester or for a whole year provided he/she has completed three full years of full time service at AUST.

A leave without pay may be granted after consideration of the faculty member's teaching, research and service contributions to the University. Consideration may also be given for special personal or familial considerations.

The recipient of a leave without pay may not accept regular faculty or administrative duties at another institution of higher education in Lebanon. The leave without pay extends the tenure clock for a period equivalent to the duration of the leave and reserves the position vacated by the faculty member until his/her return.

AUST may accept an extension of a leave without pay to the maximum total of 2 years, beyond which the faculty member either returns to AUST or loses the reserved position,

Requesting a leave without pay shall need the approval of the Dean/Director of the School and of the Executive Council.

b) Released Time for Research

Full time faculty members may request time release for research. This time release shall be equivalent to one course per semester and shall be effective for one semester only (renewable upon restudy).

Requests for time release shall be submitted through the Dean of the School to the Executive Council for deliberation at least one semester before the release commences.

c) Sick Leaves

All full time faculty members shall be entitled to ten working days as sick days per year. These days are to be used only during grave illness or during hospitalization.

Non used sick days may be accumulated to a maximum of 4 working days in order to safeguard the faculty member's income during serious long illnesses or hospitalization.

New faculty members will be automatically vested with five sick days for the first year.

The university shall not terminate the contract of a full time faculty member during a sick leave. If the duration of the sickness is longer than the number of sick days accumulated then the faculty member and the Administration shall resolve the case amicably upon the end of the sickness.

d) Compassionate Leaves

"A compassionate leave" of 4 days with full pay will be granted to full time faculty members who are bereaved with the loss of a father, mother, sister, brother, child or spouse. No such days will be granted for the loss of grandchildren, grandparents, in laws, uncles and aunts.

viii) OUTSIDE TEACHING

AUST full time faculty members may not teach courses at another university. In the case where a recognized university officially requests the temporary teaching services of a faculty member the issue will be handled by the Dean and the Chief Academic Officer provided that there is reciprocation of such "services" between the two universities.

Full time faculty members may be guest lecturers at other institutions.

ix) EXPECTATIONS FROM FACULTY MEMBERS

The following is a reminder of what the "Administration" expects from faculty members in the domain of "Mechanical Observances".

- 1- Have completed employment files

- 2- Be punctual at the start and end of class sessions
- 3- Use diversified teaching aids if possible.
- 4- Provide the students with course syllabi by the end of the first week of classes.
- 5- Post office hours on the door of the office and/or the door of the instructor's lounge and be present for consultation during these hours by the end of the second week 1hr/3cr.
- 6- Be a proactive advisor (for full timers); i.e. call advisees to the office and engage them in dialogue.
- 7- Cooperate in the implementation of the rules and regulations concerning class attendance and submit CDs of the absences to the secretary of the Department.
- 8- Deliver a midterm exam within the announced time frame and report weak and disruptive students to the Department Head and the Office of the Dean of Students.
- 9- Notify in writing the Department Head and the Office of the Dean of Students as early as possible of detected academic weaknesses or deficiencies of students enrolled in his/her courses.
- 10- Provide extra instruction sessions for weak students.
- 11- Attend meetings of the Faculty.
- 12- Be an active member of the University Community by participating in University run activities.
- 13- Refrain from accepting any kind of employment outside AUST without securing the approval of the Executive Council (for full-timers).
- 14- Be responsible and accountable for completing the material content specified in the syllabi.
- 15- Follow departmental rules concerning exams.

x) JOB DESCRIPTIONS (Coordinator, Chair, Director/Dean)

Coordinators, Chairs and Directors should have well defined jobs.

They should know exactly what is expected of them so that they are held accountable for these expectations.

The Coordinator

The coordinator shall be responsible to the Chair and Director/Dean for coordinating activities relating to his/her academic unit.

More specifically the coordinator shall:

- a) Participate with the Chair and Director/Dean in the choice of suitable instructors for the courses in his/her particular unit.
- b) Orient new instructors to the academic requirements, rules and procedures of AUST before they begin classroom teaching or at most during the first week of the semester.
- c) Ensure that instructors of the same course are using the same textbook, that they follow the same syllabus at the same pace and deliver the same common midterm and final exam to their respective students.
- d) Collect copies of the instructors' syllabi and submit them to the Chair concerned.
- e) Develop with the instructors of the same course common evaluation criteria for the course.
- f) Hold meetings for instructors in his/her academic unit for the purposes of coordination and planning.
- g) Follow up on instructors in his/her academic unit as to the application of AUST's rules and procedures and submit periodic reports to the Chair.
- h) Coordinate the above with his/her counterpart in the Zahle (or Beirut) campus and develop together a course of action that will ensure that the two academic units in the two campuses are moving in unison.
- i) Participate in the planning and execution of community activities relating to the concerns of his/her academic unit.
- j) Be responsible for promoting the use of information technology tools in the courses within his/her academic unit.

- k) Recommend to the chair renewal or non-renewal of faculty contracts within his/her academic unit as well as salary adjustments based on merit.

The Chair

The Chair shall be responsible to the Director/Dean for all activities relating to his/her academic units.

More specifically the Chair shall:

- a- Coordinate the activities within the various academic units under his/her jurisdiction.
- b- Be responsible for proper follow up of coordinators within his/her proper academic unit.
- c- Establish a data bank for potential instructors within his/her units.
- d- Participate in the choice of proper instructors and recommend the chosen candidate(s) to the Director/Dean.
- e- Ensure that all instructors within his/her academic unit are cognizant of the rules and procedures of AUST.
- f- Hold meetings for the instructors of his/her academic unit for the purposes of coordination, planning and guaranteeing quality assurance.
- g- Be responsible for placing book orders for courses relating to his/her academic unit at least 3.5 months before the books are needed.
- h- Prepare the course offering of his/her academic units so as to span always two semesters and two summer modules.
- i- Submit periodic evaluation of the progress of the faculty in his/her academic unit to the Director/Dean.
- j- Study and oversee this issuing of final course grades in his/her academic unit.
- k- Coordinate the above with his/her counterpart in the other campuses.
- l- Lead his/her academic unit in the planning and execution of community activities.
- m- Be responsible for promoting the use of information technology tools within his/her academic unit.

- n- Recommend to the Director/Dean renewal or non-renewal of faculty contracts within his/her academic unit as well as salary adjustments based on merit.

The Director/Dean

The Director/Dean shall be responsible to the Provost for leading and executing proper management of the various academic units that fall under his/her jurisdiction.

More specifically the Director/Dean shall:

- a- Be responsible for the welfare of the academic programs, the faculty and the students under his/her jurisdiction.
- b- Be the leader and the mover of the units that she/he heads.
- c- Exercise his/her prerogatives in a wise and constructive manner.
- d- Ensure that all courses are staffed with the best faculty members available.
- e- Approve and finalize the course offerings submitted by the faculty (2 semesters + 2 summers).
- f- Exercise proper judgment in deliberations regarding faculty salaries and benefits.
- g- Approve and finalize the recommendations of the chairs regarding faculty hiring.
- h- Hold general faculty meetings for instructors under his/her jurisdiction for the purposes of information, communication, planning and observance of university policies, rules and regulations.
- i- Approve and finalize book orders for all courses under his/her jurisdiction are least 3.5 months before books are needed.
- j- Represent his/her school in the meetings of the Executive Council.
- k- Assure the quality of delivery in the classroom and ensure the maximum use of information technology in all courses under his/her jurisdiction.
- l- Represent his/her school in activities or programs related to that particular school.
- m- Be cognizant of the changes and improvements that are taking place in fields belonging to his/her school for possible adaptation.

- n- Organize school activities for the benefit of the students and the professional community.
- o- Work on establishing a network with the business community for the promotion of AUST's graduate and for learning the needs of this community.
- p- Suggest new programs to the Executive Council for implementation after having had these programs studied by the pertinent faculty and councils.

xi) THE EXECUTIVE COUNCIL

Membership

The Executive Council shall be composed of the President, Vice Presidents, Provost, Deans and/or Directors of Academic Programs and the elected Faculty Representative.

The Chair

The Chair shall rotate among Council members. The Chair shall be elected by the membership of the Council and the term shall normally be for one year. Meetings shall be conducted according to the provisions of Robert's Rules of Order.

Duties

The Executive Council shall be the highest institutional Council invested with the task of ensuring that the total program of the university is implemented according to the set policies, rules and procedures. The Executive Council shall act on recommendations submitted by lower councils, academic units and personnel within the general policy framework set for the Institution.

Specifically the Executive Council shall:

- 1- Deal with recommendations received from Councils and academic units regarding recommendation for new programs and changes to existing programs in legislative or executive capacity as the situation may dictate.
- 2- Act as coordinator among the various Councils of the Institution as these Councils develop policies and programs while ensuring that duplication should be minimized.
- 3- Act as a Council of appeals for resolving disputes among academic units, Institutional Councils, students, faculty and staff as well as for student discipline cases that may result in suspension or expulsion.
- 4- Develop an organizational structure for the Institution that will ensure proper reporting and explicit relationships among individuals and offices.
- 5- Approve job descriptions for every position of the Institution and ensure that staff members within the same office receive training in the various functions of that office.
- 6- Approve the overall Institutional budget which should follow a yearly cycle starting at the base and using the academic unit as the basis for budgetary planning.
- 7- Supervise the implementation of new programs as these may relate to academic or managerial systems and functions without interfering with the proper functions of the concerned units unless absolutely necessary.
- 8- Approve the statement of purpose of the Institution as well as the general policies that govern the Institution.
- 9- Develop through the cognizant units a long-range plan that includes long range objectives and projections with budget guidelines and projections in support of the academic and managerial objectives.

10- Review periodically the long-range plan and introduce corrective measures when and where applicable.

11- Review annually the performance of faculty and staff members and allocate merit increases accordingly.

12- Meet once a week and be ready to meet in emergencies or when there is need for meetings.

xii) THE INSTITUTIONAL COUNCILS OF THE FACULTY (Curriculum, Admissions, Financial Aid)

The Institutional Councils of The Faculty

The participation of faculty members in the governance of the institution shall be through their involvement in faculty councils, collective faculty meetings and departmental faculty meetings.

The faculty councils shall be composed of Faculty members who are nominated to specific councils by the Director/Dean, approved by the Provost and elected by the faculty body.

The Faculty Councils are to have their own chairs who are elected yearly with rotation being a desired but not necessary practice.

Rotation of Council members (and Chairs) is regarded as a method through which Faculty members may gain expertise in college management and in sharing management responsibilities.

In addition to faculty members, the Faculty Councils shall involve staff members as ex-officio members where applicable.

The Curriculum Council

The Curriculum Council shall:

- Review the university requirements in light of recent developments in education and the need to provide AUST's students with a well-balanced liberal arts education.

-Initiate policies and procedures that will ensure AUST's leading position among Middle Eastern and Lebanese Institutions of Higher Learning.

-Promote and facilitate new teaching techniques.

-Review the extent of use of computer technologies in the various academic programs.

-Establish clear and fair criteria for testing, grading, academic probations, suspensions and graduation.

-Set clear rules and procedures for graduation in conformity with those practiced in leading American colleges and universities.

-Establish proposals for consideration of and acting on academic proposals originating from faculty members, academic units or academic administrators.

-Establish and evaluate procedures for registration, grade reporting, grade recording and grade distribution.

-Seek and implement external evaluation measures, which will evaluate the content of AUST's academic programs, the delivery process and the student achievement.

-Work on developing a system for measuring the teaching and learning effectiveness.

-Establish guidelines and procedures for academic advising by faculty members.

-Satisfy the needs of the professional business community by providing professional continuing education programs through the various academic units or through a separate entity.

-Act on petitions for tutorials, and for course substitutions involving university requirements and course equivalencies in transfer cases.

The Admissions Council

The Admissions Council shall initiate policies, procedures and systems for approval by the Executive Council. Once these are approved, the Council shall:

- Establish guidelines for admitting qualified students to AUST
- Study the applications for admission to AUST's undergraduate programs and act on them
- Review and act on petitions relating to admission or re-admission.
- Admit qualified students to the programs of their choice or to alternate programs (in certain cases) as per the recommendations and input of the academic units concerned.
- Review the admissions guidelines and procedures annually and implement changes after securing the approval of the Executive Council.

Financial Aid Council

The Financial Aid Council shall:

- Draft the necessary application forms for financial aid
- Study the requests for financial aid from applicants and verify, to the best of its abilities, the contents of the financial aid applications.
- Interview parents and guardians to verify data included in the financial aid applications.
- Award (or deny) financial aid within the allocated budget for financial aid.
- Review petitions from students relating to financial aid.
- Evaluate the financial aid program, annually.
- Suggest a work-study program for consideration by the Executive Council and (once approved) evaluate the program annually.

Co- Curriculum Council

The Co-Curriculum Council shall:

- initiate procedures that will support the academic life of the institution
- convene to study petitions regarding infractions of the rules and regulations regarding absence and lateness
- study petitions regarding missing exams
- deliberate on student initiated requests regarding speakers and events on campus grounds

xiii) MEETINGS OF THE FACULTY

The faculty corps is a consultative body that may channel recommendations to the executive Council for possible action.

By definition, any individual who has signed a teaching contract with the University is considered a faculty member.

There are two major categories of faculty members:

- a) Full timers: This category is reserved for individuals who have signed contracts as full timers. These are in the express service of AUST and do not have outside obligations
- b) Part timers: This status is reserved for individuals who teach on hourly basis for one semester at a time.

The faculty meeting comprises all two categories and all may participate in the discussions of the items on the agenda. For voting purposes, only full timers may vote.

In addition to the faculty members, the following are also considered faculty and may vote on issues, unless they are members of other councils of the faculty: The President, the Provost, the Vice Presidents, the Registrar and the professional university librarian.

The faculty should have at least four stated meetings during the academic year (2 in the fall semester and 2 in the spring semester). The faculty meeting shall be chaired by the Chief Academic Officer (CAO) and the agenda shall be prepared by the CAO in cooperation with the President.

The faculty meeting shall be conducted according to the latest edition of Robert's Rules of Order and the dealings of the faculty meeting shall be kept in minutes written by a secretary.