



Haigazian University

FACULTY HANDBOOK

2023

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FACULTY HANDBOOK 2023

Welcome to Haigazian University – Beirut, Lebanon

The following information is intended to help you quickly become oriented to the working environment of Haigazian University.

In this handbook you will find useful information about the University's policies and working conditions.

Policies and rules usually refer to more detailed procedures on how to proceed and how to abide by the University's rules in addition to the Lebanese Rules & Regulations and The Lebanese Code of Obligations and Contracts. References to policies and procedures are mentioned whenever necessary.

It is up to you to read and understand the contents of this handbook and keep it updated with any changes that are advised in management circulars.

HAIGAZIAN UNIVERSITY

INTRODUCTION

1- History

Haigazian University is named in honor of Dr. Armenag Haigazian, former headmaster of the Jenanian Apostolic Institute of Konya, Turkey. Dr. Haigazian was a highly respected educator who received his Ph.D. from Yale University and returned to Turkey to serve his Armenian compatriots. When the ethnic cleansing of the Armenians began, Dr. Haigazian had the opportunity to escape to the United States, but he chose to stay and continue his ministry. Later, he, along with the Armenian intellectuals, was rounded up to be driven to the Syrian desert. Dr. Haigazian died on the way in the prison of Kharpert in 1921. Concurrently, eight Armenian colleges were also destroyed in Turkey. Although these aspects of education and service were brought to an end, the dream continued in the minds of Dr. Haigazian's descendants and others. The Mehagian family (Mary Mehagian and Florence Mehagian-Guertmenian) of Phoenix, Arizona, relatives of Dr. Haigazian, donated capital through the Armenian Missionary Association of America (AMAA) and worked hand in hand with Stephen Philibosian to get Haigazian College started.

The University was founded on October 17, 1955, by the Union of Armenian Evangelical Churches in the Near East (UAECNE, Beirut, Lebanon) and the Armenian Missionary Association of America (AMAA, Paramus, NJ) in the USA as a liberal arts college to assist in the preparation of teachers and pastors.

Prior to this date, the Armenian Evangelical community of Beirut, to complement its high schools, had established two post-secondary educational entities: the Teacher's Training Institute, which was housed in the library of the Central High School and operated from 1948-51, and the Armenian Evangelical College, which held a Freshman Arts and Sciences program under the sponsorship of the First Armenian Evangelical Church of Beirut. These two entities merged in 1951 forming a Freshman Arts and Sciences plus a Sophomore Arts program, and they continued to serve the Armenian Community until 1955, when Haigazian College was established. Haigazian College was originally designed to function as a junior college offering two years of university-level education. However, a demand for upper-division classes encouraged the Institution to develop four-year programs.

Haigazian operated under its original name of "College" until 1991. In keeping with Near Eastern nomenclature, the name was changed to Haigazian University College in 1992. On December 28, 1996, the Ministry of Culture and Higher Education of Lebanon issued decree number 9657, which authorized the institution to change its name to Haigazian University.

Dr. John Markarian, the first president of the University, served until June 1966. During the years 1967 to 1971, Dr. Gilbert Bilezikian held this position; then Dr. Markarian returned to the post until his retirement in June 1982. Subsequently, the presidency was held by Dr. Verne H. Fletcher until February 1985. Miss Wilma Cholakian, the administrative dean, was then responsible for the operation of the University until August 30, 1995. Dr. John Khanjian served as Haigazian University president from September 1, 1995, until August 1, 2002. On September 1, 2002, Rev. Dr. Paul Haidostian became president.

When the University opened in 1955, there were 43 students enrolled. Student enrollment reached 650 before the start of the civil disturbances in Lebanon in 1975. The present enrollment is approximately 600 with a faculty and staff of 170. So far the University has granted the Bachelor of Arts, Bachelor of Business Administration, Bachelor of Science, Master of Arts, and Master of Business Administration degrees in various fields to almost 4,750 students.

The University was first located in the Webb Building, a ten-room house converted for college use. Later, a seven-story building was added. This building was called the Mehagian Academic Centre in honor of Mr. and Mrs. A. S. Mehagian, whose financial support made its construction possible. A grant from Mr. Stephen P. Mugar enabled the University to acquire a beautiful historic structure, subsequently named the Mugar Building, to honor the donor's parents.

In 1985, due to the civil war in Lebanon, the campus was moved to the Petania center in Mar Mikhael and classes continued without interruption. In 1987 the campus moved to larger premises at the Christian Medical Center in the Ashrafieh district. On March 27, 1996, the Board of Managers decided that the University should return to its original campus on Rue Mexique, Kantari. On February 16, 1997, the renovation of the former

campus began. On October 6, 1997, classes resumed in the renovated and revitalized Kantari campus to the delight of students and the community at large.

Early in July 2001 the construction of a fourth building on the Mugar property began; it has a media center, a board room, and faculty offices. This new facility became operational in October 2001, and was later named the Aharonian Building.

To accommodate the growth witnessed by the University, an agreement was reached in September 2003, with the Board of the Armenian Evangelical First Church, which allowed Haigazian University to use all the seven floors of the south wing of the Armenian Evangelical College adjacent to the University. A year later, in August 2004, a new piece of property was purchased on the May Ziadeh Street (parallel to Mexique Street on which the University operates). The plot includes a 6-floor Heritage Building which now hosts seminar rooms, administrative and academic sections. The Heritage Building, which enriches the cultural identity of the neighborhood, was inaugurated on April 9, 2010.

Empowered by its authorization from the Ministry of Culture and Higher Education to offer graduate programs in 1995, the Institution has since started four Masters programs: Educational Administration and Supervision, General Psychology, Clinical Psychology and Master of Business Administration. Throughout its sixty-five years of service, the University has contributed to the development of young active and able human resources for Lebanon, and the larger world.

The COVID-19 pandemic disrupted regular teaching during the Spring 2019-2020 semester. Haigazian University moved to on-line teaching and evaluation using the latest tools available, and successfully completed the Spring 2019-2020 semester and the Summer 2019-2020 session on-line.

Accreditation

According to the decree of the Ministry of Education of Lebanon number 3991/3, Haigazian University was recognized as an institution of higher learning on March 25, 1966, and according to decree number 1152/70 issued on May 17, 1971, the B.A. and B.S. degrees were recognized to be equivalent to the *licence* granted by the Lebanese University. The same decree recognized the Teaching Diploma as a University Certificate for Elementary and Secondary School Teachers. According to decree number 9657 of the Ministry of Culture and Higher Education, dated December 28, 1996, the Institution is authorized to offer several graduate programs at the master's level.

The University is a member of the Association of American International Colleges and Universities (AAICU). This association comprises a number of distinct, university-level institutions in Europe and the Middle East, which follow the American system of higher education with its transferable course credits and semester units. They offer curricula which are cross-cultural in content and international in perspective. The Association has established an agreement of reciprocity that facilitates the exchange of students among member institutions. AAICU has raised awareness for the quality of American Institutions abroad, through its website, many publications, and a relationship with the US Department of Education. Further, the association continues to serve as a valuable platform for information sharing among institutions with many similar characteristics.

Moreover, Haigazian University is a member of the Consortium of Global Education (CGE). The CGE facilitates the cooperative pooling of resources for meeting educational needs that cannot be met by individual member institutions.

It has also signed memorandums of understanding or agreements with a number of global educational centers and universities, with the aim of developing research, joint publications, sharing of expertise, student and faculty exchange, and cultural collaboration. Haigazian University has signed a cooperative agreement with the following institutions:

1. American College of Greece
2. American University in Cairo
3. American University of Beirut
4. Franklin College, Switzerland

5. Institute for American Universities, France
6. Lebanese American University, Beirut
7. American International University in London, Richmond College
8. American University in Bulgaria
9. American University of Paris
10. John Cabot University, Italy
11. University of La Verne, Athens
12. Saint Louis University, Spain
13. American University of Armenia
14. American University of Sharjah
15. American University, Central Asia
16. The Lebanese University
17. Yerevan State University
18. Pazmany Peter Catholic University - Budapest, Hungary
19. Universidad Del Centro Educativo LatinoAmericano - Rosario, Argentine
20. Universidad Nacional De Rosario - Rosario, Argentine
21. Artsakh State University - Stepanakert, Artsakh
22. Institute of Archaeology and Ethnography NASRA, Yerevan
23. Khachatur Abovyan Armenian State Pedagogical University Foundation
24. University of Cyprus
25. The Educational Institute of the American Hotel and Motel Association, USA
26. The Public Administration Academy of the Republic of Armenia
27. The National Library of Armenia
28. The Noravank Foundation, Armenia
29. The National Academy of Sciences of the Republic of Armenia, Department of Armenology and Social Sciences

2- Vision

Haigazian University aspires to be the institution of choice for students of diverse backgrounds seeking a personalized, quality academic experience that prepares them to serve in their respective communities and society at large.

3- Mission

Inspired by the Armenian Evangelical heritage and following the American liberal arts educational model Haigazian University's mission is to promote academic excellence.

ACADEMIC EXCELLENCE

- The University promotes academic excellence and prepares its graduates to face 21st century challenges in a global context.
- The University provides quality, personalized education for undergraduate and graduate students. The curriculum incorporates critical thinking as well as knowledge and skills in the use of information technology, encouraging research and life-long learning.

VALUES, ETHICS, and LEADERSHIP

- The University creates an environment of trust, respect, and non-discrimination. It encourages cultural and religious diversity and promotes respect for the individual. Personal integrity and ethical conduct are integral values in all domains of its endeavors.

- Haigazian University emphasizes leadership development to its students in their fields, and in the broader communities that they serve.

HERITAGE & TRADITION

- As a Lebanese institution, the University's mission is informed by a variety of enriching traditions. With its roots in the Armenian Evangelical heritage, which promotes a harmony of faith and learning, and its Armenian Diaspora experience, which testifies to resilience and progress, the University strives to disseminate and promote knowledge about Armenian civilization and heritage.
- The life of the University reflects the rich, cosmopolitan, and pluralistic society of Lebanon. It promotes dialogue, harmony, and integration among all sectors of the Lebanese community.

4- Quality Assurance Policy

Quality is an essential component of the goals of every department and unit.

Quality is establishing specific performance standards and complying with them.

Quality is listening carefully to our students, faculty, and staff and responding to their expectations.

Quality is continuously updating and improving programs and course offerings.

Quality is introducing innovative programs of instruction.

THE UNIVERSITY GOVERNANCE AND ADMINISTRATION

1- Board of Trustees

Haigazian University (HU) is governed by a Board of Trustees (henceforth referred to as Board). The organizational structure and operating policies of the Board of Trustees are established by the Haigazian University Constitution and Bylaws. The essential functions of the Board shall be policy making, assurance of sound management and fiscal responsibility. The Board has initial and ultimate responsibility in determining general, educational, financial and related policies deemed necessary for the administration and development of the University in accordance with its stated mission.

The Board of Trustees committee structure is that of an Executive Committee composed of the Chair of the Board, the Vice-Chair, the Secretary, the Treasurer and such other members of the Board of Trustees as deemed necessary. The President of the University shall be an *ex-officio* member of the Executive Committee. The Executive Committee may be empowered to act on behalf of the Board between sessions of the Board, except that the Executive Committee does not have the power to adopt, amend or repeal the bylaws or elect or remove its members.

The Board of Trustees meets twice a year. Usually issues come to the Board through the appropriate Standing Committee. The composition of each committee shall be determined by the Chair of the Board and subject to the approval of the majority of the Board. The President of the University and the Chair of the Board shall be *ex-officio* members of all standing committees.

Under the Bylaws governing the Board of Trustees of HU, the Board is empowered to create committees of the Board. Committee members may consist of Board and non-Board persons but the Chair of every Committee must be an HU Board Trustee. At its organizational meeting in October 1998 the Board created the following Committees.

1. Academic Affairs Committee
2. Development Committee
3. Evangelical Witness Committee
4. Finance Committee
5. Legal Affairs Committee
6. Real Estate Committee

The work of each Committee is vital to the success of HU's Board of Trustees. The day to day affairs of the University are in the hands of the Board's Executive Committee (consisting of Board members primarily from Lebanon). While it is anticipated that the full Board may not meet more than once or twice per year, it is expected that committees of the Board will function throughout the year and these committees, while reporting to the Board, will carry out the major functions of the Board's responsibilities.

2- Administrative Structure

The Administrative structure of Haigazian University is as follows: the President, the Deans, the Registrar, the Comptroller, the Director of Public Relations, the Supervisor of Human Resources, the Departmental Chairs and other Administrative Personnel. (Appendix 1: Haigazian University – Organization Chart 2023)

A. The President

The President shall be the chief executive officer of the University, both academically and operationally. The President shall supervise all of the activities of the University as well as the maintenance and operation of its campus and equipment. The President shall represent the University in its relationship with Lebanese authorities, other institutions and, in general, serve as the presiding officer over University activities and meetings.

While doing so, the President shall confer with the President's All University Cabinet in seeking perspective and advice and reviewing recommendations of matters related to the general welfare of the University. The Cabinet members are appointed by the President and function as the consultative bodies of the President. The structure and roles are as follows:

- **President's All University Cabinet:** The President's All University Cabinet is composed of both Deans, the Faculty Assembly Chair, the Registrar, the Comptroller, the ITS manager, a representative of the Board of Trustees and may have up to seven additional members from the University community including student representatives, alumni, women's auxiliary members, Art Center Committee member and friends of Haigazian, upon the invitation of the President as per the needs of specific situations and circumstances. The President's All University Cabinet functions as the consultative body on the general affairs of the University and normally meets once a month. The President presides over the President's All University Cabinet.

The following list sets out the responsibilities incurred by the President's position as approved by the Board of Trustees of the University.

- (i) Be responsible to the Board of Trustees of the University for all aspects of the University's operation and development, including promotion of its unique character.
- (ii) Lead the University's fund-raising program.
- (iii) Be responsible for submitting a proposed budget to the Executive Committee annually in March and supervise financial planning and budgetary control of the University.
- (iv) Engage in and encourage the professional growth of the faculty and staff.
- (v) Select and develop administrative staff in consultation with the Executive Committee of the Board.
- (vi) Recommend faculty and senior administrative appointments, promotions, and dismissals to the Executive Committee of the Board and in consultation with the appropriate Cabinet(s).
- (vii) Supervise those University officers (Deans, Comptroller, Assistant to the President, Registrar, Director of Student Life, Campus Minister, Director of Center for Continuing Education, HR Supervisor, etc.) who report to the President directly and develop a clear and responsible system of reporting with other appropriate administrators and faculty.
- (viii) Promote and encourage the refinement of existing academic programs and the development of new ones.
- (ix) Coordinate academic planning, facilities development, financial aspects, and general growth of the University in consultation with the appropriate Cabinets and the Board of Trustees in accordance with the appropriate bylaws and procedures.
- (x) Develop and maintain contact with the Armenian community and the Diaspora, as well as other community leaders in Lebanon and abroad, churches and businesses which relate to University programs and with foundations, governmental agencies and legislative bodies at all levels which may enrich the existence and functioning of the University and/or impact the institution.

- (xi) Promote and encourage mutually beneficial relationships between Haigazian University and local and foreign universities.
- (xii) Submit semi-annually to the Board of Trustees a written report on the status of the University.
- (xiii) Serve as ex-officio member of all University committees and Chair of the President's Cabinets.
- (xiv) Open and close HU bank accounts on behalf of the university in conjunction with the treasurer of the Board of Trustees.

B. Dean of Arts & Sciences and Dean of Business Administration & Economics

Haigazian University's academic structure is made up of two Schools: the School of Arts & Sciences and the School of Business. Each of these schools is governed by a Dean who is responsible in governing the Faculties within each School. The current academic structure holds the following four faculties:

- Faculty of Business Administration & Economics
- Faculty of Sciences
- Faculty of Social & Behavioral Sciences
- Faculty of Humanities

The Dean is the chief academic officer of his/her area of responsibility as defined below. This is an "at will" position and is appointed by the President after consultation with, and approval of, the Board of Trustees.

The position of Dean is based on 12 months' service with an appointment term of at least two years. The Deans will have faculty status and will be subject to the privileges of the faculty salary scale and benefits.

The appointed Dean shall serve based on a contract: a three- or four-year full-time faculty appointment letter. The full-time faculty appointment letter shall cover the terms and conditions regarding workload, yearly basic salary and benefits as an appointed full-time faculty member. The Dean's appointment letter shall cover the newly applicable terms and conditions regarding the Dean's academic and administrative workload and superseding the terms and conditions mentioned in the full-time faculty contract.

During the academic year, a Dean is expected to teach a minimum of four or a maximum of five courses in his/her area of expertise and is allowed to teach a maximum overload of 3 credits per year at HU when needed. Overloads are compensated separately, on a per hour basis.

In addition to the annual basic salary, the Dean shall receive a Deanship Subsidy.

All Deans report to the President about faculty, curriculum, finances, and other aspects of their Faculty.

The Dean shall be evaluated annually by the President and the Executive Committee of the Board.

Responsibilities include the following areas:

1. *Faculty / Curriculum*

- a. Recommend to the President candidates for departmental chairs, faculty positions, and scholarly research appointments as well as promotions and dismissals.
- b. Work with the faculty to develop new curricula and exercise quality control through, at the minimum, an annual evaluation based on student surveys and class supervision.
- c. Coordinate the development of the class schedule so that the human and financial resources can be utilized with maximum effectiveness.
- d. Nurture and encourage the faculty and assist in promoting positive faculty morale and improving teaching effectiveness.
- e. Seek and develop ways for the faculty to participate in faculty growth experiences such as research and academic conferences.
- f. Develop a clear system of responsibility and reporting between faculty, Departmental Chairs and her/himself.

- g. Submit to the President semi-annual reports on the status of the academic programs of the University. This report should include faculty workload, distribution of student advising responsibilities, number of majors, basic enrollment, retention data and future plans.
- h. Review and revise the pertinent part of the HU Catalog and brochures.
- i. Approve syllabi, reading materials, textbooks, and tests and keep a file on syllabi and final exams in coordination with the Chairs/Coordinators.
- j. Deans serve as the liaison between the President and the Departmental Chairs.

2. Financial

- a. Coordinate the development of the following year's budget and submit it by early April.
- b. Monitor the instructional budget to ensure that expenditures are in line with the approved budget.
- c. Periodically review the current budget with the President and the Comptroller to ensure that the entire budget is in balance.

3. General

- a. Work with the appropriate committees to implement and correctly interpret institutional mission and policy.
- b. When appropriate, represent the academic programs of the University to government agencies, foundations and other organizations which accredit and in other ways endorse the institution.
- c. Represent the University at professional conferences, academic seminars and community gatherings, as well as to students and prospective students and their parents.
- d. Perform the functions of the President of the University during his/her temporary absence when specifically authorized by the President or the Chairman of the Board of Trustees.

C. Departmental Chairs

The Departmental Chairs are appointed by the Dean after the approval of the President, who makes the final decision. Some departments may have Coordinators to facilitate the organization of some majors or emphases. Currently the following Departmental Chair positions serve for each of the divisions within the four faculties:

Faculty of Business Administration & Economics:

- Chair of Business & Economics

Faculty of Sciences:

- Chair of Natural Sciences
- Chair of Mathematical Sciences

Faculty of Social & Behavioral Sciences:

- Chair of Social & Behavioral Sciences (covering the divisions of Psychology, Education and Social Work)

Faculty of Humanities:

- Chair of Armenian Studies
- Chair of English

Each division will have an annually designated Chair or a Coordinator chosen after proper consultation. Chairs and Coordinators are supervised and evaluated annually by the appropriate Dean.

In addition to the annual basic salary, the Departmental chairs receive a Chairmanship allowance.

The responsibilities of the Departmental Chairs shall be:

- a. To manage the Departmental academic and administrative affairs, conduct regular meetings with full-time and part-time faculty and submit monthly minutes of meetings to the Dean of the Faculty.
- b. To propose recommendations and monitor the annual budgets and expenditures of the Department.
- c. To upgrade and maintain the academic quality of the Department by continuous revision of programs, curricula, syllabi, textbooks and academic resources.
- d. To supervise, evaluate and monitor faculty attendance.
- e. To develop and submit recommendations to the Deans regarding class schedules, textbooks, academic resources, curricula and budget requests.
- f. To oversee, maintain, and upgrade educational resources, laboratory equipment and other property used by the Department and keep an inventory of the equipment.
- g. To participate in the search for new faculty and in peer review when appropriate.
- h. To supervise the academic progress of the students and promote the formation of a departmental society or club and to promote and supervise extra-curricular activities if applicable.
- i. To coordinate departmental research and publication.
- j. Liaise with the Ministry of Education and Higher Education regarding academic issues as requested by the Dean.
- k. To serve as ex-officio members on the Academic Standing, Curriculum and Graduate Committees.
- l. To organize departmental seminars, conferences, etc...

D. Coordinators

Coordinators are appointed by the Dean to facilitate the organization of some majors or emphases. A coordinator may be compensated in cases where a chairman exists but a coordinator has a significant workload. Normally, Coordinators are assigned when a Chair is absent in a Department. The responsibilities of the Coordinator shall be:

- a. Teach courses at the undergraduate and graduate levels, as assigned by the Departmental Chair or the Dean.
- b. Participate in monitoring courses and exams for continuous improvement.
- c. Participate in advising students.
- d. Assist in course review and development.
- e. Assist the Departmental Chair/Dean in scheduling annual classroom visitation of instructors.
- f. Assume oversight of student internships in their respective program/emphasis.
- g. Monitor students' program of study and recommend course offerings to the Departmental Chair/Dean.
- h. Perform other duties as assigned by the Departmental Chair/Dean.

E. List of Administrative Personnel of Direct Support to Faculty

- **Registrar, Director of Admissions:**
The Registrar provides leadership to plan, organize and manage all of the activities related to the Registrar's and Admissions Office, and acts as the official authorized keeper of the University's student records. He/she also serves as a principal source of information on the policies and procedures of the Registrar's and Admissions Office.
- **Faculty Secretary:**
The Faculty Secretary reports to the Deans and provides support to the Faculty primarily in the areas of the administrative needs of the faculty members and the secretarial needs of the Deans.
- **Facilities Manager:**
The Facilities Manager is responsible for planning, directing, coordinating and controlling facility maintenance to ensure proper safety, sanitation and mechanical functions for all buildings, grounds and equipment.

- **ITS Manager:**
The Manager of IT Applications is responsible for the planning and supervision of the analysis, evaluation, development, testing and implementation of computer software applications for various University divisions.
- **Librarian:**
The Librarian is responsible for managing the development of the Library, for providing library and research services for the University and for maintenance of the library and its collections.
- **HR Supervisor:**
The HR Supervisor is responsible for functions such as hiring, recruiting, training and development of staff members; preparing staff and faculty contracts; ownership of faculty and staff handbooks; providing policy support to the University community as well as maintaining staff and faculty records.
- **President's Executive Secretary:**
The President's Executive Secretary is responsible for the provision of executive-level administrative support for the President's Office providing administrative, secretarial and clerical support to the President.
- **Assistant to the President for Administrative Affairs**
The Assistant to the President for Administrative Affairs is responsible in assisting the President on matters such as coordinating special projects, acting as a liaison to internal governance, overseeing policy and administrative affairs and following up on legal issues.
- **Comptroller:**
The Comptroller is responsible for maintaining the financial, accounting and budgeting activities in order to meet legislative requirements and ensure proper financial and management control over expenditures.
- **PR Director:**
The Public Relations Director is responsible for promoting key messages to target media for areas of focus and to promote the profile of the University externally. The role includes media call handling, writing press releases, arranging interviews, events management and undertaking proactive publicity work.
- **Campus Minister:**
The Campus Minister is responsible for weekly chapel services and spiritual counsel, Bible study groups, building a relationship of trust with students and faculty, working with Student Life and Financial Aid offices, networking with the churches, setting up service projects, teaching one course per semester and organizing the Baccalaureate service.
- **Student Life Director:**
The Student Life Director is responsible for creating, enhancing and maintaining the cultural diversity of the University through university-wide activities aimed to promote student recruitment, socio-academic success and retention.
- **Director of Continuing Education:**
The Director of Continuing Education is responsible for the management of the Center for Continuing Education at HU, including program planning, scheduling and promoting the programs to the general public. He/she also seeks out new program opportunities and creates/modifies courses and programs to meet the ever changing needs of individual learners, business and the community.

- **Purchasing Officer:**
The Purchasing Officer is responsible for the planning, organizing and supervising the comprehensive purchasing functions for the University in compliance with the established policies and procedures for this role; overseeing daily activities including major purchases, business services and maintenance contracts; responding to a range of inquiries regarding processes or bid status; negotiating terms and conditions with vendors and/or service providers.
- **Information Desk Officer:**
The Information Desk Officer is responsible for providing clerical and secretarial support to the University community in order to ensure that University services are provided in an effective and efficient manner. This includes telephone and postal services and the handling of room reservations.

FACULTY GOVERNANCE

1. Organization:

The University consists of Four Faculties:

- a. Faculty of Business Administration and Economics.
- b. Faculty of Humanities.
- c. Faculty of Sciences.
- d. Faculty of Social and Behavioral Sciences.

For Administrative reasons, the faculties indicated in b, c and d are grouped into one School called the School of Arts & Sciences (Appendix 2: Haigazian University – Committee Structure 2023)

The School of Arts & Sciences and the Faculty of Business Administration & Economics meetings

The purpose of these meetings is to coordinate, develop and review the academic and personnel plans of the Faculties. The faculties make decisions regarding majors, courses and schedules and make recommendations to the Faculty Assembly for appropriate action. The members of the Faculty of Business Administration and Economics meeting are the full-time faculty; part-time faculty may be invited. The members of the School of Arts and Sciences Committee are the Dean and the Chairpersons of the divisions.

Decisions shall be by quorum consisting of a simple majority of all members of the particular faculty. Minutes of the meetings shall be submitted to the Dean for necessary action or preservation.

Each committee will meet monthly and will be chaired by the Dean of the School or Faculty. For each committee, a secretary will be elected who shall send a copy of the minutes to the President and to the respective faculty members.

2. Faculty Assembly

The Faculty Assembly of Haigazian University adopted the following governance structure on June 4, 1998 and it became effective as of October 1, 1998.

A. Purpose:

The Faculty Assembly is the forum where all legislation relating to academic policies, regulations, procedures and programs as well as other faculty affairs are voted on for adoption. This includes admission requirements, candidates for degrees and the academic calendar. Unless otherwise noted, adoption of legislation is through a quorum vote which is comprised of two-thirds of the voting members. All programs, policies and procedures are subject to review and final approval by the Board of Trustees and are presented as recommendations by the President to the Board.

The Faculty Assembly creates as many ad hoc or standing committees as deemed necessary to adequately provide for the conduct of faculty business. The committees of this body report regularly to the Faculty

Assembly. Substantive proposals and recommendations of the committees are subject to approval by the Faculty Assembly.

Voting membership consists of all faculty members who are employed on a full-time basis and hold the rank of professor, associate professor, assistant professor, instructor or lecturer. Non-voting members are the President, part-time faculty, adjunct faculty and faculty with post-retirement contracts.

a. Officers:

The Officers of the Faculty Assembly are the Chair, Vice-Chair and Secretary. These officers are elected in May of each year for the next academic session of the Faculty Assembly. The Deans are not eligible for these positions.

b. Duties of the Officers:

The Chair of the Faculty Assembly is responsible for calling the faculty meetings and handing out agendas. He/she convenes the meeting and ensures that all members of the assembly have had ample opportunity to express themselves before a vote is cast. In order to facilitate discussion of items, a person who wishes to discuss a particular subject should submit an Action Rationale form (Appendix 3) to the Chair of the Faculty Assembly a week prior to the meeting. The faculty chair sets the agenda of the meeting in consultation with the President. In the absence of the Chair, the Vice-Chair steps into the role of Chair.

It is also the responsibility of the Chair of the Faculty Assembly to facilitate the yearly transition in all committees elected by the Faculty Assembly. At the beginning of the academic year, the Chair sends a note to all elected and appointed committee members, reminding them to meet, elect officers, and set a schedule of meetings.

The secretary of the Faculty Assembly keeps the minutes of the meetings. The secretary shall send a soft copy of the minutes to the institution's library for the archives and to each member of the Assembly before the next meeting.

When the Faculty Assembly approves changes and/or relevant updates to the Faculty Handbook, the Secretary of the Faculty Assembly shall send to the Executive Committee of the Board, through the President, the proposed changes and/or updates. The President has the power of veto and must give cause in writing to the Chair of the Faculty Assembly.

In case of such a veto, the Faculty Assembly will reconsider the matter and cast a final vote on the issue. If the vote of the Assembly is to sustain the faculty position, then the matter will be sent to the Executive Committee of the Board for arbitration. The decision of the Executive Committee of the Board is final.

c. Meetings and Proceedings:

Regular meetings of the Faculty Assembly shall be held periodically during the academic year at a time and place determined by the Faculty Assembly. The Faculty Assembly Chair and the President shall develop a calendar to meet at least five times during the year. The times and place of the meetings for the coming year will be approved at the June meeting of the Faculty. All full-time faculty members are expected to attend and actively participate. Faculty members who serve on committees must report to the Faculty Assembly at least twice a year.

A special Faculty meeting can be called by the Chair or presiding officer of the Faculty Assembly or by a petition from five voting members of the faculty.

Actions of the Faculty must receive a quorum vote, a quorum being two-thirds of the voting members. The vote may be by voice, show of hands or secret ballot. The vote shall be by secret ballot on the request of a member. Voting by proxy is not allowed. Substantive matters must be presented to the faculty in writing at least one week before an action may be taken.

B. Standing Committees:

The chairs of the Standing Committees report to the Faculty Assembly at least twice a year, preferably during the December and April meetings. The report should list the goals, achievements and recommendations of the Committee concerned. Policy and Procedure changes should be brought to the Faculty Assembly for a

vote. In matters that are not substantive the report is for information only. Matters which are declared substantive will need discussion and a vote.

➤ **Curriculum Committee**

The Committee shall consist of the Deans, the Departmental Chairs and the Registrar. Coordinators may be invited to committee meetings. Its main concern is with such academic matters as:

- (i) Recommendations concerning academic policies and procedures related to curriculum and programs.
- (ii) Periodic review of and recommendations regarding changes in the academic component of the Faculty Handbook and the HU Catalog.
- (iii) Review of proposals for the establishment of new majors, courses and recommendations.

➤ **Faculty Personnel Committee**

This Committee consists of the Deans, the HR Supervisor, the Campus Minister and three faculty members who are elected by the Faculty Assembly. This Committee will function as a grievance committee for matters concerning faculty and as a consultant/negotiator for the review of faculty compensation and benefits, rewards and faculty development.

The committee will develop the faculty code of behavior and survey forms and supervise faculty development through seminars, conferences, workshops, retreats, publications etc. The Committee will attempt to create an atmosphere of camaraderie by planning social events in order to bring faculty members together and enhance a sense of community and bonding amongst them.

➤ **Admissions Committee**

The membership of the Admissions Committee shall consist of the Registrar, Admissions Office Senior Administrator, Student Recruiter and one faculty member from each Faculty elected by the Faculty Assembly. The Committee sets the admission criteria and supervises diligently adherence to admission requirements for all students entering the university. Also, it is responsible for reviewing admissions policies, admission tests in addition to recruitment policies and plans. The meetings are chaired by the Registrar.

Policies adopted by this committee should pass through the Academic Standing Committee and the Faculty Assembly for approval.

➤ **Academic Standing Committee**

The membership of the Academic Standing Committee shall consist of the Registrar, the Deans and the Departmental Chairs. The Committee shall meet at least once every semester, and the meetings are chaired by the Registrar.

The Committee is responsible for the academic progress of students from their admission to their graduation. It is responsible for academic recognition, academic probation, removal of probation, and dismissal and readmission of academically disqualified students. Additionally, it recommends the list of graduates to the Faculty Assembly. Also it makes the final approval on special considerations of curricula for students, such as course substitution requirements, after they have been recommended by the departments.

Departmental recognition and probation is the responsibility of the respective departments.

The Committee adjudicates faculty complaints against students in cases of serious misconduct, as well as student appeals and complaints against faculty.

➤ **Nominating Committee**

The Nominating Committee shall consist of the Campus Minister as Chair, the Director of Continuing Education and a third faculty member elected by the Faculty Assembly.

This committee shall be responsible for presenting to the Faculty Assembly the names of faculty members to serve as Chair, Vice-chair and Secretary of the Faculty Assembly and to serve on the following committees: Faculty Personnel, Library, Continuing Education, Student Life, Nominating, Information Technology Services, and Admissions committees. The names are presented after consulting each nominee and receiving her/his willingness to serve on the committee. The Nominating Committee shall have its list ready for the May meeting of the Faculty Assembly. As a general rule, the elected faculty for these committees must have been employed as full-timers at Haigazian University for a minimum of one year. The Nominating Committee carries out the elections.

A faculty member may serve on a committee for three consecutive years and then must take one year off. The term for Chair, Vice Chair, and Secretary as well as committee members is one year.

➤ **Graduate Studies Committee**

The membership shall consist of the Deans, the Registrar and a faculty member from each of the graduate programs, appointed by the respective Dean. The Committee elects its own chair and secretary.

In relation to the Graduate program, the Committee shall have supervisory responsibility. It approves the curriculum and recommends new courses and changes to the Faculty Assembly. In relation to the students, the Committee admits the candidates to the program, supervises their progress and comprehensive exams, and approves the thesis sub-committee and the list of graduates.

➤ **Library Committee**

The Library Committee shall consist of the Librarian, one elected faculty member from each school, the Chair of the Armenian Department or the Director of the Armenian Diaspora Research Center and a student representative. It shall act as an advisory group to the Librarian in matters of policy and operation of the library. It shall report to the faculty for matters pertaining to the library and its use. It shall help the Librarian establish and maintain contacts with other libraries. The Library Committee is chaired by the Librarian.

➤ **Information Technology Services Committee (ITSC)**

This Committee shall consist of the IT Manager, two elected representatives (one from the Faculty of Business & Economics and one from the School of Arts and Sciences), the Facilities Manager, the Chair of the Computer Science Department, and one student.

This Committee shall act as an advisory group to the ITS department in matters of policy and operation of the computing services facilities. It shall act as the liaison between the departments and the IT Systems and shall present recommendations to and from the faculty for the improvement of the computing services and its usage.

C. Other Committees

➤ **Financial Aid Committee**

The membership of this Committee consists of the Financial Aid Officer, Registrar, Campus Minister and one faculty member appointed by the President and the Treasurer of the Executive Committee of the Board of Trustees. Financial Aid Committee meetings are chaired by the Campus Minister.

The responsibilities include:

- (i) The development of Financial Aid policies which are brought as recommendations to the President.

- (ii) The administration of the Financial Aid program according to the established policies and guidelines.
- (iii) The establishment of a budget and supervision of its expenditures, not to exceed the proposed budget.
- (iv) The processing of all applications and petitions for Financial Aid.
- (v) Follow up with funding agencies on applications for Financial Aid programs under the guidance of the President.

➤ **Continuing Education Committee**

The membership consists of the Director of Continuing Education, who chairs these meetings, two elected faculty members, and one student.

The Committee's responsibilities include the following:

- (i) Advising and supporting the Director in planning, evaluating, developing and promoting the Continuing Education Program.
- (ii) Advising and supporting the Director in preparing the budget.

➤ **Student Life Committee**

The membership of this Committee consists of the Director of Student Life, the Campus Minister, the student club representatives and two faculty members elected by the Faculty Assembly.

The Committee's responsibilities include advising and supporting the Director in the coordination, planning, supervision and assessment of student activities and organizations including lectures, student clubs, student grievances, publications, public performances, outings and service projects.

➤ **Spiritual Life Committee**

- (i) The Spiritual Life Committee shall consist of the following five members: three student members, one faculty member and the Campus Minister. The student members shall be elected by students who are active in the Campus Spiritual Life programs. The faculty member shall be appointed by the University President in consultation with the Campus Minister.
- (ii) The purpose shall be to develop, plan and implement, in conjunction with the Campus Minister, activities related to the Spiritual Life of the University.
- (iii) Responsibilities include weekly planning and strategizing meetings, active involvement in Spiritual Life activities, representation in the Student Life Committee and other tasks related to the realizing of the aforementioned purpose.
- (iv) Activities include the following: weekly campus Bible study, weekly Chapel service, Retreats, Service and Outreach projects, Special Worship services such as the Baccalaureate Service, Special programs and other activities as may be developed by the committee.

➤ **Institutional Events Committee**

The membership of the Events Committee shall consist of the Public Relations officer, the Comptroller, the Director of Student Life, one faculty members appointed by the President, one person from the Registrar's office, and one student. The responsibilities of the committee include: Supervising the nomination and activities of ushers for events, in addition to planning and coordinating public events such as:

- i. Founders' Day.
- ii. National Holidays including Armenian holidays.
- iii. Public lectures, forums, concerts, exhibitions and conferences.
- iv. Commencement and graduation exercises.
- v. Courtesy receptions.

Non-permanent members can be invited to join the meetings.

➤ **Cafeteria Committee**

The membership shall consist of the Director of Student Life, two appointed student representatives and one appointed faculty member from each of the faculties. The meetings are chaired by the Director of Student Life.

Its responsibility shall be to advise and support the Director in:

- i. Selecting and recommending vendors.
- ii. Supervising the food and service of the Cafeteria.
- iii. Liaising between the users and the providers of the Cafeteria.
- iv. Being responsible for quality control.

➤ **Ad Hoc Committees**

Ad Hoc committees may be instituted by the Faculty or the Administration as the need arises.

Such committees may be elected by a quorum, which is comprised of two-thirds of the voting members of the Faculty, or appointed by the President of the University after the consent of the individual faculty members. Appointment to such committees will be made in consultation with the Faculty Dean. As soon as an *ad hoc* committee has been appointed, its name, membership and duties will be communicated to all faculty members. An *ad hoc* committee's life span will not exceed the specific job for which it is appointed.

Note: Faculty members elected to *ad hoc* committees should report to the Faculty Assembly.

D. Committee Procedures

- a. During the second week of the Fall Semester, the Chair of the Faculty Assembly sends an email to each committee requesting that the members hold a first meeting before the end of the fourth week of the semester. (Exceptions: Nominating Committee, Financial Aid Committee, Student Life Committee, Spiritual Life Committee)
The email is sent to:
 - i. the committee chair of the previous year if he/she is still a committee member, with CC to the other committee members
or
 - ii. a committee member who was on the committee the previous year, preferably an elected member but it may be an appointed member or one who is on the committee by virtue of his/her position, with CC to the other committee members
- b. First meeting of the year: The committee members arrange to meet before the end of the fourth week of the Fall Semester. If the committee includes any students, the arrangement includes them. At the first meeting, a committee chairperson and secretary are elected and the schedule of meetings for the semester is decided. The committee starts work on the 'Committee Work Plan' for the coming year (Appendix 4) and submits it to the Faculty Assembly Chairperson before the first Faculty Assembly of the year.
- c. Other meetings:
 - i. All committees meet at least twice each semester.
 - ii. The committee secretary sends an agenda to all committee members at least 2 days before the meeting. (Appendix 66: Agenda for Meeting Template)
 - iii. The secretary takes the minutes during meeting, types them using the template 'Minutes of Meeting' (Appendix 67), and sends them to the committee chair for approval within 5 working days of the meeting.
 - iv. The secretary sends the approved minutes to all committee members within 2 days of their approval.

- d. Reporting to the faculty:
- The secretary posts the minutes on the portal, section “Committees Info”, within 2 days of their approval by the chairperson.
 - The chairs of the Standing Committees report to the Faculty Assembly at least twice a year. The report should list the goals, achievements and recommendations of the Committee concerned.
 - Policy and Procedure changes should be brought to the Faculty Assembly for a vote. In matters that are not substantive the report is for information only. Matters which are declared substantive will need discussion and a vote.

3. Haigazian Armenological Review

In agreement with the mission of Haigazian University, which is to preserve, promote and propagate Armenian cultural heritage, the Department of Armenian Studies initiated the annual publication of the *Haigazian Armenological Review* (HAR). The purpose of HAR is to be a public forum for the exchange of ideas and research on Armenian subjects among scholars, writers and intellectuals whose work follows the historical-critical or other objective methods.

Being a publication of Haigazian University, HAR reflects the high ethical and professional standards of the institution. It is governed by the Advisory Council, which functions as an Editorial Board.

The work of the *Haigazian Armenological Review* (HAR) is conducted by an Editorial Board, which has its proper compensation policy and is appointed by the President.

The Dean of the School of Arts & Sciences and the Armenian Department Chair serve in HAR as ex-officio members.

4. Haigazian University Press

According to the decree of the Ministry of Information of Lebanon number 1508 (in 2011) Haigazian University was granted the right to establish a publishing house under the name of Haigazian University Press (HU Press). Under the leadership of its Director, the HU Press has so far published research works of scholars and scientists from as far as the USA dedicated to Armenian studies.

5. Haigazian University Armenian Diaspora Research Center

The Haigazian University Armenian Diaspora Research Center has been established to study diverse aspects of the Armenian Diaspora communities in general and in the Middle East in particular, their history, culture, interaction with and integration into the host land, as well as their interaction with the homeland and the Diaspora communities beyond the Middle East. The Center functions under the supervision of a “Center Director” in collaboration with the President’s All University Cabinet and in cooperation with the Faculty and the Librarians.

The Center organizes thematic annual academic conferences, focusing on places, phenomena, institutions or personalities of the Armenian Diaspora; publishes conference proceedings, booklets, pamphlets, newsletters, or other materials that shed light on the Armenian Diaspora; hosts public lectures and focus-group discussions on a variety of issues related to the study of the Armenian Diaspora; offers internship programs to further research in the Derian Armenological Library; and coordinates and channels efforts in and towards Armenian Diaspora studies in the Middle East.

MISCELLANEOUS

Keys

Haigazian University maintains a central key control system at the Facilities Manager's Office. Keys of offices and corresponding buildings will be issued upon request, with no deposit required.

All keys must be returned without request when no longer needed, or at the completion of employment. The institution reserves the right to withhold from final payroll checks the cost of changing locks if keys have not been returned.

Mail

All incoming mail is usually distributed to the boxes provided in the mailroom. Inter-office communications and other campus mail and messages are distributed as received throughout the day.

Personal letters bearing the proper postage may be deposited at the Information Desk.

Faxes

All incoming faxes are usually distributed to the offices by the Information Desk.

Telephones

Haigazian University provides normal telephone facilities during regular office hours. The institution attempts to make available to faculty members adequate service for transacting University business. This includes reasonable access to telephones in each office. Current information concerning telephone arrangements is published annually.

Campus Calendar

The campus calendar is kept in the office of the Registrar, where all functions which deal with the life of the institution and institutional facilities are recorded. This includes the following:

1. Academic calendar: Class schedule and use of facilities for instructional purposes. Reservation of classrooms for extra sessions or exam rooms for exams held outside the exam period are made at the Information Desk.
2. The office of Student Life also keeps a calendar on the use of facilities for student activities.
3. Arrangements for use of facilities by all groups which are essentially outside the academic and personnel functions of the school are made and recorded at the Information Desk.

Maintenance Services

Routine maintenance requests are directed to the Facilities Manager. All other projects are also submitted to this office for consideration and inclusion in the work schedule. Under normal circumstances a request must be made at least one week before the work is to be done.

Purchasing and Requisitioning

All requests pertaining to material items are handled through the Purchasing Office, included but not limited to, business cards & books.

Smoking

As of September 1, 2010, the University formally approved a policy which prohibited smoking on campus except in designated areas. As of July 1, 2014, the University has formally approved a policy which prohibits smoking anywhere on campus as stated in this policy

Smoking is prohibited in all of the areas within the University campus. This includes common work areas, classrooms, offices, conference and meeting rooms, hallways, roofs, cafeteria and restrooms as well as other enclosed facilities, in addition to the courtyards and the gardens all across the campus.

Failure to comply with all of the components of this policy will result in disciplinary action that can lead to and include official warnings and appropriate disciplinary measures.

Signs and Posters

All signs and posters will be restricted to the many bulletin boards provided on campus, except for announcements of extremely unusual or urgent matters, but good judgment is expected in any event. The Student Life Office must approve all signs and posters before they are placed on the official bulletin boards.

Faculty Marching Order

The marching order of faculty members for commencements, baccalaureates, special convocations and other events involving processions of the faculty will be determined by the sequential application of the following criteria:

- 1 Current academic rank at HU and
- 2 Length of employment at HU.

The marshal for such events will be the faculty member who is ranked highest by the above criteria and is also willing to serve in this capacity.

Public Relations

The faculty member is a distinct representative of Haigazian University on the campus, in the community and at professional meetings. In public life, speaking engagements, community organizations and various avenues of daily contact, the faculty member should have concern for developing good public relations.

Haigazian University maintains a Public Relations Office to assist in getting newsworthy information to the public. Speaking engagements, attendance at professional meetings, interesting features on the campus, developments of a professional nature and other newsworthy materials should be reported to that office.

All statements and information to be released in the name of Haigazian University should be channeled through the Director of Public Relations. This policy will help ensure well prepared materials, broader dissemination and proper coordination with the total interests of the institution. All announcements, brochures, tickets and other official publications must have the University logo.

Press

In order to establish and maintain a constant corporate image, all contact with or requests from the press should go through the Public Relations Office and the President prior to any kind of press release. For further information the Public Relations Office can be contacted on ext. 365.

Conference Facilities

The University has on campus several venues that can be utilized as Conference Facilities. The use of such facilities is authorized only by prior reservation. All Conference Facilities should be reserved ahead of time to ensure availability. Late requests may be denied.

Boardroom reservations are done through the President's Executive Secretary, ext. 344.

Other venue reservations are done through the Information Desk, ext. 0.

Library

The University has extended the use of the Library resources to its entire faculty and staff. Books and other material can be borrowed both from the Barsoumian Library and the Derian Armenological Library. The presentation of faculty/staff ID is necessary while borrowing. For further information contact the Library staff on ext. 350.

Systems Support

Haigazian University Information Technology System (ITS) Department will be pleased to provide top quality, efficient and time-sensitive IT services and systems support to the University's entire family of constituents. For any assistance the Department can be reached on ext. 328.

Kitchen Facilities

The University has four kitchen facilities for the use of the faculty and employees. These facilities are located in the Mugar Building and in the Faculty Lounge of the Heritage Building. For further information call the Facilities Department at ext. 388.

Cafeteria

Located on the ground floor of the Philibosian Building, the newly renovated (2018) cafeteria provides an assortment of food items for breakfast and lunch at an affordable price for students, faculty & staff.

Warehouse

The warehouse keeps records of all university supplies and capital assets. Under the supervision of the warehouse officer, stock is monitored and different requested items are delivered to offices on campus.

Dormitory:

The University provides lodging for students who request it along with all the complementary amenities. It is located in a facility adjacent to the Mugar building with direct access to the University campus. The Dormitory Head Resident ensures that there are no violations of the University conduct policies and that the facility is properly maintained through diligent coordination with the Facilities Manager.

Stationery

Stationery is stored in the Warehouse and delivered to departmental offices on request. Faculty members request stationery through their chairperson.

Faculty IDs

The HR Office makes arrangements for issuing IDs to faculty members. The HR Office can be contacted at ext. 371.

FACULTY SECRETARY

The Faculty Secretary/Webmaster is responsible for providing a professional and efficient administrative and secretarial service to members of the Faculty and website support to the University community. She reports to the Deans and the IT Department (function of Webmaster).

In relation to the faculty, the responsibilities of the Faculty Secretary are as follows:

1. Provides high level of secretarial support to the Deans to facilitate Faculty management.
2. Deals with the scanning and copying of syllabi and exams throughout the academic semesters.
3. Oversees the stamping of HU exam booklets and manages the exam booklet distribution to Faculty.
4. Supervises and trains the student assistants to provide photocopying service to all faculty members.
5. Records the volume of photocopy usage per faculty member and reports to the Accounting department.
6. Manages the receipt of mail on info@haigazian.edu.lb and forwards received mail to concerned parties.
7. Oversees the preparation of faculty recommendations and attestations.
8. Issues internship request letters for students in addition to warning letters, repeat notices, last chance letters, congratulation letters directed to students as requested by the Dean and Honor letters directed to schools.
9. Types the Certificates of Training related to Trad Hospital and posts Deans' list students on the bulletin board.
10. Posts announcements related to academics, press releases, student news and public lectures.
11. Arranges for the announcement of faculty absences and instructor messages to students by posting them on the bulletin board.

12. Reports faculty absences to the Deans.
13. Oversees the distribution of mailbox keys to full time Faculty members
14. Prepares appointment sheets for advising throughout the academic semesters, updates the Faculty and Staff lists, types reports to the Deans and Chairs.
15. Maintains and controls data and filing systems to ensure effective, accurate, and easily retrievable documentation of operations.
16. Undertakes any other duties assigned by his/her direct supervisor.

ACCEPTABLE USE POLICY FOR I.T.

This section defines an Acceptable Use Policy for internet, e-mail and network resource usage, in order to ensure that faculty/staff at Haigazian University share a common understanding with regard to appropriate use of Information Technology.

The purpose of this policy is to provide a set of guidelines with regard to resource use within the University environment and to provide a Best Practices Guide. Use of I.T. resources must be consistent with the University's goals.

General Computing Policies

As responsible members of the Haigazian University community, faculty and staff are expected to act in accordance with the following general guidelines based on common sense, common decency and civility applied to the networked computing environment.

a. E-mail Use Policy

- Members of Haigazian University are encouraged to use electronic mail, or e-mail, for Haigazian related activities in order to enhance productivity through the efficient exchange of information, research and public services and to promote a paperless environment. Users of e-mail are expected to behave in an ethical and responsible manner.
- While users may have the right to use an HU email address, the University retains ownership of that address and all other parts of the email facility.
- Messages sent through electronic mail should meet the same standards as those of the written word as they are considered to be equivalent.
- Faculty/staff should identify themselves clearly and accurately in all electronic communications. Concealing or misrepresenting one's name or affiliation in order to dissociate oneself from responsibility for one's actions is never appropriate.
- E-mail and other network resources may not be used for personal business purposes or for personal financial gain.
- Appropriate standards of civility should be used when using e-mail and other messaging services to communicate with other staff members, students or any other message recipients.
- Copyright in a personal/non-work related e-mail belongs to the writer of the message. A personal e-mail must never be copied or forwarded without permission of the writer.
- Copyright will be infringed if you send, without permission of the copyright owner, an audio or video file, music charts/lyrics, commercial photographs, journal article or report to another person using email.
- Email messages can carry computer viruses. If you send an attachment that contains a virus, you and Haigazian University can be held liable. By opening emails and attachments from an unknown sender, you may introduce a virus into Haigazian University's computer operations generally.
- Company confidential messages should be distributed to personnel only. Forwarding to locations outside is prohibited.

b. Account Termination

Full-time Faculty and Full-time Staff:

Computer access will cease on the expiration / termination of the contract. As for the email accounts, the IT Department will follow the steps below 30 days following the last day of employment (per HR records):

1. **Change the password of the account.** By restricting former employees' access to their mailbox, we can prevent them from obtaining confidential information, stealing clients or spreading misinformation using a company email address.
2. **Set an auto responder.** In order to avoid missing any important communication, we will leave former employees' work emails active for a period of two months after their termination. Setting up an auto responder explaining that the employee in question is no longer with the University and directing the sender to a new contact instead.
3. **Forward all incoming emails to an appropriate party.** Forward these emails to the former employee's manager or to the IT team. The designated party can then follow up on any incoming requests, or anything else that might require immediate action.
4. **Archive all emails.** Archiving a former employee's emails can prevent from accidentally deleting important company or customer data.

Part-time Faculty:

Computer access will cease on the expiration of the contract. The email accounts will be disabled 2 weeks following the last day of contract (per HR records).

c. Internet Use Policy

Use of the Internet is a privilege and not a right; therefore, inappropriate use will result in a cancellation of that privilege. Appropriate uses include:

- Research
- Communications
- Completion of tasks

Transmission of any material in violation of Haigazian University regulations is prohibited. This includes, but is not limited to, copyrighted material, threatening or obscene material or material considered confidential, private or secret.

Access and viewing of indecent or explicit sites on the Internet is strictly prohibited and will result in disciplinary action.

Vandalism will result in cancellation of privileges. Vandalism is defined as any malicious attempt to harm or destroy data belonging to another user, using another user's identification and password to damage the system or the destruction of computer equipment. This also includes the uploading or creation of computer viruses.

Unauthorized Duplication of Software

Unauthorized duplication of software constitutes copyright infringement regardless of whether it is done for sale, free distribution or the copiers' own use.

Haigazian University has invested effort and money to ensure that all software used on University provided PCs is fully licensed, and it is in violation of University policy to install unauthorized software on University PCs or to duplicate software for personal or any other use.

Network Use Policy

1. Faculty/Staff members are expected to promote efficient use of network resources consistent with the University goals.
2. Exchange of data using any external media (CDs, USB memory, zip drives, etc.) from outside of the University is prohibited in order to avoid virus infestation at Haigazian University. In the case of an absolute need to use external media, they should first be verified and cleared with the IT department.
3. Faculty/Staff members should avoid wasteful and disruptive practices, such as sending chain letters, broadcast messages or unwanted material.
4. Faculty/Staff members are expected to abide by the security restrictions on all systems and information to which they have access.

5. Faculty/Staff members are expected to make use of available network resources. Every effort should be made to promote a paperless office via the publishing of documents on the network, e-mail of internal memos and other communications, instead of printing them out, whenever this is possible.
6. Messages that are internal to the University and/or confidential should be distributed to the concerned personnel only. Forwarding to locations or individuals outside University premises is prohibited.
7. Conduct which involves the use of information resources to violate a Haigazian University policy or regulation, or to violate another user's rights, is a serious abuse. The perpetrator is subject to limitation of his/her privileges and appropriate disciplinary action.

Summary

1. Intentional abuse of computing resources; interference with the operation of computing resources; interference with the work of others; violation of confidentiality, copyrights or license agreements and intentional waste of computer resources is strictly prohibited.
2. Actions which attempt to circumvent prescribed channels for obtaining computer privileges and resources are prohibited.
3. Changing wiring, connections or placement of computer resources is prohibited.
4. Modifying any system configuration, startup files or applications without the explicit permission of the IT Department is prohibited.
5. Informing the IT Department of improperly working equipment or software so that computing resources can be better maintained for efficient availability is highly encouraged.
6. Using computing resources for individual or commercial purposes is prohibited.
7. Faculty/Staff may not use or download privately owned computer software without informing the IT Department.
8. Under no circumstances shall users of Haigazian University exhibit or disseminate obscene materials on University property using personal computers.
9. Faculty/Staff shall comply with all applicable software license agreements and contracts and honor all applicable copyrights.

The Information Technology (IT) Department is responsible for the efficient use of systems according to this policy. Where issues arise, the Information Technology Manager will determine whether an action is appropriate or not. In case of breach of policies user accounts may be denied, revoked or suspended. In addition, disciplinary measures may be taken against the offender.

Users are strongly advised not to reveal their user password to anyone. Users may be implicated in the actions of others if their User ID is used while infractions are committed. Providing computer access to others by lending one's User ID and password is prohibited.

FACULTY PERSONNEL POLICIES AND PROCEDURES 2023

Personnel Policies – Faculty Section

Section: HR-FAC

Policy Number: 01

Date Approved:

Effective Date:

Date Last Revised:

Responsible Office: Human Resources

OBJECTIVE

Faculty contract personnel serve under the terms of their contracts and the applicable provisions of the university Personnel Policy.

The Lebanese Code of Obligations and Contracts shall govern the contracts of all faculty contract personnel.

Academic freedom is absolutely necessary to ensure a high level of academic achievement and morale. The issue of academic freedom is dealt with in the rights and responsibilities policy.

ETHICS AND CODE OF CONDUCT

PREAMBLE

As members of the Haigazian University community, all faculty, staff, students and members of the Board of Trustees are responsible for maintaining the high ethical standards of the institution, and of the broader community in which we function.

STATEMENT OF PURPOSE

In that spirit, this Code (the "Code") is a shared statement of HU's commitment to upholding the ethical, professional and legal standards the University uses as the basis for its daily and long-term decisions and actions. The HU community should be cognizant of and comply with the relevant policies, standards, laws and regulations that guide our work. Each member of HU is individually accountable for his/her own actions, and members of the University community are collectively accountable for upholding these standards of behavior and for compliance with all applicable laws and policies.

DEFINITIONS

Ethical behavior consists of discharging one's responsibilities fairly, honestly and in accordance with the legal requirements of one's job and the highest moral and professional standards. Abiding by the legal requirements is a must while performing one's duties in accordance with this Code.

VIOLATIONS

Adherence to this Code also makes the HU community responsible for bringing suspected violations of applicable standards, policies, laws or regulations to the attention of the appropriate office.

Raising such concerns is a service to the University and will not jeopardize one's position or employment. Confirmed violations will result in appropriate disciplinary action, up to and including termination of employment or other relationships with the University. In some circumstances, civil and criminal charges and penalties may apply.

REQUIRED CONDUCT

In light of the definitions stated above and in accordance with the University's commitment to nurturing an environment of mutual respect and tolerance, it is incumbent upon every person acting on behalf of the University to treat everyone with respect and dignity regardless of their background. It is also the responsibility of every University faculty, employee and student to ensure at all times that their conduct does not violate the standards and principles stated in this Code.

a. **Academic Freedom:**

The University recognizes and protects the concept and practice of Academic Freedom (as defined on pages 50-51) as essential to the proper conduct of teaching, research and scholarship within the University.

b. **Academic Integrity:**

The University fosters an atmosphere of high integrity by maintaining an ongoing dedication to honesty and responsibility. Any act of lying, cheating, plagiarism, deliberate misrepresentation, theft, scientific fraud, dishonesty or ill use of other human beings is a blatant violation of this Code and will not be tolerated. This includes respect for copyright. The University abides by Lebanese copyright law (Law No. 75/1999) and American copyright law.

c. **Maintenance of Accurate Accounts and Records:**

All University accounts and records are to be maintained in an accurate and auditable manner in conformity with accepted and established business and all other relevant and applicable laws.

All University records such as, but not limited to, reports, vouchers, bills, invoices, payroll information, personnel records, student records and other essential business records must be prepared with care and honesty. No false or deceptive entries may be made.

Members of the University who improperly use these records and accounts for their own personal use or for the personal use of others, or who wrongfully disclose such records or accounts, will be subject to appropriate administrative and legal sanctions by the University.

Signing a confidentiality agreement with custodians of such records is a University requirement for employment or continuity of employment.

d. **Confidentiality:**

Members of the University are required to respect individuals' rights to privacy and undertake to treat as confidential all information supplied to them on that basis.

Unless required or permitted by law, personal and official information, provided by and about employees and students, must not be given to third parties without the consent of the individual concerned. When doubt exists regarding the confidentiality of a particular piece of information, University members are instructed to presume that the information is confidential until determined otherwise. (Appendix 5: Non-disclosure Agreement)

e. **Non-discrimination and Integrity of the Workplace:**

The University is an equal opportunity employer committed to maintaining the highest degree of integrity and honesty in a work environment free of any and all forms of hostility and/or harassment.

f. **Conflict of Interest:**

Confidence in the University is put at risk when the conduct of a member is, or may reasonably appear to be, involved in a conflict between their private interest and their obligations to the University.

It is essential that any potential conflict be disclosed and reviewed by the University. After disclosure, the University can make an informed judgment about a particular activity in accordance with its Conflict of Interest Policy.

Conflicts of Interest, or an appearance of inappropriate conduct, may also arise when people are involved in making or influencing University business decisions affecting a family member or a recent or former business partner.

The full Conflict of Interest Policy is given in the appendices. (Appendix 6: Conflict of Interest Policy; Appendix 7: Conflict of Interest Statement and Disclosure Form for Trustees, the President, Deans and Faculty; Appendix 8: Conflict of Interest Statement and Disclosure Form: Annual Review and Update)

g. **Gratuities:**

University members are not allowed to solicit gifts or benefits for themselves which might, in any way, compromise or influence them in carrying out their duties.

h. **Private Endeavors:**

No member of the University may approve, recommend or promote a University related business transaction in which that person, a relative or a close associate has a direct personal interest.

i. **Use of University Resources:**

University members are expected and required to be responsible stewards of University resources. Accordingly, they should use said resources in an efficient and economical manner.

University property must not be used for personal purposes unless such a use is approved and is in accordance with University policies. University members are also responsible for ensuring that others do not abuse University resources or property.

j. **Use of University Name:**

Members of the University writing or speaking in professional or expert capacities may identify themselves by their University appointment using the name of the University.

However, it is strongly encouraged that they make it clear that any views expressed are their own.

The use of the University name in the promotion or advertising of commercial products will only be approved if seen to be a direct benefit to the University. The approval is done by the Executive Committee of the Board and reports its decision to the Board of Trustees. No University employees may use or allow the use of the name of the University or identify themselves as employees of the University in the public promotion or advertising of commercial products without prior written approval from the President's Office.

k. **Responsibility to Cooperate:**

Members of the University have a responsibility to cooperate in the initiation and defense of actual or contemplated litigation affecting the interests of the University and in the conduct of any investigation of a violation of this Code or any other University policy or regulation.

I. **Proper Use of Office and Authority:**

University members are required to use any authority given to them by virtue of their positions within the parameters of this Code and other applicable University policies, striving, at all times, to advance the best interest of the University and to protect its reputation.

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

REPORTING COMPLAINTS

University members are expected and required to report any violation of this Code (Appendix 52: Reporting Breach of Ethical Conduct Form). When any doubt about the propriety of any action exists, a full and frank disclosure to the immediate supervisor is required. For reporting, counsel or advice regarding this Code, you may contact the Human Resources Office and the President. The University commits to protecting all individuals who, in good faith, report a violation of this Code. No retaliation against such a person will be tolerated.

RESOLUTION OF COMPLAINTS

The concerned Department and the Human Resources Office are required to report immediately to the President any complaint involving a violation(s) of this Code. The President shall examine the information provided and make a decision on whether the violation(s) is covered by any University Policy or not. If the violation does not fall under any of the University existing Policies, the President shall form a special Ethics Committee to investigate the violation(s) and to recommend the proper course of action. The President shall make his/her decision in light of the finding and recommendations of the Ethics Committee. The Ethics Committee will be an Ad Hoc Committee formed by members appointed by the President to perform the duties specified above.

RANKS AND QUALIFICATION

The composition of the faculty, especially regular full-time faculty members at Haigazian University (HU), determines the academic excellence of its Faculties. In recruiting and promoting faculty, HU seeks, besides scholarly competencies, ethical and professional qualities which are in keeping with the standards and goals of the university and the needs of the particular faculty.

Regular full-time faculty members at HU are awarded rank on the basis of degrees, teaching performance, professional growth, research and academic publications (please refer to the Research Handbook for details), contributions to the work of the department and faculty, and service to HU and the community. Merit, not years of service alone, will be the guide in the matter of recommendations for promotion. Advancement in rank is not automatic, however, nor should it be regarded as guaranteed upon completion of any given term of service. The specific professional qualifications are the following:

1. Full-Time Faculty

- a. **Instructor:** The rank of Instructor is normally granted to an individual who has at least a Master's degree, is preparing for a Doctorate or works and has proven experience in the area of his/her specialty.
- b. **Lecturer:** The rank of Lecturer may be granted to full-time faculty member who has a Doctorate degree or a Master's degree with a minimum of eight years of full-time teaching experience.
- c. **Senior Lecturer:** The rank of Senior Lecturer may be given to a full-time faculty member who has a Doctorate or Master's degree with a minimum of six years of experience as a Lecturer.
- d. **Assistant Professor:** The rank of Assistant Professor shall require a Ph.D. in an appropriate discipline and the person should have no less than 4 years of university teaching experience and 5 publications in refereed journals and academic conferences.
- e. **Associate Professor:** The rank of Associate Professor shall require a Ph.D. with no less than 5 years of university teaching experience as Assistant Professor and 5 publications in refereed journals and academic conferences.

- f. **Full Professor**: The rank of Full Professor is the highest title in academia and therefore shall require a Ph.D. with no less than 6 years of university teaching experience as an Associate Professor and 12 publications in refereed journals and academic conferences.

2. Academic Ranks for Part-Time Faculty

Part-time faculty members are those with whom HU contracts each semester to teach one or more courses and who are paid for their services by the credit hours they teach.

- a. **Instructor**: Part-time faculty who currently do not hold an academic position at another university will be given the title of Instructor.
- b. **Lecturer**: The title of Lecturer shall be granted to academically qualified individuals who currently do not hold an academic position at another university and who are employed on a part-time basis to teach at the University. Lecturers are normally required to have a Ph.D. with no teaching experience.
- c. **Senior Lecturer**: The title of Senior Lecturer may be given to part-time faculty members who have completed their higher education (Ph.D.) and who are considered to be equivalent in their qualifications to an Associate Professor or Full Professor. This title will be granted by the Dean in compliance with the policy on appointment of part-time faculty.

The salary and conditions of every part-time appointment, as well as any subsequent modifications or special understandings, are stated in writing and are in the possession of both HU and the faculty member. Part-time faculty members are contracted for a specified purpose and for a limited period of time. The maximum load that a part-time faculty member can teach is a load of up to 9 credits per semester. HU has no obligation to renew contracts for part-time faculty members.

Part-time faculty are paid on a per course/credit hours basis according to a compensation schedule tied to highest earned degree and number of years taught at the University. Normally, part-time faculty members are paid in equal installments, at the end of each month. The last installment shall be released **only** after the grades have been submitted, the clearance form completed, and the semester is over.

3. Special, Honorary and Temporary Appointments

- a. **Adjunct Faculty**: Adjunct professorships are granted to part-time faculty who currently hold an academic position at another university but occasionally teach at HU. Such appointments shall be made by the Deans after receiving the final approval from the President.
- b. **Visiting Faculty**: Visiting Faculty in each of the above stated ranks shall be required to have similar qualifications.

4. Academic Rank for Administrators

- a. Academic rank for Administrators shall be limited to the Faculty Deans and according to the following guidelines:
 - i. Rank may be awarded to persons on full-time assignments who teach at least half-time.
 - ii. The time schedule for promotion in rank for administrators will be no shorter than that prescribed for faculty and may be longer, depending upon the qualifications and equivalent teaching duties of the candidate.
- b. The intent of the policy on rank for administrators is to indicate that:
 - i. Some types of Administrators normally hold rank.
 - ii. Administrators who teach half-time or more will normally be considered for rank.
 - iii. Certain administrators do not qualify for faculty rank. Clearly the assumption is that faculty rank is granted to faculty members and that rank constitutes the basis for their promotion from

- instructor to Full Professor. Alternatively, administrators have their own titles (rank) which constitute a different system of promotion.
- iv. The time frame for promotion in rank for administrators will be no shorter than that prescribed for faculty and may be longer, depending upon the qualifications and equivalent experience.
- c. Advancement in academic rank of faculty with administrative duties shall be subject to the following provisions:
- i. Promotion in rank shall follow the same criteria that apply to all faculty members.
 - ii. The years in service in a non-academic administrative function shall not be included in the maximum years of service in the rank but may count in the minimum number of years required for promotion.
 - iii. Faculty appointed to a non-academic faculty position may be promoted in grade as provided for in the personnel policies (See Staff Handbook).
 - iv. The time frame for promotion in rank for administrators will be no shorter than that prescribed for faculty and may be longer, depending upon the qualifications and equivalent teaching duties of the candidate.

APPOINTMENTS AND REAPPOINTMENTS

The policy herein set forth applies primarily to faculty members who have a full-time contractual relationship with HU. Contractual relationships in institutions of higher learning are regulated by the Lebanese Code of Obligations and Contracts and, in matters not covered by said Code, by regulations and policies which the University establishes in due course of operations. HU is committed to fostering diversity and promoting inclusivity in its faculty recruitment process, ensuring fairness and equity throughout.

1. HU seeks faculty members whose academic qualifications complement the needs of existing faculty members. Persons who are hired must be in agreement with the stated "purpose" of the University. Academic credentials constitute the basis of employment.
2. The terms and conditions of every appointment, as well as any subsequent modifications or special understandings, will be stated in writing and be in the possession of both HU and the instructor before the appointment is consummated.
3. Faculty appointments are renewable where the duration of the appointment is commensurate with the academic rank of the faculty member. Newly appointed faculty members are given a probationary appointment letter for a period of one year unless stated otherwise.
4. Faculty are covered by all of the personnel policies pertaining to HU faculty.
5. Recruitment of full-time faculty shall follow established procedures whereby positions are advertised and the selection process is based on merit and involves peers and academic administrators.
6. Recommendations for term appointments for the academic year extending from September 1st to August 31st shall be made in writing by the Dean concerned for consideration and approval by the President. All conditions of appointment shall be made in writing and signed by the Board of Trustees, the President, and the Dean.
7. In recommending faculty for appointment; Deans may take into account service in other institutions and in closely-related occupations.
8. Initial appointments of full-time faculty are generally made as per the following durations:
 - i. Appointments to the rank of Instructor shall be term appointments up to two years.
 - ii. Appointments to the rank of Lecturer shall be term appointments up to two years.
 - iii. Appointments to the rank of Assistant Professor shall be term appointments up to three years.
 - iv. Appointments to the rank of Associate Professor shall be term appointments up to four years.
 - v. Appointments to the rank of Full Professor shall be term appointments up to five years.
9. Part-time faculty contract personnel shall be hired at an hourly rate established in accordance with the average salary of the related grade and based on their training, experience and an assessment of their ability

by the Chair and the Dean. Part-time faculty members are not eligible for indemnity or severance pay benefits and shall be appointed for only one semester or term at a time.

10. Adjunct Faculty shall be appointed with an official letter and contracted every semester based on their teaching load. Compensation shall be at an hourly rate established in accordance with their training, experience and an assessment of their ability by the Chair and the Dean. Adjunct faculty members are not eligible for indemnity or severance benefits and do not receive any compensation when not teaching.
11. The appointment of Visiting Faculty shall not extend beyond two years of service. Appointment extensions beyond the two years remain at the discretion of the President.
12. When the full-time faculty appointment is to be renewed, notice to that effect will normally be given not less than eight months before the expiration of the current appointment. Contracts for reappointments will normally be made available to eligible full-time faculty for the following year right after the Board convenes during the Spring Semester; if the contract is not signed and returned within two weeks of the faculty member receiving it, a vacancy shall be deemed to have occurred for the following year and the search for a replacement begins.
13. Full-time faculty members who wish to resign at the end of a contract year must give advanced written notice of such resignation to the Dean no later than March 1st of the current academic year. Failure to do so may result in loss of indemnity payment entitlement.
14. Lecturers and Instructors shall not be limited as to the number of reappointments. The number of faculty at the Instructor rank shall be limited to a maximum of 20% of the total number of full-time faculty.
15. Full-time faculty members must be notified in writing by the last December 31st of their contract term, if they are not going to be renewed for the following academic year.
16. The years of service in a non-academic administrative function shall not be included in the maximum years of service in the rank but may count in the minimum number of years required for promotion.
17. Faculty appointed to a non-academic faculty position may be promoted in grade as provided in the Personnel Policies - (See Staff Handbook).

NON-REAPPOINTMENTS

1. When possible reasons for non-reappointment are identified, HU in its concern for the professional growth of the individual will use all informal and formal procedures available to assist the faculty member in his/her efforts to develop the necessary competence.
2. The individual faculty member has both the right to be informed and the right to be protected from personal prejudice and arbitrary decisions. During the contract year the faculty member must be kept aware of his/her standing with HU. This protection is ensured by the use of specified evaluation criteria established by HU for faculty. (Appendix 9 – Guidelines for Faculty Evaluation; Appendix 10: Faculty Evaluation by Dean or Chair)
3. When enrollment declines within the department or when a program fails to develop within HU, renewed efforts are made to deal with the decreasing enrollment in ways that are creative and judged feasible by HU.
4. The faculty member with a probationary contract as well as appointed faculty will be protected from decisions that are violations of academic freedom or that are prejudicial to race, sex, sexual orientation, religion, national origin, marital status, age or physical disability.
5. The right of due process offers the individual faculty member the opportunity to appeal personnel decisions.
6. At the request of the faculty member reasons for non-reappointment due to insufficient merit will be stated in writing. If the matter is appealed, reasons will be stated in writing by the Dean and forwarded to the President and to the faculty member.
7. Written notification that a probationary appointment is not being renewed will be given to the faculty member no later than December 31st of the first year of service, if the appointment expires at the end of that academic year, or at least three months in advance of termination. (Appendix 11: Notice of Non-reappointment for Faculty on Probation)

PROMOTIONS

Titles and ranks for advancement within the faculty are Instructor, Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, and Full Professor. At the time of appointment to the University the rank and title of the appointed faculty member is indicated. Promotion is the advancement from one rank to a higher rank within this sequence.

I. Promotions Based on Merit

1. Promotions are not automatic. The awarding of promotions is the official recognition of professional quality in faculty performance.
2. Decisions for promotion are based on teaching performance, professional growth, research and academic publications (please refer to the Research Handbook for details), contributions to the work of the department and faculty as well as service to HU and the community. The faculty member shall be evaluated not only from the point of view of past performance but also in terms of the prospects of future contributions as a member of the faculty.
3. In order to make well informed and equitable decisions on promotions, HU considers the faculty member's plans for professional growth, classroom and peer evaluations, administrative evaluations and services to HU and the community.
4. The evaluation of the candidate for promotion is the responsibility of the Promotion Committee formed by the President. The Promotion Committee reviews the file submitted to them by the Dean, makes a recommendation and presents it to the President. The President in turn takes the recommendation to the Board of Trustees for final approval or rejects it giving cause in writing. (see Personnel Procedure - Faculty Section: A. Promotions)

II. Qualifications for Promotion

1. **Instructor:** A minimum requirement of a Master's degree in the appropriate field. The appointment to the rank of Instructor ranges from one to two years.
2. **Lecturer:** Persons holding a Doctoral degree or a Master's degree with a minimum of eight years of full-time teaching experience may be considered for promotion to Lecturer.
3. **Senior Lecturer:** After a minimum of six years of full time experience, a Lecturer may be considered for promotion to Senior Lecturer.
4. **Assistant Professor:** Normally, the initial appointment for a person with an earned Ph.D. in the appropriate discipline. The appointment of Assistant Professor is for a minimum of four years which may include a one year of probation. During the appointment, the Assistant Professor is required to have five publications in refereed journals and academic conferences.
5. **Associate Professor:** After a minimum of five years of quality service and a minimum of five publications in refereed journals and academic conferences, an Assistant Professor is eligible to be considered for promotion. Upon eligibility, a faculty member shall submit an application for promotion to the Dean. If an Assistant Professor qualifies for equivalent experience as defined below¹, the time may be reduced by a maximum of one year. In such cases the minimum qualification for consideration for promotion to Associate Professor becomes four years of quality service as an Assistant Professor at HU.
6. **Full Professor:** After a minimum of six years of quality service to HU as an Associate Professor and a minimum of 12 publications in refereed journals and academic conferences, the candidate is eligible to be considered for promotion to Full Professor. If the Associate Professor qualifies for equated experience as defined below¹, the time may be reduced by a maximum of two years. The earliest date the candidate can be reviewed by the Promotion Committee will be during his/her fourth year at HU as Associate Professor, and the promotion, if awarded, becomes effective with the contract for the following year. Equated experience applied at the Assistant Professor level shall not be used again at the Associate Professor level.
7. Equal experience is defined as transferable teaching experience at the same academic rank from another accredited university or other professional experience related to the teaching field of the faculty member.

¹ Equal experience is defined as transferable teaching experience at the same academic rank from another accredited university, or other professional experience related to the teaching field of the faculty member.

8. Evaluations of faculty for promotion will be based on the following:

a. Teaching Experience

- i. Academic achievement, the chief criterion for promotion, is comprised of excellence in the areas of teaching, research and academic publications.
 - Excellence in teaching shall be judged by interpreting evaluations of the candidate's teaching skills from students in courses taught by the candidate, as well as by peer evaluations, self-evaluation and the Dean's evaluation.
 - Research and scholarly publications shall be judged by the standards of excellence generally accepted by experts in the field from within the University and where it is judged necessary or desirable, from scholars outside the University.
- ii. Fulfillment of services to the University shall be judged upon the basis of reports from the department and other colleagues in the committees where the candidate has served in order to determine whether or not the candidate has demonstrated the collegiality and productivity necessary to an academic community and a satisfactory level of departmental and University service.
- iii. One year of full-time teaching at the rank of Assistant Professor elsewhere may be transferred toward the four years required prior to consideration for promotion to Associate Professor. One full year of such experience is equal to one full year teaching with the rank of Assistant Professor at HU.
- iv. A maximum of three years of full-time teaching experience at the Associate level from another accredited college or university may be transferred toward the six years required for consideration for promotion to Full Professor, with each year of such experience equal to a year of teaching at the rank of Associate Professor at HU.

b. Professional Experience

Professional experience in the teaching field of the faculty members may be transferred toward the time required prior to consideration for promotion on the basis of two full years of such experience being equal to one full year of University teaching at an academic rank at HU. Specific considerations are left to the discretion of the President and Board of Trustees.

Documentation of equivalent experience is the responsibility of the faculty member. Evaluation of the experience is the responsibility of the Chair, the Dean and the President and will be done at the time of initial appointment.

9. Exceptions to these academic qualifications and time requirements are the responsibility of the President with the approval of the Board of Trustees.

10. For purposes of promotion, years of full-time teaching experience at other universities which are accredited and recognized as equivalent by HU standards will be converted to years of teaching experience at HU according to the following table:

Other Universities	Haigazian University Equivalent
2	1
3 – 5	2
6 – 8	4
9 – 11	6
12 or more	8

It is recognized and understood that exceptions to the above requirements for academic rank may be made by the President upon recommendation of the Dean.

DUTIES AND COMPENSATION

The salaries of all faculty contract personnel shall be paid no later than the last working day of the month. Salaries will be subject to income tax statutory deductions.

1. A normal load for full-time faculty members is 12 class hours per week and 20 hours of office, lab or committee work, advising or other services to the University, where office hours are at a minimum of 12 hours. Laboratory hours, where the teacher is continuously present, are counted as 50% of lecture hours when calculating the teaching load.
2. An overload in one semester of the academic year will, as far as possible, be compensated by a proportionately lighter load in the other semester. When an overload during an academic year has been unavoidable, it will be compensated at the end of the academic year at the rate of 10% of the basic salary for each course equivalent. In other words, the instructor will be paid 10% of his/her basic salary for a 3-credit course. Payment for courses worth a different number of credits will be proportional. In no case will either the lighter load or overload be carried over to the ensuing year. Payment for extra teaching hours, e.g. one or two credit hours, shall be made in the second month of the second semester after the Departmental Chair reports and will be based on the current salary scales. Faculty members who teach an overload cannot engage in outside employment.
3. Deans and Departmental Chairs are compensated a certain amount as long as they hold this office, which appears on the Faculty Salary Scale. The Deans are appointed by the Board of Trustees on the recommendation of the President and serve for a specified period. Other types of service to the University may also, in exceptional cases, be considered as warranting a reduction in the teaching load and are to be evaluated by the President and approved by the Board of Trustees.
4. Teaching in another institution by a full-time faculty member shall not be permitted except by written approval of the Dean and cannot exceed the equivalent of one course per semester at HU. Full-time faculty members teaching an overload at HU will not be permitted to teach outside the University. A non-teaching professional service outside the university also requires the approval of the Dean on the condition that it shall not interfere with the fulfillment of faculty responsibilities and shall not exceed the equivalent of 8 hours per week. Outside remunerated work of a non-academic nature is not encouraged but, in exceptional cases, may be pursued with the prior written approval of the Dean and the President.
5. Faculty members who hold a foreign nationality will be subject to the terms of the full-time faculty contract and salary scale which the University has for its faculty.

OUTSIDE ACTIVITIES

HU encourages outside professional activities by faculty members so long as such activities contribute to their professional development, enhance their teaching skills and competency in their field, improve their usefulness to the University, promote the role of the University in the country and the region or contribute to the general welfare of the community. (Appendix 12: Permission for Outside Employment)

However, such activities must not distract faculty contract personnel from their full-time obligation to the University.

For the protection of the interests of all parties, the faculty member must ensure that such outside interests do not:

- i. Conflict with responsibilities assigned within the University, such as teaching hours.
- ii. Lead to a conflict of interest.
- iii. Commit him/her to partisan interests that might interfere with personal objectivity in teaching or research.
- iv. Use the name, property or facilities of the University in external work for which personal payments are received.

LEAVES AND ABSENCES

All full-time faculty contract personnel are eligible for leave privileges and absenteeism according to the following guidelines regardless of the ratio of teaching/administrative duties assigned to them in order to keep them up-to-date in their fields and thus able to give the necessary leadership to the University.

General Rule for Faculty Absences

- a. Faculty members are expected to meet their classes regularly and punctually according to the schedule established by the administration. No changes in class or exam schedule are to be made without prior consultation with the Dean and the Registrar.
- b. Absences for personal or academic reasons are to be avoided during periods when classes are in session, all the more so before or after holidays or at the beginning or end of the academic year. When, nevertheless, a faculty member considers that there are valid reasons for absents him/herself, a written request must be submitted, two months prior, and in any case not less than a week in advance, and approval obtained from the Dean and then from the President. Furthermore, a projected absence of more than a week must be submitted for approval to the Executive Committee of the Board. Unauthorized absences are subject to salary deductions.
- c. It should never be assumed that classes are canceled or the University closed without an official notice to this effect from the administration.
- d. In the case of a short absence of one to two days due to sudden illness or emergency, the faculty member should inform his/her chair of department, as well as the faculty secretary and make arrangements for make-up sessions upon return (Appendix 13: Faculty Absence Form).

I. Sabbatical or Study Leave

1. A sabbatical leave of absence is the most fruitful means that any University has for improving teaching proficiency, developing scholarly competence and strengthening the academic program. HU and the individual faculty member have the common responsibility of striving to achieve these objectives of a productive program of leaves.
2. Members of the faculty who have ten or more consecutive years of full-time service to HU are eligible to apply for leave.
3. The leave is to be used for generally acceptable purposes of professional advancement, such as research (please refer to the Research Handbook for details), further study, writing and educational travel. Interim leaves to take other positions do not qualify within the spirit of this program.
4. Either one or two semesters of leave may be taken by eligible faculty members. For a two-semester leave, the faculty member will receive 50% of full-base salary. For a single semester he/she will receive 100% of base salary. The amount of salary paid to the faculty member is negotiated within the annual budget for salary designated for each department. HU will continue to pay its share of premiums on indemnity and insurance programs which are in effect, providing the member does likewise.
5. A one semester sabbatical leave is defined as one half of the academic year beginning with the faculty retreat in the Fall and ending with graduation exercises in the Spring. This means that a faculty member granted a one semester sabbatical shall teach a minimum of four courses during the year and handle the normal counseling and committee assignments of that said semester.
6. The faculty member on sabbatical leave will return to HU for at least one full year or semester of service following the leave depending on the duration of the sabbatical period. (Appendix 14: Guidelines for Application for Sabbatical Leave with Full or Half Pay; Appendix 15: Application for Sabbatical Leave with Full or Half Pay).

II. Leaves of Absence Without Pay

1. A full-time faculty member may apply for leave of absence without pay. (Appendix 16: Request for Full-time Leave of Absence without Pay)
2. A leave without pay may be granted for either one or two semesters. Under no circumstances will a leave be granted for more than one year or for more than a total of one year during any seven year period.
3. A leave without pay will only be granted under the following conditions:

- a. The purpose of the leave will benefit HU as well as the faculty member or is for exceptional personal needs.
 - b. A replacement acceptable to both the Department and the University can be found.
 - c. The faculty member is clearly committed to returning to HU for at least one full year of service following the leave.
- 4. In a leave without pay, the faculty member at his/her own expense may continue the Health Insurance Policy.
- 5. There are two types of leaves without pay, personal leaves and leaves for professional growth. Professional growth is defined as a leave to study and/or conduct research. It may, in some cases, include a leave to accept an assignment in the faculty member's field of expertise if that assignment is approved in advance by the Dean and President.
 - a. A faculty member who is granted a leave for professional growth will be considered to have a link with HU under the following provisions:
 - i. Salary raises will accrue to the faculty member during his/her absence.
 - ii. A one or two semester leave of absence will be applied to the required time for a faculty member to be eligible for promotion.
 - b. A faculty member who takes a leave for personal reasons will receive credit on the salary schedule for the period of the leave but will not receive credit toward the years required for promotion and will not be indemnified for that particular year.

III. Partial Leaves of Absence

A regular full-time faculty member may petition for a partial leave of absence for an academic year. (Appendix 17: Request for Partial Leave of Absence with Partial Pay) If the leave is granted, the faculty member shall:

1. Be paid for the teaching assignment during the period of the leave on the basis of the corresponding percentage of his/her full-time salary.
2. Continue to hold full-time faculty status.
3. Be expected to carry a proportional share of counseling and committee assignments.

Additionally, during a partial leave of absence, the University shall continue to fully support the faculty member for health insurance and child education. The University's contribution to the faculty member's indemnity for the year will be in proportion to teaching done. For example, if the faculty member teaches a 75% load, the University will contribute 75% of the year's indemnity. The faculty member has the option of paying the other 25% him/herself.

IV. Absences Due to Sickness

1. **Sick leave for full-time faculty** is accumulated on the basis of one day per month worked (ten days in an academic year) and may be accumulated up to a maximum of 60 days. Sick leave enables the faculty member who is absent for reasons of health or disability to receive regular salary during the absence.
2. **A full-time faculty member may be granted a medical leave of absence** for a period of up to one calendar year if there is good and sufficient reason. Medical leaves are normally granted upon termination of sick leave benefits. No salary payments are normally made nor accumulated during this leave period. The contract is suspended and no benefits will accrue. During a medical leave of absence, the HU contribution to group insurance will be continued as long as the faculty member contributes his/her share. (Appendix 18: Absence Due to Sickness with and without Pay)
3. **Pregnancy according to Lebanese Labor law No.207 dated May 26, 2000 (Amended in 2014)**
 - a. Women employees in all categories provided for in the Labor law have the right to a maternity leave of ten weeks comprising the period preceding and following delivery. For this purpose, they must produce a medical certificate indicating the expected date of delivery.
 - b. Women shall be entitled to full pay during their maternity leave.
 - c. Women who benefited from the seven-week maternity leave with full pay shall be entitled to receive pay for the normal annual leave they take during the same year.

- d. The law prohibits the termination of a woman's employment or the addressing of a notice of termination to a woman during maternity leave unless it is proven that she has worked elsewhere during said period.
4. **No notice of termination may be addressed to:**
- a. A pregnant woman.
 - b. A woman who is on maternity leave.
 - c. A faculty member during his/her normal vacations or during his/her medical leaves.
- However, these restrictions would not apply if the faculty member is employed elsewhere during said period.
- If a faculty member is absent and fails to submit the "Faculty Absence Form" (Appendix 13) to her or his Dean, this negligence will result in automatic deduction from the salary of the individual concerned before the end of the semester.

FRINGE BENEFITS

Medical Insurance

The University carries a complete medical insurance plan which is open to full-time faculty on a voluntary basis. The University must be informed before September 1st of the faculty member's intention to join or to abstain from the plan. The University pays 100% of the premium due.

Educational Allowances

The University shall pay to its full-time faculty a child education allowance (not including other fees) to assist in the school tuition fees of up to three children (minimum age 4 or KG1 equivalent) attending regular primary, intermediate and secondary schools in Lebanon for a maximum of 14 years. Full-time faculty members or their spouses and their children may enroll at HU, if eligible, during the regular semesters on full-tuition scholarships. (This does not include application or other assessed fees). HU has no fund allocations for family members attending other institutions of higher learning.

Full-time faculty are under a strict moral obligation to report all tuition reimbursed to them by other sources, e.g. educational allowances earned by spouses working in other institutions. Omitting to report such allowances, if proven intentional, will subject the faculty member to disciplinary actions.

Faculty members who reach retirement while teaching at HU and who have rendered a minimum of 10 years of service to the University shall receive total subsidy on the tuition fees (administrative fees are not included) to have their children enroll at HU. This rule shall apply only to undergraduate studies.

The Educational Allowance benefit does not apply when full-time faculty members' children or their spouse are repeating a class or a course.

Research & Development

In order to encourage faculty research and development, the University has allocated a certain amount of money in its annual budget. Money for research will be distributed by the Review Research Board, and money for conferences will be distributed by the Deans. Those that are interested may apply by submitting a request. For details see "The Right to Academic Development", pp. 48-49.

TERMINATION WITH CAUSE

The separation of a faculty member always requires changes within the institution and may even entail major adjustments on the part of colleagues, the administration and the students. Therefore, termination of appointment is always done without haste, with dignity and according to established procedures, whether it is initiated by the faculty member, by HU or because of the unavoidable process of age, health or personal reasons.

I. Termination of Appointment by a Faculty Member

- a. HU communicates the decision to issue a full time faculty contract to all probationary and full time faculty members before the end of the month of December.
- b. A faculty member may terminate his/her appointment effective the end of an academic year, provided that sufficient notice is given in writing and submitted to the Dean. A faculty member should not resign from a position at HU to accept other employment later than March 1st. It is desirable that faculty members who have been approached for another position inform HU when such negotiations are in progress.
- c. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity.
- d. All faculty members have the responsibility of giving prompt notice to the Dean when a binding agreement has been made to accept an appointment elsewhere. Failure to do so may result in loss of indemnity payment entitlement.

II. Termination of Appointment for Medical Reasons

- a. In the event that HU finds it necessary to request termination of appointment for medical reasons before the end of the term of appointment, provided that the medical reasons incapacitate the faculty member so he/she cannot perform his/her duties, the decision will be based on clear and convincing medical evidence. It is necessary, however, that the faculty member agrees to have medical evidence revealed.
- b. Every effort is made to involve the individual faculty member in the decision-making process, which includes personal consultation, evaluation procedures, the opinion of the Department Chair and a recommendation from the Dean.
- c. In any case, the decision for termination or for alternative positions must be made on medical evidence. Otherwise, the termination would be for the reason of professional incompetence.

III. Termination of Appointment by Retirement

- a. HU has established the normal retirement age of 65. The normal retirement date for members of the faculty is August 31st of the academic year in which they reach their 65th birthday.
- b. Retired faculty may be rehired with the approval of the President upon the recommendation of the Dean, on an annual basis (part-time or full-time) if so desired by both parties, based on a Post Retirement Contract. The faculty member rehired as a full-timer must be given 6 months' written notice of termination.
- c. Retirement is mandatory on August 31st of the academic year in which the retired faculty member reaches age 70.
- d. Circumstances that seem to justify retirement before the base retirement age or to necessitate disassociation from HU for reasons of disability should be considered in the same manner as termination for medical reasons.

IV. Termination of Appointment by Dismissal

- a. A necessary pre-condition for a strong faculty is its concern for its own membership, which is reflected both in appointment and in separation.
- b. Termination of appointment by dismissal, unlike non-reappointment, means the dismissal of a probationary faculty member before the end of the term of the faculty member's contract. The termination of appointment by dismissal must be for adequate cause and given in a written notification. Adequate cause refers especially to demonstrated incompetence or dishonesty in teaching or research, substantial and harmful neglect of duty and personal conduct which substantially impairs the individual's capacity to fulfill his/her responsibilities.
- c. The general areas considered to be adequate cause:
 1. **Moral Delinquency:**
 - i. An unacceptable standard of behavior that is condemned in public and in the academic community.
 - ii. Professional Incompetence: Professional incompetence is defined as continuous recurrence of incompetence on the part of a faculty member in relation to students, other colleagues, or the HU community; substantial and manifest neglect of responsibilities may be adequate cause.
 - iii. Deceptions about qualification, credentials or status.

- iv. Original appointment or subsequent promotions based on deceptive information.
- 2. **In Relation to HU:**
Incitement to violence, destruction of property, exploitation of University resources for personal monetary gain.
- 3. **In Relation to Community.**
Conviction for a criminal act which demonstrates unfitness to belong to the academic community.
- d. The burden of proof in establishing cause for dismissal rests upon HU.

HONORARY STATUS AND DEGREES

1. **Emeritus Status**

- a. An Emeritus classification may be used to recognize professors who have retired from full-time service at HU after having served an extended period of years with distinction.
- b. Any professor employed at HU may be considered for Emeritus status after twelve years of Full Professor satisfactory service to HU. Emeritus status is granted only upon retirement, and the person is given the title of Professor Emeritus.
- c. Emeriti personnel are entitled to all social privileges of the faculty except for compensation or fringe benefits. They are invited to participate in academic processions, and they may attend faculty meetings without a vote.

2. **Honorary Degrees**

- a. It is the intention of HU in conferring honorary degrees to recognize publicly the record of achievement of selected persons whose standing in society and record of service are meritorious and, at the same time, to bring honor to HU when a recipient accepts the honorary degree offered to him/her. The desired aim is to have reciprocity of honor.
- b. Care shall be taken in the selection of candidates upon whom honorary degrees are to be conferred so that only those who have truly distinctive achievements shall be considered.
- c. Candidates should be those whose achievement and record of service are in keeping with the ideals of HU.
- d. In considering nominees for an Honorary Doctorate the Board of Trustees will consider questions such as the following:
 - i. Has the person demonstrated the highest quality of leadership and service for a major portion of his/her lifetime in the field for which he/she will be recognized?
 - ii. Has the nominee, as a minimum, spent no less energy, time or devotion on his/her endeavor than that which is required for a similar course-based degree?
 - iii. Has the state of the art in the nominee's field been advanced by his/her effort?
 - iv. Has the body of knowledge in the nominee's field been increased by the nominee's work?
 - v. Is the nominee a recognized leader and/or authority in his/her field?
- e. An Honorary degree shall not be awarded on a quid pro quo basis (i.e. solely on the basis of a donation of any kind or amount, or for the purpose of publicity for either the recipient or HU.)
- f. No Baccalaureate, Master, or Doctorate of Philosophy degrees shall be conferred. The Honorary degrees shall be those that are commonly recognized such as D.D., L.L.D., L.H.D., etc.
- g. Only in exceptional cases, and then only upon the recommendation of the President and the Executive Committee of the Board, shall Honorary degrees be conferred in absentia.
- h. No honorary degrees shall be conferred upon full time or part time faculty members in the employment of the University.
- i. Honorary doctorates cannot be used for promotional purposes.

SANCTIONS AT HAIGAZIAN UNIVERSITY

It is one of the responsibilities of HU to maintain standards in teaching proficiency, professional scholarship, and the reputation of HU. The right to discipline and sanction faculty members is derived from the responsibility to maintain these standards.

There are types of unacceptable conduct which may justify the imposition of sanctions.

1. Types of Unacceptable Conduct Would Include the Following:

- a. **In Relation to Students:** frequent failure to meet classes; inability to maintain a proper learning environment in the classroom; discrimination against a student for reasons of race, color, religion, sex, sexual orientation, ideology, ethnic origin, pregnancy-related status, marital status, age or physical disability; use of physical force.
- b. **In Relation to the Academic Community:** intentional misappropriation of writings, such as copyright and intellectual property and the research of others; discrimination against faculty for reasons of race, color, sex, sexual orientation, ideology, ethnic origin, pregnancy-related status, marital status, age, religion or physical disability; use of physical force.
- c. **In Relation to HU:** incitement to violence, destruction of property, inappropriate use of University resources and/or position for personal monetary gain, deception in personnel decisions.
- d. **In Relation to the Community:** commission of a criminal act which demonstrates the faculty member is unfit to belong to the professional community.

2. Types of Sanctions Which May Be Imposed on a Member of the Faculty Are:

- a. **Verbal sanctions:** Spoken warning in response to a specific complaint or action.
- b. **Written censure:** This is a formal expression of institutional rebuke.
- c. **Suspension:** This is disablement of a faculty member for some stated period of time without pay.
- d. **Dismissal:** This is the most severe sanction.

SUBSTANCE ABUSE

The following rules are applied in an effort to:

- a. Establish and maintain a safe, healthy working environment for all faculty members.
- b. Ensure the reputation of the University and its faculty members within the community at large.
- c. Reduce the number of accidental injuries to person or property.
- d. Provide referral assistance to any faculty member who seeks such help.

Faculty members are prohibited from being under the influence of alcohol or illegal drugs during working hours.

The unlawful manufacture, distribution, dispensation, sale, possession, transfer, purchase or use of illegal drugs on University property or while performing University business is strictly prohibited. Such action will be reported to appropriate law enforcement officials and is cause for termination.

Any employee who is convicted of any criminal drug statute violation occurring in the workplace must report that fact to the President's Office within 5 days of the conviction.

No prescription drug will be brought onto University premises by any person other than the one for whom it is prescribed. Such drugs will be used only in the manner, combination and quantity prescribed.

No alcoholic beverage will be brought to or consumed on University premises. Any employee whose abuse of alcohol or illegal or prescription drugs results in excessive absenteeism or tardiness or is the cause of accidents or poor work will be referred to an employee assistance program for rehabilitation and will face termination if he/she rejects that program.

For purposes of this rule, an alcoholic beverage is any beverage that may be legally sold and consumed and has an alcoholic content in excess of 3% by volume.

For purposes of this rule a drug is any substance other than alcohol capable of altering an individual's mood, perception, pain level or judgment. A prescribed drug is any substance prescribed for individual consumption by a licensed medical practitioner. An illegal drug is any drug or controlled substance the sale or consumption of which is illegal.

RIGHTS AND RESPONSIBILITIES OF THE FACULTY

1. Professional Responsibilities of the Faculty

The faculty of Haigazian University (HU) recognizes that membership in the academic Profession and the University community carries with it special responsibilities and rights. The relationship of the faculty member to the academic profession, to students, to faculty colleagues and to the University and community at large has a profound impact on HU as an institution of higher learning.

The following professional standards serve as a reminder of the variety of responsibilities assumed by a member of the HU faculty. In turn, these professional standards become the basis of personal and faculty evaluation for appointment, reappointment and promotion at HU.

a. In relation to Students

As a teacher, the Faculty member's responsibility is for the academic and personal development of each student. The instructor provides a class situation which encourages a free pursuit of learning, fosters individuality and cooperation as well as creativity and protects academic freedom. High standards of scholarship and intellectual honesty must be maintained. The evaluation of students' progress is based on performance as outlined in course syllabi. Respect for each student is demonstrated within and outside the class period. Academic advising is an important part of faculty duties.

Some particular responsibilities of teachers are:

- i. To maintain a classroom or laboratory situation conducive to learning. If a student's behavior is so disruptive that the class or laboratory cannot continue, this infringes on the other students' right to learn. The instructor may ask the disruptive student to leave the room.
- ii. To provide students with a sufficient proportion of their course grades before the deadline for withdrawal from courses so that students can make an informed decision about withdrawing. A sufficient proportion usually means at least 50% of the final grade except when the course is based on a project due at the end of the semester.
- iii. To make any changes to the distribution of course grades, as presented at the beginning of the semester, in favor of the students.
- iv. To retain students' final exams for one year. Students have the right to see their corrected tests and exams.

b. In relation to the Academic Profession

As a member of the academic profession, the faculty member's primary responsibilities are to develop scholarly competence in his/her discipline and to seek and state the truth as it becomes evident. Continued intellectual growth involves awareness of the frontiers of his/her discipline through personal study, research (please refer to the Research Handbook for details) and relationships with others in the profession. Intellectual honesty is a prime concern. It is expected that full-time faculty members at HU owe their first loyalty to HU and will devote their time and energies to maintaining high academic standards in their classes, providing adequate counseling, participating in appropriate university-related professional activities and contributing through faculty meetings and committee assignments to the governance of the institution.

c. In relation to Colleagues

As a colleague, the faculty member is expected to respect opinions of colleagues that differ from his/her own, defend the free inquiry of associates and strive to be objective in personal and professional judgment of colleagues. The faculty member shares responsibility for the growth of HU and the development of scholarship and accepts membership on various committees and councils as part of his/her regular duties.

d. In relation to HU

As a member of HU, the faculty member is aware of the policies established by the administration and is committed to functioning within these policies. Each instructor or professor participates responsibly in the governance of HU, shares responsibility for both the academic reputation and the financial viability of HU and follows necessary procedures. All classes are considered an educational trust and nothing should be done to compromise the educational standards of HU.

e. In relation to the Community at large

As a member of the larger community, the faculty member has the responsibilities of any citizen. However, as a member of the academic profession, the faculty member has the added responsibility of promoting conditions for free inquiry. As a teacher he/she has the added concern of participation in social activities and of encouraging students to participate too. The amount and character of work undertaken beyond HU is determined with due regard to HU responsibilities. In speaking as a private person, the faculty member makes an effort to avoid the impression that what is said or done represents HU. Academic freedom should not be utilized to infringe on the religious or moral values of the Armenian community or traditional Lebanese moral values.

2. Professional Rights of the Faculty

HU is an institution of higher learning and has the responsibility of assuring the faculty of certain rights:

a. The Right to Academic Freedom

This includes the right to free inquiry and the free exchange of ideas as well as the right to present controversial material relevant to a course of study, subject to the right of students to learn and the right of HU to expect professional conduct within the prevalent cultural mores. With this right comes the enjoyment of constitutionally protected freedom of expression.

b. The Right to Participate in the Governance of HU

This includes the right and the responsibility to participate in the governance of HU. Through the Faculty Assembly and the various councils and committees all members are expected to participate in the governance of HU.

c. The Right to Fair Personnel Policies and Procedures

In matters of appointment, reappointment, promotion, sanction and dismissal, judgments are to be made on the basis of professional qualifications and professional conduct. The following policies and procedures are meant both to protect the rights of the faculty member and to protect the rights of HU to develop a positive learning environment.

d. The Right to Academic Development

The faculty member has the right to pursue educational and research activities which enhance his/her continued progress in his/her areas of specialization. The institution has the responsibility to support this effort within its means.

Faculty who are expected to undertake research as part of their contract with the University submit their research proposals to a research committee appointed by the president. Faculty are encouraged to apply for external funding for research with the support of the University.

Requests for support of research are made using the form 'Request for Support of Research' (Appendix 19). The faculty member submits the form to his/her departmental chair, who adds his/her recommendation then submits the form to the Dean. If the Dean approves, he/she sends the form to the University Research Board, which meets twice a year in September and February. (See also Appendix 20: Guidelines for Request for Research Support.)

Faculty members who wish to devote more time to research or creative work may be eligible for Teaching Release Time (TRT). TRT applicants will be selected on the basis of the potential impact and feasibility of the planned work, with particular attention paid to how the release time will assist in the recipient's scholarly career. For details and procedures see 'Guidelines for Teaching Release Time' (Appendix 21) and 'Application for Teaching Release Time' (Appendix 22).

Active participation in conferences also promotes professional development. At the same time faculty have a responsibility to the students they teach, so there is a limit to the number of contact hours a faculty member may be absent for conferences. Therefore, during one semester a member of faculty may attend no more than one international conference and the maximum number of teaching contact hours lost to conferences must not exceed the number of contact hours the faculty member teaches in one week.

Requests for funding to attend a conference are made using the form 'Request for Conference Grant' (Appendix 23). The faculty member submits the form to his/her departmental chair, who adds his/her recommendation then submits the form to the Dean. Final approval and allocation of funds are at the discretion of the Dean. Funding also depends on budget considerations. (See also Appendix 24: Guidelines for Request for Conference Grant.)

e. The Right to Privacy

Faculty have the right to privacy. Unacceptable actions are:

- Intrusion into a faculty member's private affairs where there is a reasonable expectation of privacy and others would agree that the intrusion is highly offensive.
- Public disclosure of private facts that would be highly offensive to a reasonable person, and the subject matter was not of legitimate public concern.
- Placing a faculty member in a false light by publicizing a matter in his/her private life, when the matter publicized would be highly offensive to the reasonable person, and when the actor had knowledge of or acted in reckless disregard concerning the falsity of the matter.
- Appropriation of a faculty member's name or image by another for that other's benefit or purposes.

f. Intellectual Property Rights

Intellectual property includes both intangible and tangible property which is the result of creativity and innovation. According to the World Intellectual Property Organization, "Intellectual Property' means inventions, technologies, developments, improvements, materials, compounds, processes and all other research results and tangible research properties, including software and other copyrighted works." Also included are copyrightable subject matter and works of art.

Copyright: According to American copyright law (U.S Copyright Act of 1976 and its amendments), "...copyright subsists in 'original works of authorship' which have been fixed in any tangible medium of expression from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device. These works include:

- Literary works such as books, journal articles, poems, manuals, memoranda, tests, computer programs, instructional material, databases, bibliographies;
- Musical works including any accompanying words;
- Dramatic works, including any accompanying music;
- Pantomimes and choreographic works (if fixed, as in notation or videotape);

- Pictorial, graphic and sculptural works, including photographs, diagrams, sketches and integrated circuit masks;
- Motion pictures and other audiovisual works such as videotapes;
- Sound recordings.

Copyright protection does not extend to any idea, process, concept, discovery or the like, but only to the work in which it may be embodied, illustrated, or explained.” *

The creator of the intellectual property retains the copyright unless the work was commissioned by the University, supported by funds from the University, and made significant use of the University’s resources and personnel. In this case the University owns the copyright.

3. Academic Freedom at HU

1. The Purpose of Academic Freedom

The purpose of academic freedom at HU is to create an atmosphere that is conducive to:

- i. Research into and development of new thought.
- ii. Examination of accepted doctrines.
- iii. Defense of traditional views that have brought about the existing body of knowledge. Academic freedom nourishes an atmosphere in which faculty and students will feel encouraged to be intellectually honest, personally responsible for their own ideas and willing to express those dissenting views that question the teachings of authority or the thinking of the majority.

2. The Responsibility of the Academic Community

The atmosphere of academic freedom can be created only through the absence of deliberate pressures of any kind. It is the responsibility of the academic community:

- i. To protect the rights of those with opposing views.
- ii. To encourage expression of opposing views.
- iii. To provide a forum where opposing views can be expressed and be challenged by the majority. It is the responsibility of a mature academic community to allow opposing opinions to be expressed and challenged as a vehicle for the creation of new thought.

3. Collective Respect for Academic Freedom

Academic freedom provides for the pursuit of truth for the common good of society and is essential to a democratic way of life. Institutions of higher learning are established for the common good of the community. Academic freedom is not designed to further the interest of an individual, faculty member, student, political party or institution. To tamper with this freedom is to contribute to the destruction of the common good. Faculty and students must vigorously defend themselves from any loss of academic freedom.

4. Academic Freedom for the Faculty

- a. The faculty is entitled to full freedom in the classroom, subject to the concomitant right of the students to learn and of HU to expect professional responsibility and quality. It is an infringement of the rights of the students to be indoctrinated or to be imposed upon with material irrelevant to the subject matter and it is an infringement of the rights of HU for the faculty to compromise the academic quality of the course. The right of the faculty is to explore thought and theory and pursue the pre-suppositions and the consequences of personal conviction. The faculty is asked to be aware of local traditions, prejudices and biases as well as the transitional nature of the HU student population, which may include impressionable youths and mature adults.
- b. Faculty are entitled to full freedom of research, subject to adequate performance of other HU duties.
- c. A teacher, as a member of the faculty participating in the governance of the institution, is free to offer critical appraisal of matters related to governance by attempting to effect changes in policies, procedures and regulations through established procedures without fear of recrimination. Inasmuch

as governance affects the academic pursuits of teaching and research, there is freedom at HU for the exchange of the greatest variety of viewpoints. The instructor is free to innovate or to structure new ideas into his/her course of studies, subject to those policy procedures and regulations.

- d. The faculty members are private citizens and are immune from censorship. This freedom, however, is qualified by faculty responsibilities as members of a learned profession and officers of an educational institution. Therefore, in a public forum, members of HU faculty have the responsibility to be accurate and knowledgeable about the topic that is being discussed. They should show respect for the opinions of others and should make every effort to indicate that the opinions expressed are their own and not those of HU.

5. Academic Freedom and Accountability

Freedom is an achievement and is not accomplished spontaneously. It is the fruit of conscious effort and vigilance and is the reward of those who struggle to fulfill their responsibilities. Academic freedom does not exist in isolation. It is related to the academic responsibilities that are assumed by those who join the faculty community. HU is aware of the difficulties inherent in structuring academic accountability. Nevertheless, academic freedom cannot leave a person unaccountable. Therefore, a faculty member is:

- a. Accountable for maintaining standards of intellectual honesty.
- b. Accountable to students, who have a right to learn.
- c. Accountable to his/her colleagues, who also have a right to undertake free inquiry and to expect a contribution of scholarship.
- d. Accountable to HU, which has a right to expect professional quality.

Academic freedom leaves HU free to decide which students to admit, what to teach, how to teach, what academic standards to maintain, what lines of research to pursue and whom to employ as faculty members.

These decisions are based on professional judgments and are not to be determined by external influences.

The decision-making bodies of HU therefore are to be conscious of the values of academic freedom when deciding on curriculum, the hiring of faculty and the designing of programs.

The need for an atmosphere of free inquiry necessitates that changes in curricula, faculty and programs should not be refused only because they are controversial or because they do not conform.

6. Academic Freedom for Students

Students have the right to learn and share academic freedom with the faculty. Students have the right to inquire into all topics that emerge as controversial without having to fear recrimination or persecution. Academic freedom may be violated by an instructor presenting only one interpretation or a single point of view or creating unfair influences. Students who have dissenting points of view have the right to express their opinion. All points of view must be taken seriously and be offered a forum for discussion and challenge.

7. Abuses of Academic Freedom

Academic freedom is concerned with the sphere of thought and not with the sphere of action. It is when action, even the logical consequences of thought, interferes with the academic freedom enjoyed by others that such freedom is violated. Abuse of academic freedom may be the result of administrative intervention or it may be occasioned by faculty or students who dissent and who refuse to be challenged in an open forum. Differences of opinion are expected, respected and discussed in an open forum.

4. Faculty Evaluation Policy

a. *HU Understanding of Faculty Evaluation*

HU seeks to provide and maintain an environment conducive to professional and of personal development for the faculty as well as for the students. It is the responsibility of the HU community to encourage excellence and individuality in teaching performance, professional growth and service to HU. It is the right of all faculty members to expect from each other competence, scholarship and service. Evaluation processes should complement and facilitate the professional growth of each faculty member.

b. *Evaluation as a Shared Responsibility*

HU recognizes the need to formalize assessment of performance and scholarship. Verifiable and accurate data are necessary for objective decision-making in cases of reappointment, promotion and dismissal. HU is also aware of the difficulties inherent in assessing performance in the professions of teaching and scholarship. There is a balance to be found between an assessment that is an instrument for professional development and an assessment that fosters empty conformity, weakens individuality and threatens academic freedom. Guidelines for Faculty Evaluation are given in Appendix 9. See also: Appendix 10: Faculty Evaluation by Chair or Dean; Appendix 25: Guidelines for Collegial Review of Instructor/Course; Appendix 26: Class Observation Form)

c. *The Responsibility of the Faculty Member in Personnel Decisions*

The primary responsibility for assembling and presenting data about performance and professional development rests with the individual faculty member. The means of transmitting this information to appropriate decision makers is an annual documentation of self-evaluation and personal planning, the personal evaluation form. This annual report on professional accomplishment includes a report on teaching performance with personal evaluation and a report on professional development. The presented information may also include realistic goals and plans for the coming year in a way that reflects professional responsibility and creativity. (Appendix 27: Annual Faculty Report: Self Evaluation).

d. *Responsibility of the Faculty Dean*

Primary responsibility for keeping the faculty members informed about their status with HU belongs to the Faculty Dean. The process is intended to assist the faculty members in making known their contributions officially. A candidate cannot be recommended by the Faculty Dean for reappointment or advancement without some form of statement and evaluation by the faculty member. The faculty should recognize, however, that a good report or even a succession of positive reports will not necessarily lead to promotion or retention.

e. *Criteria for Evaluation*

The responsibility for the recommendation of reappointment, promotion, tenure and dismissal belongs to the Faculty Dean who, in conjunction with the Departmental Chair, reviews and evaluates the status of each member of the faculty at the time of recommendation. For promotion, the Dean and the Chair review all the documentation necessary to make an adequate recommendation to the President. For this purpose certain criteria are established. If the promotion is for the Department Chair, the Dean in conjunction with the other Departmental Chair conducts the review process.

Criteria must be used with reasonable flexibility, balancing strengths and weaknesses and allowing for individuality while not losing sight of the need for good quality service. The long-term vitality and durability of HU will be directly related to how HU succeeds in evaluating its faculty in a way that is an invitation to continual development. (Appendix 9: Guidelines for Faculty Evaluation; Appendix 10: Faculty Evaluation by Chair or Dean; Appendix 25: Guidelines for Collegial Review of Instructor/Course; Appendix 26: Class Observation Form)

f. Evaluation of Deans and Chairpersons

Assessment of the Deans and Chairpersons also needs to be evidence-based. Thus, their performance is evaluated by those with whom they work. Among the sources of evaluation are the following Appendix 28: Evaluation of Dean by President; Appendix 29: Dean's Self Evaluation; Appendix 30: Evaluation of Dean by Faculty; Appendix 31: Evaluation of Chairperson by Dean; Appendix 32 Evaluation of Chairperson by Faculty.

5. Due Process in Relation to Personnel Decisions

a. The Need for Due Process

Due process is a legal term that is concerned with the protection of the fundamental rights of all parties in a dispute. These are the rights of the faculty member as well as the rights of the institution. HU does not rule out the possibility of making mistakes in its decision-making process. HU has incorporated due process into its administrative procedure for the protection of the individual as well as HU.

b. A Principle of Justice

Due process applies not only to a fair system of procedures but also to the validity of reasons given for decisions that are made within an institution. It is simply a principle of justice that each individual be protected from arbitrary decisions and from the possible mistakes that occur in institutional decision making. It is also a simple principle of justice that no one be deprived of rights without adequate justification that, when necessary, can be explained in a public forum. On the other hand, it is a principle of justice that the reputation of HU be protected on those occasions when allegedly unjust decisions are published in a public forum. This justice for the individual and for HU is the work of due process.

c. Structures of Due Process

Due process at HU has a two-fold structure:

- I. A set of policies and procedures for personnel decision-making that are promulgated and that are designed to remove suspicions or arbitrariness in procedures and in substance.
- II. An opportunity to appeal a decision in a manner that engages the evaluating services of an appeal board of the Faculty Personnel Committee which reviews the procedures and the content of the decision. If the plaintiff is not satisfied, he/she can appeal to the Cabinet.

6. Sexual and Racial Harassment

HU is committed to establishing an environment free of harassment for students, faculty and staff as well as outsiders visiting or dealing with the University. Consequently, sexual or racial harassment of HU students, employees, visitors and/or contractors is unacceptable and will not be tolerated. Harassment means engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome. Sexual Harassment is a deliberate or repeated behavior of a sexual nature that is not welcome. Sexual Harassment is defined by its impact on the victim, not by the intent or lack of intent of the harasser.

No person visiting, dealing with, employed by or attending HU shall behave toward a visitor, contractor, employee or student of the university in any of the ways outlined in a, b, c, d, or e, below, and no person in a position of authority at HU (e.g. management, faculty) shall allow a visitor, contractor, employee, or student to behave toward a visitor, contractor, employee or student of the university whether or not of the same status as him/her in any of the ways outlined below:

- a. Make or threaten to make sexual favors a basis for the use of one's status or position to bring about decisions or assessments affecting a visitor's, contractor's, employee's or student's welfare.
- b. Agree to or offer to trade sexual favors for the use of one's status or position to bring about favorable decisions or assessments affecting a visitor's, contractor's, employee's or students' welfare.
- c. Make sexual advances, requests for sexual favors, or physical contacts commonly understood to be of a sexual nature if:

- i. The conduct is unwanted by the person(s) to whom it is directed.
 - ii. The actor knew or a reasonable person could clearly have understood that the conduct was unwanted.
- d. Repeatedly address or direct sexual gestures or sexually, ethnic or racially explicit comments, or gender- or race-related epithets concerning a specific person(s) to a visitor(s), contractor(s), employee(s), or student(s) if the gestures, comments, or epithets:
 - i. Are commonly considered by persons of a particular sex, sexual preference or race to be demeaning to that sex, sexual preference, ethnicity or race.
 - ii. Either:
 - The conduct is unwanted by the person(s) to whom it is directed.
 - The actor knew or a reasonable person could clearly have understood that the conduct was unwanted.
- e. Display visual materials, alter visual materials displayed by others or make statements if:
 - i. Such displays, alterations or statements are commonly considered by persons of a particular race, ethnicity, sex or sexual preference to be demeaning to members of that group
 - ii. The person making the display, altercation or statement had previously been asked not to engage in such conduct or conduct of substantially the same kind.
 - iii. The display, altercation or statement either:
 - Seriously interferes with the work or learning of an employee(s) or student(s) or
 - Makes the work or study environment hostile, intimidating or demeaning to persons of a particular race, ethnicity, sex or sexual preference.

7. Instructional Setting and Expressive Behavior

A faculty member's expressive behavior in an instructional setting shall be governed by the following definitions and rules:

a. Definitions for purposes:

- i. An "instructional setting" is a situation in which a member of the faculty is communicating with a student(s). These situations include, but are not limited to, such communication in a classroom, in a laboratory, during a field trip and in a faculty member's office.
- ii. "Expressive behavior" is conduct in an instructional setting through which a faculty member seeks to communicate with students. It includes, but is not limited to, the use of visual materials, oral or written statements and assignments of a visual or written nature.

b. Protected Expressive Behavior:

- i. A faculty member's selection of instructional materials is protected unless the Dean finds that the faculty member's claim that the materials are germane to the subject of the course is clearly unreasonable.
- ii. If a faculty member claims that the expressive behavior constituted an opinion or statement germane to the subject matter of the course in which the behavior occurred, the behavior shall not be a basis for adverse action unless the Dean finds that the faculty member's claim is clearly unreasonable. Expressive behavior described in (c.ii) below shall not be considered an opinion or statement germane to the subject matter of the course.
- iii. A faculty member's choice of techniques to accomplish an educational objective is protected unless the Dean finds clearly unreasonable the faculty member's claim that the objective cannot be accomplished as effectively by techniques less likely to cause harm of the kind described in (c.i) below. If a technique falls within the prohibition of (c.ii) below, the faculty member's claim shall be found to be clearly unreasonable.

c. Unprotected Expressive Behavior

- i. A faculty member's expressive behavior in an instructional setting may be basis for sanctions if any claims that the behavior is protected under subsections b.i, b.ii, have been rejected, and:

- i. The behavior is commonly considered by persons of a particular sex, sexual preference, ethnicity or race to be demeaning to members of that group.
 - ii. The person engaging in such conduct has previously been asked to not engage in such conduct or conduct of substantially the same kind
 - ii. The conduct either:
 - i. Seriously interferes with the academic work of a student(s) in the course or
 - ii. Makes the instructional setting hostile, intimidating, or demeaning to students of a particular sex, sexual preference, ethnicity or race.
- d. In addition, a faculty member is subject to sanctions if:**
- In addressing a student(s) in an instructional setting, he or she repeatedly uses sexual gestures, sexually or ethically or racially explicit comments or gender or race related epithets to refer to a student(s) in the course and if the gestures, comments or epithets:
- a. Are commonly considered by people of a specific sex, sexual preference, ethnic, or race to be demeaning to that sex, sexual preference, certain ethnic background or race.
 - b. Either:
 - ii. Seriously interferes with the learning or other academic performance of the student(s) to whom the faculty member referred or
 - iii. Makes the instructional setting hostile or intimidating or demeaning to persons of that sex, sexual preference, particular ethnicity or race.
- e. The University strongly discourages and disapproves of amorous relationships between any teacher, any manager, or any student advisor of the institution and any student or employee for whom he or she has or may have professional responsibility.**

Such relationships have the effect of undermining the atmosphere of trust on which the educational or work process depends. Implicit in the idea of professionalism is the recognition by those in positions of authority that in their relationships with students or subordinates there is always an element of power. It is incumbent on those with authority not to abuse, or seem to abuse, the power with which they are entrusted.

Those who teach, supervise or advise are cautioned that any romantic relationship with a student or employee makes them liable for formal action if a complaint is initiated by that student or employee or by a third party who feels negatively affected by that relationship.

Even when both parties have consented to the development of such a relationship, it is the teacher, supervisor or advisor who, by virtue of his or her special responsibility, will be held accountable.

In a personal relationship between a teacher/advisor and a student – or between a supervisor and a worker – for whom there is no current professional responsibility, the teacher/advisor or supervisor should be sensitive to the possibility that he or she may unexpectedly be placed in a position of responsibility for the student's or worker's instruction or supervision in the future.

Relationships between teacher/advisor and student, and supervisor and worker, are always fundamentally asymmetric in nature.

The ethical codes for most professional associations forbid professional-client sexual relationships. The teacher-student relationship is synonymous to the professional-client relationship.

The respect and trust accorded a teacher/advisor by a student, as well as the power exercised by the teacher/advisor in giving praise or blame, grades, recommendations for further study and future employment greatly diminish the student's actual freedom of choice.

A teacher/advisor who enters into a sexual relationship with a student, or a supervisor who does so with an employee, must realize that if a charge of sexual harassment is subsequently lodged it will be exceedingly difficult to prove immunity on grounds of mutual consent.

Personnel Procedures – Faculty Section

Section: HR-FAC/ FACULTY APPOINTMENTS

Procedure Number: 01

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Responsible Office: Human Resources

The recruitment of a faculty at HU shall take place in accordance with the following procedure:

A. FULL-TIME FACULTY APPOINTMENTS

Article A.1

The selection process for appointment to the faculty is the responsibility of the Dean with the final approval of the President.

Article A.2

When a position opening in the faculty is identified, the Department Chair will submit to the Dean:

- a. A statement of need with justifying reasons.
- b. A definition of qualifications.
- c. A timetable for recruitment.

Article A.3

When it is confirmed that there will be a full-time vacancy, the President notifies the Board of Trustees and obtains approval to fill the position. An announcement is made and a position description is posted by the office of the President. It is posted on the University website and in other scholarly resources. Postings about positions instruct applicants to send their curriculum vitae to the Dean (arts.sciences@haigazian.edu.lb or business.economics@haigazian.edu.lb) and to the HR office (HR@haigazian.edu.lb). The Dean of Arts and Sciences forwards the CVs to the relevant Chair. The HR office keeps the CVs on file; it is not further involved in the selection process.

Article A.4

The Dean, in cooperation with the Departmental Chair, will establish and chair a Selection Committee. The Committee is normally composed of the Departmental Chair and two faculty members. The Dean, in consultation with the President, invites faculty from other departments. In exceptional cases an outsider from the appropriate academic field may be invited.

The Dean will collect the applications with supporting materials and present them to the Selection Committee which will choose the top three candidates. If the committee selects a candidate from a pool smaller than 3, it has to justify its decision in writing.

Article A.5

The Selection Committee interviews the three candidates and may ask each for a second interview. The Selection Committee agrees on one candidate.

Article A.6

When the Selection Committee has agreed upon a candidate the Dean may wish to interview the candidate again prior to recommending his/her appointment. If the first choice is not accepted by the Dean, an alternative from the top three candidates will be suggested. The final recommendation of a candidate to the President is the responsibility of the Dean.

Article A.7

The President has the power of veto. If the candidate is rejected, the burden of responsibility lies with the President to give cause in writing and request further research.

Article A.8

The President keeps the Executive Committee of the Board of Trustees informed of the search progress.

Article A.9

The office of the President will make the announcement of employment in writing and will inform the unsuccessful candidates after the approval of the Board of Trustees.

Article A.10

Initial appointments of full-time faculty members are generally made for a period that depends on prior experience. First renewal of such an appointment may also be for one year, but a subsequent appointment will be for a longer period.

B. PART-TIME FACULTY APPOINTMENTS

Article B.1

The selection process for the appointment of part-time faculty is the responsibility of the Departmental Chair and is identical to the procedure that governs the hiring of full-time faculty.

Article B.2

After the approval of the budget by the Board of Trustees, the number of part-time faculty for a particular semester is determined. Recommendations for appointment are made to the Dean by the Departmental Chair or Coordinator. Once part-time faculty members are chosen, the Deans present the entire list of part-timers to the President for approval.

Article B.3

Efforts are made to provide part-time faculty an office with a desktop for advising services.

Article B.4

It is the responsibility of the Dean and the Departmental Chair to establish a system of evaluation of the part-time faculty members so that the accumulation of information might assist HU in making informed decisions for renewal or non-renewal of part-time contracts of a particular instructor.

Article B.5

The Dean completes the file on the individual faculty member, reviews the information and makes a recommendation to the President. The file will include:

- a. An up-to-date resume, including a description of the relationship of the faculty member with HU as well as the most recent evaluations by HU.
- b. A report and evaluation by the Departmental Chair as well as a letter of recommendation or non-recommendation. (Appendix 33: Letter of Reappointment/Non-reappointment of Faculty by Departmental Chairperson)
- c. An evaluation by the Dean as well as a letter of recommendation. (Appendix 34: Dean's Recommendation for Reappointment/Non-reappointment of Faculty)
- d. Student evaluations of the faculty member.
- e. Evaluation reports from faculty colleagues.

Article B.6

The Department Chair submits a report at the conclusion of each semester to the Dean regarding part-time faculty who fall below acceptable academic standards.

Article B.7

Grievances on the part of part-time faculty members are handled by the same committees and procedures as for full-time faculty members.

Article B.8

All appointments for teaching in the Summer session/semester are considered as part-time appointments, including those of regular full-time faculty members. The remuneration will be according to the scale in effect during the preceding academic year for part-time faculty.

C. SPECIAL, HONORARY AND TEMPORARY APPOINTMENTS

Article C.1

Adjunct Professor

The academic department initiates the recommendation for bestowal of the title Adjunct Professor on part-time faculty who meet the criteria of the President and the Dean. The recommendation is made to the Dean by the Departmental Chair accompanied by the instructor's file. This file should contain student evaluations, a resume, and a list of courses (including dates) taught at HU. The Dean has the authority to approve or disapprove the recommendation. Decisions by the Dean may be appealed to the President. The title Adjunct Professor is a courtesy and does not affect any other personnel policies such as salary or rehiring rights.

Appointments for Adjunct Professors who meet the requirements of full-time assignments and who teach at least half-time is initiated by the President or the Dean and must receive the approval of the departmental faculty members and written acceptance of the appointment by the individual. Appointments shall be reviewed annually by the parties concerned.

Article C.2

Lecturer

Appointment of a non full-time lecturer may be initiated by the Dean and must receive the approval of the President.

Article C.3

Visiting Lecturer

Appointment is normally initiated by the President or the Dean and is made upon the approval of the academic department involved.

Article C.4

Visiting Professor

Appointment is normally initiated by the academic department and must receive the approval of the Dean and the President. Appointment is reviewed annually.

Article C.5

- a. Notification of all appointments shall be made by the Dean to the HU President, who, after the approval of the Board of Trustees, notifies the person of the appointment and terms of appointment. The President (or his/her delegate) shall have the responsibility of keeping official records of all appointments so they will appear as desired in official publications.
- b. The President shall also have the responsibility of requesting that the Dean review those appointments which are subject to annual review for the purpose of determining retention and/or new appointments. The President will provide the Dean with a list of current appointments in time to make the review.

Section: HR-FAC/ FACULTY REAPPOINTMENTS

Procedure Number: 02

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Responsible Office: Human Resources

A. REAPPOINTMENT

Article A.1

The continuing selection process for developing a quality faculty during the period of service is the responsibility of the Dean. The terms and conditions for reappointment are made by the Dean in consultation with the Departmental Chair. The Dean will direct the procedures for faculty reappointment and faculty evaluation.

Article A.2

The evaluation process of HU requires that the faculty member be informed of his/her standing in HU at least once a year. It is the responsibility of the Dean to keep an updated file on each faculty member in a way that offers data which are adequate for making decisions. The faculty member is given the opportunity to submit whatever material might be helpful to understand his/her contribution to HU.

Article A.3

When considering reappointment, the Departmental Chair:

1. Invites the faculty members who are candidates for reappointment to submit written documents on teaching proficiency, professional growth and service to HU.
2. Gives each faculty member the opportunity to submit any material that might be useful in the reappointment decision.
3. Invites other full-time faculty members in the department and related departments to submit opinions on the candidates.
4. Submits to the Dean a letter of recommendation or non-recommendation that will assist the Dean in his/her recommendation. (Appendix 33: Letter of Reappointment/Non-reappointment of Faculty by Departmental Chairperson)

Article A.4

The evaluation of teaching effectiveness for reappointment, third year review or promotion will be based upon: (Appendix 25: Guidelines for Collegial Review of Instructor/Course)

- a. Classroom visits by the Dean. (Appendix 26: Class Observation Form)
- b. Classroom visits by Peer Review Committee. (Appendix 26: Class Observation Form)
- c. A review of course syllabi and examinations by the Dean and Departmental Chair
- d. Student evaluations. (Appendix 35: Course and Faculty Evaluation; Appendix 36: Lab. Course and Faculty Evaluation)
- e. Evaluations by the Dean and other members of affiliated departments. (Appendix 25: Guidelines for Faculty Evaluation; Appendix 10: Faculty Evaluation by Chair or Dean)
- f. Administrative evaluation of office hours, availability on campus and committee participation.
- g. Self-evaluations. (Appendix 27: Annual Faculty Report: Self Evaluation)

Article A.5

The recommendation of reappointment is made by the Dean based upon the materials presented. (Appendix 34: Dean's Recommendation for Reappointment/Non-reappointment of Faculty)

Article A.6

The Dean submits the recommendation to the President indicating any special terms or conditions. The President may accept or reject the recommendation. If a decision is vetoed, it is the responsibility of the President to give cause in writing.

Article A.7

It is understood that the Dean acts on behalf of the President of HU with whom he/she may confer at any time at the initiative of either party. The President retains the right of veto but must submit in writing the reason to the Cabinet.

B. ANNUAL CONTRACTS

Article B.1

Faculty employment contracts are approved by the Executive Committee of the Board of Trustees upon the recommendation of the President and are issued through the President's Office. They must be signed and returned to the HR Office by the date specified. Contracts are maintained on file with the Human Resources Officer.

Article B.2

The Office of the President, in consultation with the Dean, will notify the faculty members of the terms and conditions of their contract renewals at the end of December. There are four grades of contractual arrangements:

- a. Faculty members who are in their first two years of appointment will have the word "Probation" in their contract.
- b. Contracts for full-time faculty appointees are prepared during the Spring Semester of the year in which their previous contract expires, regardless of the length of the appointment. Adjustments to existing contract-terms are made in a separate letter. Faculty salaries shall fall within a scale established by the Board of Trustees.
- c. Contracts for full-time faculty run from September 1 through August 31, it being understood that teaching obligations under these contracts terminate with the regular academic year. For full-time faculty members the "academic year" is considered as beginning with the Faculty Workshop, usually held some days before the opening of classes, and as concluding with the Commencement exercises. A Summer session/semester contract is a separate agreement and follows the Summer semester pay scale. Departmental Chairs are expected to be available during the registration periods.
- d. Contract salaries are paid in 12 equal installments not later than the last day of each month.
- e. The annual contract offer will normally be issued not later than March 31st and should be signed and returned to the President's Office within two weeks of its issuance. In the case of a contract not returned by April 15, it shall be understood that the faculty member does not intend to continue at the University and a vacancy will be considered to have occurred.

C. SECOND YEAR REVIEW

Article C.1

The Dean submits all gathered documents to the Cabinet, which may also interview the faculty member.

Article C.2

After completing the second year review, the Cabinet will make one of the following recommendations:

- a. The faculty member is removed from probation.
- b. The faculty member may be continued on probation, offered the assistance of a professional assistance committee and reviewed again the following year.
- c. The faculty member is not offered a contract for the following year (non-reappointment).

Article C.3

The Dean submits the recommendation of the Cabinet to the President. The President has the power of veto. If the recommendation is vetoed, it is the responsibility of the President to give cause in writing. (Appendix 34: Dean's Recommendation for Reappointment/Non-reappointment of Faculty)

D. NON-REAPPOINTMENT

Article D.1

The final responsibility for non-reappointment rests with the Board of Trustees upon the recommendation of the President. The Dean shall ensure that an assistance committee is appointed when necessary and shall make the recommendation for non-reappointment. (Appendix 34: Dean's Recommendation for Reappointment/Non-reappointment of Faculty)

Article D.2

A recommendation for non-reappointment of a faculty member may be initiated by the Dean or the Departmental Chair. When considering a possible non-reappointment, the Dean will consult the Departmental Chairs and appropriate faculty members.

Article D.3

When reasons for non-reappointment have been identified, the Dean will assume the responsibility of communicating with the faculty member involved, clarifying as much as possible the kind of deficiency and its effects on the students and/or the academic community.

Article D.4

At any point in the process of deciding on non-reappointment for reasons of professional deficiency or insufficient merit, the Dean, in an effort to validate personal judgment, may consult others within the HU community. Steps are taken to respect the reputation of those involved. In no way, however, may the Dean diffuse the responsibility for the decision since the development of a quality faculty is one of the prime responsibilities of that office.

Article D.5

When the Dean identifies a decreasing enrollment in a particular department, it becomes his/her responsibility to convene the Departmental Chair to highlight the issues and investigate some solutions consistent with the financial condition and the needs of the students. It is the combined responsibility of the Departmental Chair and the Dean to deal with enrollment. Resource personnel may be used as consultants. Solutions are submitted to the Dean and the faculty, who will judge the feasibility of the proposals.

Article D.6

When a recommendation not to renew an appointment has been reached it is announced to the faculty member in writing 8 months prior to the end of the academic year. At this time the faculty member may request that the reasons for non-reappointment be stated in writing. (Appendix 34: Dean's Recommendation for Reappointment/Non-reappointment of Faculty)

E. COLLEGIAL ASSISTANCE PRIOR TO RECOMMENDATION OF NON-REAPPOINTMENT

Article E.1

It is the responsibility of the Departmental Chair and the Dean, when necessary, to work with the faculty member who shows one or more current deficiencies in professional service as discussed in the evaluation process.

Article E.2

If informal remedial efforts by the Dean are not successful, he/she will take the following steps:

- a. He/she will present the faculty member with a written statement outlining the specific problems that need attention.
- b. If the faculty member is in his/her first two years at HU, the Departmental Chair will consult with the Dean. If, in the judgment of both, a recommendation of non-reappointment is in order, the Dean may take this step even though a professional assistance committee has not been appointed. If, however, either the Departmental Chair or the Dean believes that a professional assistance committee could be helpful, then the faculty member must be given that option.
- c. If the faculty member has been at HU for more than two years, the option of a professional assistance committee shall be offered prior to making a decision on reappointment or non-reappointment.
- d. Any faculty member may reject the assistance committee approach and take his/her case directly to the President.

Article E.3

The size of the professional assistance committee may vary with the nature of the case. One member, however, will be selected by the faculty member either from the department or from the general faculty; normally one will be selected from the department by the Chair and one by the Dean. An outside expert may be added by mutual agreement. Any additions will be made by the Departmental Chair after consultation with the Dean. Should the faculty member in question be the Departmental Chair, the Dean will make the appointment(s) normally made by the Departmental Chair.

Article E.4

The professional assistance committee is charged with aiding the faculty member, in a collegial environment, with his/her professional development as related to the problem(s) outlined. The committee should, in consultation with the Departmental Chair and the faculty member, establish the procedure for the case involved. The functions of the committee will be to:

- a. Validate the specific problems in professional services charged. This should include observation and written demonstration of any problems on a recurrent basis.
- b. Counsel the faculty member regarding individual plans relating to correction of problems validated.
- c. Make observations and hold meetings regularly with the faculty member during the correction period to evaluate progress and modify strategies as needed.
- d. Demonstrate time invested and constructive help given to remedy the problem(s).
- e. Summarize actions and findings in a final report to the Dean.
- f. Be available to the Dean, as needed, in case of any hearings on non-reappointment.

Section: HR-FAC/ OUTSIDE ACTIVITIES

Procedure Number: 03

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Responsible Office: Human Resources

A. OUTSIDE ACTIVITIES

Article A.1

No outside employment commitments may be assumed by any faculty member without proper approval of the Dean and the President.

Article A.2

The faculty member shall notify his/her Chair and appropriate Dean prior to the beginning of the academic term or contract period, describing the nature of the outside activity and expected commitment of time. If the proposed employment is approved and concurred with by the Dean, the request is then submitted to the President for final approval and signature. (Appendix 12: Permission for Outside Employment)

Article A.3

The following procedure is valid for only one term of outside employment and is to be repeated with each subsequent request.

Article A.4

The University is not responsible for any accidents, infringements or infractions committed by any faculty member while engaged in employment outside the premises and duties of HU.

Article A.5

A letter from the other institution requesting permission for the course, consulting or other work needs to be delivered by the faculty concerned.

Article A.6

In case of a violation of the agreement for Outside Employment, the Dean writes a warning to the faculty member (Appendix 37: Letter of Reprimand). If the violation is not corrected, this is a breach of contract, and the President is informed by the Dean. The President takes appropriate action.

Section: HR-FAC/ PROMOTIONS
Procedure Number: 04
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Responsible Office: Human Resources

A. PROMOTIONS

Article A.1

The responsibility for recommendation for promotion belongs to the Dean, acting upon the recommendation of the Promotion Committee. Files with recommendations for promotion are submitted to the Board of Trustees by December, and decisions are made at the Spring meeting of the Board.

Article A.2

The Dean has the responsibility of bringing to the Promotion Committee the names of those faculty members eligible for promotion. This does not, however, relieve either the Departmental Chair or the faculty member of the responsibility of notifying the Dean of his/her eligibility.

Article A.3

It is the responsibility of the Dean:

1. To announce to all concerned the ending dates of all current appointments as well as the required procedures and policies for promotion.
2. To be acquainted with the evaluation process of each faculty member in a way that enables the Dean to supply all concerned with sufficient documentation to give promotion decisions adequate consideration.
3. To request a letter of recommendation or non-recommendation from the Departmental Chair for all candidates for promotion. The letter shall include a report that discusses the candidate in the light of the criteria set forth in Appendix 9, Guidelines for Faculty Evaluation, and shall be accompanied by:
 - a. Supporting evidence.
 - b. A review of consultation within the department.
 - c. Any difference of opinion and significant evidence that might support a contrary recommendation.

Article A.4

Each year the faculty member is requested to submit his/her personal evaluation form as described in Appendix 27, Annual Faculty Report: Self Evaluation, which includes a personal evaluation of teaching performance, personal growth and service to HU. This is submitted to the Departmental Chair by no later than the end of January of each year and becomes part of the documentation for promotion decisions.

Article A.5

The report that has been composed by the Departmental Chair is forwarded to the Dean. If the candidate for promotion is the Departmental Chair, then the entire procedure is conducted personally by the Dean.

Article A.6

The Dean then completes the entire file on the candidate for promotion and forwards it to the Promotion Committee for review. The file will include:

- a. An up-to-date biography, including past evaluation by HU.
The personal evaluation form completed by the faculty member. (Appendix 27: Annual Faculty Report: Self Evaluation)

- b. The report and evaluation completed by the Departmental Chair and approved by the Dean. (Appendix 10: Faculty Evaluation by Chair or Dean)
- c. Confidential letters of recommendation/non-recommendation from two faculty colleagues selected by the Dean.
- d. Student evaluations of the faculty member as an advisor. (Appendix 38: Guidelines for Academic Advising of Undergraduate Students, Appendix 39: Guidelines for Academic Advising of Graduate Students, Appendix 40: Procedures for Academic Advisors & Advisees.
- e. The letter of recommendation or non-recommendation by the Departmental Chair.
- f. Student evaluations of the faculty member as an instructor. (Appendix 35: Course and Faculty Evaluation; Appendix 36: Lab. Course and Faculty Evaluation)

Article A.7

Letters to the Promotion Committee for purposes of recommendation/non-recommendation are confidential and are kept on file by the Dean. A faculty member may review his/her file, with the exception of confidential letters written for purposes of recommendation/non-recommendation for second year review, or promotion in the office of the President or in the Dean's office at any time. It is, however, the responsibility of the Dean to inform any faculty member of the contents of such letters upon request. As it is the responsibility of the faculty member to keep the file updated on contributions to HU through annual reports, so it is the right of the faculty member to be reasonably informed on his/her status with HU.

Article A.8

The Promotion Committee will first assess the adequacy of the evidence submitted. If, in the judgment of the Promotion Committee, the evidence presented is insufficient or superficial and is inadequate for a clear recommendation, then it will request amplification. If, according to the obtainable evidence, the candidate fails to meet the required standards for the clauses stated in Appendix 9, Guidelines for Faculty Evaluation, the Promotion Committee will recommend against promotion. If, on the other hand, there is evidence of achievement and sufficient promise of continued growth, the Promotion Committee should state this in its recommendation for promotion.

Article A.9

The deliberations of the Promotion Committee are confidential. Those who have a right to the report of the Committee are the faculty member, the Departmental Chair, the Dean, and the President. The faculty member should be given public recognition for promotion only after the completion of all steps of the procedure.

Article A.10

The Promotion Committee makes the final recommendation. (Appendix 53: Promotion Committee Review and Recommendation Template). The recommendation is forwarded to the President, who is given all documentation on the case. The President has the power of veto. If there is a veto, the burden of responsibility lies with the President, who gives cause in writing.

Article A.11

If the President approves the recommendation, he/she recommends it to the Board of Trustees for final approval.

Article A.12

The Dean informs the faculty member of the final decision on promotion. If an eligible faculty member has not been promoted, he/she may request the reasons in writing and may ask for a review by the Promotion Committee, including a face-to-face meeting.

Section: HR-FAC/ APPEALS

Procedure Number: 05

Date Approved:

Effective Date:

Date Last Revised:

Responsible Office: Human Resources

A. APPEALS OF NON-REAPPOINTMENT BY PROBATIONARY FACULTY

1. Probationary faculty may appeal a decision of non-reappointment to the President. The appeal must be made by the faculty member in writing within three weeks of the date of notification.
2. Within one week of the written appeal the President shall appoint an appeals board. This will consist of three persons from within the Department, the majority of whom shall be full-time faculty members. If the department consists of fewer than three persons, decision to accept or reject an appeal will be at the discretion of the President and the Dean.
3. The appeals board shall hold a hearing and shall report its findings in writing to the President within three weeks of its appointment. The hearing will include the faculty member who is making the appeal, the appropriate Dean and the Departmental Chair.
4. Should the appeals board sustain the decision of the Dean, the faculty member may confer with the President. The President may request that the appeals board reconsider its decision. The Committee submits its recommendation to the President, who makes the final decision.
5. If the final appeals board sustains the decision of the Dean, the decision shall be considered final and that action shall be transmitted in writing by the President to all parties concerned.
6. If the final appeals board does not sustain the Dean's decision, the reasons shall be submitted in writing by the President to the Dean and the Board of Trustees. The decision of the final appeals board is final.

Section: *HR-FAC/ HONORARY STATUS DEGREES*

Procedure Number: *06*

Date Approved:

Effective Date:

Date Last Revised:

Responsible Office: *Human Resources*

HONORARY STATUS DEGREES

A. Emeritus Status

1. Nomination for Emeritus Status may be initiated by the President, the Dean or the Executive Committee of the Board.
2. Approved names are submitted to the President by the Dean with reasons indicated. The President submits the names to the Board of Trustees, which has final authority in the decision.

B. Honorary Degrees

1. The administration of the honorary degree program shall rest with the President and the Board of Trustees.
2. The conferring of honorary degrees is done only on selected significant occasions (e.g. commencement) as might be designated by the administering committees. No more than two such degrees should be conferred on any one occasion.
3. Names of candidates are initiated and may be submitted to the President by any member of the Board of Trustees, administrator, or faculty member. The nomination shall be accompanied by a statement which outlines the qualifications and achievements of the nominee. Candidates cannot nominate themselves.
4. If approved by the President and the Board of Trustees, the name and appropriate documentation is sent to the Faculty Assembly. Voting in the Assembly is by secret ballot and a three-fourths (3/4) affirmative vote is required for approval.
5. Names approved by the Faculty Assembly, are sent to the President with appropriate documentation. The President submits the recommendation, along with his/her own recommendation, to the Executive Committee of the Board of Trustees.
6. The Executive Committee may report the name(s) to the Board of Trustees for a final vote or may table the name(s) for a year. At the conclusion of the year, the nominations shall be reactivated and acted upon by the Board of Trustees. A three-fourths (3/4) affirmative vote of the trustees is necessary for the approval of the awarding of the honorary degree.
7. The Board of Trustees may delete names from a recommended list submitted by the President but cannot add names to such a list.
8. The decision of the Board of Trustees is final in selecting persons for the honorary doctorate degree.

C. Memorial Resolution

From time to time it may become necessary to issue a Memorial Resolution. The faculty, Board or administration may initiate such a process, whose purpose is to recognize posthumously a person who has made a significant contribution to HU.

D. Service Award

The administration may choose to recognize its alumni for their outstanding scholarship or service with a commemorative award. The Faculty, Board of Trustees or the Administration may initiate such a process which must be approved by the President and the Board of Trustees.

Section: HR-FAC/ ACTIONS AGAINST HARASSMENT & SANCTIONS AT HU

Procedure Number: 07

Date Approved:

Effective Date:

Date Last Revised:

Responsible Office: Human Resources

ACTIONS AGAINST SEXUAL & RACIAL HARASSMENT

1. Complaints of sexual, racial or ethnic harassment will be investigated. Where evidence indicates a violation of the principles stated above in 'Rights and Responsibilities of the Faculty – Sexual and Racial Harassment', disciplinary actions or sanctions will occur through academic or administrative procedures as appropriate.
2. Any person who feels that he/she is a victim of harassment or who becomes aware of a situation where harassment has occurred must report the matter to the Department Head, Director, Supervisor, the Human Resources Supervisor or the Student Affairs Officer as may be appropriate in each case (Appendix 52: Reporting Breach of Ethical Conduct Form).
3. Persons to whom the harassment has been reported shall investigate and endeavor to resolve the harassment claim in a discreet manner.
4. Failing resolution of the matter, the complaint will be promptly referred to the President, who will call for the Ethics Committee to convene. This committee will conduct all further investigation in a confidential and discreet manner.
5. Where evidence indicates a violation of this policy, any or all of the following measures may be taken against the offender(s) depending on their status or relationship with the University:
 - i. Disciplinary action up to and including termination.
 - ii. Sanctions, financial and other.
 - iii. Expulsion or suspension.
 - iv. Termination of contract with the University.
 - v. Withdrawal of permission to enter University premises.
 - vi. University blacklisting of offender (applicable in future University tenders, acceptances, recommendations etc.).
 - vii. Any other measure deemed appropriate.

SANCTIONS AT HAIGAZIAN UNIVERSITY

The University has the right to impose sanctions in certain cases involving faculty, for example when there is violation of academic freedom, sexual or racial harassment, use of unprotected expressive behavior, or substance abuse. When an issue arises, it is first dealt with by the supervisor of the faculty member concerned. If the problem cannot be resolved at this level, it is taken to higher authority, who take appropriate action. A committee may be formed to deal with the matter.

1. Verbal sanctions:
 - a. The supervisor, usually the Chair, calls the faculty member to his/her office and delivers the spoken warning in a discreet manner. This is done as soon as possible after the complaint has been confirmed.
 - b. If the problem continues, the supervisor refers the case to the Dean, who also delivers a verbal warning.
2. Written censure for cases that do not usually have legal ramifications (e.g. academic freedom, substance abuse):

- a. When verbal warnings fail to solve the problem and there has been sufficient time for the faculty member to demonstrate changed behavior:
 - i. A letter of censure is written by the Dean. The letter is written on University letterhead paper and delivered by hand to the faculty member concerned.
 - ii. Hard and soft copies of the letter are retained by the Dean and Chair in the files of the faculty member.
3. Ethics Committee
 - a. An ad hoc Ethics Committee may be formed by the President. It will be composed of the relevant Dean and Chair, the Campus Minister, and a member of the Board of Trustees. The President is an ex officio member.
 - b. Cases that do not usually have legal ramifications and have not been resolved after a written censure will be referred to the Ethics Committee.
 - c. Cases which could have legal ramifications (e.g. sexual or racial harassment, use of unprotected expressive behavior) will be dealt with by the Ethics Committee.
 - d. The Committee will base its deliberations and decisions on all documentation relevant to the case, a meeting with the faculty member concerned, and a meeting with the person(s) bringing the complaint.
 - e. The Committee will base its deliberations and decisions on all documentation relevant to the case, a meeting with the faculty member concerned, and a meeting with the person(s) bringing the complaint.
 - f. The Committee's decision may vary, depending on the gravity of the issue. Some options are: to take no action, issue a written censure, suspend the faculty member without pay for a specified period, or dismiss the faculty member.
 - i. Written censure
 - A letter of censure signed by the Dean is sent by the Committee. The letter is written on University letterhead paper and delivered by hand to the faculty member concerned.
 - Hard and soft copies of the letter are retained by the Dean and Chair in the files of the faculty member.
 - ii. Suspension:
 - When discussions and a written censure fail to solve the problem and there has been sufficient time for the faculty member to demonstrate changed behavior, a formal letter of temporary suspension is written by the Dean after consultation with the President's office.
 - The letter states the reason for suspension and the period of the suspension without pay. It is written on University letterhead paper and delivered by hand to the faculty member concerned.
 - Hard and soft copies of the letter are retained by the Committee, Dean, and Chair in their files for the faculty member.
 - iii. Dismissal:
 - When all other sanctions fail or the offence is very grave, the Ethics Committee meets.
 - If the faculty member is found to be in violation, a formal letter of dismissal is written by the Committee and signed by the Dean.
 - The letter states the reason for dismissal and the effective date. It is written on University letterhead paper and delivered by hand to the faculty member concerned.
 - Hard and soft copies of the letter are retained by the Committee, President, Dean, Chair, and HR Department in their files for the faculty member.
4. Appeals
 - a. In cases of suspension or dismissal, the faculty member has the right to appeal the decision of the Ethics Committee only on the grounds set out below.
 - b. Acceptable grounds for appeal
 - i. The process leading to the sanctions was flawed.

- ii. Further evidence has come to light and/or there was insufficient evidence to support the findings of the Committee.
 - iii. The sanctions imposed are disproportionate to the violation.
- c. Appeal procedures
 - i. The appeal must be in writing and must be submitted to the President within ten (10) working days of the delivery of the letter stating the decision of the Ethics Committee.
 - ii. The written statement clearly states the grounds on which the appeal is made.
 - iii. The decision of the person who considers the appeal is final.

FACULTY QUALITY ASSURANCE

I. QUALITY ASSURANCE AT HAIGAZIAN UNIVERSITY

A. The Haigazian University's Philosophy of Quality Assurance

1. Quality is an abstract concept which is difficult to analyze objectively. Indeed, quality, by its very nature, can only be measured subjectively, although certain objective standards for inputs and outputs can be set and measured. The quality of education is particularly difficult to define and analyze because it involves growth, development and change in people, who are themselves the source of quality, the product of quality and the measure of quality.
2. Quality can mean many things. In the realm of higher education—in the sense used here—quality refers primarily to academic quality: the quality of programs, the quality of instruction and the quality of an institution's graduates. The quality of an institution's facilities, grounds, accounting systems and other non-academic characteristics certainly have an impact on a university's quality, but they are ultimately of secondary importance in the estimation of this quality.
3. The quality of higher education is a subjective measure of how successfully the educational process teaches its graduates the foundation skills and knowledge necessary to pursue a productive career as well as how to think, analyze, speak and write; how to appreciate and contribute to the world around them; and how to be responsible citizens. The recognized authority for the subjective measure of academic quality is the faculty of an academic discipline or of an institution of higher learning, particularly the full professors in that discipline or institution. Most of what quality means in higher education can ultimately be understood only as the subjective judgments of these faculty, and any system of quality assurance must be founded upon them.
4. Some of these subjective judgments have been partly translated into objective measurements. Standards have been established for the education infrastructure (the "inputs"), including such items as library holdings, faculty degrees and publications, laboratory facilities and curricular requirements, as well as for the educational product (the "outputs"): the success of graduates on standardized tests, in graduate school and in their careers. Objective measures can never be more than a suggestive indication of quality, but they need to be considered along with subjective judgments because they provide measurable standards for quality, however imperfect.
5. Haigazian University is sincerely committed to achieving the highest degree of quality possible with the faculty, student body and mission that it possesses. The University believes that all of its programs must continuously be measured by the subjective judgment of its own faculty and the faculty of other institutions as well as by the objective standards set down by the University and by such outside agencies as the Ministry of Education. Only constant and vigilant examination with a critical eye can assure the level of quality that Haigazian University wants.
6. The University feels confident that its programs are at satisfactory levels of quality, particularly when compared with other institutions with similar faculties, student bodies and missions. Nevertheless, it aspires to still higher levels of quality and is committed to achieving ever increasing levels measured subjectively as well as objectively. As long as the University exists and its current philosophy abides, achieving ever greater levels of quality will be foremost in its intentions.

B. Definitions Used in Quality Assurance

On-Campus	Anything physically located on HU's campus
Part-time faculty	HU employs part-time faculty: (1) who teach on a course-by-course basis
Full-time faculty	HU employs full-time faculty: (2) who teach 12 credit-hours, or the equivalent, per semester (Exceptions occur when a full-timer has an overload or is granted teaching release time for research.) For most QA purposes "part-time faculty" means only those described in (1). Definition (2) faculty are considered full-time faculty by QA.
Program	A group of courses and other requirements leading to a degree, credential or certificate. The listing of approved HU programs is contained in the Programs section of the current University Catalog.
QA	Quality Assurance. QA is used to mean the entire Quality Assurance System ⁶ .

C. Purpose of Quality Assurance at the Haigazian University

1. In order to realize its educational mission and assure the quality of education to which Haigazian University aspires in all of its programs, the University has adopted a set of policies and procedures commonly described as the "Quality Assurance System" or QA.
2. The Quality Assurance System has several interlocking parts, but at its core is full-time faculty. All courses, programs and instructors at the University must have the approval of the appropriate department chair (or designee) or faculty committees before they can be offered or scheduled to teach. Moreover, full-time faculty review the work of part-time instructors regularly through a system of end-of-course student evaluations and periodic visitations to classrooms. The whole process is coordinated and monitored by the Dean.
3. The Quality Assurance System is designed to measure quality both subjectively and objectively. Integral involvement by full-time faculty guarantees that courses, programs and instructors are regularly reviewed by the subjective standards that only faculty members can set. At the same time, objective infrastructure and achievement standards are applied by administrators and faculty alike as a secondary measure of the quality of programs.

D. Organization of the Quality Assurance System

1. At the pinnacle of the Quality Assurance System is the Board of Trustees. While the Board does not involve itself with day-to-day decisions of quality, it reviews the programs of the University for both their appropriateness and their quality. Members of the Board regularly visit administrators, faculty and staff of the University to discuss curriculum, student achievement and other matters.
2. The primary means by which the Board assures quality is through its selection of the President. The President monitors quality through regular meetings with his/her top administrators, interaction with faculty members and students and analysis of critiques made by outside agencies. The President's involvement with the Quality Assurance System is generally supervisory, but it nevertheless is constant.
3. The President's most effective means of assuring quality is through the selection of capable academic leadership, particularly in the person of the Deans, the people to whom the President has delegated chief responsibility for the smooth operation of the Quality Assurance System.
4. Each Dean, through his/her direct involvement with the Departmental Chairs, Faculty Assembly and faculty committees, provides leadership of, and sets the tone for, Quality Assurance at the University. The Dean makes sure that the elements of the Quality Assurance System are sufficient, appropriate and working properly. In presiding over the Quality Assurance System, the Dean regularly improves its structure and verifies its operation.
5. Each Dean visits classes and reviews courses and programs, and he/she sees that the Departmental Chairs do the same. The Dean also reviews new programs and changes in programs, new courses and changes in courses.
6. Just as the Dean personifies the Quality Assurance System, the full-time on-campus faculty composes the system. Without the faculty, there would be no Quality Assurance System. The faculty set the standards, subjective as well as objective, and apply these standards to the programs, courses and faculty of the University. As individual specialists, the faculty review and approve proposed courses and part-time faculty.

As members of departments and committees, they approve new programs and amend current ones. As members of task forces, they prepare self-studies of their own programs and participate in reviews of

other programs. Every faculty member is intimately involved in seeing that standards of quality are set and met.

7. Responsibility for the approval of courses, instructors and other academic matters rests with individual academic departments through the chairs. Departments collectively meet to consider academic matters other than courses and instructor approval. Departmental chairs are ultimately responsible for their department's academic programs in the field.
8. Although these are the people primarily involved in the Quality Assurance System, it does not end with them. Indeed, every member of the University community must be involved with assuring quality for the goals of Quality Assurance to succeed. This means not only faculty and administrators, full- and part-time, but also students and staff. Nor could QA operate successfully without the commitment of part-time instructors.
9. Part-time instructors primarily help assure quality by seeing that course and program objectives are met and that their students receive a quality education. To see that this gets done, part-time instructors participate in departmental meetings, ask their students to evaluate them at the end of the course, contribute to book selection, help develop new courses, assist in improving laboratory and library facilities and much more.
10. Finally, the Quality Assurance System could not exist without the honest and critical involvement of the students. The students are the ultimate consumers who judge the University's quality. They are the essential products who must measure up against objective achievement standards of quality. The students must be willing to critique the quality of their instructors amid other aspects of the University, and the University must take the responsibility to teach its students to analyze carefully and intelligently. The students' ability to do this, after all, is one measure of the University's quality as a liberal arts institution. The University must also take care in the selection and training of its students because the quality of the University's student body and the quality of its faculty are the most critical determinants of the quality of the institution. If the University assures itself a quality student body and quality faculty, it will have achieved quality assurance.
11. The "Quality Assurance System", the set of policies and procedures described below, is only a paper effort to see that the abstract and elusive attribute called quality is present at Haigazian University. The forms and reviews, statistics and signatures of QA are like the trails visible in a cloud chamber: They are evidence of the presence of something important; they are not that something itself. Quality is assured in the first instance by people, by all the people listed above. The paper trail established by the policies and procedures of QA merely serves to remind the trustees, administration, faculty and staff of the importance of being careful and persistent in the never ending pursuit of quality. Because of this, the paperwork is necessary, but it is not a sufficient end unto itself.
The University's real Quality Assurance System is the cooperative, committed effort of the entire academic community to assure quality within its midst.

E. Other Quality Assurance Elements

The QA policies and procedures described in this manual represent only a part of the effort that Haigazian University is making to assure quality. These policies and procedures detail the process by which faculty, programs and courses are approved and systematically reviewed. They make sure that these elements of the University's quality are carefully and regularly analyzed by the people at the University who should know what quality is. However, in addition to these elements of quality and to these policies and procedures, there are other elements, policies and procedures which do not appear here. These elements of quality are as important as—and in many cases, more important than—the elements covered by this manual, but they are either not easily subjected to this approach to evaluation or they are addressed by other mechanisms established by the University. Some of the most important of these are the following:

1. The quality of the full-time faculty (the core of the QA System) is assessed by departmental chairs and the Deans through various types of evaluation. In addition, faculty quality is rigorously scrutinized by the Cabinet when faculty come up for promotion. This part of quality assurance is mandated by the Faculty Handbook.
2. The President and the Deans strive for even higher levels of faculty quality by supporting faculty development, by encouraging them to keep up with developments in their fields, by watching to see that those without appropriate terminal degrees work toward them and by providing funds to contribute to these ends.
3. The Deans and faculty work in cooperation with the Library Committee and library staff to ensure that the library collection acquires necessary and appropriate materials.
4. The Deans and faculty work in cooperation with the President of the University and various committees to see that science laboratories, music, drama, and athletic facilities and other curriculum-related buildings and equipment keep in step with the needs of the University programs and contemporary practice.
5. The Deans and the Admissions and Academic Standing Committee jointly set and enforce admissions standards to assure a high quality student body.
6. The Deans and faculty develop challenging and appropriate major, general education, upper division and other academic requirements to assure quality in the educational programs.
7. The Deans and faculty set and monitor grading policies at a level that assures quality learning and graduates.
8. The Deans and faculty establish standards for the amount and precision of written and spoken Arabic, Armenian and English used in classes throughout the University.

Even these additional procedural efforts to assure quality do not complete the description of the University's broader quality assurance system, because some elements are so subtle and inherent as to defy precise description.

The actual procedures aimed at assuring quality outlined above and below are only the describable skeleton of a living activity called quality assurance.

QA policies and procedures provide a series of indicators about the quality of Haigazian University. The QA policies and procedures contained in this manual do not guarantee quality education, but they provide indicators and measures of its presence.

II. QUALITY ASSURANCE FOR COURSES

A. General Policy on Courses

All courses offered by Haigazian University are approved by the Curriculum Committee and the Deans of the University. Cross-listed courses are approved by all departments involved. Modifications that affect courses in any essential way (e.g., title, prerequisites, number, etc.) require the same approvals. Course proposal procedures require that a complete syllabus or course proposal be prepared and submitted by the proposer of every new course.

B. Official Records of Courses

Official files on HU courses are maintained in the offices of the Deans, who also maintain information on courses deactivated. The courses listed in the annual University Catalog represent a printed list of all the active courses found in the Quality Assurance files during the Spring of the year of publication.

The Registrar maintains a separate file of active and inactive courses based on information communicated by the Deans.

Procedures on Official Records of Courses

1. The official QA files on courses include (1) a notebook, "Current Course Numbers," containing a sequential list of official numbers and titles as well as (2) individual files on each course containing the course proposal or syllabus along with documentation on the origin and development of the course.
For every active HU course, there is an entry in "Current Course Numbers" and a file in the active course file.
 - a. The "Current Course Numbers" lists the course number, units, title, cross listings, former number(s) and approval date. The book also shows any changes to the course and the date(s) the changes were made. In addition, it contains a notation for courses recently deactivated and the date of deactivation.
 - b. Individual course files contain a copy of the course proposal or model syllabus (see below), an approval sheet for courses created in the last ten years and approval sheets for any changes that have occurred to the course since it was approved.
 - c. Elective courses should be continuously offered in a rotational cycle so that they are maintained as active courses in the University Catalog.
 - d. Courses that have not been given for 5 years are considered inactive.
2. When new courses are approved they are added to the above records and the Registrar, Departmental Chair, originator and catalog director are notified.
3. When courses are altered the changes are entered into the above records and the Registrar, Departmental Chair, originator and catalog director are notified.
4. When courses are deactivated they are stricken out in the book of "Current Course Numbers" and their files are removed from the active drawers, marked "Inactive" and re-filed by department in the inactive course drawers. The Registrar, Departmental Chair, originator and catalog director are notified.
5. In every case above it is the responsibility of the catalog director to see that the changes appear in the next issue of the catalog and of the Registrar to see that changes are enforced on future schedules.

C. Course Syllabi

For every approved HU course, there is a syllabus on file in the Office of the Dean. For every course that is offered by the University, instructors prepare and distribute expanded syllabi listing additional information relating to the way the course will be taught by that instructor that term. Copies of term-by-term syllabi are stored in on-campus department offices. Periodic checks of these remotely stored syllabi are made by the Dean.

The University distinguishes the following in its Quality Assurance System: course proposals, model or generic syllabi, course outlines, and term syllabi.

1. Course proposals are fully described in "Guidelines for Writing Course Proposals" on pages 85-87 below. These guidelines must be followed in preparing proposals for new courses. The Guidelines require the following elements:
 - a. Course Designation
 - b. Course Description
 - c. Goals
 - d. Course Topics
 - e. Activities of Participants
 - f. Evidence of Learning Objectives
 - g. Assessment Plan
 - h. Texts, Materials and Resources
 - i. Program Relationship, including reference to the HU Mission Statement, if applicable.

2. **Course Outlines.** A course outline is prepared after acceptance of the course proposal. It contains the essentials of the course as set out in the proposal (course title and designation, number of credits, course description from catalog, learning objectives and outcomes, course content). The course outline is part of the records of the appropriate dean and chairperson. It is given to faculty who are teaching the course for the first time. (Appendix 41: Sample Course Outline)
3. **Term Syllabi.** Every term the instructor in every course prepares a syllabus for the course based on the Syllabus Template (Appendix 42) and the course outline. The term syllabus must adhere to the course outline by using the same (catalog) course description and by covering the outline's learning objectives/outcomes and topics. The term syllabus contains additional items not in the course outline, namely readings and other assignments, an updated bibliography, attendance and grading policies and a calendar of meetings, exams and deadlines. See also the Sample Syllabus (Appendix 43).
4. **Management of Course Syllabi**
 - a. **Syllabi of New Courses:** Procedures for preparing course proposals or syllabi for new courses are covered in the section on Approvals of New Courses below.
 - b. **Course outlines:** These are kept in the office of the Dean and Chairperson and are updated from time to time in accordance with updates to the course proposal.
 - c. **Course proposals for Existing Courses:** These are kept in the Dean's or Chair's office and are updated from time to time.
 - d. The Chair is responsible for developing a schedule for departments to review the course proposals in the official files.
 - e. It is the responsibility of the Dean to notify the appropriate chair if course proposals in any area are unavailable or more than two years old.
 - f. **Term Syllabi.**
 - It is the responsibility of departmental chairs on campus to see that all instructors prepare adequate syllabi and distribute them to their classes each term. Chairs must take care to assure that the term syllabi adequately reflect the course proposals and outlines, on the one hand, and that they provide students with sufficient information about specific assignments, grades and deadlines, on the other. Copies of each term's syllabi are maintained in the Dean's office.
 - It is the responsibility of the Deans of the University to review term syllabi of all the departments and programs on a regular basis to see that they are adequate and appropriate and that they are posted on the Learning Management System.

D. Approvals of New Courses

Policy on the Approval of New Courses:

All proposed courses must be approved by the respective Dean and the Curriculum Committee. No course can be considered for approval unless a full syllabus or course proposal has been prepared and submitted by the proposer of the course.

Courses specific to proposed new programs may not be considered (and certainly never offered) until the program of which they are to be part has been fully approved by the Faculty Assembly, Curriculum Committee and the appropriate administrators, and, where necessary, by the Board and appropriate outside approving agencies.

Procedures for the Approval of New Courses:

1. **Courses Proposed by a Full-time On-campus Faculty Member in the Department which will offer the course.**

- a. The faculty member prepares a detailed course proposal (as described above) for the course covering the items required by his/her department and by the appropriate outside approving agencies.
 - b. The faculty member completes the form 'New Course Approval and Request for Number' (Appendix 44) and submits it along with the course proposal to his/her departmental chair for review. The form asks for information such as prerequisites, course level, general education fulfillment and other items describing the course and necessary for its approval.
 - c. If the Departmental Chair approves the new course, the course proposal and the form 'New Course Approval and Request for Number' are sent to the Dean for consideration.
 - d. If the Dean approves, he/she sends the completed form along with the course proposal to the Curriculum Committee for final approval.
 - e. Once approved by the Curriculum Committee, the completed form is sent to the Registrar's Office which assigns the course a number (based on information provided on the form and by the department), enters it into the official list of courses and notifies the Dean, originator and Director of the Catalog.
2. Courses proposed by faculty members other than Full-time On-Campus Members of the Department which will offer the course.
 - a. Courses may be proposed by part-time instructors on-campus with the approval of the Departmental Chair and the Dean.
 - b. The instructor preparing the course must follow the format contained under 'Guidelines for Writing Course Proposals' on pages 85-87 of this Quality Assurance manual. No element in the guidelines may be omitted. For the purpose of consistency, it is best to number the proposal as suggested in the guidelines.
 - c. Departmental chairs and the Deans should review the proposal with the author to see that the proposal is complete and appropriate.
 - d. Departmental chairs can then obtain the form 'New Course Approval and Request for Number' (Appendix 44) from the office of the Dean and complete it as described in the preceding section. After the Departmental chair approves the course and submits it to the Dean, the procedure for handling the course is the same as outlined in the preceding section.

E. Course Numbering

Policy on course numbering:

The Registrar assigns numbers to new courses and modified courses using guidelines provided by the academic departments.

Procedures on course numbering:

1. The Registrar assigns numbers to new or modified courses based on the following guidelines:
 - a. The statements on "General Information on Courses" and "Course Description" contained at the beginning of the "Courses" section in the University Catalog.
 - b. The "Course Numbering System" adopted by the HU Faculty in Spring 1996 which provides the basis of the catalog statements (See pages 87 of this Quality Assurance manual)
 - c. 'Taxonomy for Assignment of Course Numbers' prepared by each academic department and on file with the Faculty Dean. (See page 88 of this Quality Assurance manual.)
 - d. Information supplied on the form 'New Course Approval and Request for Number' (Appendix 44) submitted with the new course syllabus.
2. The number assigned is recorded in the official files and communicated to the Registrar, originator and director of the Catalog.

F. Course Changes

Policy on Course Changes:

No active course can be changed without approval of the chair(s) of the department(s) responsible for the course and of the Dean(s). When changes are proposed, they are passed through the Curriculum Committee to ensure that programs affected in other parts of the University are reviewed and agreed upon before they are finalized. Changes of courses printed in the HU Catalog become effective on September 1 of the following year, the effective date of the next catalog. The only exceptions to this effective date are additions of general education fulfillment and additions of cross listings. These two can be added at any time.

Procedures on Course Changes:

1. Proposed changes must be made on the form 'Request for Change in Course' (Appendix 45). If the content of the course is to be changed, a new model syllabus must be prepared to accompany the form.
2. The form 'Request for Change in Course' must be signed by the departmental chairs of all departments responsible for the course and by the Dean.
3. It is the responsibility of the Dean to ensure that all programs and departments, off-campus as well as on-campus, which might be affected by the change, are informed of developments.
4. Once the form is complete, it is forwarded to the office of the Dean who records the changes (effective the following September 1) in the Current Course Numbers manual and in the file for the course (and all cross-listings). He/she also informs the registrar, catalog director and initiator of the change.

G. Deactivation of Courses

Policy on Deactivation of Courses.

No active course can be deactivated without approval of the chair(s) of the department(s) responsible for the course and of the Dean(s). When deactivation is proposed, the proposal is passed through the Curriculum Committee to ensure that programs affected in other parts of the University are reviewed and any changes agreed upon before they are finalized. Course deactivation becomes effective September 1 of the year following the publication of the last catalog in which the course appeared (i.e., with the effective date of the first catalog which appears without containing the course).

In general, courses which have not been offered for two years or which have not attracted enough students to "take" for three years will automatically be considered for deactivation. Courses which have not been offered for five years will automatically be deactivated.

Procedures on Course Deactivation:

1. Proposed deactivation must be made on the form 'Request for Change in Course' (Appendix 45), which must be signed by the departmental chairs of all departments responsible for the course and by the Dean.
2. It is the responsibility of the Dean to try to see that all programs and departments which might be affected are informed of the proposed deactivation.
3. The 'Request for Change in Course' form is passed to the Curriculum Committee for approval.
4. Once the form is complete, it is forwarded to the office of the Dean who strikes the course from the "Current Course Numbers" notebook (effective the following September 1), writes "inactive" on the course file and places the file among the inactive courses. He/she also informs the registrar, catalog director and initiator of the change.
5. From time to time (e.g., when a new University catalog is being drafted or a program is being deleted) a department may wish to deactivate a number of courses at once. In such a case, the Departmental Chair may

dispense with the 'Request for Change in Course' form and merely communicate the deactivations with a rationale in a single memorandum to the Dean for approval. If the Dean approves, he/she will take the same precautions and follow the same procedures as if the deactivations had been forwarded on 'Request for Change in Course' forms. A copy of the memorandum will be placed in the file of each course deactivated and sent to inform the registrar, catalog director and initiator.

6. It is the responsibility of the Dean, in the fall of each year to determine which active courses have not been offered by HU for over two years as well as those which have not attracted sufficient enrollment for over three years. The Dean will compile a list of these courses and distribute it for comment to all interested individuals and departments. The Dean will note in his/her covering memorandum that these courses will be deactivated unless there is sufficient reason to maintain the courses' active status. If it is decided that some or all of the courses on the list should be deactivated, the Dean will deactivate them using the covering memorandum along with any subsequent correspondence in lieu of a 'Request for Change in Course' form as documentation. Otherwise, the same procedures will be followed for deactivation of courses as outlined above.

H. Reactivation of Courses

The policy on reactivation of former courses is identical to the policy for the Approval of New course stated above. Procedures for Reactivation of Courses: Courses are reactivated in the same way that new courses are approved. The only exception is that copies of the former course's model syllabus and documentation should accompany the form 'New Course Approval and Request for Number' (Appendix 44), requesting reactivation when it is sent to the department for approval. If the request for reactivation does not involve a change in the model syllabus, a proposal for reactivation can be initiated simply by requesting the Dean to reactivate the course. The course cannot formally be reactivated, however, until the Departmental Chair, the Dean and the Curriculum Committee have approved.

Upon reactivation of courses, an existing or an updated syllabus may be used.

A reactivated course maintains its original course number.

Guidelines for Writing Course Proposals

PURPOSE

HU operates a variety of educational programs devoted to the enrichment and advancement of adults in undergraduate and graduate studies. Courses and programs are offered to establish, strengthen or extend professional skills, knowledge and attitudes in response to the needs of the individual. The quality of these programs depends on the validity of the goals, the effective management of resources and the quality of a primary resource – the faculty. Because the link between student performance and teacher performance is direct, careful, comprehensive planning is a way to facilitate achievement. As a starting point in planning, each instructor who intends to offer a new course for HU is required to provide a written, comprehensive course or program plan that will be reviewed by appropriate peers provided by the University. These plans are formulated, reviewed and approved so that:

1. The courses are operated with the full knowledge and approval of the department designated by the number and title, thus reducing any real or imagined differences in quality between on-campus and off-campus instruction.
2. Students are informed of the purpose, content and performance requirements at the time they choose or begin instructional programs.
3. Performance standards for degree, credential, certification or course achievement are consistent and understood by students, faculty and administration.
4. Instructors can share the resources of colleagues, materials or other aids which can be of assistance in carrying out the program.
5. Criteria for measuring teaching and learning effectiveness are made possible on the basis of instructional plans. These specify instructional objectives to reach desired performance levels and define measures for assessment.

In the formulation, review and approval process, it is recognized that the proposal is a reasonable statement of intent and that changes will take place as a result of experience and discovery within a planned framework. Faculty review is employed as a method of encouraging the interaction of faculty, not of limiting the academic freedom or the responsibility of the individual.

No specific times, dates, location or name of instructor should be included within the course proposal. Courses are approved or disapproved on their own merit separately from information which may become outdated.

COMPONENTS OF A COURSE PROPOSAL

The following outline, which provides an explanation of the steps for preparing a course proposal, includes a hypothetical model to serve as an example. A point of consideration is that the component parts should have a congruent relationship to one another. The course goals, by giving direction and purpose, will find expression in the activities of participants and manifest themselves in some specific resultant behavior (objectives). This interrelationship provides a road map, so to speak, for clarity of purpose and performance expectations.

1. Course Designation

- Department
- Title – a brief statement defining a subject as a particular area, or a related group of ideas.
- Semester hour value – the time required to complete the instructional plan. One semester hour is equivalent to 15 hours of instruction,
- Intended level of course – undergraduate, graduate, professional credit.
- Example:
Armenian 206 – Survey of Armenian Culture (3)

2. Course Description

A brief narrative paragraph establishing the scope of the course in summary form: Goals, activities, and requirements may be included to help clarify the scope of the course. This paragraph serves as an identifying reference in course catalogs.

Example:

Examines principle developments in Armenian culture including the arts, sciences, literature, philosophy and medicine.

3. Goals

A statement or a list of statements, indicating broad direction(s) of purpose: A goal is general in nature. Goals are typically worded in phrases such as: to develop an understanding, to become cognizant of or familiar with, to be able to use and interpret, to improve understanding, to gain experience in or to be able to critically analyze, etc. Although goals stated in such general terms cannot serve as criteria in evaluating attainment, they provide an identification of purpose that indicates to the student what he can expect from the course.

Example:

Participant will describe various counseling theories and the techniques used in each.

4. Course Topics

A list of the components of the course, identifying the major areas covered by the course

Example:

Development of the various schools of counseling theories and techniques – individual and group – which include:

Supportive Therapy

Behavior Therapy

Analytical Therapy

Transactional Therapy

Psychoanalysis

5. Activities of Participants

A list of the activities planned for course meetings. What will the participants do during the course meetings? What is the expected time frame of the course? These activities should clearly illustrate the goals and outline of the course.

Example:

The student will:

5.1 Listen to presentations of professor and visiting authorities

5.2 View films

5.3 Participate actively in topic discussion with leader and peers

5.4 Read and write reviews of relevant books and articles

5.5 Give class presentations

6. Evidence of Learning: Objectives (outcomes)

What is the intended evidence of learning, or outcomes? In other words, what do you expect to happen because of this course? What are the expected and the specific actions that will demonstrate the learning of a skill, attitude or body of knowledge? These should not be confused with goal statements. Objectives and outcomes are more specific and measurable. In the event that someone would want to challenge this course, these could be used to create an appropriate challenge exam, if indeed, this course is challengeable. If it is believed that this course cannot be challenged, please state why.

Example:

By the end of the course the student will have:

6.1 Described in writing the theoretical aspects of the counseling approaches discussed in class and observed in presentation.

6.2 Demonstrated and described in writing the identification and classification of pertinent client behavior.

6.3 Demonstrated in class and in writing, diagnostic and observational skills of emotional disorders, etc.

7. Assessment Plan

The assessment plan should clearly state the means of measuring course results. Please list the examinations, papers, demonstrations, projects or other means you plan to use and state how they will certify achievement.

This assessment plan should be based upon the learning outcomes (objectives). If the objectives have been clearly and specifically stated, the assessment plan has practically been designed.

8. Texts, Materials and Resources

All course proposals submitted to us must be reviewed and approved for academic substance. It is, therefore, important to have the following information.

Example: (all materials would be specifically named)

A list of resources used for lecture and course preparation:

Texts, films, tapes and/or other supplemental materials.

The required texts for the course.

Suggested supplemental reading list.

If there are any idiosyncratic materials (unavailable on general market) which are to be used as central text material in this course, please send a copy of that material with the proposal.

9. Program Relationship

Is this course intended to fit in sequence with other courses in some sort of program? Is this course to be applicable to extant or new programs? If the course is intended in any way to be part of a program, and not just a discretionary instructional offering, please explain its relationship to other courses and to the program.

Course Numbering System

Adopted by HU Faculty, Spring 1996

001 – 001.99 Pre-college

002 – 099 Activity and survey courses – lower division

100 – 199 Elementary and survey courses – lower division (Freshman courses)

200 – 299 Introductory, intermediate and advanced level courses to a discipline

300 – 399 Advanced level, upper division courses applicable to a Master's degree.

Some Hospitality Management courses carry course numbers in 300-s and 400-s.

The criteria for determining course designation are:

001- 001.99 Pre-college

002 – 099 Carnegie unit (12.5 – 15 hrs. per unit of credit)

Activity and applied

Undergraduate degree

Attendance = assessment

Non-challengeable

100 – 199 Carnegie unit

Elementary

Theory taught

Survey

No prerequisite

Outside assignments

Multiple source assessment plan
Applicable to B.A., B.S. degrees

200- 299 Carnegie unit
Introduction to a discipline, intermediate Theory taught
Survey/ non-survey
Prerequisite to upper-division level
Written work
Multiple source assessment plan
Applicable to B.A., B.S. degrees

While courses at these levels are applicable to appropriate degrees, various department divisions or programs may designate which particular courses are applicable to their programs.

300 – 399 Carnegie unit
Advanced
Theory taught
Non-survey
Written work
Multiple source assessment plan
Applicable to M.A., M.S. and MBA degrees

Numbers for new courses are to be assigned by the Registrar. Generally, however, those requesting approval for a new course indicate at what level a course is to be offered.

Taxonomy for Assignment of Course Numbers

FIRST DIGIT – LEVEL/YEAR OF STUDY

001 – 001.99 Pre-college – no-degree, transcript
002 – 099 Activity and survey courses – lower division
100 – 199 Elementary and survey courses – lower division
200 – 299 Introductory, intermediate and advanced level courses to a discipline
300 – 399 Graduate courses applicable to a Master's degree

Some Hospitality Management courses carry course numbers in 300-s and 400-s.

III. QUALITY ASSURANCE FOR FACULTY

A. General Policy on Quality Assurance for Faculty

All faculty scheduled to teach at HU are approved by the appropriate academic department. An application with adequate documentation is submitted when approval is being considered. (Appendix 46: Faculty Application; Appendix 47: Instructor Interview [Sample Form] Part-time Faculty)

In order to be considered for teaching at HU, an individual must have academic training in the subject matter as well as research and/or experience in the field. In addition, applicants must show evidence of, or potential for, quality teaching.

Generally, the academic training required for teaching a course at HU is the appropriate doctorate in the general field with a sub-field in the specific area of the course. In selected instances individuals who have master's degrees in the field with specific course work in the subject matter of the course to be taught may be approved to teach part-time.

B. Official Records of Faculty Approval

Policy on Official Records of Faculty Approval

Official records of faculty are maintained in the faculty members' personnel files by the HR Office.

1. Departmental Chairs are granted access to faculty members' personnel file documents related to full-time and part-time instructors who teach for the department. These documents are restricted to resumes, transcripts, letters of recommendation and student evaluations.
2. The Dean's office keeps a copy of the official records of faculty approval. The Dean also has the authority to access faculty members' files related to hiring, promotion, salary, benefits, degree completion, completion of other education requirements, other information upon which employment decisions are based and documents required.

Procedures for Official Records of Faculty Approval

1. The Dean's office is responsible for obtaining an employment application, resume, official transcripts, letters of recommendation, proof of right to work in Lebanon and other application materials from each new full-time employee.
2. It is also responsible for placing information from the Departmental Chair relevant to the employee's qualifications and promotion decisions in the file. As employment contracts, teaching evaluations, promotion/sabbatical information, notification of degree completion and other items relevant to the faculty member's approval standing come to the Department, the Dean's office becomes the official repository for this information. The Dean's office contains the official file of all documents and correspondence related to hiring, promotion, salary, benefits and other information upon which employment decisions are based. (Appendix 48: Letter of Appointment: Full-time Faculty; Appendix 49: Part-time Faculty Letter of Appointment; Appendix 50: Post-retirement Faculty Letter of Appointment; Appendix 51: Declaration and Undertaking)
3. Departmental Chairs are responsible for obtaining teaching applications/letters of application, resumes, official transcripts and letters of recommendation from each full-time and part-time instructor. These will usually be copies of the originals in the Dean's office files. The department copy of teaching evaluations should be kept in these files along with a list of courses the instructor has taught and other relevant information.
4. Departmental Chairs are responsible for providing the Dean's office with copies of resumes and official transcripts of each part-time instructor who teaches on campus prior to allowing the instructor to teach.
5. The Dean is responsible for keeping files relating to promotion for each full-time faculty member.
6. All faculty members, full-time and part-time, are responsible for submitting all application materials, information on education/degree completion and other relevant information to keep their files current. Full-time faculty are also responsible for submitting completed Annual Supplements to Personnel Data as requested.

C. Instructor Reviews

Policy on Instructor Reviews

The classes of HU part-time faculty are visited on a systematic, periodic basis by regular members of the HU faculty. In general, visits are made by full-time faculty. New part-time faculty are usually reviewed in their first term of teaching; faculty who receive poor student evaluations are reviewed as soon as possible after receiving the poor evaluations. Part-time faculty and full-time faculty are reviewed regularly, the reviews being conducted by departmental chairs and the appropriate Dean. (Appendix 25: Guidelines for Collegial Review of Instructor/Course; Appendix 26: Class Observation Form)

Procedures for Reviews of Full-time faculty

The Dean is responsible for visiting at least one class session of all full-time faculty in his/her Faculty at least every other year. The Dean may delegate this responsibility to departmental chairs. Where potential for real or perceived conflict of interest exists in the review of full-time faculty (e.g., because a Dean or Departmental Chair teaches in a program), arrangements for alternate reviewers should be made.

Procedures for Reviews of Part-time Faculty

1. The Dean is responsible for seeing that at least one class session of all new part-time faculty is visited during their first term teaching at HU.
2. The Dean is also responsible for seeing that one or two class sessions of part-time faculty with poor student evaluations are visited during the first term that the instructor teaches after receiving the poor evaluation.
3. The Dean may delegate this responsibility to the Departmental Chairs.
4. The collegial visitors should observe the part-timer's teaching style, check to see that what he/she is teaching addresses the requirements for the course, make sure that the reading materials are appropriate and make other observations pertinent to the course teaching utilizing the Guidelines for Collegial Review of Instructor/Course (Appendix 25) and Class Observation Form (Appendix 26).
5. The collegial visitors are to report their observations to the Departmental Chair and to the Dean in writing.
6. The Dean is responsible for making appropriate responses to these reports and for sending a copy of each report, along with the Dean's follow-up actions, to the President.

D. Faculty Degrees

Policy on Faculty Degrees

The University seeks diversity in its faculty, looking for the contribution of traditionally trained individuals with terminal degrees as well as of those practicing in their fields.

Although the doctoral degree is not the only measure of a faculty member's knowledge and skill, it is the most recognized and respected measure. Consequently, it is HU's aim to hire faculty to teach courses in fields in which they possess doctoral degrees.

Procedures for Reviewing Faculty Degrees

1. It is the responsibility of the office of the Dean to tabulate the highest degrees of the teaching faculty at HU, showing the numbers and percentages of faculty members with each level of degree along with the institution which awarded these degrees. Separate tables should be made for full-time faculty and part-time faculty.
2. If any of the figures do not show a trend consistent with the Policy on Faculty Degrees stated above, the inconsistency should be analyzed and the figures and analysis reported to the President.

IV. QUALITY ASSURANCE AND SCHEDULING

A. General Policy on Scheduling

No HU schedule should list a course or an instructor unless the course has been approved and the instructor has been approved to teach the course.

No HU instructor, part-time or full-time, may be scheduled to teach more than a maximum number of courses during the normal academic year (September through May).

Departments are responsible for developing three-year course sequencing plans so that all courses necessary for graduation are available to students on a timely, predictable basis.

B. Monitoring Course Schedules for Course/Instructor Approvals

Policy on Monitoring Course Schedules:

It is the collective responsibility of the Dean concerned and the Registrar to monitor course schedules to see that all courses offered are approved and are correctly presented and that all instructors listed have been approved.

Procedures for Monitoring Course Schedules

1. The schedules for each term should be examined as follows to see that all courses and instructors that appear on them are approved and that courses are correctly presented:
 - a. The Dean should examine the schedules of departments or programs for which they are responsible before the schedules are printed.
 - b. The Registrar should scrutinize every schedule in the University before it appears.
2. If any errors are identified, the individual responsible for the schedule should be notified and the appropriate action taken.

C. Monitoring Schedules for Teaching Overloads

Policy on Teaching Overloads and Monitoring Schedules for Teaching Overloads:

Full-time faculty may not teach more than two overload courses during any given academic year (September through May) or more than one overload per term. Part-time faculty, on campus, may not teach more than a total of 9 credits (3 courses) during the same period. For this purpose "course" is defined as three or four semester hours of undergraduate teaching or three semester hours of graduate teaching. It is the responsibility of the Dean to monitor course schedules to see that no instructor is scheduled for more than these maximums in any academic year.

Procedures for Monitoring Schedules for Teaching Overloads

1. The Dean should keep an account of the number of courses that faculty under his/her jurisdiction are teaching to see that no one teaches over the established maximums.
2. If the Dean finds that it is impossible to schedule essential courses without scheduling an instructor for courses above the maximum, the Dean should appeal to the President. In exceptional circumstances one additional course might be approved.
3. Exceptions to this policy will be contained in a letter of agreement between the University and the instructor which stipulates the semester basis of the teaching agreement.

D. Maintaining the Course Sequencing Plan

Policy on Maintaining the Course Sequencing Plan:

During the academic year each department on campus will develop a three-year course sequencing plan showing every course that the department intends to offer in three years covered by the plan. Together these plans will be compiled into the HU Course Sequencing Plan. Once the plan is developed, it will be revised every spring, to account for new courses, deleted or altered courses, for new faculty, and it will be extended an additional year. The plan will, of necessity, change as courses and faculty come and go, but it is intended that schedules laid out three years in advance will be, at least on-campus, roughly 90% correct as ultimately offered and close to 100% correct with respect to prerequisite courses, sequential courses and required general education courses upon which student's schedules depend.

It is the responsibility of the Dean for ensuring that the HU Course Sequencing Plan is followed and maintained, and it is the responsibility of the Registrar to carry out the mechanics of maintaining the plan.

Procedure for Maintaining the Course Sequencing Plan

1. Every spring the Course Sequencing Plan will be revised and extended another year.
 - a. The Registrar will begin the process by printing out the entire current Course Sequencing Plan. Since the bulk of the plan will be on a three-year cycle, the third year of the current plan (i.e., the year then in progress) will become the outline for the revised second year.
 - b. The Registrar will distribute the current departmental program plans through the Dean to the departmental chairs and for revision and extension.
 - c. Once the chairs have prepared the revised plans for their areas of responsibility, they will return the revised plans through the Dean to the Registrar, who will compile the new HU Course Sequencing Plan from them.
2. The first year of the revised Course Sequencing Plan will be used by the Registrar as the draft on-campus schedule for the upcoming year.

V. QUALITY ASSURANCE FOR PROGRAMS

A. General Policy on Quality Assurance for Programs

All HU degree, credential and certificate programs, like HU courses and instructors, must have the approval of the full-time faculty before they can be added, changed or deleted. Unlike courses and instructors, however, programs require the approval not only of the full-time faculty of the department in which the program is/will be offered, but also of the Curriculum Committee and the faculty Assembly. In addition, no program can be added, substantially altered, or removed without the approval of the Dean, the President, and the Board of Trustees.

In general, the impetus for program development, alteration or deletion starts with the relevant academic department, but may also come from the Dean, the Curriculum Committee, the Department Chair, the President or other source. In any event, the department is the one which prepares the program proposal documents, unless the program is a new one unrelated to any of the current departments of the University

The normal path of academic approval, alteration and deletion is from the department to the Curriculum Committee and then to the Faculty Assembly. When particularly timely, well written and thoroughly documented proposals are prepared, the department, with the approval of the Dean may submit the proposal directly to the Faculty Assembly. No program, however, may be added, changed or removed from the curriculum without the approval of the department and the concurrence of the Faculty Assembly.

After the Faculty Assembly has approved the program on its academic merits, with or without alterations or deletions, it goes to the Dean, who must recommend it to the President for approval or disapproval on its administrative/financial and academic merits. If the President approves the program, he/she submits it to the Board of Trustees for final approval.

The official description of any HU program is the one contained in the programs section of the current HU catalog. Additions, alterations and deletions of programs take effect on the effective date of the HU catalog in which they first appear, September 1 of the year of publication. It is the responsibility of the person or department which proposes any additions, alterations or deletions which are subsequently approved to communicate the official changes to the Director of the HU catalog.

B. Additions of New Programs

Policy on Additions of New Programs

All proposals for new programs must be approved through the process described above, beginning with departmental approval and ending with the Board of Trustees. No new program may be considered for approval without the full documentation described in the procedures section which follows.

Procedures for Addition of New Programs

Before any department, university committee or administrator can consider approving a new program, a proposal containing all of the following items must be prepared:

1. A complete description of the proposed program including:
 - Admissions standards,
 - Prerequisite requirements,
 - Required (core) courses, and
 - Other requirements and standards
2. Complete course descriptions and syllabi for all required courses as well as explanations on how the courses fit together to create a unified degree program.
3. A market assessment of the need for the program including documentation substantiating this assessment. The documentation should include such items as letters from employers, industry studies, reports in trade or academic publications, magazine and journal articles, etc.
4. A detailed budget for the program outlining the estimated expenses for the first three years, covering:
 - a. Personnel (including classified/technical as well as administrative and faculty, part-time and full-time) along with a list of the credentials needed.
 - b. Equipment, laid out in an itemized list, including rentals, if necessary,
 - c. Library purchases (including back issues of professional journals),
 - d. Facilities rental
 - e. Recruitment, and
 - f. All other items needed to run the program.
5. Resumes of key personnel along with an estimate of the percentage of their time they will each devote to the new program.
6. A marketing plan for the program, along with a cost breakdown for the plan.
7. Comparative studies of the same program at a minimum of two other institutions. What other institutions offer the program or one similar to it? How many of these are in direct competition with HU? How does the proposed program differ from programs offered elsewhere? How successful have the other programs been? How will the proposed program compete? What distinguishing features attractive to students does it possess?
8. Letters of support and commitment from a program advisory council, potential donors, industrialists, etc. who can be called upon to help the program with money, advice, marketing and other means of support.
9. Once the full program proposal has been prepared, it needs to be approved through the process described in the General Policy section above, winning the formal approval of the department, Dean concerned, Faculty Assembly, President and Board of Trustees at a minimum.

10. Once the new program has been fully approved its personnel, equipment, courses, and other elements must be budgeted.
11. Once the Governmental Approving Agency and other reporting requirements and governmental expectations have been met the program can be included in the HU Catalog, effective the following September 1. The first students can be enrolled and the first courses scheduled in the fall semester in which the first catalog containing the program appears.

C. Changes in Programs

Policy on Changes in Programs

Any alteration to program admission requirements, prerequisite courses or any other aspect of a program is considered a program change. Program changes normally originate in the department which offers the program, but may be suggested or requested by some other source, including an accreditation agency. Because of the impact of program changes on the rest of the University all program changes, however small, must be approved through the normal approval process. It is the responsibility of the Curriculum Committee and the Dean to see that no changes are permitted until all parts of the University potentially affected are informed of the proposed changes and have an opportunity to present their opinions.

Procedure for Changes in Programs

1. All proposed changes in programs, no matter where they originate, must be presented with written justification to the department which offers the program. The nature and extent of the justification will depend on the size and significance of the change.
2. Minor changes, such as the revision of a course description, need only the approval of the department and the Curriculum Committee.
3. Major changes, such as the addition or deletion of courses, alteration of admissions requirements, etc. must also have the approval of the Faculty Assembly, the Curriculum Committee and the Dean concerned. The Dean will decide whether the President needs to approve.
4. Changes or additions to prerequisites are implemented through departmental decision. Once decided, the Curriculum Committee should be informed.
5. Once changes have been approved and reports (if necessary) have been made, the changes become effective with the effective date (September 1) of the first catalog in which they appear.

D. Deletion of Programs

Policy on Deletion of Programs

The deletion of a program is treated the same way as a major change to a program, except that the President must approve, the Board of Trustees must be informed, and Provisions must be made to permit students matriculated into the program to complete the program.

Procedures for Deletion of Programs

1. The deletion of a program, as a major change, must be thoroughly justified and documented. Academic and financial and administrative reasons must be outlined.

2. The deletion of a program must be approved by the department and Faculty which offers the program, the appropriate academic policies committee, the Faculty Assembly, the Dean concerned, the President, and the Board of Trustees
3. After a program has been officially deleted, no new students may be matriculated into it. However, students already in the program must be given an adequate opportunity to complete the program, so courses required by the program usually will remain in the catalog and the schedules for several terms after the program has been deleted. At the very least, students must be contacted by letter explaining that the program is going to be deleted and listing their options and timetable for completion. It is the responsibility of the department which offered the program to see that students matriculated into the program are given time and assistance to complete, as well as to see that all courses used only in the deleted program are deactivated when the time limit for completion is over.
4. The Dean concerned will inform the Governmental Approving Agency of the change.

E. Program Reviews

Policy on Program Reviews

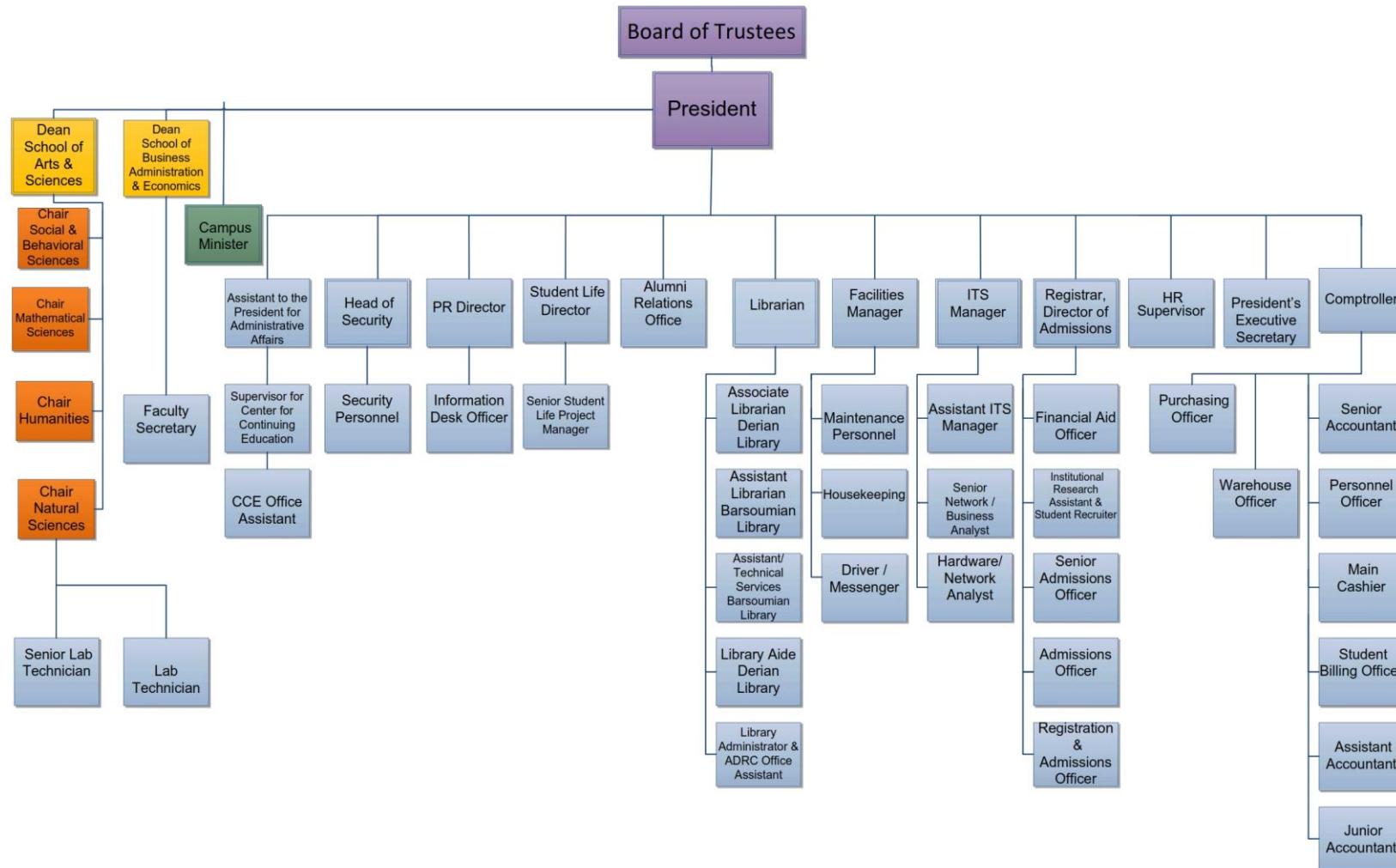
All programs offered by HU are to be thoroughly and systematically reviewed at least once every five years.

Procedures for Program Reviews

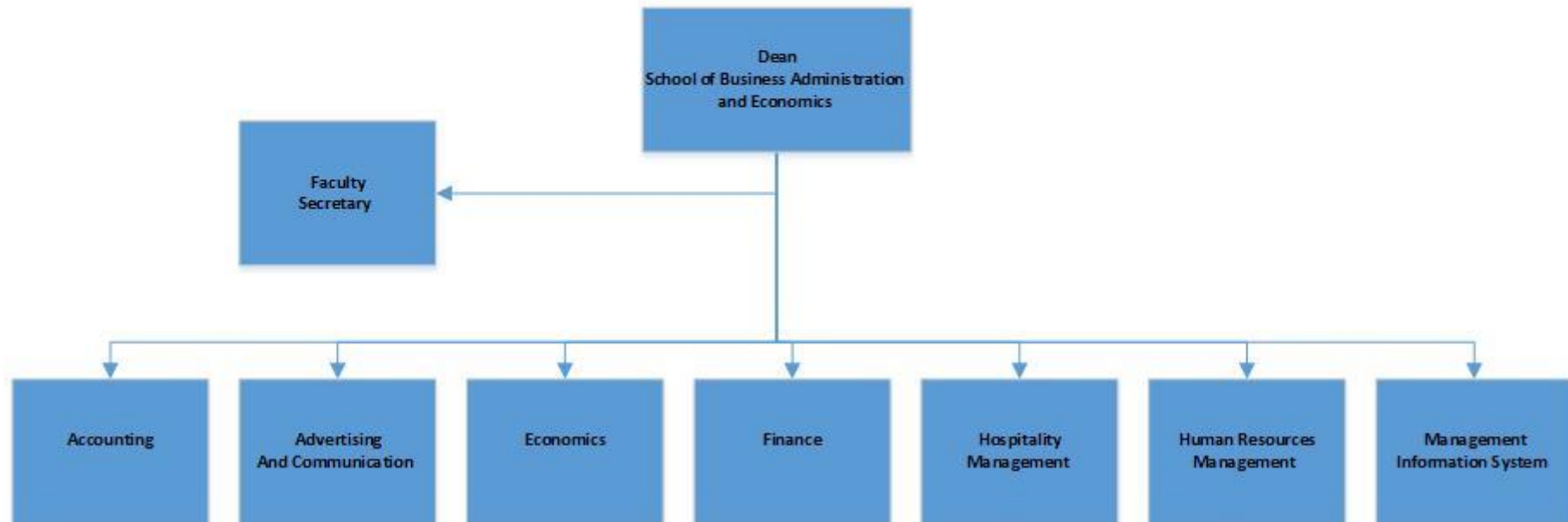
1. It is the responsibility of the Curriculum Committee to develop and maintain the five-year schedule for program reviews.
2. It is the responsibility of the Dean to see that program reviews are begun and completed on schedule.
3. Program reviews, which generally take a full academic year to complete, examine courses, staffing, administration, budgets, equipment, facilities, library resources and all other aspects of the program as it is run on-campus and off-campus.

APPENDICES 2023

**Appendix 1
Haigazian University
Organization Chart**

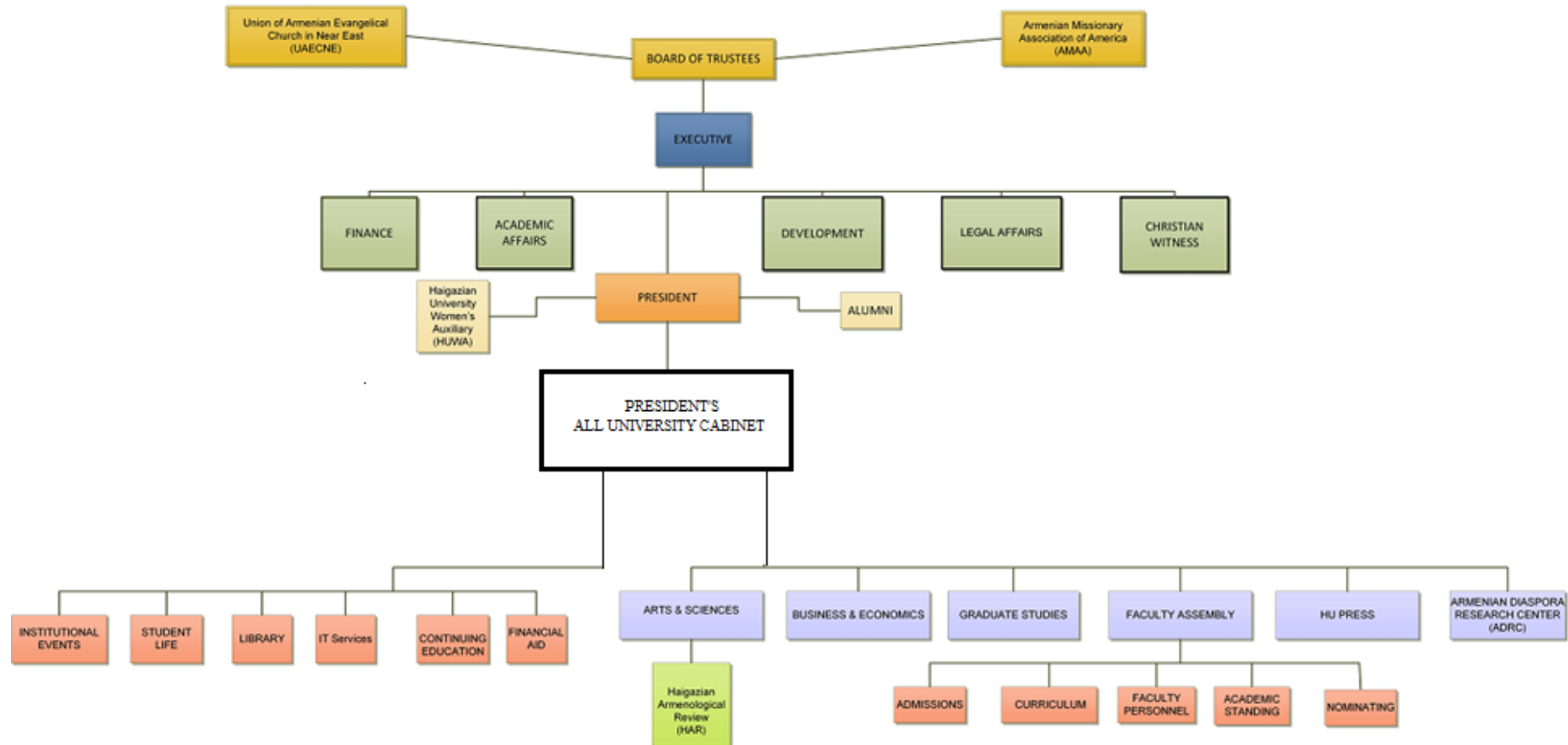


Haigazian University
Organization Chart
Faculty of Business Administration &
Economics



Appendix 2

HAIGAZIAN UNIVERSITY COMMITTEE STRUCTURE 2023





Appendix 3

HAIGAZIAN UNIVERSITY ACTION RATIONALE

When a matter is to be presented to the Faculty Assembly, the procedure is facilitated by prior notification. Therefore, please list relevant information regarding the proposed action. Please submit this Action Rationale to the Chairperson of the Faculty Assembly, who will include it in the Faculty Assembly agenda.

Name of faculty member: _____

BACKGROUND: (Short summary of problem, issue or topic. Short comment on past and current policies. List previous committee review and actions.)

ACTION: (List action to be considered; if editorial changes are involved, present them in original and proposed form.)

RATIONALE: (List reasons and intended consequences of action considered.)

ADDITIONAL MATERIAL ENCLOSED: (Please circle) Yes No

ACTION TAKEN:



Appendix 4

HAIGAZIAN UNIVERSITY COMMITTEE WORK PLAN, 20__ – 20__

Committee: _____

Committee members (indicate Chairperson): _____

ROUTINE TASKS / ACTIVITIES PLANNED					
	Task/Activity	Expected outcome	Brief description of work to do for the task/activity	Anticipated completion date	Results (to be reported at next Faculty Retreat)
1					
2					
3					
4					
Etc.					
EXCEPTIONAL TASKS / ACTIVITIES / PROJECTS PLANNED					
1					
2					
Etc.					



Appendix 5

HAIGAZIAN UNIVERSITY NON-DISCLOSURE AGREEMENT

This is to certify that I, _____, a faculty or staff member at Haigazian University undertake and agree at all times to treat as confidential all information acquired through my employment with the University, and not to disclose same except as authorized in the course of my employment. I acknowledge that such information is not to be altered, copied, interfered with or destroyed, except upon authorization and in accordance with the policy of the University. I will not discuss such information with any party, nor will I participate in or permit the release, publication or disclosure of such information, nor will I copy, distribute, or disseminate such information, except as authorized in the course of my employment.

For the purposes of this Agreement, “**Confidential Information**” means any data or information that is proprietary to the University and not generally known to the public, whether in tangible or intangible form, whenever and however disclosed, including, but not limited to: (i) any business strategy, strategic plans, academic plans, business plans, financial information, projections, operations, research, student information and faculty and or staff information; (ii) any concepts, reports, data, know-how, works-in-progress, designs, development tools, specifications, computer software, source code, object code, flow charts, databases; (iii) any other information that could reasonably be recognized as confidential information of the University. Confidential Information need not be novel, unique, and copyrightable or constitute a trade secret in order to be designated as Confidential Information. The Receiving Party acknowledges that the Confidential Information proprietary to the University, has been developed and obtained through great efforts by the University.

Whenever there is ambiguity whether certain information is Confidential Information, the employee is to treat it as confidential unless instructed otherwise by a significant executive authority within the University.

Therefore, and in witness to the above, I understand and acknowledge that, as a person employed by the University, I am required to honor and be bound by these provisions.

I also understand that compliance with the confidentiality requirements of the University is a condition of my employment and that failure to comply may result in termination of my employment.

I agree to be bound by the provisions of this Agreement and will continue to be bound following the termination of my employment.

Date _____

Name _____

Title _____

Signature _____

Verified by:

Name _____

Title _____

Signature _____

TO BE PLACED IN EMPLOYEE PERSONNEL FILE



Appendix 6

HAIGAZIAN UNIVERSITY CONFLICT OF INTEREST POLICY

Introduction

Haigazian University (HU) is committed to acting with integrity and fairness in all of its operations and is committed to avoiding conflicts of interest, potential conflicts of interest, and any appearance of conflicts of interest. Accordingly, HU has adopted this Policy under which its Board of Trustees, President, Deans and members of the Faculty must maintain the highest ethical standards in the conduct of HU's affairs and conduct HU's business with integrity in a manner that excludes considerations of personal advantage or gain. Each Trustee, President, Dean and Faculty member must avoid any situation that involves or may involve a conflict, or an appearance of conflict, between his or her personal interest and the interest of HU.

Conflict of Interest Defined

A conflict of interest arises when circumstances raise the possibility that the duties of loyalty, good faith, and fair dealing of a Trustee, President, Dean or Faculty member may be compromised such that the person receives a benefit or advantage causing the person to have dual or conflicting loyalties. A business or personal relationship, or the involvement in certain activities, may create a conflict by impairing the independent judgment of such person in the exercise of duties relating to HU and its operations. Any arrangements or circumstances, including political, family or other relationships that might dissuade the Trustee, President, Dean or Faculty member from acting in the best interest of HU could give rise to a conflict of interest.

Examples of actual or potential conflicts of interest include, but are not limited to:

- Receiving, either currently or within the last 12 months, or potentially receiving, payment in cash or in kind (e.g., gifts) from any firm or person outside HU that transacts business or is seeking to transact business with HU.
- Acting as a broker, finder, go-between or otherwise for the benefit of a third party in transactions involving or potentially involving HU or its interests.
- Holding a significant financial or control interest, or a position of influence, in any organization with which HU does business or is seeking to do business (e.g., HU vendors, contractors, collaborators, or affiliates).
- Making or accepting referrals to or from outside providers or vendors of HU that may result in personal gain.

In any situation not specifically covered, individuals should consider carefully any potential conflict between their personal interests and the interests of HU and either refrain from any action that might be perceived as creating an actual or potential conflict of interest, or (at a minimum) disclose such potential conflict in accordance with the disclosure procedures set forth below.

This Policy is intended to supplement but not replace any laws governing conflict of interest applicable to nonprofit and charitable organizations.

Disclosure Requirement and Procedures for Review

Each HU Trustee, President, Dean and Faculty member must disclose actual or potential conflicts of interest by completing the attached Conflict of Interest Statement and Disclosure Form ("Disclosure

Form”) on an annual basis, and must update the Disclosure Form on an on-going basis as any new activities or relationships arise. In order to assure full disclosure, such disclosures should be made not only on behalf of the individual completing the form, but also with respect to the individual’s immediate family members (spouse, partner, siblings, parents and children).

Disclosure Forms shall be submitted to the HU staff person or office designated to receive and collate the Disclosure Forms. The President or his or her designee (“President”) shall review the Disclosure Forms, maintain the Disclosure Forms on a permanent basis as part of HU’s books and records, and shall report on conflicts annually to the Board. If a situation arises that the President determines requires the Board’s immediate attention, he or she shall timely report to the Board.

If the President (either through business or family), has any actual or potential conflict(s) disclosed on his or her Disclosure Form, then the Board of Trustees itself shall in the first instance review and take appropriate action on that conflict(s).

It is the responsibility of the Board to enforce the Conflict of Interest Policy. The Board, or a designated committee of Board members, shall review each Disclosure Form presented to it under this Policy and shall follow up on each potential conflict within one month of the Trustee, President, Dean, Faculty member, or key employee’s initial submission of the Disclosure Form in order to determine if a conflict of interest exists. Persons making disclosures shall have the opportunity to disclose all material facts as part of this review process, but may not participate in the Board deliberations or in the Board’s determination of whether a conflict of interest exists.

If the Board determines that a conflict of interest exists, any interested persons shall abstain from participating in discussions or decision-making on issues related to the matter in which the person has an interest.

A Trustee, President, Dean or Faculty member who in the course of conducting Board business discovers that he or she has an actual or potential conflict, shall disclose the conflict immediately to the President in writing (and orally if the situation so requires) and shall abstain from discussions related to transactions or arrangements that involve, or may involve, the actual or potential conflict until a determination can be made by the Board regarding whether he or she has a conflict of interest.

If an HU Trustee, President, Dean or Faculty member believes another person within HU may have a conflict of interest, the individual shall promptly report the matter to the President for review or investigation by the Board, as necessary.

The minutes of the Board shall record the names of the persons who were found to have an actual or potential conflict of interest, the nature of the conflict, the nature of the follow-up, and the Board’s decision as to whether a conflict of interest in fact existed. The minutes should also record both the names of the persons who abstained and of the persons who were present for discussions, any votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, if considered, and a record of any votes taken in connection with the determination.

If the Board has reasonable cause to believe a person has failed to disclose actual or potential conflicts of interest, it shall inform the person of the basis for such belief and afford the person an opportunity to explain the alleged failure to disclose. If, after hearing the person’s response and after making any further investigation warranted by the circumstances, the Board determines the person has failed to disclose an actual or potential conflict of interest, it shall take appropriate disciplinary and corrective action. Intentional violation of this Policy constitutes cause for termination or removal. If a conflict of interest cannot be resolved through abstention, the interested person may be terminated or asked to resign.



Appendix 7

HAIGAZIAN UNIVERSITY

CONFLICT OF INTEREST STATEMENT AND DISCLOSURE FORM FOR TRUSTEES, THE PRESIDENT, DEANS AND FACULTY

By signing this form, I acknowledge that I have read and understand the HU Conflict of Interest Policy, and agree to comply with it. In compliance with the Policy, I am making the following disclosures on behalf of myself and my immediate family members (spouse, partner, siblings, parents, and children).

Please Initial:

_____ I do not have any actual or perceived conflicts of interest.

_____ I have the following actual or perceived conflicts of interest:

[attach additional pages if necessary]

I am related (through business or family) to the following officers, directors, executive director, or key employees:

The information given in this statement is complete and accurate to the best of my knowledge. I understand that I have a continuing obligation to promptly and fully disclose any actual or potential conflicts of interest whenever such situations arise.

Date

Name (printed or typed)

Title

Signature



Appendix 8

HAIGAZIAN UNIVERSITY

CONFLICT OF INTEREST STATEMENT AND DISCLOSURE FORM ANNUAL REVIEW AND UPDATE

Review the attached Conflict of Interest Statement and Disclosure Form completed and submitted to HU by you on _____.

If you have additional disclosures to report, or if you no longer have affiliations or relationships that gave cause for a previous disclosure reported on the attached form, you must complete and submit a new Conflict of Interest Statement and Disclosure Form noting the changes.

If you have no changes to report, please respond below:

I hereby acknowledge that I have read and reviewed the attached Conflict of Interest Statement and Disclosure Form completed and submitted by me to HU on _____, and I have no further disclosures to report or other changes to make, on behalf of myself or my immediate family members (spouse, partner, siblings, parents, and children).

The information given in this statement is complete and accurate to the best of my knowledge. I understand that I have a continuing obligation to promptly and fully disclose any actual or potential conflicts of interest whenever such situations arise.

Date

Name (printed or typed)

Title

Signature



Appendix 9

HAIGAZIAN UNIVERSITY GUIDELINES FOR FACULTY EVALUATION

Teaching at HU constitutes the single most important, though not the only, basis for evaluating professional performance for reappointment and for promotion to the ranks of assistant and associate professor. Professional growth, research and academic publications, contributions to the work of the department and faculty, and contributions to HU and the community are also considered. For promotion to the rank of full professor a high rating in teaching performance is required, but the faculty member must also have made significant contributions in at least two other performance areas.

In evaluating faculty, the following performance areas shall be considered.

1. Teaching Effectiveness, which shall include the faculty member's:
 - Planning and organization of courses.
 - Knowledge of the subject matter.
 - Effectiveness as a classroom communicator.
 - Respect for students.
 - Ability to help students think critically and creatively.
 - Maintenance of high academic standards.
 - Availability to students who need personal assistance.
 - Effectiveness as an academic advisor.
2. Scholarly Competence as judged by such items as:
 - Appropriateness of degree
 - Additional study and/or degree
 - Appropriate consulting contracts
 - Published (or unpublished) articles and books in his/her area of specialization
 - Presentations at professional organizations
 - Grants received from foundations or government sources
 - Attendance at professional meetings
3. Service to the University, including such activities as:
 - Serving on faculty committees
 - Serving as Departmental Chairs
 - Advising student organizations
 - Teaching in continuing education programs
4. Service to the Community including:
 - Working with municipal or governmental agencies, including public schools
 - Serving on church boards or as the chair of committees
 - Serving as an officer in a service club
 - Serving on the board of agencies such as the Red Cross, Red Crescent, YMCA, or YWCA
 - Carrying out speaking engagements at significant community events



Appendix 10

HAIGAZIAN UNIVERSITY FACULTY EVALUATION BY CHAIR OR DEAN

Faculty Member's Name: _____
Family name First name

Faculty: _____ Department: _____

Courses taught in the past year

Course prefix	Course no.	Course name

PERFORMANCE PROFILE

1. Teaching Effectiveness

Please rate the faculty member on teaching effectiveness.

Ranking Scale:

5 = Exceptionally High

4 = Above Average

3 = Average

2 = Below Average

	5	4	3	2	Don't know
Knowledge of curriculum and subject matter					
Planning and organization of courses					
Design and planning of lessons					
Use of available material and equipment					
Effectiveness as a classroom communicator					
Ability to help students think critically and creatively					
Respect for students					
Maintenance of high academic standards					
Availability to students who need personal assistance					
Advising and monitoring of students					

Continued →

2. Interpersonal Relationships and Professional Responsibilities

Please rate the faculty member on interpersonal relationships and professional responsibilities.

Ranking Scale:

5 = Exceptionally High

4 = Above Average

3 = Average

2 = Below Average

	5	4	3	2	Don't know
Interpersonal Relationships					
Interaction with colleagues at HU					
Interaction with students in general					
Attitude towards and treatment of staff					
Attitude towards administration					
General behavior and personality					
Professional Responsibilities					
Observance of University policies, procedures, & regulations					
Involvement in University duties and committees					
Involvement in non-academic affairs of university					
Handling of confidential and ethical matters					

3. Scholarly Competence

Please comment on the faculty member's scholarly competence as judged by such items as:

- i. Appropriateness of degree;
- ii. Additional study and/or degree;
- iii. Appropriate consulting contracts;
- iv. Published (or unpublished) articles and books;
- v. Presentations at professional organizations;
- vi. Grants received from foundations or government sources; and
- vii. Attendance at professional meetings

4. Service to the University

Please indicate in which of these areas the faculty member has been involved and provide details.

Service area	Involved?	Details
Serving on faculty committees	Yes No	
Serving as Departmental Chair	Yes No	
Advising student organizations	Yes No	
Teaching in continuing education programs	Yes No	

Continued →

5. Service to the Community

Please comment on the faculty member's service to the community including:

- i. Working with municipal or governmental agencies, including public schools;
- ii. Serving on religious boards or as the chair of committees;
- iii. Serving as an officer in a service club; and
- iv. Serving on the board of agencies such as the Red Cross, Red Crescent, YMCA or YWCA.

Details of Evaluator:

Evaluator's Name: _____
Family name First name

Faculty: _____ Department: _____

Position & Title: _____

Signature: _____ Date: _____



Appendix 11

HAIGAZIAN UNIVERSITY

NOTICE OF NON-REAPPOINTMENT FOR FACULTY ON PROBATION

Date: _____

Name of faculty member: _____

Status: Part-time _____ Full-time _____

This is to inform you that your appointment as an instructor in the Department of _____
_____ will not be renewed.

Signature of Dean

.....
Faculty Personnel Policies and Procedures, p. 36:

Non-reappointments

5. The right of due process offers the individual faculty member the opportunity to appeal personnel decisions.
6. At the request of the faculty member reasons for non-reappointment due to insufficient merit will be stated in writing. If the matter is appealed, reasons will be stated in writing by the Dean and forwarded to the President and to the faculty member.



Appendix 12

HAIGAZIAN UNIVERSITY PERMISSION FOR OUTSIDE EMPLOYMENT

To be filled by full-timers prior to outside engagement no later than August 15 or December 15

<u>Name</u>	<u>Department</u>
<u>Nature of work</u>	<u>Potential employer</u>
<u>Hours per week required for the job</u>	<u>Days/hours expected to be absent from HU</u>

I, the undersigned, _____ vouch that this temporary outside employment will contribute to my academic development and will not present any conflict of interest with my full-time position at Haigazian University.

Please append letter of invitation and copy of contract.

Applicant's signature: _____

Recommendation of:

<u>Chair</u>	<u>Dean</u>
--------------	-------------

President



Appendix 13

HAIGAZIAN UNIVERSITY FACULTY ABSENCE FORM

Name of Faculty Member: _____ Date(s) of Absence: _____ Reason for Absence: _____ _____
--

Details of Make-up Session(s):				
No. of course missed	No. of sessions missed	Location	Date & Time of Make-up Session(s)	Suggested Substitute Name & Tel.

<u>Signature of Faculty Member</u>	<u>Signature of Chairperson</u>	<u>Signature of Dean</u>

* Failure to submit this form to the Dean's Office will result in an automatic salary deduction at the end of the semester.



Appendix 14

HAIGAZIAN UNIVERSITY

GUIDELINES FOR APPLICATION FOR SABBATICAL LEAVE WITH FULL OR HALF PAY

Either one or two semesters of leave may be taken by eligible faculty members. For a two-semester leave, the faculty member will receive 50% of full-base salary. For a single semester he/she will receive 100% of base salary. The amount of salary paid to the faculty member is negotiated within the annual budget for salary designated for each department. HU will continue to pay its share of premiums on indemnity and insurance programs which are in effect, providing the member does likewise. (Faculty Personnel Policies and Procedures, p. 40)

In applying for a sabbatical leave a faculty member should submit a proposal which is sufficiently specific to enable the President to judge its professional, scholarly or research quality, the feasibility of the project, the probability of completion and the benefits to both the University and the individual faculty member. The following suggestions will help in providing the information needed by the committee in evaluating applications for sabbatical.

1. In an introductory statement identify the nature of your proposal and the specific time period for which you hope to be on leave.
2. Write approximately one page delineating the professional, scholarly or research activities you propose to accomplish, including a plan for achieving those objectives. Be as specific as possible.
3. Sabbaticals are granted on the basis of the value of the proposal to both the University and the individual faculty member. If it is not covered elsewhere, include a separate statement on the benefits which will accrue to both parties if the sabbatical is granted.
4. List the tangible products of the project.
5. Indicate what arrangements will be made by your Faculty to cover your assignments in your absence. Will your absence require employing a full- or part-time replacement, or will other faculty members take on your load?
6. A sample of a sabbatical proposal illustrative of the committee's requirements is available in the Dean's office.
7. A report summarizing sabbatical achievements and experiences is to be turned in to the President no later than the end of the first month of the semester following the sabbatical leave.



Appendix 15

HAIGAZIAN UNIVERSITY APPLICATION FOR SABBATICAL LEAVE WITH FULL OR HALF PAY

Name:		
Title:		
Department:		
LEAVE REQUESTED FOR:		
Fall Semester _____	Academic year: _____	
Spring Semester _____	Academic year: _____	
Leave Starting Date (inclusive): _____		
Leave Ending Date (inclusive): _____		
ARRANGEMENTS MADE FOR PERIOD OF ABSENCE: <i>(Check all that apply.)</i>		
<input type="checkbox"/> One or more other faculty members will take my load. <input type="checkbox"/> A full-time replacement will be needed. <input type="checkbox"/> A part-time replacement will be needed.		
Information about possible replacement:		
Name:	Degree:	
Email:	Tel. no.:	
FURTHER RELEVANT INFORMATION:		
ADDRESS WHILE ON LEAVE:		
Please attach a proposal for your sabbatical project. (For guidelines see Appendix 20)		
Date:	Signature:	
APPROVALS		
Concerned Dean	Signature:	Date:
President	Signature:	Date:



Appendix 16

HAIGAZIAN UNIVERSITY

REQUEST FOR FULL-TIME LEAVE OF ABSENCE WITHOUT PAY

Name:		
Title:		
Department:		
LEAVE REQUESTED FOR:		
Fall Semester _____	Academic year: _____	
Spring Semester _____	Academic year: _____	
Leave Starting Date (inclusive): _____		
Leave Ending Date (inclusive): _____		
PURPOSE OF LEAVE:		
_____ Personal		
_____ Professional growth (study or research)		
FURTHER RELEVANT INFORMATION:		
ADDRESS WHILE ON LEAVE:		
Date:	Signature:	
APPROVALS		
Chair of Dept.	Signature:	Date:
Concerned Dean	Signature:	Date:
President	Signature:	Date:



Appendix 17

HAIGAZIAN UNIVERSITY

REQUEST FOR PARTIAL LEAVE OF ABSENCE WITH PARTIAL PAY

Name: _____		
Title: _____		
Department: _____		
Leave Starting Date (inclusive): _____		
Leave Ending Date (inclusive): _____		
REASON FOR PARTIAL LEAVE REQUEST		
TEACHING HOURS		
A regular full-time teaching load is 12 hours/week.		
No. of hours/week you wish to teach during the period of partial absence: _____		
(See below for details of pay.)		
Date: _____	Signature: _____	
APPROVALS		
Chair of Dept.	Signature: _____	Date: _____
Concerned Dean	Signature: _____	Date: _____

Faculty Personnel Policies and Procedures p. 41

A regular full-time faculty member may petition for a partial leave of absence for an academic year. If the leave is granted, the faculty member shall:

1. Be paid for the teaching assignment during the period of the leave on the basis of the corresponding percentage of his/her full-time salary.
2. Continue to hold full-time faculty status.
3. Be expected to carry a proportional share of counseling and committee assignments.

Additionally, during a partial leave of absence, the University shall freeze all fringe benefits received by the faculty member for the year of absence, including indemnity, health insurance and child education allowance.



Appendix 18

HAIGAZIAN UNIVERSITY

ABSENCE DUE TO SICKNESS WITH AND WITHOUT PAY

Name:	
Title:	
Department:	
SICK LEAVE WITH PAY	
<p>5. <u>Sick leave for full-time faculty</u> is accumulated on the basis of one day per month worked (ten days in an academic year) and may be accumulated up to a maximum of 60 days. Sick leave enables the faculty member who is absent for reasons of health or disability to receive regular salary during the absence. (Faculty Personnel Policies and Procedures p. 41)</p>	
No. of days: _____	
Address while on leave:	
MEDICAL LEAVE OF ABSENCE WITHOUT PAY	
<p>6. <u>A full-time faculty member may be granted a medical leave of absence</u> for a period of up to one calendar year if there is good and sufficient reason. Medical leaves are normally granted upon termination of sick leave benefits. No salary payments are normally made nor accumulated during this leave period. The contract is suspended and no benefits will accrue. During a medical leave of absence, the HU contribution to group insurance will be continued as long as the faculty member contributes his/her share. (Faculty Personnel Policies and Procedures p. 41)</p>	
No. of days: _____	
Address while on leave:	
MAKE-UP PROCEDURES:	
INFORMATION ABOUT SUBSTITUTE:	
Name:	Degree:
Email:	Tel. no.:
Date:	Signature:
APPROVALS	
Chair of Dept.	Signature: _____ Date: _____
Concerned Dean	Signature: _____ Date: _____



Appendix 19

HAIGAZIAN UNIVERSITY REQUEST FOR SUPPORT OF RESEARCH

Name of Applicant: _____ Degree: _____

Rank: _____ Department: _____

Academic year and semester: _____

Description of research project (Attach proposal.)

Benefits of the research to Haigazian

Expected starting date of research: _____

Expected end date of research: _____

Request

In order to carry out this research project, I request (*Please check.*):

☐ A lighter teaching load (Please specify which semester[s]) _____

☐ Financial sponsorship from the university

- Amount requested from Haigazian _____

- Funding received from other sources, if any (Please specify amount.): _____

☐ Other (Please specify) _____

Date: _____ Signature of Applicant: _____

.....
Recommendation of Chair: _____

Recommendation of Dean: _____

Decision of Research Review Board: _____



Appendix 20

HAIGAZIAN UNIVERSITY GUIDELINES FOR REQUEST FOR RESEARCH SUPPORT

Faculty members have the right to pursue educational research activities which enhance their continued progress in their areas of specialization. The institution has the responsibility to support these efforts within its means. All requests for support for research are evaluated on the basis of set criteria.

The main criteria are:

1. The quality of the research
2. The relevance of the research for Haigazian University
3. Funding considerations, including how much support the faculty member has already received for research from Haigazian and whether he/she is receiving research funding from other sources
4. Whether the support is requested for one semester or longer.

In addition, some return on investment is expected by the University. The researcher is expected to:

1. Acknowledge Haigazian University as his/her sponsor if the research is published or presented at a conference.
2. Submit a financial breakdown if funding was obtained from Haigazian.
3. Make a presentation of the research at Haigazian.

To request support for research, you must complete the form “Request for Support of Research” and submit it to your departmental Chairperson. If the Chairperson approves, he/she will send the request to the Dean. If the Dean approves, he/she will send the form to the Research Review Board, which meets twice a year in September and February.

Faculty requests must be submitted to the Departmental Chairperson by the dates below:

- For submission to the Research Review Board in September – by August 1
- For submission to the Research Review Board in February – by January 1

If you need additional information, please feel free to call the office of the Dean.



Appendix 21

HAIGAZIAN UNIVERSITY GUIDELINES FOR TEACHING RELEASE TIME

Faculty members at HU may be eligible for **Teaching Release Time (TRT)** as an incentive to conduct academic research. Teaching Release Time is designed to allow faculty members to devote more time to research or creative work.

TRT applicants will be selected on the basis of the potential impact and feasibility of the planned work, with particular attention paid to how the release time will assist in the recipient's scholarly career.

Applications for TRT are usually submitted to the Chairperson along with a research proposal. If the request for TRT does not accompany a research proposal, the same deadlines apply.

Eligibility

TRT supports faculty research and creative work in all fields.

- All full-time faculty, including Deans and Chairs, are eligible to apply for Teaching Release Time.
- TRT can be used for post-doctoral work. Holders of a master's degree can benefit from TRT to complete a doctoral degree.

Release Time will depend on the scope of the research that will be undertaken as per the following:

Un-sponsored Research

Faculty members who wish to receive TRT for research not sponsored by external funds must submit a request in writing to the Chair of the Department or directly to the Dean (in the absence of a Chair). The request must include a statement of goals, a proposal for the research/creative work to be done, and an updated record of recent research accomplishments and publications. The Chair can grant Release Time only with the approval of the Dean and the President.

At the end of each semester the Dean will submit to the President a report for his/her division containing a summary of faculty accomplishments. Release Time for unsponsored research is limited to a maximum of 3 credits per semester, depending on the level of research productivity.

Sponsored Research

TRT may be supported by external funds. The number of hours of Release Time is determined by the total amount of the funds received and the scope of the research activity that will be undertaken. Faculty members who wish to receive TRT for sponsored research must submit a request in writing to the Chair of the Department or directly to the Dean (in the absence of a Chair). The request must include a statement of goals, a proposal for the research to be done, and an updated record of recent research accomplishments and publications. The Release Time will be determined and granted by the Dean with the approval of the President.

Faculty members who have sponsored release time with substantial funding from external sources must teach at least 6 credits per semester. In the case of exceptional support for sponsored research from external funding sources, further reductions may be considered, although no faculty member may be entirely released from teaching for a semester without the approval of the President.

Terms and Conditions

- A faculty member on a 9-credit research contract cannot engage in outside employment or consultation, nor can he/she take on an overload. He/she can, however, teach Summer School.
- A person who benefits from TRT is expected to contribute to the University by publication of the research. This may be a paper in a reputable, peer-reviewed journal or other (e.g. a book or HUP publication). Failure to deliver one of the above after a year of research will be penalized.
- Release time is granted for 1 semester or 1 year and can be renewed after the expiry of the initial term. Renewal is not automatic and must be applied for.
- When research undertaken during TRT is sponsored by HU, the faculty member is required to continue full-time teaching at HU for one academic year following the TRT.

Proposals

Proposals should include a narrative describing the proposed work, a curriculum vitae, and a letter of support from the Chair of the Department. The Chair of Department's letter should also include a statement that the department approves of the candidate having Teaching Release Time.

The narrative section of the proposal should include a reasonable amount of detail about the planned work, how it will be accomplished, and why Release Time from teaching is needed to move the project forward *at this point in time*. Proposals may include a request for up to \$2000 in discretionary funding. Proposals are due in the Offices of the Dean by January 1 for the Fall Semester and by August 1 for the Spring Semester of the following academic year. The designated semester should be discussed in advance with the Chair of Department to ensure that it fits in with departmental curriculum planning.

Application Guidelines

The application form can be accessed in the Appendices section of either the Faculty Handbook or the Research Handbook.

Items 1-3 below should be attached to the application form and given to your Chair of Department. The Chair of Department should provide item 4 and e-mail the entire application as a single document attached to an e-mail to the Dean and the President by January 1 for the Fall semester and August 1 for the Spring semester. Applications received after the deadline will not be accepted.

1. A narrative proposal (up to 3 pages) describing the project the applicant will undertake during the term of the Release Time. The narrative statement should include an explanation of how the proposed project would make a contribution to the applicant's research and advance the larger field of study as well as why a semester of teaching release is needed to move the applicant's scholarly career forward.
2. If discretionary funds are requested, a detailed budget (1 page) must be included explaining the needs and proposed use of these funds.
3. Curriculum vitae.
4. A letter of support from the Chair of Department, including a statement that the applicant's department is willing to grant the requested teaching release.

Notification

All applications will be acknowledged via e-mail, and all applicants and their Chair of Department will be notified of the outcome by e-mail by March 1 for the Fall Semester and by October 1 for the Spring Semester.



Appendix 22

HAIGAZIAN UNIVERSITY APPLICATION FOR TEACHING RELEASE TIME

DATE: _____

NAME: _____ RANK: _____

DEPT: _____ FACULTY: _____

Date of Full-time Appointment to Faculty _____ Date of Last Promotion _____

Dates of All Prior Teaching Releases & Sabbaticals _____

PROPOSED CREDIT HOURS OF TEACHING RELEASE

Type of research: ☐ Non sponsored research ☐ Sponsored Research

If Sponsored Research, indicate the proposed credit hours of teaching release _____

Requested period: ☐ Fall Semester, (year) _____ ☐ Spring Semester, (year) _____

➤ **Please attach the following items to this application form:**

- A narrative proposal (up to 3 pages) describing the project the applicant will undertake or complete during the term of the Release Time. The narrative statement should include an explanation of how the proposed project would make a contribution to the applicant's research and advance the larger field of study as well as why it is needed to move the applicant's scholarly career forward.
- If discretionary funds are requested, a detailed budget breakdown must be included explaining the need for and proposed use of these funds (maximum \$2000).
- A curriculum vitae.

The application, including this signed cover sheet and the three items above, should be prepared as one document and given to your Chair of Department to submit to the Office of the Dean.

To the Chair of Department: Please sign below and attach a letter of support explaining why teaching release will advance the candidate's scholarly career and include a statement that the applicant's department is willing to grant the requested Teaching Release. Completed applications should be sent as one e-mail attachment from the Chair of Department to the Dean, and **must be received by January 1 for TRT in the Fall Semester and August 1 for TRT in the Spring Semester.** The candidate and the Chair of Department will be notified of the status of the application by March 1 for the Fall Semester and October 1 for the Spring Semester.

Applicant's signature

Chair of Department's signature

Dean's approval

* When research undertaken during TRT is sponsored by HU, the faculty member is required to continue full-time teaching at HU for one academic year following the TRT.



Appendix 23

HAIGAZIAN UNIVERSITY REQUEST FOR CONFERENCE GRANT

Name of Applicant: _____ Degree: _____

Rank: _____ Department: _____

Project for which Grant is requested: (Conference – specify whether you are presenting a paper)

Starting Date: _____ Ending Date: _____

Sponsoring Association: _____

Haigazian's Involvement & Benefits: _____

Estimated Expenses:

Description	Amounts
Registration fees:	\$
Transportation: - Flights	\$
- Other transportation	\$
Meals (per day x number of days):	\$
Accommodation (estimated cost x number of nights):	\$
Other (please itemize):	\$
Total estimated expenses:	\$ LBP

Amount Received from Other Sources (please specify): _____

AMOUNT REQUESTED FROM HU: _____

Date: _____ Signature of Applicant: _____

.....

Recommendation of Chair: _____

Administrative Decision: _____

Amount of support from HU: _____

.....

*Please attach any relevant information that you may deem necessary such as:

- Proposal and detailed budget (if available)
- Relevant correspondence (invitations, e-mails, etc.)
- Progress report (if renewed grant)
- Registering for the conference must be done through your department, after the final approval of the Dean.

- Conference registration, travel arrangements, and hotel reservations are handled by the person going to the conference. He/she does all the necessary arrangements online (registration, hotel, ticket, etc.), prints the necessary documents/receipts, and will be reimbursed based on the approved faculty document for conferences and the limit of funds available on the form. If the faculty/staff person insists that Purchasing handles the tickets, then Purchasing is ready to assist.
- All related expenses that are incurred during the trip should be supported by receipts. They need to be approved by the supervisor and presented for reimbursement.



Appendix 24

HAIGAZIAN UNIVERSITY GUIDELINES FOR REQUEST FOR CONFERENCE GRANT

Faculty members have the right to pursue educational and research activities, including conferences, which enhance their continued progress in their areas of specialization. The institution has the responsibility to support these efforts within its means. All requests for support to attend a conference are evaluated on the basis of set criteria.

The main criteria are:

1. The value of the conference
The quality of the organizing institution, the presenters at the conference and the papers to be presented are considered.
2. The number of teaching contact hours that will be missed
During one semester a member of faculty may attend no more than one international conference and the maximum number of teaching contact hours lost to conferences must not exceed the number of contact hours the faculty member teaches in one week.
3. How much support the faculty member has already received during the year for attendance at conferences
4. Budget considerations
 - a) Each faculty member will be allocated a maximum defined budget per conference they wish to attend. From this budget priority will go to conference registration fees, air flight ticket, lodging and transportation. Other incidental expenses and meals will be covered only if a balance remains after covering the priority expenses. Which items to cover financially is at the discretion of the Dean.
 - b) The University will cover lodging, transportation, meals and incidental expenses only for days covered by the dates of the attended conference.
 - c) Reimbursement of transportation expenses, meals and incidentals will be according to the invoices submitted.

In addition, some return on investment is expected by the University. After a faculty member has attended a conference supported by Haigazian, he/she is expected to:

1. Acknowledge Haigazian University as his/her sponsor if the research is published or presented at a conference.
2. Submit all financial documents.
3. Write a report on the conference.
4. Make a presentation of the conference research paper.
5. Consider the option of publication by the Haigazian University Press.

To request support for attendance at a conference, you must complete the form “Request for Conference Grant” and submit it to your departmental Chairperson. If the Chairperson approves, he/she will send the request to the Dean. Final approval and allocation of funds is at the discretion of the Dean.

If you need additional information, please feel free to call the office of the Dean.



Appendix 25

HAIGAZIAN UNIVERSITY GUIDELINES FOR COLLEGIAL REVIEW OF INSTRUCTOR/COURSE

Evaluation is one of the most critical and significant academic functions that any institution can perform. Trying to understand whether a course has mattered or not is the starting point of all program planning and development. This important evaluation function by on-campus faculty or experienced part-time faculty serves as a strong link in insuring the quality of university offerings wherever they are and letting students and faculty know that they are part of the total educational program at HU. We are, therefore, very grateful for your participation with us in endeavoring to evaluate our courses and instructors.

You are aware of the date and time of the review as well as the scheduled hours of the class, and, if you are the reviewer, you have been provided with the instructor's resume and course outline along with the number of students enrolled in the class. The report form (Appendix 26: Class Observation Form) provides a series of questions to be evaluated as well as space for comments, suggestions, and recommendations.

If you are the instructor, we would like you to inform the class of the impending review and introduce the reviewer when he or she arrives. In the introduction we hope you will say something about the purpose and importance of quality reviews in education and other fields.

The principal purpose of this review is to assess the instructor's teaching effectiveness and to insure that the contents of the course are appropriate. New instructors are viewed within their first year of teaching with HU, and all instructors are reviewed on a selective, random basis. Being selected for a review, therefore, does not imply that anything is wrong; it is only part of the systematic quality assurance process. At the same time, reviewers are urged to be honest and thorough in their evaluations.

In conducting the review, the reviewer should try to be as unobtrusive as possible. The ideal would be to observe without being seen or heard. The class must continue as usual, both to get an accurate picture of its conduct and to allow the academic process to proceed. Reviewers may wish to chat with students or with the instructor without the other hearing, but this should only be done before class, on breaks, or after class. Arrangements for such interviews should be made in advance by the reviewer through the program director or by calling the Departmental Chair.

After the review date and time has been confirmed, we encourage reviewer and instructor to contact each other by telephone to clarify the expectations in the minds of both parties as well as to make any additional arrangements for the visit. Such contact always makes reviews run more smoothly and produce more reliable results.

If you need additional information, please feel free to call the office of the Dean.

Again, thank you for your help.



Appendix 26

HAIGAZIAN UNIVERSITY CLASS OBSERVATION FORM

Faculty member observed: _____ Date: _____

Course: _____ Class location: _____

Length of visit: _____ to _____ No. of students enrolled: _____ No. present: _____

N.B. Before the observation: (1) the observed faculty member states the goals of the lesson to be observed and (2) the observer and observed discuss any disagreements about the meanings of the questions below.

Performance Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
I. Knowledge of subject matter (Answer only if colleague is of same Department)					
1. The level of the material is appropriate for the course and students.					
2. The lesson's content is relevant to the course objectives/outcomes.					
3. The instructor emphasizes a conceptual grasp of the material.					
4. The instructor shows mastery of the content.					
II. Organization & clarity of presentation					
5. New material is linked to previously learned concepts.					
6. Major and minor points are differentiated.					
7. The sequence of the content is logical.					
8. The most important ideas are summarized.					
9. New terms and concepts are clearly defined.					
10. Examples/illustrations of difficult ideas are given.					
11. Visuals are used and handouts given.					
12. The instructor's speaking voice is clear and understandable.					
III. Teaching strategies					
13. The instructor uses active learning techniques.					
14. The teaching methods are appropriate for the lesson's goals.					
15. The students discuss or apply concepts during class.					
16. The instructor keeps any discussion focused.					
IV. Answering & asking questions					
17. Student questions are welcomed and responded to effectively.					
18. Students seem comfortable asking questions.					
19. The instructor asks questions periodically.					
20. Questions require analytical thinking.					
21. Enough time is allowed for students to respond to questions.					
22. The instructor repeats answers to questions in a clear manner.					
V. Teacher-student rapport					
23. The instructor maintains eye contact with students.					
24. The instructor moves around the room at times.					
25. The instructor shows respect to student questions and comments.					
26. Students are attentive and involved during most of the lesson.					
27. Students take notes when appropriate.					
28. Student behavior indicates respect for the instructor.					
29. There is informal interaction between instructor and students before and after class.					
30. Class starts and ends on time.					

Comments, suggestions, and recommendations (*Please write on back of page*):

Name of observer: _____ Signature _____



Appendix 27

HAIGAZIAN UNIVERSITY ANNUAL FACULTY REPORT: SELF EVALUATION

Academic Year _____

I. General Information

Name: _____

Faculty: _____

Position: _____ No. of years in that position: _____

Degree: _____

Courses taught at HU in the Fall Semester

Courses taught at HU in the Spring Semester

II. Academic Performance

1. What are the methods used to improve your teaching effectiveness and maintain high Academic Standards? (Improve planning and organization of courses, communicate with students, advise students, improve knowledge of the subject matter, etc.)
2. What are the tools used to improve your students' interest and understanding of the materials? (Usage of the library, computer lab, PowerPoint presentations, etc.)
3. What do you consider to be your major strengths?

4. What do you consider to be your major weaknesses?

III. Personal Development

1. Attendance at professional meetings (conferences, seminars, etc.)

2. Public lectures

3. Publications (list all publications that have appeared previously and all new publications and research you are working on)
 - a) Articles:

 - b) Books:

IV. Service to the University

1. Committee service

2. What are your major contributions to each committee you are a member of?

V. Service to the Community

(Working with different government or private agencies, working with businesses or churches, working with service clubs, organizing community events, etc.)

VI. Please outline your goals for next year in a short paragraph

Signature _____



Appendix 28

HAIGAZIAN UNIVERSITY EVALUATION OF DEAN BY PRESIDENT

Academic Year _____

I. General Information

Name of Dean: _____

Dean of the Faculty of: _____

No. of years in that position: _____

II. Effectiveness of Dean

According to the Haigazian University Faculty Handbook, the responsibilities of a Dean include the following areas. Please evaluate the effectiveness of the dean in each area during the past year.

	Excellent	Good	Fair	Poor
Faculty Curriculum				
1. Recommend to the President candidates for departmental chairs, faculty positions, and scholarly research appointments as well as promotions and dismissals.				
2. Work with the faculty to develop new curricula and exercise quality control through, at the minimum, an annual evaluation based on student surveys and class supervision.				
3. Coordinate the development of the class schedule so that the human and financial resources can be utilized with maximum effectiveness.				
4. Nurture and encourage the faculty and assist in promoting positive faculty morale and improving teaching effectiveness.				
5. Seek and develop ways for the faculty to participate in faculty growth experiences such as research and academic conferences.				
6. Develop a clear system of responsibility and reporting between faculty, Departmental Chairs and her/himself.				
7. Submit to the President semi-annual reports on the status of the academic programs of the University. This report should include faculty workload, distribution of student advising responsibilities, number of majors, basic enrollment, retention data and future plans.				
8. Review and revise the pertinent part of the HU Catalog and brochures				
9. Approve syllabi, reading materials, textbooks, and tests and keep a file on syllabi and final exams in coordination with the Chairs/Coordinators.				
10. Deans serve as the liaison between the President and the Departmental Chairs.				
Financial				
11. Coordinate the development of the following year's budget and submit it by early April.				
12. Monitor the instructional budget to ensure that expenditures are in line with the approved budget.				
13. Periodically review the current budget with the President and the Comptroller to ensure that the entire budget is in balance.				

	Excellent	Good	Fair	Poor
General				
14. Work with the appropriate committees to implement and correctly interpret institutional mission and policy.				
15. When appropriate, represent the academic programs of the University to government agencies, foundations and other organizations which accredit and in other ways endorse the institution.				
16. Represent the University at professional conferences, academic seminars and community gatherings, as well as to students and prospective students and their parents.				
17. Perform the functions of the President of the University during his/her temporary absence when specifically authorized by the President or the Chairman of the Board of Trustees.				

III. Personal Development of Dean

Please evaluate the dean's personal development over the past year in relation to his/her position. (main considerations: attendance at professional meetings (conferences, seminars, etc.), public lectures, publications (articles and books))

IV. Dean's Service to the University

Please evaluate the dean's service to the university over the past year (committee work and other services)

V. Dean's Service to the Community

Please evaluate the dean's service to the community over the past year (work with different government or private agencies, work with businesses or churches, work with service clubs, organizing community events, etc.)

Signature of President: _____



Appendix 29

HAIGAZIAN UNIVERSITY DEAN'S SELF EVALUATION

Academic Year _____

I. General Information

Name: _____

Dean of the Faculty of: _____

No. of years in that position: _____

II. Responsibilities of Dean

According to the Haigazian University Faculty Handbook, the responsibilities of a Dean include the following areas. Please evaluate your effectiveness in each area during the past year.

	Excellent	Good	Fair	Poor
Faculty Curriculum				
1. Recommend to the President candidates for departmental chairs, faculty positions, and scholarly research appointments as well as promotions and dismissals.				
2. Work with the faculty to develop new curricula and exercise quality control through, at the minimum, an annual evaluation based on student surveys and class supervision.				
3. Coordinate the development of the class schedule so that the human and financial resources can be utilized with maximum effectiveness.				
4. Nurture and encourage the faculty and assist in promoting positive faculty morale and improving teaching effectiveness.				
5. Seek and develop ways for the faculty to participate in faculty growth experiences such as research and academic conferences.				
6. Develop a clear system of responsibility and reporting between faculty, Departmental Chairs and her/himself.				
7. Submit to the President semi-annual reports on the status of the academic programs of the University. This report should include faculty workload, distribution of student advising responsibilities, number of majors, basic enrollment, retention data and future plans.				
8. Review and revise the pertinent part of the HU Catalog and brochures				
9. Approve syllabi, reading materials, textbooks, and tests and keep a file on syllabi and final exams in coordination with the Chairs/Coordinators.				
10. Deans serve as the liaison between the President and the Departmental Chairs.				
Financial				
11. Coordinate the development of the following year's budget and submit it by early April.				
12. Monitor the instructional budget to ensure that expenditures are in line with the approved budget.				
13. Periodically review the current budget with the President and the Comptroller to ensure that the entire budget is in balance.				

	Excellent	Good	Fair	Poor
General				
14. Work with the appropriate committees to implement and correctly interpret institutional mission and policy.				
15. When appropriate, represent the academic programs of the University to government agencies, foundations and other organizations which accredit and in other ways endorse the institution.				
16. Represent the University at professional conferences, academic seminars and community gatherings, as well as to students and prospective students and their parents.				
17. Perform the functions of the President of the University during his/her temporary absence when specifically authorized by the President or the Chairman of the Board of Trustees.				

III. Personal Development

4. Attendance at professional meetings (conferences, seminars, etc.)

5. Public lectures

6. Publications (list all publications that have appeared previously and all new publications and research you are working on)

a) Articles:

b) Books:

IV. Service to the University

3. Committee service

4. Other

V. Service to the Community

(Working with different government or private agencies, working with businesses or churches, working with service clubs, organizing community events, etc.)

VI. Please outline your goals for next year

Signature _____



Appendix 30

HAIGAZIAN UNIVERSITY EVALUATION OF DEAN BY FACULTY

Name of Dean: _____ Date: _____

How would you rate the Dean on the following:

	Excellent	Good	Fair	Poor*
1. Demonstrates fair and equal treatment.				
2. Provides recognition on the job.				
3. Has ability to handle complaints.				
4. Shows consistency in following policies and practices.				
5. Informs employees on matters that directly relate to their job.				
6. Encourages feedback; welcomes suggestions.				
7. Exhibits willingness to correct and admit mistakes.				
8. Expresses instructions clearly.				
9. Sets goals and objectives.				
10. Communicates effectively.				
11. Maintains good working relationships.				
12. Delegates/assigns duties and responsibilities.				
13. Handles crises and stress.				
14. Handles administration and paperwork.				
15. Represents HU to constituents and the public.				
16. Makes sound and timely decisions based on all relevant information.				
17. Communicates with you in a timely manner.				
18. Gathers pertinent facts before acting.				
19. Takes and encourages initiative and innovation.				
20. Overall rating of Dean.				

* Example(s) of areas that need improvement:



Appendix 31

HAIGAZIAN UNIVERSITY EVALUATION OF CHAIRPERSON BY DEAN

Name of Chairperson: _____

Date: _____

How would you rate the departmental chairperson on the following:

	Excellent	Good	Fair	Poor
1. Manages departmental academic affairs effectively.				
2. Manages departmental administrative affairs effectively.				
4. Proposes recommendations and monitors the annual budget and expenditures of the department effectively.				
5. Carries out continuous revision of programs, curricula, syllabi, textbooks, and academic resources.				
6. Develops and submits to the Dean recommendations regarding class schedules, textbooks, and curricula in a timely manner.				
7. Develops and submits to the Dean recommendations for academic resources, laboratory equipment, and budget requests in a timely manner.				
8. Oversees, maintains, and upgrades the department's educational resources, laboratory equipment, and other property and keeps an inventory of them.				
9. Conducts monthly meetings with the department's faculty and submits the minutes to the dean.				
10. Promotes research and other forms of professional growth among all members of the department.				
11. Supervises, evaluates and monitors faculty attendance effectively.				
12. Encourages and facilitates effective teaching.				
13. Facilitates the advising process.				
14. Supervises the academic progress of the students.				
15. Promotes the formation and development of departmental societies.				
16. Organizes departmental seminars, conferences, etc.				
17. Participates effectively in the search for new faculty and in peer review.				
18. Serves effectively on the Academic Standing Committee and Curriculum and Graduate committees.				
19. Represents the department's interests effectively.				
20. Overall rating of Chairperson.				

Comments and recommendations:

Signature of Dean: _____



Appendix 32

HAIGAZIAN UNIVERSITY EVALUATION OF CHAIRPERSON BY FACULTY

Name of Chairperson: _____

Date: _____

How would you rate your departmental chairperson on the following:

	Excellent	Good	Fair	Poor
1. Helps the department create a shared vision of the future.				
2. Carries out continuous revision of programs and curricula.				
3. Supervises course syllabi, textbooks, and academic resources.				
4. Prepares the schedule of classes and assigns teaching responsibilities in a fair and collegial manner.				
5. Conducts monthly meetings with the faculty.				
6. Promotes professional growth among all members of the department.				
7. Provides faculty with useful evaluation and feedback.				
8. Creates an atmosphere of collegiality and support among faculty.				
9. Accepts and utilizes faculty feedback and suggestions.				
10. Responds promptly to the needs of faculty and students.				
11. Exhibits fairness in dealing with faculty and students.				
12. Encourages and facilitates effective teaching.				
13. Facilitates the advising process.				
14. Supervises the academic progress of the students.				
15. Completes administrative tasks in a timely and efficient manner.				
16. Supervises, evaluates and monitors faculty attendance.				
17. Oversees, maintains, and upgrades the department's educational resources and keeps an inventory of them.				
18. Promotes the formation and development of departmental societies.				
19. Develops and maintains positive relationships with alumni.				
20. Organizes departmental seminars, conferences, etc.				
21. Represents the department's interests effectively.				
22. Overall rating of chairperson.				

In your view, what are the greatest strengths of the chairperson?

In your view, what are the greatest weaknesses of the chairperson?



Appendix 33

HAIGAZIAN UNIVERSITY

LETTER OF REAPPOINTMENT/NON-REAPPOINTMENT OF FACULTY BY DEPARTMENTAL CHAIRPERSON (To be sent to Dean)

Date: _____

I hereby recommend the reappointment/non-reappointment of _____
as a faculty member in the Department of _____

In the case of reappointment: I recommend reappointment for _____ years.

This decision is based on the criteria specified in the HU Faculty Personnel Policies and Procedures, pp. 35-36 and 57-58):

Article A.4 (p. 61)

The evaluation of teaching effectiveness for reappointment, third year review or promotion will be based upon:

- a. Classroom visits by the Dean.
- b. Classroom visits by Peer Review Committee.
- c. A review of course syllabi and examinations by the Dean and Departmental Chair.
- d. Student evaluations.
- e. Evaluations by the Dean and other members of affiliated departments.
- f. Administrative evaluation of office hours, availability on campus and committee participation.
- g. Self-evaluations.

Signature of Chairperson



Appendix 34

HAIGAZIAN UNIVERSITY

DEAN'S RECOMMENDATION FOR REAPPOINTMENT/NON-REAPPOINTMENT OF FACULTY (To be sent to President)

Date: _____

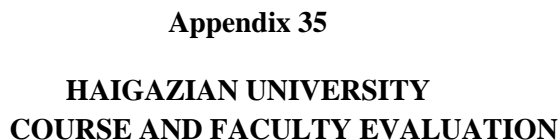
I hereby recommend the reappointment/non-reappointment of _____

as a faculty member in the Department of _____

This recommendation is based on materials presented by the Chairperson of the Department /
Coordinator of the Business major/emphasis.

Special terms or conditions: _____

Signature of Dean



HAIGAZIAN UNIVERSITY
COURSE AND FACULTY EVALUATION

Year

Instructor

% of Respondents

Code # 1 Disagree Strongly, 2 Disagree, 3 Neutral, 4 Agree, 5 Agree Strongly

Av: Mod: S:

Av: **Mod:** **S:**

Code # 1 Disagree Strongly, 2 Disagree, 3 Neutral, 4 Agree, 5 Agree Strongly

EVALUATION OF LEARNING

	1	2	3	4	5	Av	Mod	S
1. I gained a lot of knowledge from this course.								
2. I developed thinking skills and/or practical skills in this course.								
3. I felt involved in the classroom.								
4. I feel I want to learn more about this subject.								

Av:

Mod:

S:

COMMENTS/SUGGESTIONS

What are the best features of this course?

What suggestions do you have to improve this course?



Appendix 36

HAIGAZIAN UNIVERSITY
LAB. COURSE AND FACULTY EVALUATION

Course #

Course Title

Section

Instructor

Semester

Year

Total Number of Students

Total Number of Respondents

% of Respondents

Code # 1 Disagree Strongly, 2 Disagree, 3 Neutral, 4 Agree, 5 Agree Strongly

EVALUATION OF LAB. COURSE	1	2	3	4	5	Av	Mode	S
1. In general this lab. course provides useful experience								
2. The equipment is of good quality								
3. The reading material / manual is adequate								
4. Experiments are discussed in sufficient detail								
5. You receive adequate help during the experiments								
6. The experiments are closely related to the lecture material								
	Av:	Mod:	S:					

EVALUATION OF LAB ASSISTANT	1	2	3	4	5	Av	Mode	S
1. The lab assistant prepares the materials and apparatus well before labs								
2. The lab assistant has a solid knowledge of the content and procedures of the experiments								
3. The lab assistant is helpful during experiments								
4. The lab assistant has a positive attitude towards students								
	Av:	Mod:	S:					

Code # 1 Disagree Strongly, 2 Disagree, 3 Neutral, 4 Agree, 5 Agree Strongly

EVALUATION OF TEACHER

	1	2	3	4	5	Av	Mode	S
1. The teacher has a solid knowledge of the material (content) in this course								
2. The teacher has the ability to pass the content of the course to the student								
3. The teacher has the ability to get students interested in the subject								
4. The teacher uses a variety of teaching methods								
5. The teacher uses a variety of teaching aids								
6. Students respect this teacher								
7. The teacher speaks well and clearly								
8. The teacher has a positive attitude towards students								
9. The teacher is always available during posted office hours								
10. The teacher is dependable and on time								
11. The teacher explains the grading and evaluation system and applies it fairly								
12. The teacher corrects tests, on paper or in class, in a way that helps students learn from their mistakes								

Av:

Mod:

S:

EVALUATION OF LEARNING

	1	2	3	4	5	Av	Mode	S
1. I gained a lot of knowledge from this course								
2. I developed thinking skills and/or practical skills in this course								
3. I felt involved in the classroom								
4. I feel I want to learn more about this subject								

Av:

Mod:

S:

COMMENTS/SUGGESTIONS

What are the best features of this course?

What suggestions do you have to improve this course?



Appendix 37

LETTER OF REPRIMAND

On letterhead paper

Date

Dear Dr./Mr./Ms. _____:

This is a formal letter of reprimand to notify you that your performance is not up to the required level.

As stated in our previous discussions, you have _____ (clear statement of the performance issue)

This failure/These failures not only impact the students in your courses but also _____ (state how the performance issue impacts the university)

In order to bring your performance up to standard, you are expected to _____ (examples of ways he/she can comply with performance expectations)

You will have the opportunity to correct the shortcomings discussed and noted above _____ (give a timeline or due date), and at the end of that time there will be a reevaluation of your performance. If there is insufficient improvement, _____ (clearly state the consequences)

A copy of this letter will be kept in your personnel file. You may respond to the content of this letter in writing if you so wish.

Sincerely,

XXXXXX XXXXXXXXXXXX
Dean of XXXXXXXXXXXX

cc: President
Human Resources

I have received the original of this letter:

Faculty member's signature

Date



Appendix 38

GUIDELINES FOR ACADEMIC ADVISING OF UNDERGRADUATE STUDENTS

ADVISOR RESPONSIBILITIES

1. To be available to help students understand university policies, requirements, regulations, programs, and procedures for advisees.
2. To keep regular office hours and be available to meet advisees during those hours.
3. To maintain a record for each advisee (dates, topics discussed, academic progress, any problems, etc.)
4. To be competent in using the computerized systems for registration and advising.
5. To be knowledgeable about the students' academic programs and courses (general education requirements, major requirements, electives, etc.).
6. To meet first-year undergraduate students at the beginning of their first semester to assist them with initial adjustment to university academic life. Let them know you're available to meet them during the rest of the year.
7. To offer advice to advisees on selecting courses and to assist them in developing an academic plan that satisfies degree requirements. Be aware of course prerequisites and other restrictions.
8. To provide advisees with a schedule showing the sequence and scheduling of their major courses in the coming 2 years, when available.
9. To monitor advisees' academic performance during the semester (grades, other performance indicators, probation, etc.) and meet with them at least once each semester to review their progress toward completing their proposed academic program.
10. To inform advisees and discuss with them the implications of their performance for the undergraduate programs, graduate programs and professional programs they desire to pursue.
11. To follow up with advisees when necessary on any report of unsatisfactory work (poor class attendance, failing grades, incomplete grades, etc.). Pay special attention to students who have been placed on academic probation.
12. To help advisees who wish to change their major by discussing their interests, abilities, and goals and relating them to a new academic major. Provide them with information about change of major procedures and their new advisor.
13. To be knowledgeable about possible career paths in their academic field.
14. To inform advisees about and, if necessary, refer them to appropriate support services within the university (e.g. library, counseling, job placement).
15. To talk to faculty colleagues if you have concerns about advisees' performance in their courses.

STUDENT RESPONSIBILITIES

1. To take the initiative to contact your advisor and schedule appointments each semester. Observe the advisor's posted office hours or make other arrangements if necessary.
2. To prepare a list of questions or concerns before each meeting with your advisor. If you are discussing registration, prepare a tentative written schedule that includes alternative courses.
3. To become knowledgeable about HU policies, procedures, and requirements and adhere to them. If you don't understand a policy or a procedure, ask questions to the right people (not just other students) until you do understand.
4. To be familiar with the requirements of the major (and minor) which you are pursuing, and to schedule courses each semester in accordance with those requirements. Make sure you refer to the schedule that shows the sequence and scheduling of your major's (and minor's) courses over the coming 2 years.
5. To be aware of the prerequisites for each course that you include in your semester schedule and to discuss with your advisor how prerequisites will affect the sequencing of your courses.
6. To complete the online forms 'Course and Faculty Evaluation' or 'Lab. Course and Faculty Evaluation' for each course at the end of every semester.
7. To follow university procedures for registering courses and for making changes to your class schedule (drop and add).
8. To know the deadline and procedure for withdrawal from courses if you are taking more than 4 courses and wish to withdraw from one.
9. To observe academic deadlines such as when to register and when to drop and add courses.
10. To keep your advisor informed about changes in your academic progress, course selection, and academic/career goals and to consult your advisor if you wish to change your major.
11. To keep a personal record of your progress towards your degree. Organize official university documents in a way that enables you to access them when needed.
12. To inform your advisor immediately whenever a serious problem (medical, financial, personal) disrupts your ability to attend classes or interferes with your ability to focus on your education and to perform your best work.
13. To accept final responsibility for all decisions made and your graduation requirements.



Appendix 39

GUIDELINES FOR ACADEMIC ADVISING OF GRADUATE STUDENTS

ADVISOR RESPONSIBILITIES

N.B. When the student registers for the thesis, the thesis advisor becomes responsible for the tasks listed below.

1. To be available to help students understand university policies, requirements, regulations, programs, and procedures for advisees.
2. To keep regular office hours and be available to meet advisees during those hours.
3. To maintain a record for each advisee (dates, topics discussed, academic progress, any problems, etc.).
4. To be competent in using the computerized systems for registration and advising.
5. To meet new students at the beginning of their first semester to assist them with initial adjustment to university academic life. Let them know you're available to meet them during the rest of the year.
6. To offer advice to advisees on selecting courses and to assist them in developing an academic plan that satisfies degree requirements. Be aware of course prerequisites and other restrictions.
7. To provide advisees with a schedule showing the sequence and scheduling of their major courses in the coming 2 years, when available.
8. To discuss with advisees the implications of their performance.
9. To follow up with advisees when necessary on any report of unsatisfactory work (poor class attendance, failing grades, incomplete grades, etc.). Pay special attention to students who have been placed on academic probation.
10. To be knowledgeable about career opportunities in their academic field.
11. To make informal out-of-class contact with advisees.
12. To talk to faculty colleagues if you have concerns about advisees' performance in their courses.
13. To make students aware of graduate assistantship opportunities and ensure that they have a holistic educational experience as graduate students
14. To coordinate the planning, administration and evaluation of comprehensive exams.
15. To meet with the students to discuss the goals of comprehensive exams, what's expected from them, how they need to prepare, etc.
16. To guide students in choosing their thesis advisors.

GRADUATE STUDENT RESPONSIBILITIES

1. To take the initiative to contact your advisor and schedule appointments each semester. Observe the advisor's posted office hours or make other arrangements if necessary.
2. To prepare a list of questions or concerns before each meeting with your advisor. If you are discussing registration, prepare a tentative written schedule that includes alternative courses.
3. To become knowledgeable about HU policies, procedures, and requirements and adhere to them. If you don't understand a policy or a procedure, ask questions to the right people (not just other students) until you do understand.
4. To be familiar with the Graduate Student Handbook and all departmental policies related to your program / thesis.
5. To be familiar with the requirements of the graduate program which you are pursuing, and to schedule courses each semester in accordance with those requirements. Make sure you refer to the schedule that shows the sequence and scheduling of your program's courses over the coming 2 years if it is available.
6. To be aware of the prerequisites for each course that you include in your semester schedule and to discuss with your advisor how prerequisites will affect the sequencing of your courses.
7. To complete the online forms 'Course and Faculty Evaluation' or 'Lab. Course and Faculty Evaluation' for each course at the end of every semester.
8. To follow university procedures for registering courses and for making changes to your class schedule (drop and add).
9. To know the deadline and procedure for withdrawal from courses.
10. To observe academic deadlines such as when to register and when to drop and add courses.
11. To keep your advisor informed about changes in your academic progress, course selection, and academic/career goals and to consult your advisor if you wish to change your program.
12. To keep a personal record of your progress towards your degree. Organize official university documents in a way that enables you to access them when needed.
13. To inform your advisor immediately whenever a serious problem (medical, financial, personal) disrupts your ability to attend classes or interferes with your ability to focus on your education and to perform your best work.
14. To accept final responsibility for all decisions made and your graduation requirements.



Appendix 40

PROCEDURES FOR ACADEMIC ADVISORS & ADVISEES

Procedures for Academic Advisors

1. Post your office hours and contact info (email and phone) on your office door.
2. Get the schedule prepared by your department that shows the sequence and scheduling of the department's/graduate program's courses over the coming 2 years, if there is one.
3. Keep a record for each advisee on the portal. You can also use the form 'Record of Student Advising' from the public folder.
4. Guide students in the registration process.
5. Make schedule changes (drop and add) for advisees in the computerized system.
6. Send messages to advisees using the computerized system.
7. Follow up on progress of advisees at risk academically (grades, etc.) during the semester and at the end of each semester.
8. Talk to colleagues if you have concerns about advisees' performance in their courses.

Procedures for Undergraduate Advisees

1. Contact your advisor at the beginning of the semester and make sure you know your advisor's office hours. Make appointments as necessary.
2. Prepare for meetings with your advisor:
 - For registration questions, prepare a tentative schedule with possible alternatives
 - For other matters, write down a list of questions or concerns
 - Visit your advisor with the above before your registration day
3. Read and become familiar with these sections of the Student Handbook:
 - Academic Calendar
 - Rules and Regulations
 - Financial & Academic Brief Guidelines
4. Read and become familiar with the requirements for your major as given in the HU Catalog (on the HU website under 'Current Students'). In particular, note prerequisites for courses.
5. Refer to the schedule prepared by your department that shows the sequence and scheduling of your major courses over the coming 2 years, when relevant.
6. Complete the online form 'Course and Faculty Evaluation' or 'Lab. Course and Faculty Evaluation' for each course at the end of the semester.
7. Register online for the coming semester during the registration dates. (see HU calendar)

8. Make schedule changes (drop and add), if necessary, during the designated period. (see HU calendar)
9. Apply for financial aid, if needed, before the deadline for applications. (see HU calendar)
10. Withdraw from courses, if necessary, before the last day for withdrawals. (see HU calendar)
11. Inform your advisor about changes in your academic progress or career goals, problems affecting you academically, etc.

Procedures for Graduate Advisees

1. Contact your advisor at the beginning of the semester and make sure you know your advisor's office hours. Make appointments as necessary.
2. Prepare for meetings with your advisor:
 - For registration questions, prepare a tentative schedule with alternatives
 - For other matters, write down a list of questions or concerns
 - Visit your advisor with the above before your registration day
3. Read and become familiar with these parts of the Graduate section of the HU Catalog (on HU website under 'Current Students'):
 - Financial Information
 - Academic Information
 - Academic Rules and Regulations
 - your Graduate Program
4. Complete the online form 'Course and Faculty Evaluation' for each course at the end of the semester.
5. Register online for the coming semester during the registration dates. (see HU calendar)
6. Make schedule changes (drop and add), if necessary, during the designated period. (see HU calendar)
7. Apply for a Graduate Assistantship, if needed, before the deadline for applications. (see Graduate Handbook)
8. Withdraw from courses, if necessary, before the last day for withdrawals. (see HU calendar)
9. Inform your advisor about changes in your academic progress or career goals, problems affecting you academically, etc.

Appendix 41

HAIGAZIAN UNIVERSITY SAMPLE COURSE OUTLINE



HAIGAZIAN UNIVERSITY Faculty of Social & Behavioral Sciences Department of Education

Course Outline

Fundamentals of Education (EDU 201)

3 credits

COURSE DESCRIPTION

Introduction to the principal ideas of the discipline of education. It addresses the historical, philosophical, psychological, structural, and social foundations of education.

N.B. The course description must be the description in the HU Catalog. If you want to add something else, you can do so in your course syllabus.

PREREQUISITES

None

LEARNING OBJECTIVES & OUTCOMES

At the end of the course, the students will be able to:

1. Discuss the origin, development and present condition of education and schooling, through the contributions of diverse cultures.
2. List and discuss the philosophies and theories of famous educational pioneers.
3. Provide a general overview of legal topics in education, the rights and responsibilities of students.
4. Examine the relationships between culture, socialization, social class, race, and education.
5. List and discuss the purposes of education: goals, objectives, curricula and instructional approaches.
6. Discuss international perspectives and effective practices in education and schooling.

COURSE CONTENT

- Introduction of the course
- World roots of American education
- Culture, socialization and education
- Social class, race and school achievement
- Providing equal education opportunity
- Pioneers of teaching and learning

- Legal aspects of education
- The changing purposes of American education
- Curriculum and instruction
- International education
- Oral presentations

Appendix 42

HAIGAZIAN UNIVERSITY SYLLABUS TEMPLATE



HAIGAZIAN UNIVERSITY
Faculty of
Department of

Course Syllabus

Title of course
Abbreviation & no. of course

Semester & year
No. of credits

Instructor:
Office:
Campus Tel. Ext.:
Email: (*your HU email*)
Office Hours:

Class Location:
Class Time:

COURSE DESCRIPTION (*From the HU catalog*)

PREREQUISITES & PREPARATION

Prerequisite courses:
This course requires prior knowledge of

LEARNING OBJECTIVES & OUTCOMES

At the end of the course, students will be able to:

1. Define
2. List
3. Describe
4. Select
5. Use
6. Demonstrate
7. Compare and contrast
8. Distinguish
9. Evaluate
10. Judge
11. Design
12. Develop

COURSE REQUIREMENTS & COMPONENTS

Required Materials:

Recommended Readings & Websites:

Course Format:

Exams:

COURSE CONTENT

Dates	Topics	Readings/ Activities	Tests, Assignments, & Due Dates

Descriptions (*of assignments & tests*)

ASSESSMENT & EVALUATION/IMPORTANT DATES

Assignment/test/other	Dates	Percentage

COURSE POLICIES & CLASS RULES

Attendance, Conduct, & Academic Honesty: Refer to HU Catalog

Late-work Policy:

Field Work/Internship: (*where applicable*)

Learning Management System:

Appendix 43

HAIGAZIAN UNIVERSITY SAMPLE SYLLABUS



HAIGAZIAN UNIVERSITY

Faculty of Social and Behavioral Sciences Department of Psychology

Course Syllabus

Psychology of Everyday Life PSY 101

Fall Semester 2013-2014

3 credits

Instructor: Ms. Xxxx Zzzzz

Office: HER 777

Campus Tel.: Ext. 555

Email: Xxxx.Zzzzz@haigazian.edu.lb

Office Hours: MWF and T-Th 1:00-2:00 p.m.

Class Location: MEH 207

Class Time: MWF 9:00-9:50

COURSE DESCRIPTION (*Copied from catalog*)

This course is a general overview of basic subject matter in psychology. It covers psychological principles and findings as they apply to everyday life, in topics of direct relation to everyday life, such as. perception, motivation, emotions, learning, stress, self-esteem, and social behavior. The approach is hands on, small projects.

PREREQUISITES & PREPARATION

Prerequisite courses: None

This course requires no special prior knowledge or skills.

LEARNING OBJECTIVES & OUTCOMES

Remember:

- To check HU's learning goals for all students – refer to HU catalog
- To write learning objectives and outcomes in these 3 categories:
 - Knowledge: (What will the student know? – knowledge, understanding, intellectual skills)
 - Skills: (What will the student be able to do? – practical and transferable skills)
 - Attitudes: (What will the student be like? – behavior and attitudes)

At the end of the course, students will be able to:

1. Define psychology as a social science.
2. Describe the historical development of psychology.

3. Outline the main concepts and applications of psychology.
4. Discuss the complexity of behavior and the multiplicity of the factors influencing it.
5. Demonstrate objectivity and critical thinking.
6. Name the major research methods used in psychology.
7. Demonstrate familiarity with the knowledge base in major content areas of psychology such as perception, motivation, learning, memory, stress and coping, common psychological disorders and social psychology.
8. List at least eight careers for people with a degree in psychology.
9. Compare and contrast some major learning theories.
10. Explain a particular behavior in terms of given theories.
11. Demonstrate a positive attitude towards psychological inquiry.
12. Show awareness of ethical issues in psychological research.
13. Demonstrate the ability to work effectively in a team.
14. Make an effective PowerPoint presentation about a relevant text or article.

COURSE REQUIREMENTS & COMPONENTS

Required Materials:

Textbook: David G. Myers (2011) *Psychology in Everyday Life*. New York: Worth Publishers

Recommended Readings and Websites:

1. *Scientific American* (magazine articles) <http://www.scientificamerican.com/psychology>
2. *Psychology Today* (articles) <http://www.psychologytoday.com/>
3. <http://www.xxxxxxxxxxxxxxx>
4. <http://www.xxxxxxxxxxxxxxx>
5. <http://www.xxxxxxxxxxxxxxx>
6. <http://www.xxxxxxxxxxxxxxx>

Course Format:

Student participation is central to this course. The main instructional strategies will be interactive lecturing and discussions. There will also be case studies, a group project, and written papers. There will be assignments.

Exams:

There will be 2 tests and a final exam. See below for details.

COURSE CONTENT

Dates	Topics	Readings/ Activities	Tests, Assignments, & Due Dates
Sept. 23, 25, 27	Psychology as a science	Book title & chapter or pages	
Sept. 30, Oct. 2, 4	The nature and nurture of behavior	Book title & chapter or pages; Video	
Oct. 7, 9, 11	The nature and nurture of behavior Research methods in Psychology	Article title & URL	
Oct. 14, 18	Research methods in Psychology	Article title & URL	TEST 1 Oct. 18
Oct. 21, 23, 25	Perception	Book title & chapter or pages; Guest lecturer	

Oct. 28, 30 Nov. 1	Perception	Etc.	Written Assignment Oct. 30
Nov. 6, 8	Motivation		
Nov. 11, 15	Motivation Learning		
Nov. 18, 20	Learning		
Nov. 25, 27, 29	Memory		
Dec. 2, 4, 6	Memory		TEST 2 Dec. 4
Dec. 9, 11, 13	Stress and health psychology		
Dec. 16, 18, 20	Stress and health psychology Social Psychology		
Dec. 23	Social Psychology		
Jan. 8, 10	Social Psychology		
Jan. 15, 17	Common Psychological disorders		Presentations
Jan. 20, 22, 24	Common Psychological disorders Revision		Presentations

Descriptions:

Test 1 will cover all material presented in class and in the readings up to October 18.

Written Assignment: All students will be required to complete a short written assignment. Students will be assigned a psychological article that they will read, summarize, and critically evaluate. Papers will be graded for both content and mechanics.

Test 2 will cover all material presented in class and in the readings from October 18 till December 4.

Presentation & Discussion: Students will be divided into small groups. Each pair of students will be assigned a topic from the course content. Each team of students will prepare a brief PowerPoint presentation summarizing the content of the topic or presenting a relevant text/article. Presenters should prepare several discussion questions to present to the class and subsequently lead the in-class discussion that follows. While the exact distribution of labor is up to the team, each member of the team should play an active part in each presentation, either presenting some part of the topic or leading the discussion.

The **final exam** will cover the entire course, material presented in class and in the readings.

ASSESSMENT & EVALUATION/IMPORTANT DATES

	Dates	Percentage
Test #1	October 18	15% or 20% *
Written assignment	October 30	20%
Test #2	December 4	15% or 20 % *
Presentation & discussion	January 13-24	10%

Attendance & participation		5%
Final exam	As scheduled by the university	30%

* Tests #1 and #2: 20% to the higher grade; 15% to the lower grade

COURSE POLICIES & CLASS RULES

Attendance:

The maximum number of absences is in accord with university regulations. ("The University allows students to miss **a maximum of 6 class periods during a 3-credit course that meets three times a week**, and 4 class periods during a 3-credit course that meets twice a week. If a student misses sessions he/she will be warned by the instructor with a Notification of Excessive Absences.") You are strongly advised not to miss a single session. Your presence and participation in class enrich the learning experience for all of us.

Conduct:

Students are expected to arrive in class punctually and to show a respectful attitude at all times. No eating or drinking in class is allowed, and mobile phones must be turned off.

Academic Honesty:

Each student is responsible for performing academic tasks in such a way that honesty is NOT in question.

On pages 32-33 of the Haigazian University Catalog, Rules of conduct concerning academic honesty are stated. They are applied in this course.

Plagiarism:

Plagiarism is committed when you take personal credit for work done by someone else, be it your friend, a classmate, or an author's publication, hard copy or electronic. In citing any information from the literature, you need to provide an accurate reference, fully acknowledging the source, the author, and the year. Even when the information is completely rephrased in your own words, you still need to acknowledge the original source.

Late-work Policy:

Assignments will be accepted only on the assigned due date. (*modify according to your policy*)

Field Work/Internship: (*where applicable*)

Students in this course are expected to carry out x hours of field work. This will be discussed in class.

Learning Management System:

The 'Learning Management System' is Haigazian University's online course management system. You need to check your courses regularly as course materials, assignments, and announcements are posted on it.

To access the 'Learning Management System':

- On and off campus: <https://humoodle.haigazian.edu.lb/moodle/login/index.php>
- On the HU website: 'My HU' then 'Learning Management System'

Extra Sessions: (*in case you expect to be absent, e.g. for a conference*)

The course instructor will be absent for a conference; thus, there will be extra sessions. Dates and times will be discussed in class.

TIPS FOR DOING WELL IN PSYCHOLOGY 101 (*Optional*)

Suggestions: Self-management skills, time to spend out of class, specific study strategies, how to do well on assignments, common misconceptions and mistakes.



Appendix 44

HAIGAZIAN UNIVERSITY NEW COURSE APPROVAL AND REQUEST FOR NUMBER

This completed form and course outline to be submitted to the Departmental Chairperson.

Date: _____

Submitted by: _____

Department: _____

Course Title: _____

Proposed Course Level: _____

Prerequisite(s): _____

Course Description:

Write in this space or include an attachment. Description should be concise and no more than two or three lines. Complete course outline must be submitted with this form.

APPROVED BY:

Department Chair

Signature

Date

Dean

Signature

Date



Appendix 45

HAIGAZIAN UNIVERSITY REQUEST FOR CHANGE IN COURSE

When completed, return form to Dean.

Date: _____

Submitted by: _____

Department: _____

Course title: _____

Course abbreviation & number: _____

REQUESTED CHANGE

Note: All changes become effective September 1 with the next catalog.

Change title to: _____

Change credit value from _____ to _____

Change number level from _____ to _____

Change description to read as follows:

Change status of course from active to inactive (Delete) _____

Change status of course from inactive to active _____

Comments/Reasons for change: _____

.....
APPROVED BY (in the sequence below):

1. Department Chair	_____	_____
	Signature	Date

2. Dean	_____	_____
	Signature	Date

3. Curriculum Committee	_____	_____
	Signature	Date

**HAIGAZIAN UNIVERSITY
FACULTY APPLICATION**



HAIGAZIAN UNIVERSITY

جامعة هايكازيان

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FACULTY APPLICATION



Haigazian University

P.O. Box: 11-1748

Riad El Solh 1107 2090

Beirut, Lebanon

Phone: (01) 349 230/1, (01) 353 010/1/2

Photograph

Answer all questions

Please type or print clearly

If more space is needed, attach additional sheets

Submit the application with all required documents to:

arts.sciences@haigazian.edu.lb

or Business.economics@haigazian.edu.lb

Application Checklist

- ☐ A copy of ID
- ☐ A copy of all diplomas
- ☐ A recent photograph
- ☐ Curriculum vitae
- ☐ Work permit (for foreign part-timers)
- ☐ Judicial Record (for Lebanese)

1. Personal information

Name: _____
(Last) (First)

Birth date: _____ Nationality/ies: _____

Mailing address

Number/street _____ City _____ P.O. Box _____

Email: _____

Telephone numbers:

Home ()

Mobile ()

Work ()

Fax ()

2. Family

☐ Single ☐ Married Name of spouse _____

Name of child	Birth Date

3. Work

Type of employment applied for: subject _____ ☐ Full-time ☐ Part-time

Do you have any limitation(s) that would prevent or restrict you from performing any of the duties of the position for which you applied? ☐ Yes ☐ No

If yes, explain _____

4. Education/training

Name and location of accredited colleges, universities, or other training institutions attended	Dates attended	Degree or diploma earned	Semester units completed	Major subject

5. Work experience**Teaching or other educational experience**

Name of institution	City	Position	Part time	Full time	From/to	Name of supervisor	Telephone number
							()
							()
							()
							()
							()

Other work experience

Name of institution	City	Position	Part time	Full time	From/to	Name of supervisor	Telephone number
							()
							()
							()
							()
							()

May we contact your current and/or previous employer(s) regarding your qualifications and/or work performance?

Current: ☐ Yes ☐ No

Previous: ☐ Yes ☐ No

(If yes, I waive any right to hold the above parties responsible for claims, causes of action or judgment which may occur as a result of such reference check.)

Please indicate the salary rate for your current or last position \$ _____ per _____

6. Publications

List the name with the date of each publication (*please indicate any coauthors*) if any:

Name	Date	Coauthors

7. Extra-curricular

What are your extra-curricular interests? _____

8. References

List the names, addresses and telephone numbers of three persons (*other than supervisors listed above or relatives*) who are qualified to answer questions concerning your ability to perform the duties of the position for which you applied. Further, I waive any right to hold these individuals responsible for all claims, courses of action or judgments which may occur as a result of such reference checks.

Name	Address	(Area) Telephone number

I hereby certify that this application and all attachments are true and factual to the best of my knowledge and beliefs.

I understand that any misstatements or omissions of material facts in application materials may result in refusal of offer of employment or be cause for dismissal, if employed.

Date _____ Signature of applicant _____



Appendix 47

HAIGAZIAN UNIVERSITY

INSTRUCTOR INTERVIEW (Sample Form) PART-TIME FACULTY

This form is for the interviewer to use during the interview of an instructor candidate. When completed, return form to the Faculty Dean.

Person interviewed: _____ Date: _____

Desired position: _____

Qualifications verified: yes no partially

Teaching and/or professional experience verified: yes no partially

1. Describe your preferred teaching method.

2. What do you expect from your students?

3. Do you have concerns regarding level of teaching and expectations between undergraduate and graduate level courses?

4. Why do you want to teach at HU?

5. Please briefly describe your strengths and weaknesses as an instructor

Interviewer Comments

	High	Medium	Low
Knowledgeable			
Enthusiasm			
Commitment to subject/discipline			
Candor, sincerity			
Other			
Overall Assessment			

Other comments:

.....

Interviewed by: _____

Title: _____

Accepted

Rejected (give reasons)

Appendix 48

HAIGAZIAN UNIVERSITY

LETTER OF APPOINTMENT FULL-TIME FACULTY

Date:

Name:

Faculty of:

Nature of Appointment:

Date of Appointment:

Dear Dr. XXXXXX,

You are hereby appointed to the position of **Associate Professor of Business Administration & Economics** in the Faculty of Business Administration & Economics at Haigazian University, an institution of higher learning established and existing under the laws of Lebanon licensed by virtue of Decree No. 3991/3 (hereinafter referred to as the "University"), to perform such duties as may be assigned to you in accordance with the regular program and practice of the University subject to the following terms and conditions:

I. If you are a citizen of a country other than Lebanon, this appointment and its continuation are subject to the granting and extension, if applicable, of the appropriate work visa and residence permits by the Lebanese Government.

This appointment and its continuation are also made subject to your ability to produce a certificate of good health based on a comprehensive physical examination by a physician, whether before or during the period of the appointment, as the University may decide.

II. Your appointment is made on a full time / part time basis.

- a) The term of this appointment is _____ () academic year(s) / _____ () university semesters commencing on _____ and ending on _____, and shall automatically terminate at the end of this term. This provision constitutes sufficient notice to that effect.
- b) Renewal of appointments will normally be given eight (8) months prior to the expiration of this appointment or any of its extensions.
- c) With due regard to Section V (5-3) here below, the University may discontinue your services hereunder giving six (8) months' prior notice of termination or you may resign from this appointment effective the end of any academic year by giving six (6) months' prior notice of termination.
- d) Furthermore, it is clearly agreed and understood that the retirement age at the University is 65. Therefore, in case this appointment is renewed according to paragraph (b) above, it shall automatically terminate at the end of the academic year when you reach the retirement age. This provision constitutes sufficient notice to that effect.

III. COMPENSATION

You shall receive from the University in full remuneration for your services the compensation indicated below for the period of this appointment. Starting with the date of this appointment, individual payments

of your basic salary will be equal or approximately equal and will not be made more often than twelve times each year. The University reserves the right to make any and/or all payroll deductions as may be required by the Laws of Lebanon.

Your annual compensation will be a basic annual salary of _____ less income tax deductions required by the Lebanese law or by internal University arrangements. The net salary will be paid in 12 monthly installments and will be considered as full compensation for any and all services performed by you.

IV. BENEFITS AND ALLOWANCES

In addition to the compensation set forth above, you will be provided where indicated with the benefits and allowances mentioned in the Faculty Handbook, a copy of which is available at the Human Resources Department of the University.

Furthermore, you will be entitled to the following benefits:

- a) In-hospitalization health insurance coverage in accordance with a Health Policy obtained by Haigazian University. Your family may join the University Health Policy in accordance with the set regulations and conditions of said plan or policy.
- b) Child Education Allowance in accordance with the regulations and conditions set for the administration of the said allowance.
- c) An end of service indemnity of one-month salary calculated on the basis of your last basic salary times the number of years as a full time faculty member.

Benefits and allowances shall not be considered as a part of the compensation and may be discontinued at any time without prior notice by the University. The University reserves the right to modify or amend the Faculty Handbook from time to time or revoke the benefits and allowances provided for therein. If any such modification or revocation is not accepted by you, it shall not deprive you of the benefits and allowances given to you under the terms of this appointment.

V. OTHER PROVISIONS

1. By accepting this appointment you agree to support the purposes and guidelines of the University and abide by all of its policies, rules and regulations as amended from time to time and which you declare having read and fully understood as they appear in the Faculty Handbook.

You further agree to comply with all the instructions of the University Administration and all laws and regulations in force in Lebanon.

2. The Lebanese Code of Obligations and Contracts, and in particular paragraph 3 of article 624 thereof, shall constitute the law controlling the validity and interpretation of this letter of appointment and shall govern and be followed in the construction of its provisions and shall also fix the rights and obligations between you and the University.

Furthermore, all the rights and obligations arising out of this letter of appointment shall be subject to the exclusive jurisdiction of the courts of Beirut, Lebanon.

3. The University reserves the right to terminate this appointment under the following conditions:

- a) If the operation of the University or the performance of the University's obligations under this appointment becomes impossible because of force majeure or any other cause beyond the University's control, including financial exigency, the University may terminate this appointment without further liability.
- b) The University may terminate this appointment at any time for cause or in case of a breach of its policies, rules and regulations. Your salary will cease to be earned as of the day of termination and the University may require you to vacate your position immediately. No compensation or termination benefits will be paid to you in this case.

4. You shall treat all information acquired in the course of or as incident to this appointment as strictly confidential, and to this effect:

- You may not disclose to others any information, data, or knowledge which you may acquire from the University in the course of or incidental to this appointment during its term or at any time thereafter for your own benefit, or to the detriment, intended or probable, of the University.
- All literature, reports, records, files, documents and any other property belonging to, or concerning the University, and which may be in your use, custody or charge, shall be and remain the property of the University and shall be returned to same, upon the expiration or termination of this appointment.

5. All discoveries, inventions, and improvements realized by you or with the participation of others or because of or at the occasion of your carrying out of your duties or related to or linked to with the foregoing shall remain the exclusive property of the University. You are expected in the carrying out of your duties to comply with all laws related to Intellectual Property Rights.

6. Any employment at other institutions is governed by the relevant policy on the matter as may be amended from time to time.

7. This Letter of Appointment sets forth the entire agreement and understanding between the parties hereto and supersedes all prior agreements written or oral and correspondence as to the terms of this appointment. It may be changed only in a writing duly signed by both parties.

In case of any discrepancy between the Faculty Handbook, policies, rules and regulations of the University and this Letter of Appointment, the terms and conditions of this Letter of Appointment will prevail.

If the foregoing terms and conditions are acceptable to you, please sign, complete and date the copy of this Letter of Appointment in the place indicated, stating your acceptance of all the terms and conditions mentioned herein, and return it to us.

This appointment is effective if accepted within three weeks of the above date.

Chairman of the Board
Haigazian University

President
Haigazian University

Dean of School

I have read and understood the contents of this Letter of Appointment and accept to be employed by the University on the terms and conditions stated above.

Address: _____

Date: _____

Appointee's Signature: _____

Appendix 49

HAIGAZIAN UNIVERSITY

PART-TIME FACULTY LETTER OF APPOINTMENT

To:

Date:

1. You are hereby appointed _____ for the _____ semester of the academic year _____. Your assignment for this period is _____ (plus related laboratory responsibilities), making a total (or equivalent) of _____ hours during the semester.
2. You are expected to have one office hour for each three credit hour course to attend to student guidance and to be available for departmental and administration meetings when called for.
3. Your remuneration will be at the hourly rate of LL _____ making a total of LL _____ for the semester, less any deduction required by law, provided that your responsibilities to the University under this agreement will be totally discharged and in which case the above remuneration will be considered as full compensation for any and all services to be performed by you.
4. You will receive the above remuneration in _____ monthly installments, not later than the last day of each month, beginning with the month of _____. You may also cash your salary from the bank, upon presentation of suitable identification.
5. The appointee acknowledges the right of the University to alter the above terms of remuneration should the full number of hours not be taught.
6. It is understood and agreed that you will not be entitled to receive from the University any fringe benefits or compensation other than the remuneration stated above.
7. Since Part-time faculty are contracted for a specific purpose and for a limited period of time, this Institution has no obligation to renew contracts for part-time faculty members. Therefore, this appointment will automatically terminate at the end of the stated period. This provision constitutes sufficient notice to this effect.
8. If the appointee is a citizen of a country other than Lebanon, this appointment is subject to the granting and extension of a work permit to the appointee by the Lebanese government.
9. It is expressly agreed and understood that the Laws of Lebanon shall constitute the law controlling the interpretation of this agreement and shall govern and be followed in the construction of its provisions and shall also fix the rights and obligations between the appointee and the University in conjunction with the rules and regulations of the University as may be amended from time to time. Furthermore, all the rights and obligations arising out of this agreement shall be subject exclusively to the jurisdiction of the courts of Beirut.
10. This agreement is valid for the term indicated except that (a) if the continued operation of the Institution or the honoring of its obligations becomes impossible because of force majeure or other causes beyond the control of the University, the University may terminate this appointment without further liability; (b) if the University terminates this appointment for cause, the appointee will be required to vacate the position immediately and will have no further financial claims on the University.
11. In accepting this appointment the appointee agrees to abide by all the Rules and Regulations of this Institution, as amended from time to time, and the applicable Laws of Lebanon. For a more

complete statement of the policies underlying this contract, the appointee should consult the Faculty Handbook, as amended from time to time.

President

Date

I have read the terms of this contract and agree to accept them in full. (Return one signed copy to the President's Office without delay).

Appointee's Signature

Appendix 50

HAIGAZIAN UNIVERSITY POST-RETIREMENT FACULTY LETTER OF APPOINTMENT

Name:

Date: _____

Position:

Date of Appointment:

Dear _____,

I am pleased to offer you post-retirement appointment at Haigazian University (hereinafter referred to as the “University”) as a _____ in the Faculty of _____ as of September 1, _____ until August 31, _____ subject to the following terms and conditions:

1. You agree to perform well and faithfully such duties as may be assigned to you from time to time in accordance with the regular program and practice of the University.
2. If you are a citizen of a country other than Lebanon, this Letter of Appointment and the performance of the services provided for hereunder are subject to the granting and extension, if applicable, of the appropriate work visa and residence permits by the Lebanese competent authorities.
3. Your appointment is made on a full time basis. The weekly teaching load shall consist of 32 hours per week, including 12 class hours and 20 hours of office, lab or committee work, counselling or other administrative tasks or services to be rendered to the University as per its request.
4. The term of this appointment is 12 months commencing on academic year of _____, and shall automatically terminate on August 31, _____. This provision constitutes sufficient notice to this effect.
5. The University shall pay you in full remuneration for any and all services satisfactorily performed an all-inclusive yearly remuneration of **LBP** _____.- divided into twelve (12) equal payments.

Payments will be made at the end of each month. Any and all statutory deductions shall be handled by the University by virtue of monthly withholdings. No other benefits or allowances shall accrue to you whatsoever except those mentioned in paragraph 7 below.

6. By accepting this Letter of Appointment you agree to support the purposes and guidelines of the University and abide by all of its policies, rules and regulations as amended from time to time and which you declare having read and fully understood as they appear in the Faculty Handbook, a copy of which is available at the Human Resources Department.

You further agree to comply with all the instructions of the University Administration and all laws and regulations in force in Lebanon.

7. With this appointment, you will be eligible to an educational allowance for up to three children as described in the Faculty Handbook or in any subsequent amendments thereof, as well as, to an in-hospitalization insurance coverage in accordance with a health insurance policy obtained by Haigazian University.

8. You shall treat all information acquired in the course of or as incident to this appointment as strictly confidential, and to this effect:
- You may not disclose to others any information, data, or knowledge which you may acquire from the University in the course of or incidental to this appointment during its term or at any time thereafter for your own benefit, or to the detriment, intended or probable, of the University.
 - All literature, reports, records, files, documents and any other property belonging to, or concerning the University, and which may be in your use, custody or charge, shall be and remain the property of the University and shall be returned to same, upon the expiration or termination of this appointment.
9. The termination of this Letter of Appointment shall be governed by the following provisions:
- a. The University may terminate this Letter of Appointment at any time for any legal cause or in case of a breach of its provisions or of the policies, rules and regulations of the University.
10. In case the obligations under this Letter of Appointment become either impossible or very difficult to perform wholly or partly due to force majeure, the present appointment shall be automatically suspended for the length of the force majeure. Should, however, force majeure continue for a period exceeding three months then this Letter of Appointment will be considered as terminated without need to any notification. The Parties will however endeavor to give notice to each other in this respect.
11. By agreeing to this Letter of Appointment you declare and acknowledge that you have retired from the University on August 31, _____ and that you received from the University any and all indemnities, rights and benefits whatsoever covering your services until the year _____. **Additionally, you acknowledge that no indemnity shall accrue for the year _____.**
12. It is clearly agreed and understood that this contractual relationship is a new one totally separate from your previous relationship with the University. This Letter of Appointment cancels and supersedes all previous agreements or correspondence of whatsoever type or nature that may have existed between the parties until this date.
13. This Letter of Appointment and its continuation are subject to your undergoing a medical examination, whether before or during the period of the Appointment, as the University may decide.
14. This Letter of Appointment sets forth the entire agreement and understanding between the parties hereto and may be changed only in a writing duly signed by both parties.
15. In case of any discrepancy between the Faculty Handbook, policies, rules and regulations of the University and this Letter of Appointment, the terms and conditions of this Letter of Appointment will prevail.
16. You expressly agree and understand that this Letter of Appointment is interpreted, construed, and governed by the Lebanese Code of Obligations and Contracts.
The courts of Beirut shall have the exclusive jurisdiction in respect of any difference concerning the interpretation and execution of this Letter of Appointment.

If the foregoing terms and conditions are acceptable to you, please sign, complete and date the copy of this Letter of Appointment in the place indicated, stating your acceptance of all the terms and conditions mentioned herein, and return it to us.

This Appointment is effective if accepted within three weeks of the above date.

for Chairman of the Board
Haigazian University

President
Haigazian University

I have read and understood the contents of this Letter of Appointment and accept to be employed by the University on the terms and conditions stated above.

Address:

Date:

Appointee's Signature:



Appendix 51

HAIGAZIAN UNIVERSITY DECLARATION & UNDERTAKING

I the undersigned, _____, do hereby declare that I am not bound by any full-time teaching agreement at the Lebanese University, my employment in said University being on a temporary part-time basis. I therefore declare that I am not affected by circular No. 22 issued by the Rector of the Lebanese University on July 29, 2003. Furthermore, I assert that I am not in contravention of any legal or contractual obligation by offering to work for Haigazian University and consequently being hired by it.

I hereby undertake to inform the administration of Haigazian University, in writing, of any change in my employment situation. I acknowledge that I am fully cognizant of the fact that any contravention to the foregoing circular would engage my responsibility and would lead to the termination of my employment at Haigazian University at my own responsibility and without notice or any compensation whatsoever.

I also hereby declare that I undertake to indemnify Haigazian University and hold it harmless from any claim and cost (including reasonable attorney fees) of whatsoever nature resulting from my non-compliance with the law and regulations applicable in this respect.

IN WITNESS WHEREOF, I have signed this declaration and undertaking this day of _____
_____, 20 ____ .

Signature: _____

Witness' name: _____

Witness' signature: _____

Date: _____



Appendix 52

HAIGAZIAN UNIVERSITY REPORTING BREACH OF ETHICAL CONDUCT FORM

Full name: _____

Title and Position: _____

Phone: _____

E-mail address: _____

Provide details of the breach (date, time, location of the incident, individuals involved, a description of the unethical behavior or misconduct).

Any supporting evidence such as documents, emails, witness statements, etc.

Explain your connection to the incident.

If this claim involves published works, include specific citations.

Outline any steps you have taken thus far regarding this matter, such as discussing it with any university personnel.

If you have concerns about your identity being disclosed during the investigation or wish to maintain confidentiality, please express it here.

Date: _____

Signature: _____



Appendix 53

HAIGAZIAN UNIVERSITY

Promotion Committee

Review and Recommendation Template

(All the required documents should be submitted before the Promotion Committee meets)

(Signed template to be sent to the President)

Date: _____

Names of the Promotion Committee Members: _____

Name of candidate: _____

Documents reviewed by the Promotion Committee:

- An up-to-date biography, including past evaluation by HU. _____
- The personal evaluation form completed by the faculty member. (Appendix 27: Annual Faculty Report: Self Evaluation) _____
- The report and evaluation completed by the Departmental Chair and approved by the Dean. (Appendix 10: Faculty Evaluation by Chair or Dean) _____
- Confidential letters of recommendation/non-recommendation from two faculty colleagues selected by the Dean _____
- Student evaluations of the faculty member as an advisor. (Appendix 38: Guidelines for Academic Advising of Undergraduate Students, Appendix 39: Guidelines for Academic Advising of Graduate Students, Appendix 40: Procedures for Academic Advisors & Advisees. _____
- The letter of recommendation or non-recommendation by the Departmental Chair. _____
- Student evaluations of the faculty member as an instructor. (Appendix 35: Course and Faculty Evaluation; Appendix 36: Lab. Course and Faculty Evaluation) _____

Recommendation of the Promotion Committee

MISCELLANEOUS APPENDICES



Appendix 54

HAIGAZIAN UNIVERSITY COMMENCEMENT RESPONSIBILITIES

1. **Ushering:** Manager, VIP, Director of Student Life (10 students) and Assistants
2. **Invitations:** High School Principals, Media, Central Committee (UAECNE) HU Board, Alumni, Women's Auxiliary, Education Council (UAECNE) Pastors and religious leaders, First Church board and trustees, Armenian and other Deputies and Ministers, Chairmen of Board of Managers Arm. Evang. Schools, the Press, University Presidents, Education Ministry Directors and Guests, students and parents, prominent supporters and neighbors
3. **Setting:** Stage, Chairs, Sound system and music tapes, video, flowers & wreaths.
4. **Diplomas** and honors' pins
5. **Procession:** Faculty, guest speaker and students
6. **Choir and Music**
7. **Robing:** Manager and Assistants
8. **Reception:** PR officer



Appendix 55

HAIGAZIAN UNIVERSITY CHANGE OF COURSE GRADE

Semester: _____ Date: _____

Course name & no.: _____

Instructor: _____

Student name: _____ Student ID: _____

Grade on portal: _____ New grade requested: _____

REASON AND SUPPORTING EVIDENCE FOR CHANGE OF GRADE:

1. Letter explaining why grade needs to be changed
2. Copy of student's grades and average until Final Exam
3. Copy of Final Exam

SIGNATURES NEEDED:

Instructor of Course: _____

Chair of Department: _____

Dean: _____

Date of Request: _____



Appendix 56

HAIGAZIAN UNIVERSITY RECORD OF STUDENT ADVISING

Name of student: _____ ID no.: _____

Admission date: _____ Class: _____ Major: _____

Eng. Level on Admission: _____ School Background: _____

I, _____, received printed information showing the sequence of courses to be taken in my major.

Date: _____ Student signature: _____

Date	Change of major	Topics of discussion / Advice given



Appendix 57

HAIGAZIAN UNIVERSITY RULES & REGULATIONS FOR UNDERGRADUATE EXAMINATIONS

1. Final examinations
2. Student absence from final examinations
3. Other tests and examinations
4. Instructor responsibilities during tests and exams
5. Student right to see tests/exams
6. Suggested best practices
7. Cheating in examinations
8. Procedures for exam preparation

1. Final examinations

- Final examinations for undergraduate courses are to be given during the exam period set by the Registrar's Office. There must be a valid reason for any exceptions (e.g. instructor away, not because of student requests). For any exceptions the instructor must get the agreement of the Dean then inform the Registrar's Office at the beginning of the semester.
- Dates of final exams periods are in the annual Academic Calendar. The exam schedule (dates, times, locations) is posted on the portal and website by the Registrar approximately one week before the exam period starts.
- The Registrar's Office should be informed of the following at the beginning of every semester:
 - Any course which will not have a written final exam.
 - Any final exam which will be taken outside the final exam period.In the case of take-home exams or a final project/paper that replaces a final exam, the due date must not be later than the last day of scheduled examinations.
- Final examinations range from 2 hours to 2½ hours. The length of the exam should be such that most students finish about half an hour before the time limit.
- The Registrar makes every effort to arrange the exam schedule so that no student has two consecutive exams on the same day. To avoid this happening faculty members should not request change of time.
- Change of grades policy:
 - The instructor must complete the form 'Change of Course Grade' (available in the public folder, sub-folder 'Faculty Material', 'Forms from Faculty Handbook') and send it to the Chairperson.
 - The following must accompany the form:
 1. An explanation of why the grade needs to be changed:
 - If the request is initiated by a student, the student must provide a letter.
 - If the request is initiated by an instructor, the instructor must send an email to the Chairperson.
 2. A copy of the student's grades and average until Final Exam
 - The Chairperson sends the form and accompanying information to the Dean.
 - The Registrar's comments, if any, are sent to the Dean.
 - The form must be signed by the instructor of the course, Chair of Department, and Dean.

2. Student absence from final examinations

- Valid reasons for absence:
Valid reasons for absence from a final examination include incapacitating illness and certain other circumstances beyond the student's control.
- Absent student's responsibility:
The student should present a valid reason for his/her absence to the instructor as soon as possible and before the grades for the semester are reported. In the case of illness, the student must present a medical report.
- Lateness:
If a student is late 20 minutes or more for a final exam, he/she must call the Registrar, who contacts the course instructor immediately. The instructor informs the Registrar whether the late student will be allowed to enter the exam on arrival at the University. The Registrar then informs the student.
- Makeup exam:
The student should do a makeup examination as soon as possible. If the makeup is not done and corrected before the final date for submission of grades, the student is given the grade "I" (Incomplete). Then the makeup exam must be done within six weeks of the beginning of the next semester; the instructor has the right to make the period shorter than six weeks. The makeup exam questions should be different from the final exam questions.

3. Other tests and examinations

- Tests and exams should be scheduled during class time. (Exception: multiple section courses with the same exam)
- Midterm exams are usually in the exam room, College 601. However, midterms and tests can be given in the regular classroom if students can be well separated.
- The exam room, College 601, must be reserved at least 3 days before the exam. To make the reservation, the instructor must contact the Information Desk Officer by email.
- Make sure 10% of the desks are for left-handed students.
- Only exams involving students from two or more sections of the same course should be given during the lunch break (12:00-1:00).
- When exams are scheduled during the lunch break, the following rules must be observed:
 - No exams are to be given on Wednesday at noon. This time is reserved for Chapel.
 - Students cannot be asked to leave their 11:00 classes early or go to their 1:00 classes late.
- If an exam is scheduled outside class hours, the time has to suit ALL students. A student is not to miss another class to sit for an exam.
- Exams testing student skills in using computer applications (e.g. Excel) and exams in which students use computer applications to answer the exam questions must be hands-on exams using computers. Instructors are advised to have students submit their exams in soft copy using the Learning Management System.
- Students who are absent from a test or exam for valid reasons will normally do a makeup. However, this is at the discretion of the instructor.

- Valid reasons for absence from a test or exam include incapacitating illness and certain other circumstances beyond the student's control.

4. Instructor responsibilities during tests and exams

- Instructor absence on exam day
 - Valid reasons for absence from a final examination include incapacitating illness and certain other circumstances beyond the instructor's control.
 - If an instructor is to be absent on the day of an exam, he/she informs the Chair and Registrar's Office as soon as possible.
 - The instructor is responsible for finding a suitable replacement (another instructor or graduate assistant).
 - In case of lateness or absence due to a last-minute emergency:
 - Lateness: The instructor immediately contacts the Faculty Secretary, who informs the Registrar's Office. They inform the students that the exam will start late and tells them to wait.
 - Absence: The instructor immediately contacts the Departmental Chair, who arranges for another faculty member or graduate student to proctor.
- Starting the exam
 - The instructor arrives at least 10 minutes before the starting time of the exam.
 - One exam in the room: The instructor puts the exam and scrap papers on the desks before the students enter.
 - Two or more exams in the same room: The instructor indicates to entering students where to sit and hands them the exam and scrap papers.
- Proctoring
 - At all times during the exam at least one instructor watches the students.
 - If an instructor sees apparent cheating by students who are not from his/her own class, he/she informs the instructor of that other class, who is obliged to observe and, if appropriate, take action.
 - Each instructor walks among the desks from time to time.
 - When students ask questions, the instructor still keeps an eye on the other students.
 - If a student needs to go to the washroom, he/she must ask permission from a proctor, and the proctor keeps a record of the student's name. Only one student at a time may leave the exam room. (Not applicable to one-hour exams – no washroom visits allowed.)

5. Students' right to see tests/exams and their solutions

- Students have the right to see their corrected tests/exams. Exam solutions/answers should be presented/discussed after the exam so students know their mistakes. Exams that are not finals are usually returned to students so they can use them to revise for the final exam.
- The instructor may choose whether to let students keep test/exam papers.
- The instructor must keep all final exams for one year from the date of the exam. Full-time instructors keep the exams in their offices. Part-time instructors leave their students' exams with the department chair.

6. Suggested best practices

- The number of proctors for all mid-term and final examinations is determined by the number of students writing the exam. There should be at least one proctor for every 25 students.

- Effective proctoring of examinations is essential. At all times at least one of the proctors should be watching the students and circulating among the examinees.
- Students should be seated in such a way that they are separated from others writing the same exam so they cannot easily see the papers of other students.
- For objective exams make two sets of questions, or put the same questions in a different order, and distribute the exams alternately to the students.
- All mobile phones must be turned off and left at the front or back of the room unless advised otherwise by the instructor.
- All books, notebooks, papers, and other informational sources should also be left at the front or back of the room unless advised otherwise by the instructor.
- Students are expected to stay in the room until they turn in their exam papers. While the exam is in progress a student may only leave the room for a good cause and with permission from the instructor. Only one student may be absent from the examination room at a time.

7. Cheating in examinations

- If a student appears to be cheating during an exam, the proctor should remove unauthorized materials or objects and/or ask the student to move to another desk. This should be done quietly.
- If there is no doubt whatsoever that the student is cheating, the instructor takes the student's paper and sends the student from the exam room.
- After the exam finishes, the faculty member talks to the student to determine exactly what happened and informs the student that there is a procedure for dealing with alleged cheating.

8. Procedures for exam preparation

- Prepare your exam in soft copy and send it to the Faculty Secretary for printing and photocopying.
 - Final exams: at least one week before exam day
 - Other exams: at least 3 days before exam day
 Exception: You may prepare your own hard copy and give it to the Faculty Secretary.
- Also send the Faculty Secretary the following information: date and time of exam, number of copies needed, whether exam booklets and/or scratch paper are needed.
- Pick up your photocopied exams + scratch paper + booklets (if needed) from the Faculty Secretary. (Be aware of the Faculty Secretary's break times.)
- If you need to use the exam room (College 601), reserve it at least 3 days before the exam. To do so, you must contact the Information Desk Officer by email.



Appendix 58

HAIGAZIAN UNIVERSITY

GUIDELINES FOR CONFERENCES & OTHER SPECIAL EVENTS

RESPONSIBILITIES

- Event organizer:
 - A dean, chairperson, or head of institute usually has overall responsibility for organizing a conference, seminar, workshop, or lecture.
 - The Public Relations Office usually organizes other special events such as Founder's Day, Commencement, Milestone Anniversaries, Special Visits, and Art Exhibitions.
- Comptroller:
 - Reviews estimated expenses with the event organizer.
- Department of Facilities:

At the request of the organizer:

 - Does the event's physical setup and takedown
 - Is responsible for the sound system
 - Arranges for refreshments and servers, if needed
 - Arranges for parking:
 - o in the AEC courtyard (only available evenings and weekends)
 - o at the Central Bank for Commencement
- IT Services:

At the request of the organizer:

 - Provides IT equipment and assistance
- Purchasing Office:

At the request of the organizer, the Purchasing Office provides names of vendors and their contact information for the services below. Based on the Purchasing Office instructions one moves forward with the purchasing arrangements.

 - Audio-visuals (e.g. photography)
 - Media/advertising
 - Invitations/programs
 - Travel
 - Accommodation
 - Reception/catering
 - Flowers
 - Gifts
 - Etc.
- Director of Public Relations:

At the request of the organizer, the Director of Public Relations assists as below:

 - Before the event: arrangements for accommodation, advertising, preparing and sending invitations, photographer, flowers, media coverage, and meals/catering
 - After the event: posting photo and short write-up on Facebook, sending a press release (written by the event organizer) to newspapers and the HU's website.

PROCEDURES

- Proposal for conference or other special event
 - Includes topic, anticipated speakers/presenters, date(s), travel and accommodation arrangements (when applicable), fees of participants (when applicable), budget, schedule for event preparations, technical issues.
 - Submitted by a chairperson to the dean, by a dean or head of institute to the president
 - Submitted by Director of Public Relations to President
- Budget
 - Event organizer discusses budget and expenses with Comptroller
 - Submits the form “Financial form for special events at HU” to the Comptroller
- Venue
 - Organizer or an assistant reserves the venue with the Information Desk Officer and Facilities
 - If the venue is the Church Hall:
 - o Permission is through the president
 - o Notify Facilities as there may be extra needs such as connection to the generator and use of the courtyard for parking
- Invitation to speakers/presenters includes:
 - Request for immediate acceptance or declining of the invitation
 - Request for the full paper by a given date
 - Recommendations about travel to Beirut (when applicable)
 - A question whether the presenter needs HU to provide accommodation (when applicable)
 - Information about accommodation to be provided (when applicable)
- Travel arrangements
 - Tickets
 - When the ticket is on the presenter’s account, he/she makes all arrangements.
 - When the ticket is on HU’s account, the event organizer or an assistant makes arrangements through Purchasing.
 - Visas*
 - Lebanon requires entry visas for nationals of some countries and not others.
 - Procedure when a visa is required:
 - o Organizer or an assistant gets an official invitation to the conference from the President’s Office.
 - o Organizer or an assistant sends it to either the presenter or the Lebanese embassy in the presenter’s country.
- * Contact the Ministry of External Affairs for details.
- Accommodation
 - The PR office can be requested to arrange accommodation.
 - Transportation to and from the airport is usually provided by the hotel. The Department of Facilities is not responsible.
- Invitations for audience
 - Organizer or an assistant prepares the design (soft copy) of the invitation.
 - Organizer or an assistant makes arrangements for printing through Purchasing.

Distribution of printed invitations:

- Organizer or an assistant prepares a list of names and addresses in Excel, making sure they are complete, up-to-date, and in English or French.
- Organizer or an assistant may do the following, or he/she may request that the PR office do them.

- Print address labels, prepare envelopes, and stuff them.
 - Send the invitations by courier.
- Emailing of invitations and telephone contacts:
 - Organizer or an assistant provides a list of names, phone numbers, and email addresses
 - Organizer and/or assistants make phone calls and send emails.
- Program
 - Organizer finalizes the program.
 - Organizer or an assistant makes arrangements for its printing through Purchasing.
 - Organizer or an assistant sends the program to the Faculty Secretary for posting online.
- Advertising, photographer, flowers, and media coverage
 - Advertising:
 - In newspapers: send info to the PR office and arrange dates, etc.
 - On HU's website: send info to Faculty Secretary
 - Photographer, flowers, media coverage
 - Arrangements can be made through Purchasing, or
 - Request the PR office to make arrangements.
- Physical setup, parking, IT, meals/catering, assistants

Event organizer or an assistant:

 - Informs the Department of Facilities of needs for physical setup, sound system, and refreshments (and servers if needed)
 - Requests that the Department of Facilities make arrangements for parking. (N.B. Parking in the AEC courtyard is available only in the evening and on weekends.)
 - Informs IT Services of the IT equipment and assistance needed.
 - Informs the PR office of meals/catering needed
 - Makes arrangements with faculty and students for assistance during the event
- After the event:
 - Organizer or an assistant prepares and sends thank you letters to presenters.
 - For HU's Facebook page: the PR posts a photo and paragraph about the event
 - Press release:
 - Within one week of the event, the organizer or an assistant prepares a press release that includes quotes from presenters and sends it to the PR office for editing.
 - When it is finalized and approved by the organizer, the PR office sends it to newspapers.
 - The PR office also sends the photo and press release to the Faculty Secretary for posting on the HU website.
 - Conference proceedings may be published in the form of an e-book and/or in hard copy.
 - Events are reported in departmental annual reports.
- Evaluation
 - A documented evaluation of the event is carried out within 5 working days. Its main purpose is to identify what went well and what did not go well (procedures, setup, services, budgeting, communications, etc.) in order to improve future conferences and other special events.

FORMS

- Checklist for conferences and other special events
- Financial form for conference or other special event
- Checklist for setup of conference (Department of Facilities)



Appendix 59

HAIGAZIAN UNIVERSITY CHECKLIST FOR CONFERENCES & OTHER SPECIAL EVENTS

Action	Person/Department to contact	Done	Remarks
BEFORE THE EVENT			
Prepare proposal			
Submit proposal to supervisor			
Discuss budget with Comptroller	Comptroller		
Submit form "Financial Form for Conference or Other Special Event" to Comptroller	Comptroller		
Reserve venue (for Church Hall get permission from President first)	Information Desk Officer & Dept. of Facilities		
Invite speakers/presenters			
Make travel arrangements for presenters (tickets, visas)	Purchasing		
Arrange accommodation, if needed	PR Office		
Design invitations			
Hard copy invitations:			
- Print invitations	Purchasing		
- Prepare Excel list of invitees for printing labels			
- Prepare & stuff invitation envelopes	PR Office		
- Send invitations by courier	Information Desk Officer		
Phone calls & email invitations:			
- Prepare list of phone numbers & email addresses			
- Make phone calls			
- Send emails			
Make advertising arrangements	PR Office (newspapers) Faculty Secretary (website)		
Arrange media coverage	Purchasing or PR Office		
Arrange for photographer	Purchasing or PR Office		
Design program to be printed			
Print program	Purchasing		
Post program on HU website	Faculty Secretary		
Request physical setup for event:			
- Furniture & equipment	Dept. of Facilities		
- Sound system	Dept. of Facilities		
- Refreshments (& servers, if needed)	Dept. of Facilities		
Make arrangements for parking	Dept. of Facilities		
Request IT equipment & assistance, if needed	IT Services		
Arrange for flowers	Purchasing or PR Office		
Arrange for meals/catering, if needed	PR Office		
Arrange for assistance from faculty & students during the event			
AFTER THE EVENT			
Send thank you letters to presenters			
Post photos & a paragraph of the event on HU Facebook page	PR Office		
Prepare press release & send to PR Office for editing			
Send finalized press release to newspapers	PR Office		
Send photo & press release to Faculty Secretary for HU website	PR Office		
Carry out documented evaluation of event			



Appendix 60

HAIGAZIAN UNIVERSITY FINANCIAL PROCEDURES FOR CONFERENCE OR OTHER SPECIAL EVENT

Type of event: Conference Seminar Workshop Art Exhibition Other (please specify)

Date(s) of event: _____

Organizing department: _____ (CC #): _____

Person responsible:

Name: _____ Title: _____

FINANCIAL PROCEDURES

1. Check department's budget
2. Amount received from other sources (please specify): _____

(Aux Fund #) _____
3. List estimated expenses below

Description	Amount
Fees for presenters	\$
*Audio-visual expenses (e.g. photography)	\$
*Media/publicity	\$
*Invitations/programs (hard or soft copy)	\$
*Travel	\$
*Accommodation (estimated cost x number of nights)	\$
*Reception/catering	\$
*Flowers	\$
*Gifts	\$
Professional services (e.g. translation)	\$
*Other supplies	\$
Total estimated expenses:	\$ LBP

* HU has vendors for these categories. Contact the Purchasing Office to inquire who they are. Based on Purchase Office instructions, move forward with the purchasing arrangements.

4. When the Purchasing Office is involved, the requests for purchase will be put on LOGOS. When Purchasing is not involved, there will be invoices. These invoices should be signed and approved by the person responsible for the conference.
5. For incidental expenses on the last day, you may:
 - get cash advance from the HU Cashier; later present the receipts and close the account or;
 - pay yourself, and then present the receipt for reimbursement asap.

APPROVAL

Supervisor of event organizer	Event organizer
Name & signature:	Signature:
Date:	Date:

Appendix 61

HAIGAZIAN UNIVERSITY LETTER TO INTERNSHIP ORGANIZATION

On HU letterhead

Date

Dear Madam or Sir:

Haigazian University recognizes the importance of work experience for its students. Therefore, they are required to do an internship in an organization that works in an area relevant to their field of study.

For students the internship is an opportunity to experience “real-life” work in their chosen field and to find out whether this really is the type of work they wish to do in the future. In addition, students receive academic credit for the internship, which should complement their academic work.

Therefore, we appreciate it that your organization gives our students not only the chance to observe your employees at work but also the chance to actually take on appropriate tasks.

Yours truly,

Xxxx xxxxxx

Position (Dean or Chair)



Appendix 62

HAIGAZIAN UNIVERSITY INTERNSHIP PLACEMENT FORM

STUDENT INFORMATION

Name of student: _____ ID: _____

Email: _____ Tel. no.: _____

Academic department: _____

Student's department head or coordinator: _____

Email of department head or coordinator: _____

INTERNSHIP ORGANIZATION

Name of organization (and department, if applicable): _____

Type of business: _____

Address: _____

Contact person: _____

Name: _____ Position: _____

Email: _____ Tel. no. & ext.: _____

FOR CONTACT PERSON TO COMPLETE:

RESULT OF INITIAL CONTACT

____ Student accepted for internship ____ Student rejected for internship

Other (please explain): _____

Date: _____ Signature of contact person: _____

INTERNSHIP INFORMATION

Start date of internship: _____ End date of internship: _____

Weekly schedule for intern:

Days: Monday Tuesday Wednesday Thursday Friday Saturday Sunday

Daily starting time: _____ Finishing time: _____

Tasks the intern will undertake: _____



Appendix 63

HAIGAZIAN UNIVERSITY EVALUATION OF INTERN

This form should be completed by the supervisor of the intern and returned to the university department by email or in a sealed envelope.

INTERNSHIP ORGANIZATION

Name of organization (and department, if applicable): _____

Type of work done by organization: _____

Supervisor of intern:

Name: _____ Position: _____

Email: _____ Tel. no. & ext.: _____

INTERN INFORMATION

Name of intern: _____

Tasks done by intern: _____

EVALUATION OF INTERN

To be completed by the supervisor of the intern.

	Seldom	Sometimes	Usually	Always
SKILLS AND ABILITIES				
Demonstrated the ability to learn				
Demonstrated the ability to work independently				
Demonstrated the ability to be a team worker				
Demonstrated problem-solving ability				
Performed assigned tasks thoroughly				
Completed tasks in a timely manner				
Communicated well orally				
Communicated well in writing				
PROFESSIONALISM				
Related well to co-workers				
Demonstrated integrity and good character				
Had a professional attitude				
Attended regularly				
Was punctual				

Was dependable				
Dressed appropriately				

Would you consider hiring this student intern in future? ☐ Yes ☐ No

Your comments about the intern:

Date: _____ Signature of supervisor: _____



Appendix 64

HAIGAZIAN UNIVERSITY EVALUATION OF INTERNSHIP BY INTERN

This form must be given to your department head or coordinator before you can receive credit for the internship.

Date: _____

Your name: _____

Organization where internship was done (and department, if applicable):

Address of organization: _____

Type of work done by organization: _____

.....
YOUR EVALUATION OF THE INTERNSHIP

Please rate the statements below using this key:

- 1 = Strongly agree
- 2 = Agree
- 3 = Neutral
- 4 = Disagree
- 5 = Strongly disagree
- N/A = Not applicable

	1	2	3	4	5	N/A
I feel that I now have a realistic view of a career in this field.						
The internship helped me to better understand the concepts, theories, and skills in the courses I've taken.						
I received adequate explanation or training for the tasks I was given.						
The tasks I performed were interesting and challenging.						
My supervisor regularly gave me useful feedback.						
I had a good working relationship with my coworkers.						

Overall how would you rate your internship experience?

- ___ Excellent
- ___ Good
- ___ Average
- ___ Below average
- ___ Poor

Your comments and suggestions:



Appendix 66

HAIGAZIAN UNIVERSITY AGENDA FOR MEETING TEMPLATE

HAIGAZIAN UNIVERSITY

Faculty Assembly

20 November 2013, 4:15 p.m. - 5:00 p.m.

HU Auditorium

AGENDA

Attendance

Approval of the agenda; additional items

1. Reflections

2. Minutes of the previous meeting

3. Matters arising

3.1 xxxxxxxx xxxxxxxx xxxxxxxxxxxxxxxxxxxx

3.2 xxxxxxxx xxxxxxxx xxxxxxxxxxxxxxxxxxxx

Initials of person responsible → CB
DD

4. Reports

5. Main item A

5.1 Sub-topic 1

5.2 Sub-topic 2

DD

6. Main item B

Paper attached

KF

7. Main item C

7.1 Sub-topic 1

7.2 Sub-topic 2

MR

8. Any other business

9. Next meeting



Appendix 67

HAIGAZIAN UNIVERSITY MINUTES OF MEETING TEMPLATE

HAIGAZIAN UNIVERSITY

Faculty Assembly

20 November 2013, 4:15 p.m. - 5:00 p.m.

HU Auditorium

MINUTES

Attendance

Present

- List of people who attended

Apologies

- List of members who sent a message beforehand that they would be absent

Copy to (*when needed*)

- List of those who don't attend the meetings but who receive the minutes

Approval of the agenda; additional items

1. Reflections

2. Minutes of the previous meeting

- If no changes: "The minutes of the meeting held on (date) were approved as a true and accurate record."
- If changes are made: Note the changes, then, "The minutes of the meeting held on (date) were subsequently approved as a true and accurate record."

3. Matters arising

- Brief notes to confirm that actions from the previous minutes have been taken, are in hand, or will be taken.
- If there's further discussion of an item decided at the previous meeting, don't minute it again unless the outcome is different.

3.1 xxxxxxxx xxxxxxxxxxxx xxxxxxxx Initials of person responsible → CB

3.2 xxxxxxxx xxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxx DD

4. Reports

- For regular reports that are given at the meetings.
- If the reports are in written form, you don't need to minute them.

5. Main item A

DD

- Give items the same numbers as on the agenda, even if the discussion follows a different order.
- Use the past tense.
- Use people's full names with title (e.g. Dr. Xxxx Yyyyy)
- Insults, etc.: Ignore them, but if a relevant point is made as well, note it.

5.1 Sub-topic 1

5.2 Sub-topic 2

N.B. Decisions and actions need to be easily noticed

Decisions: Make a separate paragraph for each decision.

Actions: Put the person who will carry out the action and the deadline below the Decision paragraph.

E.g.

Decision: The committee agreed to send a copy of the report to the Faculty Secretary and ask her to circulate it to all departments.

Action: Dr. Xxxx Yyyyyy

Deadline: 29/11/13

6. Main item B

Paper attached

KF

7. Main item C

MR

7.1 Sub-topic 1

7.2 Sub-topic 2

8. Any other business

- Minute it like other items

9. Next meeting

- Put date, time, venue

N.B. The minutes do not need to include every comment of every person who speaks, especially if the comment is not relevant for the decision made.

Minutes should be checked by the chairperson before distribution.



Appendix 68

HAIGAZIAN UNIVERSITY

BIANNUAL REPORT OUTLINE - ACADEMIC (For Academic Schools/Faculties/Divisions & CCE)

OUTLINE:

- I. Executive summary** (= an abstract)

- II. Mission of school/faculty/division/CCE**
1 or 2 sentences

- III. Academic Profile/Statistics**
 - Faculty
 - Students
 - Education (programs, courses)

- IV. Achievements/Accomplishments**
 - Faculty
 - Students

Include activities:

 - Professional – lectures, conferences, etc.
 - Social – activities, student clubs, etc.
 - Education (curriculum development, new courses, teaching developments)
 - Facilities and resources

- V. Challenges/Needs & Plans/Initiatives**
 - Faculty
 - Students
 - Education
 - Facilities and resources

Include:

 - Follow-up on previous strategic projects
 - Market trends and new majors

- VI. Finances/Budget**

TO KEEP IN MIND:

The audience (Board members)

- What do they already know about your school/faculty/division?
(And what's their level of expertise?)
- What are their attitudes?
- What do they want?

Your main **objective**:

e.g. to persuade the Board to approve a new plan; to explain the current difficulties and the steps being taken to overcome them

Use **hard facts and figures** + evidence and justification

- Present information in graphic form when possible (graphs, tables, diagrams)

Use **language** that:

- Is simple and quick to read.
- Is “formal” (i.e. no contractions, slang, or emotional language)
- Uses the active voice

Use a **layout** that is easy to understand:

- Numbered headings and sub-headings
- Bullets
- Graphics (graphs, tables, diagrams, pictures)
- Plenty of white space

Get the proper **advice or approval** of the President or other relevant committees before major proposals are presented to the Board.



Appendix 69

HAIGAZIAN UNIVERSITY

BIANNUAL REPORT OUTLINE FOR NON-ACADEMIC DEPARTMENTS

(For Registrar, IT Manager, Librarian, Director of Student Life,
Assistant to the President, Comptroller, Director of OR)

OUTLINE:

I. **Executive summary** = an abstract

II. **Mission of the Department**

III. **Achievements/Accomplishments**

(This section is the core. It will vary significantly from department to department.)

- Ongoing work including statistics as relevant
- New work undertaken including statistics as relevant

IV. **The Staff**

- Promotions, new staff,
- Professional development
- Social activities

V. **Facilities and resources**

- Expansion of facilities, etc.
- Acquisition of new resources – software, materials, etc.

VI. **Challenges/Concerns/Needs/**

Recommendations

- The department's work
- Staff
- Facilities and resources

VII. **Initiatives/Plans**

- New initiatives/plans
- Follow-up on previous strategic projects

VIII. **Finances/Budget**

TO KEEP IN MIND:

How does **your department's mission** serve the mission of the university?

The audience (Board members)

- What do they already know about your department?
(And what's their level of expertise?)
- What are their attitudes?
- What do they want?

Your main **objective**:

e.g. to persuade the Board to approve a new plan;
to explain the current difficulties and the steps
being taken to overcome them

Use **hard facts and figures** + evidence and justification

- Present information in graphic form when possible (graphs, tables, diagrams)

Use **language** that:

- Is simple and quick to read.
- Is "formal" (i.e. no contractions, slang, or emotional language)
- Uses the active voice

Use a **layout** that is easy to understand:

- Numbered headings and sub-headings
- Bullets
- Graphics (graphs, tables, diagrams, pictures)
- Plenty of white space

Get the proper **advice or approval** of the President or other relevant committees before major proposals are presented to the Board.



Appendix 70

HAIGAZIAN UNIVERSITY GUIDELINES FOR EFFECTIVE REPORT WRITING

1. Know your purpose

Are you writing a factual, instructional or leading report? Remember:

- Factual reports aim to inform.
- Instructional reports aim to explain.
- Leading reports aim to persuade.

2. Know your readers

We can get a clearer picture of our reader by asking three questions:

- What does the reader know?
- What are the reader's attitudes?
- What does the reader want?

Note: Sometimes it can be difficult to answer these questions, especially when writing for a varied readership. If so, aim for the most important or primary reader.

3. Know your objective

By matching the purpose to the reader, you are ready to set your objective. In other words, what do you want the reader to think and do after reading your report?

Here's an example of an objective:

To persuade the dean and Curriculum Committee to authorize a proposed new course.

4. Decide on structure

This will be determined by the type of report (e.g. progress/status report, proposal, feasibility report).

5. Use the right style

Use hard facts and figures, evidence and justification. Use efficient language - big reports with too many words are awful. The best reports are simple and quick to read because the writer has interpreted the data and developed viable recommendations.

Here are some tips:

- | | |
|--|--|
| 1. Write as you speak. | 5. Keep sentences short. |
| 2. Avoid empty words. | 6. Don't try to impress; write to express. |
| 3. Use descending order of importance. | 7. Get facts 100% right. |
| 4. Use the active voice. | 8. Be unbiased and open. |

6. Consider layout

- **Fonts**
Remember that reports are conservative and often formal documents. For the body of the document, choose a serif font such as Times Roman or Cambria with a point size of 11 or 12. You can use a sans serif font such as Arial or Calibri for bolded headings to complement the body text.
- **Visuals**
Use visuals (graphs, tables, diagrams, pictures) and place them as close as possible to the relevant text.

7. Leave time to refine

Leave as much time as you can afford to check, check and double-check, and then ask yourself:

- Overall, does the report fulfill its purpose?
- Does it do what I was asked to do?
- Does it do what I said I'd do in my introduction?
- And bottom line: Am I pleased with it?

From "Eight guidelines for report writing" <http://www.bizcommunity.com/Article/196/98/65335.html>



Appendix 71

HAIGAZIAN UNIVERSITY

PROGRESS / STATUS / PERIODIC REPORTS

PURPOSE OF REPORT:

- To provide information about the current status of the department or project
- To help the audience make decisions

PROCEDURE:

- Analyze your audience and purpose.
- Gather all relevant information
- Write the report
 - Use bullets where it makes for easier understanding
 - Use graphics as much as possible (tables, graphs, diagrams, etc.)

OUTLINE OF REPORT:

Name of report

Time period covered

Your name and position

Introduction / Summary / Overview

- Summarize the subject and purpose of the report

Background

- Amount of background needed depends on the audience (may be unnecessary)

Accomplishments

- Summarize what's been done in the time period covered by the report.
- Not too much detail
- Mention things the reader needs to know (relevant to his/her goals)
- Also mention activities still underway

Issues and Comments

- Summarize the issues/problems, including potential ones
- Explain how you solved them or plan to solve them
- If you need help with something, state it here
- Make suggestions here

Conclusion

- Brief summary of what's been done and what's still to do



Appendix 72

HAIGAZIAN UNIVERSITY PROPOSAL / RECOMMENDATION REPORT / FEASIBILITY REPORT

PROPOSAL

Suggests one solution to a problem

I. Project summary

- Background
- Rationale
- Project objectives

II. Project description

- Summary of project
- Resources required
- Risks
- Timeline (planning & implementation)

III. Budget

IV. Conclusion

RECOMMENDATION REPORT

Discusses different solutions to a problem

N.B. This is not a recommendation for a person.

I. Introduction

- The problem
- The report's scope & approach
- Recommendations

II. Discussion of alternatives

- Background
- Criteria used for evaluation
- Application of criteria to each of the alternatives
- Rationale for recommendations forwarded

III. Conclusions & recommendations

FEASIBILITY REPORT

Looks at the viability of a project based on relevant criteria

I. Introduction

- Importance/advantages of the project
- Summary of the project
- Recommendation

II. Description of project in detail

III. Discussion of each component that comprises the feasibility of the project

- Background on criteria (e.g. budget, time constraints, technical needs, organization's capabilities)
- Application of each criterion to the proposed solution
- Rationale for decision about feasibility

IV. Conclusion & recommendations

TO KEEP IN MIND:

The audience

- What do they already know about the topic?
(And what's their level of expertise?)
- What are their attitudes?
- What do they want?

Your main objective

Use **hard facts and figures** + evidence and justification

- Present information in graphic form when possible (graphs, tables, diagrams)

Use **language** that:

- Is simple and quick to read.
- Is "Formal" (i.e. no contractions, slang, or emotional language)
- Uses the active voice

Use a **layout** that is easy to understand:

- Numbered headings and sub-headings
- Bullets
- Graphics (graphs, tables, diagrams, pictures)
- Plenty of white space

Check that your information is correct



Appendix 73

HAIGAZIAN UNIVERSITY

STRATEGIC / BUSINESS PLAN FORMAT

Introduction

- the purpose of the business plan
- to whom the plan will be given
- the deadline for delivering the plan
- the time frame the plan covers (e.g. the next six months or the next year)

Background Statement

- Includes historical data on issues that directly influence decisions in the current plan

Organizational Tenets

- State the department's vision, mission, and values

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Goals

- State major goals and specific objectives
- They should be measurable and have a time frame

Strategy and Tactical Steps

- Define the strategic approach your department will take to meet each goal in the goals section.
- Define the tactical steps your department will take to meet each goal in the goals section. (can be an appendix if there are many steps)

Key Performance Indicators (KPIs)

- Define your KPIs for the plan (These are the measurements by which you will evaluate the success of the business plan and are stated in terms of a time frame. E.g., a KPI might specify that your department is expected to meet one-fourth of its revenue goals in the first three months of the plan.)
- State KPIs for each item in the strategy section of the plan.

Budget

- State the budget needed to support the plan.
- Provide projected costs for each of the activities stated in the tactical-steps section of the plan. (If the budget information is long, attach it as an appendix.)

Long-term Outlook

- State the long-term outlook for the department.
- Describe goals and activities the department is expected to undertake in the next two to three years.



Appendix 74

HAIGAZIAN UNIVERSITY

STUDENT RECOMMENDATION FORM

Student Name: _____
Family name First name

Faculty: _____ Major: _____

.....
Questions to be answered by the recommender:

1. How long have you known the student? _____

2. How well do you know the student and in what capacity? _____

3. How would you rate the student on the following qualities?

Ranking Scale:

5 = Exceptionally High

4 = Above Average

3 = Average

2 = Below Average

Ability and Personality Traits

	5	4	3	2	Don't know
Intellectual Capacity					
Motivation to Succeed					
Oral Communication Skills					
Writing Skills					
Ability to Work with Peers					
Ability to Work with Teachers					
Initiative					
Creativity					
Emotional Stability					
Reliability					
Integrity					
Industriousness					
Leadership Qualities					
Maturity					

Continued ➔

4. What are the student's strengths?

5. What are the student's weaknesses?

6. Please make other comments which you feel would be useful.

7. Indicate the strength of your overall endorsement by checking the appropriate box:

☐ Highly Recommended

☐ Recommended

☐ Recommended with Reservation

☐ Not Recommended

Details of recommender:

Name:	
Position & Title:	
Organization:	
Address:	
Business Tel. No.:	
Email:	
Date:	
Signature:	



Appendix 75

HAIGAZIAN UNIVERSITY WRITING RECOMMENDATION LETTERS

Important considerations

Writing a recommendation letter for another person is a large responsibility and should be taken very seriously. Before you agree to the task, make sure you have a clear understanding of what the letter will be used for and who will be reading it. You should also make sure that you know what kind of information is being expected from you.

What to Include

Every recommendation letter should include three key components:

1. A paragraph or sentence that explains how you know this person and the duration of your relationship with them.
2. An evaluation of the person and their skills/accomplishments. If possible offer specific examples that illustrate the person's strengths and qualifications.
3. A summary that explains why you would recommend this person and to what degree you would recommend them.

Things to Discuss

The content of your recommendation letter will depend upon the needs of the person who is requesting it, but there are some common topics that you can address:

- Potential
- Skills/Abilities/Strengths
- Dependability
- Consistency
- Character
- Contributions (to class or community)
- Accomplishments

Samples for each paragraph in 'What to Include'

1. A paragraph or sentence that explains how you know this person and the duration of your relationship with them.
 - As an instructor in the Department of Computer Science at Haigazian University, I have known Samira Mansour for two years.
 - Samira Mansour has been a Computer Science major at Haigazian University since September 2011. During this period I have taught her four Computer Science courses.
 - Samira Mansour was a student in my Computer Science classes for three years from 2010 to 2013. I taught her five courses during that time.
 - As chairperson of the department of Computer Science at Haigazian University, I have had the pleasure of teaching Samira Mansour in four Computer Science courses over the past two years.
2. An evaluation of the person and their skills/accomplishments. If possible offer specific examples that illustrate the person's strengths and qualifications.
 - Samira is a determined and methodical student. In class she is always ready to ask questions if she does not understand, and her assignments show careful attention to detail.
 - Samira is punctual and hard working. She is always one of the first students to arrive in class, and she takes the opportunity to ask the instructor questions. Also, it is clear that she has spent time on her assignments and been thorough.

- Samira is a responsible and reliable student. She always submits assignments on time, and never misses classes except for legitimate reasons. She often asks relevant questions in class, which is helpful for her classmates and the dynamics of the class.
 - Samira is always cheerful and helps to keep the class lively. She is a popular choice for teams when there is team work.
 - Samira is a student who shows independence and maturity. Her in-class work and assignments demonstrate an independence of thought that is unusual among university students.
 - It has been a pleasure to teach Samira. She is an asset to any class, where she asks thoughtful questions and stimulates discussion. In addition, Samira is a hard worker; her in-class work and assignments always deal thoroughly with the topic under consideration.
 - Samira is one of the best students I have ever had the pleasure of teaching. She is mature beyond her years and demonstrates both intellectual understanding and creativity. Well organized and always on time, Samira goes beyond what is expected on her assignments. In class she tends to come up with creative solutions to the problems under discussion.
3. A summary that explains why you would recommend this person and to what degree you would recommend them.
- I can recommend Samira as a diligent and reliable person. If you need any additional information, please feel free to contact me.
 - I hope this information proves useful to you. If I can assist you further, please feel free to contact me.
 - Samira's lively personality will make her a positive addition to any program/office. If you would like any further information, please do not hesitate to contact me using the information on this letterhead.
 - For these reasons I can highly recommend Samira. If you have any questions regarding this recommendation, please do not hesitate to contact me.
 - I am happy to give Samira a strong recommendation; she will be a very positive addition to any program/office. If you need any further information, please feel free to contact me.

SAMPLE LETTER (on Haigazian University letterhead paper)

To Whom It May Concern:

I understand that Samira Mansour has applied to your department for graduate studies. As an instructor in the Department of Political Science at Haigazian University, I have known Samira for three years, and I have taught her four courses.

Samira is a responsible and reliable student. She always submits assignments on time, and never misses classes except for legitimate reasons. She asks relevant questions in class, which is helpful for her classmates and the dynamics of the class. In addition she shows independence and maturity. Her in-class work and assignments demonstrate an independence of thought that is unusual among university students.

I can recommend Samira as a diligent and reliable person. I hope this information proves useful to you. If I can assist you further, please feel free to contact me.

Sincerely,

John Doe
Lecturer in Political Science