

## **BYLAWS of the School of Arts and Sciences (SoAS)**

### **Lebanese American University**

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## **ARTICLE I DEFINITION AND PURPOSE**

These Bylaws cover the organization of the School of Arts and Sciences (SoAS) and the rules and regulations that govern the relations among its various constituencies to ensure its smooth operation under the umbrella of the University's educational mission and objectives.

The latest edition of *Robert's Rules of Order Newly Revised* will guide the implementation of these Bylaws in all relevant situations, provided they do not conflict with these Bylaws or any special rules of order the School may establish.

The School of Arts and Sciences at the Lebanese American University (LAU) shall operate according to these Bylaws, which aim to create an environment of transparency and encourage Faculty and Staff participation in university governance.

The School of Arts and Sciences at the LAU shall hereafter be referred to as the "School."

## **ARTICLE II ORGANIZATION AND STRUCTURE**

The School is located on LAU's Beirut and Byblos campuses and is composed of Departments, Institutes and Centers.

The School is headed by a Dean assisted by Associate and Assistant Deans. Department Chairpersons lead the programs in their respective departments and may be assisted by Program Coordinators. Centers and Institutes are led by Directors.

School Institutes, through a variety of public activities, serve the university and the wider community as interdisciplinary hubs for research, networking, education and training. Institutes promote the dissemination of knowledge for the benefit of scholarship, community empowerment and policy development. Through consultations and other collaborations, School Institutes cooperate with local, regional and international organizations, research centers and universities to build research and professional networks.

## ARTICLE III ADMINISTRATIVE LEADERSHIP

The Administrative Leadership body of the School shall consist of academic members who shall be responsible for the administration of the School and its academic units. This body shall consist of the following:

1. School Dean
2. Associate Dean(s)
3. Assistant Dean(s)
4. Department Chairpersons
5. Program Coordinators
6. Directors of Institutes/Centers

### 1. School Dean

#### 1.1. Appointment

The Dean of the School is appointed by the President, according to the University Bylaws<sup>1</sup>, following a search process in accordance with the University procedures, and pursuant to the recommendation of the Provost.

#### 1.2. Term of Office

The Dean's term of office is set according to the University Bylaws.

#### 1.3. Duties

The School Dean shall give vision, leadership and supervision of the educational, research and development programs of the School and report this activity regularly to the Provost. They shall be responsible for keeping high academic standards in accordance with the American Standards of Higher Education and ensuring that the university's academic policies are implemented in the School. The School Dean shall be an ex-officio member of all School councils and shall be a member of the Council of Deans. The Dean has the right to final approval or rejection of all School council recommendations. The Dean is to assume responsibility for the budget of the School and for staffing the School with adequate teaching and non-teaching personnel. They shall supervise the work of the Chairpersons of Departments and Directors of Institutes under their jurisdiction, including the approval of their budgets and course offerings before these are submitted to the University Budget Committee and the Registrar, respectively.

Duties of the Dean shall include, but are not limited to, the following:

1. Overseeing the development and implementation of the School's [Strategic Plan](#) in accordance with the University's general strategic plan.
2. Developing a vision for the School and setting priorities among highly desirable objectives.
3. Providing leadership in improving the quality of education, research and civic engagement.
4. Overseeing the enforcement of the University and School's policies, rules, Bylaws and procedures

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<sup>1</sup> [https://www.lau.edu.lb/files/lau\\_bylaws.pdf](https://www.lau.edu.lb/files/lau_bylaws.pdf)

within the School.

5. Supervising the School's academic and fiscal plans, programs' assessment and accreditation.
6. Preparing the Dean's Office budget in coordination with the concerned parties.
7. Overseeing the development of the budgets of the School's units.
8. Representing the School at the Council of Deans.
9. Reporting annually to the Faculty on the state of educational programs.
10. Assisting the administration in fundraising and development in coordination with the University Advancement Office.
11. Recommending the appointment of school administrators according to set procedures.
12. Overseeing Faculty and Staff appointments, ensuring that they undertake annual reviews, evaluations and continual professional development.
13. Acting on promotion applications of Faculty and Staff members.
14. Representing the School at administrative university units and professional and public bodies.

In the absence of the Dean, the Dean shall designate a temporary presiding officer, who will normally be an Associate or an Assistant Dean.

## **2. Associate Dean(s)**

### **2.1. Appointment**

The Associate Dean is appointed by the President based on the recommendation of the Dean and the Provost, and upon proper consultation. Appointment to the post of Associate Dean shall be based on the experience and capabilities of the candidate, as well as their ability to work with the Dean on the implementation of the School's Strategic Plan and to assist in the daily operations related to this plan. The Associate Dean shall normally be a Professor. The appointment of an external candidate shall follow the pertinent procedures for the appointment of full-time Faculty. The Associate Dean serves as an ex-officio member of School Councils and reports to the Dean.

### **2.2. Term of Office**

The Associate Dean's term of office is normally for one year, renewable.

### **2.3. Duties**

The role of Associate Dean is strategic. The Associate Dean shall work with the School Dean and Faculty to fulfill the School's mission in developing and implementing its academic and strategic plans, along with other tasks assigned by the Dean.

The duties of the Associate Dean shall include, but are not limited to, the following:

1. Assisting with strategic initiatives to meet the School's long-term goals and vision.
2. Assisting in supervising academic programs, ensuring curriculum quality, and supporting faculty in

instructional practices.

3. Contributing to the School's strategy, planning and assessment to align with overall university goals.
4. Assisting programs in accreditation and compliance efforts in the School.
5. Overseeing the development and implementation of academic policies and curriculum improvements.
6. Assisting with the School's research agenda.

### **3. Assistant Dean(s)**

#### **3.1. Appointment**

The Assistant Dean is appointed by the President, based on the recommendations of the Dean and the Provost, and upon proper consultation. Appointment to the post of Assistant Dean shall be based on the experience and capabilities of the candidate, as well as their ability to work with the Dean on the implementation of the School's Strategic Plan and assist in its daily operations. The Assistant Dean shall normally be at the Associate Professor rank or above. The Assistant Dean serves as an ex-officio member of School Councils and reports to the Dean.

#### **3.2. Term of Office**

The Assistant Dean's term of office is normally for one year, renewable.

#### **3.3. Duties**

The Assistant Dean serves an executive function. The Assistant Dean shall assist the Dean on matters relating to the operations of the School and perform other tasks assigned by the Dean.

The duties of the Assistant Dean shall include, but are not limited to, the following:

1. Overseeing programs and services aimed at enhancing student retention, engagement and academic success.
2. Overseeing student welfare, advising, discipline and conflict resolution to enhance the student experience.
3. Assisting with hiring, training, and evaluating faculty and staff, and providing resources for their development.
4. Helping to create and implement policies related to academics, admissions and student conduct.
5. Addressing complex issues or conflicts among faculty, staff and students to maintain a collaborative environment.
6. Coordinating the third-year reviews for the School's Faculty.
7. Coordinating with Department Chairpersons on all issues related to School publications and organization of major events and exhibitions, and acting as liaison with the University office in charge of publications, website maintenance and other related issues.
8. Coordinating the School's activities and events.

## **4. Department Chairperson**

### **4.1. Appointment**

The Chairperson of the Department is appointed by the President, following the recommendations of the Dean and the Provost. In making their recommendation to the Provost, the Dean shall consult with the Faculty in the Department.

The Department Chairperson shall normally be at the rank of Associate Professor or above. In cases where no internal candidates are available for this post, the Dean shall appoint a Search Committee to recommend external candidates, according to University procedures.

### **4.2. Term of Office**

The term of appointment of a Department Chairperson is normally for three years and for a maximum of six years, renewed annually after review.

### **4.3. Duties**

Each Department will be headed by a Chairperson who acts as the academic and administrative leader of the Department, usually assisted by one or more program coordinators who are responsible for the academic operation of a program.

The Chairperson shall provide leadership and vision to the Department by creating favorable conditions for the growth and development of the Faculty. The Chairperson shall foster an environment that is conducive for learning and research in the Department. They will also report directly to the Dean on all matters related to the operation of the Department, in line with the mission, goals, Bylaws, rules and procedures of the School and the University.

The duties of the Chairperson shall include, but are not limited to, the following:

1. Developing annual department academic goals and KPIs.
2. Leading the programs' accreditation and review efforts.
3. Leading departmental learning assessment efforts.
4. Preparing the course offering in consultation with the Faculty.
5. Ensuring that students are provided with quality teaching, learning support and advising.
6. Leading departmental co-curricular activities.
7. Preparing the budget of the Department in consultation with the Faculty.
8. Initiating requests for new Faculty positions in line with departmental needs and the availability of budget and enrollment plans in accordance with the goals of the department and LAU procedures.
9. Recommending to the Dean, following University procedures, all new Faculty appointments, sabbatical leaves and leaves of absence of Faculty.
10. Preparing the annual departmental report that covers all the academic activities, achievements and developments of the Department on both campuses.
11. Reporting to the Faculty at departmental meetings on University and School matters.
12. Supervising departmental staff and making necessary recommendations regarding their promotion



and/or the hiring of new staff.

13. Conducting annual Faculty and Staff evaluations.
14. Overseeing the development and update of the Department's marketing and publications.
15. Ensuring that all course-related administrative requirements are met, including the timely and accurate submission of course files and syllabi.
16. Coordinating on activities of support staff, consultants, faculty, and/or volunteers engaged in implementation and administration of Department objectives.
17. Working closely with the course coordinators in the Department to ensure consistency and rigor.
18. Coordinating with the Faculty all aspects of course design, including course outlines, the development and alignment of learning outcomes and other learning activities.

## **5. Program Coordinators**

### **5.1. Appointment**

Where needed, Program Coordinators assist Chairpersons in leading specific programs in their respective departments. Program Coordinators are recommended by the Chairperson to the Dean, following consultation with the Faculty in the relevant program.

### **5.2. Term of Office**

Program Coordinators are normally appointed for a one-year term, renewable.

### **5.3. Duties**

The duties of the Program Coordinator, who reports to the Chairperson, shall be to:

1. Assist the Chairperson on a day-to-day basis with activities including troubleshooting academic issues, preparing the course offering as requested, setting course schedules, among others.
2. Coordinate on the program's assessment, review and accreditation.
3. Assist the Chairperson in ensuring that all course-related administrative requirements are met, including the timely and accurate submission of course files and syllabi.
4. Assist the Chairperson in coordinating workshops, lectures, conferences, seminars and other activities related to the program.
5. Submit an annual report on the activities of the program.
6. Perform additional duties as assigned by the Chairperson.

## **6. Directors of Institutes/Centers**

### **6.1. Appointment**

School Institutes and Centers are led by Directors, who are full-time faculty members, appointed by the President based on the recommendation of the Dean and Provost. The Directors of Institutes report to the Dean.

## **6.2. Term of Office**

The term of appointment of Directors is normally for three years, reviewed annually. The term is renewable normally for one term.

## **6.3. Duties**

The duties of the Director shall be set in accordance with the specific mission and objectives of the Institute/Center, and shall include the following:

1. Preparing a yearly plan of action that covers the intended projects and activities for the duration of their term.
2. Overseeing the administration of the Institute/Center and preparing its yearly budget.
3. Engaging in fundraising activities for the Institute/Center in coordination with the Development Office and the Dean.
4. Submitting to the Dean a yearly report at the end of each academic year, outlining the initiatives, achievements and activities of the Institute/Center.
5. Enhancing the role and visibility of the Institute/Center and promoting its activities within its main mission and objectives, while coordinating when applicable with the pertinent department(s) in the school.

**ARTICLE IV**  
**FACULTY BODY**

The Faculty Body of the School shall consist of all Full-time, Adjunct, Visiting, Continuing Non-Tenured and Part-time Faculty, detailed below, as per LAU's Personnel Policy<sup>2</sup>.

**Section I – Ranks and Qualifications**

The Faculty Body of the University is composed of all Full-Time, Visiting, Research, Adjunct, and Part-Time Faculty. Within this general body, the full-time Faculty Body plays a crucial role through shared governance and is entitled to exercise voting rights when applicable. Promotion of Full-Time Faculty on tenure or non-tenure tracks is subject to school promotion criteria and guidelines, as duly approved, subject to Section IV in this policy.

**1. Full-Time Faculty**

**1.1. Tenure Track/Tenured**

This track is reserved for faculty members who hold a PhD, a doctorate, or a terminal degree as appropriate to the field/school concerned. Full-Time Faculty in this track should constitute the majority of full-timers in the school.

This track consists of Assistant Professors, Associate Professors and Professors.

**1.2. Non-Tenure**

a. Lecturer Track

This track is for Full-Time Faculty who do not normally hold a terminal degree in their discipline, but who bring in additional educational experience.

This track consists of: Instructors/Practice Instructors, Senior Instructors/Senior Practice Instructors, Lecturers/Practice Lecturers, and Senior Lecturers/Senior Practice Lecturers.

b. Professional Track

The Professional Track is for Faculty who hold a terminal degree in their field and a substantial record of teaching and professional experience.

This track consists of Assistant Professors of Practice, Associate Professors of Practice and Professors of Practice.

**2. Visiting Faculty**

**2.1.** Visiting Faculty are appointed for limited-term employment at the University, not to exceed two consecutive years. They can be appointed from any rank but are not eligible for promotion at LAU.

**2.2.** Visiting Faculty may be required to carry a higher teaching load than the corresponding Full-Time Faculty, subject to their special assignment and contract. They can participate in school and departmental meetings, without voting rights.

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

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<sup>2</sup> [https://www.lau.edu.lb/about/policies/personnel\\_policy\\_faculty\\_section.pdf](https://www.lau.edu.lb/about/policies/personnel_policy_faculty_section.pdf)

### **3. Adjunct Faculty**

- 3.1.** The Adjunct Faculty track is reserved for recognized scholars or practitioners who bring expert knowledge and professional experience to specific programs, but who cannot commit all their time to the University. Their teaching load is set accordingly on a yearly basis, renewable according to School Bylaws and their Letter of Appointment.
- 3.2.** Adjunct Faculty are appointed following a search process. They are appointed at the appropriate rank depending on their qualifications and may benefit from a promotion in rank in accordance with the School promotion criteria and guidelines.
- 3.3.** Adjunct Faculty may participate in school and departmental meetings. Appointments in this category are non-tenure and subject to school-specific Bylaws and periodic reviews.

### **4. Part-Time Faculty**

- 4.1.** Part-Time Faculty are normally recruited to teach courses on a temporary basis. They do not participate in regular school or departmental meetings, unless called upon in specific cases, according to University and School Bylaws.
- 4.2.** Part-Time Faculty are appointed at a specific grade in accordance with University guidelines and School Bylaws.

## **Section II – Appointments and Reappointments**

In appointing new faculty, all departments and schools shall comply with the University's mission, ensuring equal opportunity for all applicants, and hiring the best candidate irrespective of gender, age, race, color, religion, national origin, ethnic background, or any other factors that are irrelevant to the proper performance of the duties described in the job announcement.

Except for special appointments, recruitment of all Faculty shall follow the approved University Procedures for Hiring Faculty (detailed below), whereby positions are advertised, and the selection process would be based on merit and qualifications.

### **1. Appointments and Reappointments of Full-Time Faculty**

- 1.1.** Following the completion of the search process, the respective School Dean shall make recommendations to the Provost for appointments for the academic year.
- 1.2.** Faculty in a non-tenure track may apply for an opening in the tenure track provided they meet the criteria for such a position as per applicable School Bylaws. Faculty who were appointed in the tenure track may not shift to a non-tenure track position.
- 1.3.** Faculty in a non-tenure track are normally appointed on a one-year contract, without any limits as to the number of reappointments. Faculty members in non-tenure track who have been at the employ of the University for five years or more may be given a two-year contract, contingent upon positive evaluations.
- 1.4.** Faculty at the rank of Assistant Professor will normally be appointed on a three-year term contract, subject to reappointment for another three-year term. The total number of years that any faculty member may spend at this rank is seven years. Appointments of Faculty who are initially appointed at the rank of Associate Professor or Professor shall normally be made for a maximum of a three-year term.
- 1.5.** Non-tenured Full-Time Faculty will be notified in writing by March 1 if their contracts are not going to be renewed for the following academic year.

1.6. Full-Time Faculty who would like to resign must give advanced written notice of such resignation no later than six months prior to the beginning of the next regular academic year.

## **2. Appointments and Reappointments of Visiting Faculty**

2.1. The faculty search and recruitment process for Visiting Faculty shall be conducted in line with the approved University Procedures for Hiring Faculty, as for full-time faculty.

2.2. Visiting Faculty are normally appointed for one semester or one academic year. They may be contracted for a maximum of two consecutive years, subject to evaluation and a positive recommendation from the Department Chair and the School Dean.

2.3. Visiting Faculty are entitled to the same benefits as full-time Faculty. However, no ex gratia indemnity is given to Visiting Faculty who serve at the University for less than one full academic year.

## **3. Appointments and Reappointments of Adjunct Faculty**

3.1. Adjunct Faculty shall be appointed on a yearly basis.

3.2. Adjunct Faculty members are not eligible for any benefits.

## **4. Appointments and Reappointments of Part-Time Faculty**

4.1. Part-Time Faculty shall be appointed on a term basis and compensated on an hourly rate, set by the University.

4.2. Part-Time Faculty are renewed on a term-by-term basis, subject to a positive evaluation by the chairperson.

4.3. Part-Time Faculty members are not eligible for any benefits.

## **5. Special Appointments**

5.1. Faculty of exceptional standing may be recruited and appointed to a rank that is higher than the one they are normally entitled to as per their degrees, within any of the tracks listed above. In such cases, the respective School Dean will appoint a committee of peers to review the candidate's file. The School Dean's recommendation to the Provost would include the peers committee's review, subject to the final approval of the President.

5.2. For such special appointments, the appointee must be of international standing, must have achieved eminence in his/her field, and demonstrated leadership qualities. Residency requirements for promotion in rank may be waived, based on the recommendation of the respective School Dean.

## **Section III – Tenure**

Academic tenure is a privilege that is normally earned by Faculty who are granted promotion within the tenure track ranks. Tenure provides Faculty with the academic freedom needed to pursue their teaching, research and services at the University and allows for continuous appointment until retirement, unless terminated earlier as per the provisions of the Personnel Policy. Faculty who are granted tenure are subject to the following:

### **1. General Provisions for Tenure**

1.1. Only Full-Time Faculty at the Associate Professor or Professor rank are eligible for tenure.

1.2. For Tenured Faculty, appointments will be continuous until retirement, as specified in the provisions of

this policy provided that Tenured Faculty fulfill their duties satisfactorily and abide by the rules, regulations and policies that govern the University.

- 1.3. Tenured Faculty will receive an annual update of employment conditions to reflect changes in rank and/or remuneration.
- 1.4. Should a Tenured Faculty default on the basic professorial duties to the University, the Dean will inform them in writing and request that the shortcomings be addressed within a period of one academic year. Failure to demonstrate improvement may subject the faculty to a post-tenure review.
- 1.5. Should a Tenured Faculty be found in violation of any of the University's applicable policies and applicable laws, the applicable sanctions stated in said code and/or policy would apply.
- 1.6. Should it become necessary to discontinue the employment of Tenured Faculty because of University financial exigency or program termination, they shall be given compensation against the termination of their contract not to exceed two years.
- 1.7. Tenure is discontinued upon the Faculty reaching the legal retirement age of 64.

## **2. Faculty joining the University at the Associate Professor or Professor Rank**

- 2.1. Faculty who join the University at the Associate Professor or Professor rank are eligible to apply for tenure as of the beginning of their third year at LAU but no later than the beginning of their fifth year, provided their initial contract has been renewed, as per the provisions listed in Section II, 1.5.
- 2.2. The minimum residency time required for tenure for Faculty appointed at the Associate Professor or Professor rank is three years.
- 2.3. Faculty appointed without tenure at the Associate Professor or Professor rank are required to submit their file for tenure according to University Rules and School Bylaws. Files submitted for tenure should include research material, teaching and service documentation, produced only after joining LAU. Unless otherwise stated in their letter of appointment, Faculty should normally meet a minimum of one-third to one-half of the research requirements for promotion to the specific rank at which they were appointed within their respective School and discipline, thus demonstrating continuing research productivity after joining the University. The candidate should also satisfy the requirements for teaching and service to the School and the University and receive positive recommendations from the Department Chair and School Dean.
- 2.4. The application for tenure will undergo the same process of review by the respective school peers committee and the University Promotion Committee as for promotion cases. Research submitted for Tenure can be included and counted towards said Faculty's application for promotion to the rank of Professor at a later date.
- 2.5. Faculty who are denied tenure will be given one additional year in the rank and have their contract terminated at the end of that academic year. Under exceptional circumstances, Faculty may be reappointed on a yearly basis, following the recommendation of the Department Chair, School Dean, and the approval of the Provost and the President.

## **Section IV – Promotion of Full-Time Faculty**

Promotion in the rank of Full-Time Faculty or Faculty on tenure track takes place through a peer review process according to school-specific criteria, and is governed by the Faculty Promotion Process. Accordingly, the School Peers Committee(s) will review the files of candidates for promotion and make their recommendations to the concerned Dean. The Dean will in turn make their recommendations to the Provost.

Following completion of the Peers Committees' work across the different schools, the Provost shall convene a

University Promotion Committee composed of Academic Deans and one elected Faculty from each school to review the recommendations for promotion to various ranks, submitted by the Dean of each school. The elected Faculty from each school should not hold any administrative appointments and should hold a higher rank than that of the candidate. In schools where this is not possible, this restriction may be lifted. The University Promotion Committee chaired by the Provost will present their recommendations to the President through the Provost. The President will draft their final recommendations to the Board of Trustees for their approval.

Faculty who are denied promotion may appeal to the Faculty Welfare and Promotion Council, in accordance with the provisions of the Faculty Promotion Appeal Procedure.

For additional information, please check the following documents:

- [Faculty Promotion Process](#)
- [Faculty Promotion Appeal Procedure](#)

## **1. Promotion of Faculty at the Assistant Professor Rank**

- 1.1. Faculty may serve a maximum of seven years at the rank of Assistant Professor at the University. They are expected to apply for promotion to the Associate Professor rank at the beginning of their sixth year of service at LAU.
- 1.2. Assistant Professors may apply earlier than their sixth year, provided that their service at the rank of Assistant Professor at the University is no less than three years, and their total number of years of service in the rank is no less than five years.
- 1.3. For female Faculty at the rank of Assistant Professor, the grace period for promotion for each pregnancy shall be a one-year deferral per pregnancy, not to exceed a two-year period.
- 1.4. Assistant Professors who apply for promotion to the Associate Professor rank and are denied promotion cannot reapply for promotion. They will normally be given one additional year in the rank and have their contract automatically terminated at the end of the seventh year. Should the School wish to retain them, due to a legitimate need, the Dean, following due process, can make the case for such retention one year at a time for a maximum of three years from the date of denial of their promotion, not subject to any further extension. The position must be advertised every year, and every reasonable effort should be made to find a replacement. Faculty who have been denied promotion are eligible to reapply to a full-time position only after having left the University for three consecutive years, subject to applicable University Procedures for Hiring Faculty.
- 1.5. Tenure is normally awarded to Faculty who are promoted to the rank of Associate Professor. In exceptional cases where tenure is not granted along with the promotion, Faculty would be required to fulfill additional criteria within a time limit set by the Dean, not exceeding three years from the date of their promotion. In such cases, the Dean should specify in writing to said Faculty the conditions to be met for tenure to be reconsidered. Failure to meet these conditions will result in termination, with the provision of one terminal year in rank.

## **2. Promotion of Faculty at the Associate Professor Rank**

- 2.1. Tenured Faculty at the Associate Professor rank may apply for promotion to Professor, provided that their service at the rank of Associate Professor at the University is no less than three years, and their total service in the rank is no less than five years.
- 2.2. Tenured Associate Professors may apply for promotion to Professor only twice, with a minimum two-year interval in between.

### **3. Promotion of Faculty with Prior Experience**

- 3.1. Faculty who join LAU with prior academic experience are normally appointed without tenure. For tenure provisions, see Section III.
- 3.2. Faculty at the Assistant Professor or Associate Professor with prior academic experience applying for promotion will be required to meet the promotion criteria for teaching and service, in addition to research. In order to satisfy the research component, the Faculty may apply up to 50% of their School's minimum requirements from work done at the rank prior to joining LAU.
- 3.3. For Faculty appointed at the Assistant Professor rank, the minimum residency time at the rank at the University shall not be less than three years and not more than five. The specific residency time for each Faculty in this case would depend on the evaluation of their prior experience.
- 3.4. For Faculty appointed at the Assistant Professor rank with prior full-time research-productive post-doctoral experience of a minimum of two years, a maximum of one year may be counted towards the minimum residency time required for promotion.
- 3.5. For Faculty appointed at the Associate Professor rank, the minimum residency time at the rank at the University should be no less than three years. In the case of faculty members who served at the Associate Professor rank at LAU for more than five years, research work from prior experience will not be counted and should not be included in the file submitted for promotion.

### **4. Promotion of Faculty with Administrative Duties**

- 4.1. Promotion in academic rank of Faculty with full-time senior administrative duties (Program Coordinators, Directors, Chairpersons, Assistant Deans, and Associate Deans), shall follow the same criteria that apply to regular Faculty, according to their academic rank.
- 4.2. The number of years of service in a senior 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 before applying for promotion.
- 4.3. Holders of academic ranks appointed to full-time academic administrative duties, as listed in 4.1, will be granted an extension of their promotion clock for a period commensurate with the number of years on active administrative duty.

### **5. Promotion of Faculty on Non-Tenure Track**

Promotion in the rank of non-tenure track Faculty takes place through the School Peers Committee according to school-specific criteria and is subject to the following:

- 5.1. Faculty may apply for promotion to a higher rank provided that their service at the current rank at LAU is no less than five years.
- 5.2. Faculty who apply and are denied promotion to the higher rank cannot reapply for promotion to that rank. They may continue in their current rank, subject to annual performance review.



## **ARTICLE V MEETINGS AND PROCEDURES**

### **A. School Faculty Meetings**

#### **1. Meetings Schedule and Purpose**

Meetings of the School Faculty shall be held in accordance with Faculty Bylaws and shall be conducted according to *Robert's Rules of Order*. Ad-hoc meetings may be called for by the Dean at any time. The time, date and agenda shall be announced by the Dean ahead of the meeting.

The Purpose of General School Meetings is to introduce all new Full-Time, Adjunct and Visiting Faculty, and to share with the whole Faculty Body the directives outlined by the Dean in their strategic plan and yearly plan, as well as any other issues of interest to the School, including how it conducts its business.

#### **2. Voting Policies**

All Faculty, except Part-Time Faculty, are eligible to attend School Faculty meetings, except in cases where the Dean may choose to invite only Full-Time Faculty to meetings for specific tasks. A quorum will consist of a simple majority of the Full-Time Voting Faculty of the School. When a vote is taken, approval requires a simple majority of Full-Time Faculty present. Voting shall be by show of hands or by paper ballot in the case of elections or other critical issues.

A majority of the voting members excluding those on leave shall constitute a quorum. Subject to the requirement of a quorum, decisions shall, unless otherwise specified, be made by a majority of the members of the Faculty present and voting.

#### **3. Conducting Meetings**

The agenda for the meetings shall be set by the Dean and sent no later than three working days prior to the meeting date.

The Dean chairs all School meetings. In the event the Dean cannot be present at the meeting, the Associate Dean or any Faculty delegated by the Dean shall chair the meeting. Information pertaining to curriculum, Bylaws, rules and academic regulations must be distributed in final form to the Faculty at least one week prior to voting.

Minutes will be circulated to the School Faculty within two weeks after the meeting. Correction and approval of minutes will occur during the following Faculty meeting. The approved minutes will be retained on file in the Dean's Office.

### **B. Departmental Meetings**

Departmental Meetings shall be held at least twice per semester and shall be chaired by the Department Chairperson and governed by clear departmental Bylaws. The objective of the meetings shall be to share with Full-Time Faculty issues that pertain to the development of the Department, and to get their input on decisions that require consultation and/or Faculty vote. The Chairperson may decide whether to invite Part-Time Faculty to a meeting depending on the agenda. All other policies for general School Faculty meetings apply to

## Departmental Meetings.

Meetings are called for at the beginning of each term to introduce new Full-Time, Visiting and Adjunct Faculty members, and to share with the Faculty Body of the Department the directives, events and plans of action for the academic term.

The Chairperson shall select a secretary according to departmental Bylaws or approved rules and regulations. It is the responsibility of the Chairperson to conduct meetings on a regular basis for the proper operation and development of the Department. The recording secretary shall maintain an electronic collection of official records of the meetings and file electronic copies with the Departmental Office.

## ARTICLE VI SCHOOL COUNCILS

Councils of the SoAS include the School Executive Council (SEC) and the School Advisory Council (SAC), in addition to the Standing School Councils that make recommendations to the SAC. Faculty engage in the policy and decision-making of the School and through their participation in School and departmental meetings as well as their service on Standing School Councils.

### A. General Rules

#### 1. Elections

Elections to the SoAS Standing Councils are held at the School level, with one Faculty elected from each given Department. The elections will be conducted by secret ballot vote, normally during the spring semester. The term of service of a Faculty on Standing School Councils is two years. No Faculty may serve at one time on more than two Standing School Councils and no Faculty shall serve for more than two consecutive terms on any given council. The Associate Dean(s) and Assistant Dean(s) shall be ex-officio members of the School Standing Councils.

#### 2. Council Meetings

Every School Standing Council shall elect a Chairperson for one year who shall preside over the Council meetings. The Council shall also elect a secretary who shall be responsible for preparing the agenda and the minutes. It is the responsibility of the Council Chairperson to conduct regular meetings, at least once a month, to ensure council duties are accomplished. All council minutes are made public on the School's website.

All School Standing Councils make recommendations to the SAC and each Council is **required** to present to the Dean a report **twice a year** summarizing the Council's activities.

#### 3. Establishing New Councils

New Councils may be established according to these Bylaws. The motion to establish such a Council shall include the charge of the Council, which sets forth its duties and area of responsibilities. The number of council members, their eligibility criteria, their term of service and their method of appointment shall be included in the same motion or a subsequent motion.

### B. School Councils

#### 1. School Executive Council (SEC)

- a. **Members:** The SEC shall consist of the Dean, Associate and Assistant Deans.
- b. **Duties:** The SEC shall provide advice to the Dean on School-wide strategic issues and constitute a forum for ensuring that the School's leadership team has a common view and a shared vision for the School.
- c. **Meetings:** The SEC will meet on a bi-weekly basis or when called upon by the Dean, who shall chair the meetings.

#### 2. School Advisory Council (SAC)

- a. **Members:** The SAC shall consist of the Dean, Associate/Assistant Deans and Department Chairpersons.

- b. Duties:** The SAC shall provide advice to the Dean on School-wide issues, both strategic and operational, including academic planning, program accreditation, program assessment and cross-program dependencies that affect the School. The Council shall deal with matters as may be referred to it by other School Councils.
- c. Meetings:** The SAC will meet on a bi-weekly basis or when called upon by the Dean, who shall chair the meetings.
- d. Recommendations:** All recommendations should be processed following the regular University procedures and policies.

## C. Standing School Councils

### 1. School Student Affairs Council (SSAC)

The School Student Affairs Council (SSAC) plays a vital role in enhancing the students' experience, supporting student success, and addressing undergraduate student needs within the School, in coordination with SDEM and the Dean of Students Offices. The Council typically oversees a wide range of services and initiatives aimed at fostering a supportive and enriching educational environment for students whereby student representatives constitute active, voting members in this Council.

- a. Members:** The SSAC shall consist of one elected Faculty to represent each Department and two students who have been elected at the University level to represent the SoAS in the University Student Council. Associate/Assistant Deans serve as ex-officio members.

#### **b. Duties** of the School Student Affairs Council:

##### Undergraduate Students Support Services

- **Academic Involvement:** Review and act on all co-curricular activities and campus-life petitions submitted to the School.
- **Wellness Initiatives:** Promote physical and mental health resources, including wellness programs, workshops and access to counseling services.

##### Student Engagement and Development

- **Student Voice:** Provide a platform for student input and representation in decision-making processes related to academic and non-academic matters.
- **Extracurricular Activities:** Support student clubs, organizations and activities that enhance the student community and develop leadership skills.
- **Leadership Development:** Facilitate programs that provide students with leadership training and development opportunities.
- **Mentorship Programs:** Develop peer mentorship programs to aid students in their transition to university life.
- **Workshops and Skills Development:** Organize workshops on study skills, time management and exam preparation to promote academic success.

### 2. School Admissions and Strategy Council (SASC)

The School Admissions and Strategy Council (SASC) is primarily responsible for overseeing and managing the process

of admitting students into the school undergraduate programs in close coordination with the University Admission and Financial Aid Council (UAFAC). This Council ensures that admissions practices align with the school's academic goals and institutional standards while fostering a diverse and capable student body.

**a. Members:** The SASC shall consist of one elected Faculty to represent each Department and the School's elected representative(s) at the University Admissions and Financial Aid Council (UAFAC). Associate/Assistant Deans serve as ex-officio members.

**b. Duties** of the School Admissions and Strategy Council:

#### Policy Development and Implementation

- **Admission Criteria:** Propose and regularly update the criteria for admission to ensure they reflect the School's academic standards and strategic priorities.
- **Policy Review:** Periodically review and amend admissions policies to respond to evolving educational trends and demographic changes.
- **Coordination with the University Admissions and Financial Aid Council:** Work closely with the UAFAC to coordinate the processing of undergraduate student applications.

#### Admissions Process Management

- **Selection Procedures:** Propose transparent and equitable processes for selecting students, potentially including interviews, portfolios, or auditions, depending on the program.
- **Application Review:** Oversee the review of select undergraduate applications, ensuring a holistic and fair evaluation process that considers academic records, test scores, personal statements and recommendations.

#### Diversity and Inclusion

- **Diversity Goals:** Propose strategies that promote diversity within the student population, aiming to create a rich educational environment with varied perspectives.
- **Targeted Recruitment:** Develop outreach programs in collaboration with SDEM, aimed at underrepresented groups to encourage their application and enrollment.

#### Collaboration and Communication

- **Interdepartmental Liaison:** Work closely with academic departments, student services and marketing teams to align admissions efforts with academic offerings and institutional goals.
- **Prospective Student Engagement:** Work in close coordination with SDEM on the organization of open houses, information sessions and campus tours to engage prospective students and provide necessary information.

#### Data Analysis and Reporting

- **Enrollment Trends:** Analyze application and enrollment data to identify trends and inform future admissions strategies.
- **Outcome Reporting:** Prepare reports on admissions outcomes, including acceptance rates, yield

rates and demographic statistics for school and institutional planning.

### 3. School Undergraduate Academic Council (SUAC)

The School Undergraduate Academic Council (SUAC) is tasked with overseeing the development, revision and implementation of the academic curriculum to ensure that the undergraduate curricula remain up-to-date, rigorous, and aligned with both educational standards and the strategic goals of the school. This Council is responsible for reviewing and approving changes to the undergraduate curriculum, including new programs, new course proposals and program modifications.

**a. Members:** The SUAC shall consist of one elected Faculty to represent each Department. Membership shall also include the School Accreditation Officer, the School's elected representative(s) at the University Curriculum Council and the Associate/Assistant Deans as ex-officio members.

**b. Duties** of the School Undergraduate Academic Council:

#### Curricular Development and Approval

- **Program Proposals:** Evaluate and approve proposals for new programs, ensuring they meet academic standards and align with the School's strategic objectives.
- **Course Proposals:** Evaluate and approve proposals for new courses, ensuring they complement or enhance existing programs and curricula by having well-defined and measurable learning outcomes that support program-level learning objectives and contribute to students' overall educational development.
- **Curriculum Updates:** Review and approve changes for existing courses and programs to ensure they align with the courses and programs' learning outcomes while incorporating current developments in the field.
- **Academic Support:** Review and act on all undergraduate curricular petitions submitted to the School.

#### Periodic Assessment Planning and Program Reviews

- **Assessment plans development:** Oversee, revise and approve undergraduate programs assessment plans. Ensure, with close coordination with Departments, the timely gathering of assessment data for periodic program reviews.
- **Self-Study Reports:** Review and approve self-study reports that summarize program strengths, weaknesses and areas for improvement.
- **Curricular improvements:** Evaluate and approve action plans resulting from program reviews to ensure their relevance, effectiveness and alignment with the institution's mission and goals.

#### Interdisciplinary and Collaborative Opportunities

- **Cross-Disciplinary Coordination:** Encourage and facilitate interdisciplinary courses and programs, ensuring collaboration between different Departments and Faculties where appropriate.

#### Curricular Development and Support for Faculty

- **Innovative Curriculum Design:** Promote innovation in teaching and curriculum design to enhance learning and engage students effectively.

- **Faculty Training:** Organize professional development opportunities for Faculty to strengthen teaching quality and support curricular changes.
- **Curricular Workshops:** Organize and conduct workshops and seminars to disseminate information about curriculum innovations, skills related to assessment techniques, assessment plan development and program improvement.

#### 4. School Graduate and Research Council (SGRC)

The School Graduate and Research Council (SGRC) enhances the ability of the School to realize its potential for distinction in research and scholarly activities. It plays a critical role in advancing the Faculty's research agenda and supporting the research activities of graduate students. This Council ensures that graduate research aligns with academic standards and strategic priorities while fostering an environment conducive to scholarly inquiry and innovation.

**a. Members:** The SGRC shall consist of one elected research-active Faculty from each Department, at the rank of Associate Professor or above. Membership shall also include the School Accreditation Officer, School's elected representative(s) at the University Graduate and Research Council and the Associate/Assistant Deans as ex-officio members.

**b. Duties** of the School Graduate and Research Council:

##### Graduate Students Support Services

- **Academic Support:** Review and act on all graduate student petitions submitted to the School.
- **Research Support:** Promote mentorship programs and seminars to enhance graduate students' research skills.

##### Curricular Development and Approval

- **Program Proposals:** Evaluate and approve proposals for new graduate programs, ensuring they meet academic standards and align with the School's strategic objectives.
- **Course Proposals:** Evaluate and approve proposals for new graduate courses, ensuring they complement or enhance existing programs and curricula by having well-defined and measurable learning outcomes that support program-level learning objectives and contribute to students' overall educational development.
- **Curriculum Updates:** Review and approve changes for existing graduate courses and programs to ensure they align with the courses' and programs' learning outcomes while incorporating current developments in the field.

##### Periodic Assessment Planning and Program Reviews

- **Assessment plans development:** Oversee, revise and approve graduate program assessment plans. Ensure with close coordination with departments the timely gathering of assessment data for periodic program reviews.
- **Self-Study reports:** Review and approve self-study reports that summarize graduate program strengths, weaknesses and areas for improvement.
- **Curricular improvements:** Evaluate and approve action plans resulting from graduate program reviews to ensure their relevance, effectiveness and alignment with the institution's mission and goals.

##### Research Advancement

- **Faculty Development:** Propose ways to promote research and Faculty development in the School.

Organizing mentorship programs or workshops to support Faculty in grant proposal writing in coordination with the Office of Graduate Studies and Research (GSR).

- **Policy and Procedure development:** Recommend policies and procedures pertaining to the development of research and scholarly activities in the School while ensuring the effective and efficient use of resources in the production of research.
- **Research Promotion:** Make recommendations on facilitating research activities among Faculty and students, in turn enhancing the ability of the School to realize its potential for distinction in research and scholarly activities.

#### Interdisciplinary and Collaborative Opportunities

- **Cross-Disciplinary Coordination:** Encourage and facilitate interdisciplinary courses and programs, ensuring collaboration between different Departments and Faculties where appropriate.

#### Curricular Development and Support for Faculty

- **Innovative Curriculum Design:** Promote innovation in teaching and curriculum design to enhance learning and engage students effectively.
- **Faculty Training:** Organize professional development opportunities for Faculty to strengthen teaching quality and support curricular changes.
- **Curricular Workshops:** Organize and conduct workshops and seminars to disseminate information about curriculum innovations, skills related to assessment techniques, assessment plan development and program improvement.

#### **D. Ad Hoc Committees, Sub-Committees and Task Force**

As the need for special Ad Hoc Committees arises, such Committees shall be appointed by the Dean. The mandate of each Ad Hoc Committee shall be clearly delineated. Ad Hoc Committees shall be dissolved once their task has been completed.



## ARTICLE VII CODE OF ETHICS

The School adheres to the University Code of Ethics:

[https://www.lau.edu.lb/about/policies/code\\_of\\_ethics.pdf](https://www.lau.edu.lb/about/policies/code_of_ethics.pdf)

## **ARTICLE VIII**

### **BYLAWS APPROVAL and AMENDMENTS**

These Bylaws may be approved or amended at a meeting with a two-thirds quorum by an affirmative vote of a majority of the membership of the voting Faculty, excluding those on leave. The Bylaws or the proposed amendments shall be mailed to the members at least two weeks before the School meeting at which the Bylaws will be voted on.

The Bylaws or the amendments shall be approved by the Provost and the President.

Any amendment that is mandated by an amendment to the University Constitution and Bylaws and made to bring these Bylaws into full conformity with the University governing documents may be made automatically and acknowledged by the Faculty in the first Faculty Meeting that follows the amendment.

## **ARTICLE IX CONFLICT OF BYLAWS**

In the event that any provision in the School Bylaws conflicts with the University Constitution and Bylaws, Faculty Bylaws and University Policies, the latter shall take precedence.