

RULES AND REGULATIONS
OF FACULTY MEMBERS AT
THE UNIVERSITÉ ANTONINE

2015

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Preliminary Note on Terminology

In the following text:

- 1) The terms and expressions “vice-rector”, “unit supervisor”, “head of unit”, “dean”, “director”, “researcher”, “faculty member”, “teacher-researcher”, “chair of department”, “coordinator”, “candidate”, “student”, “learner” etc., are used to refer to both sexes;
- 2) The acronym “UA” (formerly “UPA”) means “Université Antonine” or Université Antonine;
- 3) “Training and research unit” and “academic unit” mean “faculty”, “institute”, or “faculty department”¹;
- 4) “Head of academic unit” and “academic unit supervisor” mean “dean of faculty”, “director of institute”, or “chair of a faculty department”;
- 5) “Year” means “academic year”² (September 1st - August 31st);
- 6) “Semester” means an academic period, with the “fall semester” covering roughly the months of October, November, December and January of the same academic year, and the “spring semester” covering roughly the months of February, March, April, and May, and the “summer semester” covering the entire summer season or a segment thereof;

¹ Provided that this department is specifically mentioned in the University Statutes and is headed by a Chair.

² The date limits may vary, but in general, the academic year begins on September 1st and ends on August 31st.

- 7) "Main campus", "Beqaa Campus", and "North campus" mean the "Baabda Campus", "Nabi Ayla/Zahle Campus", and "Mejdlayya/Zghorta Campus" respectively;
- 8) The term Faculty is the British term rather than the American term and it refers to School or College.

Preliminary Note on Reference Texts

On the date of its promulgation, the present text shall replace the Rector's *Rights and obligations of Full-time Faculty Members at the Université Antonine* issued in 2011. This reform was carried out in the light of:

- 1) The Labor Code³,
- 2) The General Provisions on Higher Education and the Regulation of Private Higher Education Institutions (Law 285 of 30/4/2014)
الأحكام العامة للتعليم العالي وتنظيم التعليم العالي الخاص (قانون رقم ٢٨٥ تاريخ ٢٠١٤/٤/٣٠).
- 3) The Statutes of the Université Antonine,
- 4) The «Rules and Regulations of Academic Appointment at the Université Antonine», issued in 2014,
- 5) The quality assurance and academic accreditation standards.

³ Except for matters inherent to membership in the National Social Security Fund (NSSF) and the contractual period.

Section I

Faculty Members

Article 1. Category-based Functions of Faculty Members in the Academic Mission

The mission of any university, in its threefold form: teaching, research, and service to the academic community and society, rests primarily on its faculty members. In fact, the Educator occupies a key position in the educational triangle (Jean Houssaye⁴) that connects him/her to the Learner and to Knowledge. This principle grants the position of a university educator the status of a main actor in the areas of academic responsibilities, namely Teaching, Research and Community Service. However, the “Definitions” section of the General Provisions on Higher Education and the Regulation of Private Higher Education Institutions⁵ states that the term “Faculty” applies to all those employed by a higher education institution and assigned teaching, supervision and/or research duties⁶.

⁴ HOUSSAYE, Jean, (dir.), *La pédagogie, une encyclopédie pour aujourd'hui*, Paris, éd. ESF, Coll. « Pédagogies », 2002.

⁵ Definition of “Faculty” as in the introduction to the General Provisions on Higher Education: All persons employed by a higher education institution and assigned academic duties including teaching, supervision, and/or research.

⁶ In fact, the American academic accreditation agencies (including the AACSB) suggest the following quaternary categorization of faculty members:

1. Scholarly Academics (SA)
2. Practice Academics (PA)
3. Scholarly Practitioners (SP)
4. Instructional Practitioners (IP)

Article 2. Qualifications Required for Employment at the UA

Article 116 of the UA Statutes sets forth the following overall guidelines about the qualifications required for faculty employment:

"For an educator to be employed by the UA, he/she is required, in general:

- 1) to have integrity, good conduct, a sense of responsibility, a valid education, and a wealth of knowledge;
- 2) to have the appropriate degrees, adequate academic qualification, or genuinely remarkable scientific merits;
- 3) to have shown clear evidence of ability to engage in serious scientific work, mainly through publications or research and contributions in his/her field of study;
- 4) to demonstrate a real pedagogical capacity and an ability to teach;
- 5) The Rector's document of 2011 states that "he [the educator] shall adhere to the values and mission of the UPA. He/she shall endorse the objectives of the university and respect the statutes and the regulations in force". The mission of the Université Antonine (as in the UA strategic development plan for 2014-2020) states that: "The Université Antonine is a Lebanese Catholic institution dedicated to developing the talents of young people in the joy of truth. It contributes to the building of their knowledge, skills, and attitudes, thus enabling them to become competent women and men at the service of society. The UA endeavors to achieve this mission with a respect for diversity, ethical correctness, and high standards of excellence. The UA promotes contextualized scientific research and innovative professionalism".

Article 3. Parameters of the “Faculty Member” Position at the UA

The “Faculty Member” position at the UA is subject to five parameters:

- 1) The academic degree, as defined in section II of these Regulations;
- 2) The teaching load regulated by the teaching bylaws of the UA;
- 3) The production of knowledge load regulated by the scientific research bylaws of the UA;
- 4) The community service load that falls within the administrative academic responsibility in the UA and is determined by contract, in accordance with the Statutes of the UA;
- 5) The contract types:
 - i. Type A contracts: full-time teaching (and research) and full engagement in the academic community service. This type of contract applies specifically to the teaching cadre of the UA dedicated to assume academic positions such as “department chair” or “coordinator”;
 - ii. Type B contracts: full-time teaching (and research) and partial engagement in academic community service;
 - iii. Temporary or part-time employment contracts.

Furthermore, the Université Antonine may recruit PhD-holding researchers or research engineers under temporary contracts not including any teaching load. In such cases, the researcher is totally dedicated to the production of knowledge in accordance with the scientific research bylaws of the Université Antonine.

Section II

Academic Ranks

Article 4. Categorization of Faculty Members According to the UA Statutes

Article 117 of the UA Statute identifies four categories of faculty members based on the degrees earned, the cumulation of published research and years of teaching in the preceding category. The first three categories, i.e. “professor”, “associate professor”, and “assistant professor” require a doctoral degree, while the last category, “lecturer”, is not subject to the doctoral degree criterion. “§ 1: Faculty members are classified according to the following categories and conditions”:

Category	Required degrees	Required research work	Required teaching experience
Professor (full)	PhD	Six research works published in specialized periodicals and books with review committees of international stature, in addition to the publications required for appointment in the status of Associate Professor.	A minimum of six years of appointment as Associate Professor.
Associate Professor	PhD	Four research works published in specialized journals or books with review committees of international stature.	A minimum of four years of appointment as Assistant Professor.
Assistant Professor	PhD or highest degree offered in the field of study		
Lecturer	MA		

Article 5. Definition of the Areas of Academic Responsibilities and their Evaluation Criteria

The present *Rules and Regulations of Faculty Members* identifies four academic categories or ranks of UA faculty members, based on the criteria that define the three areas of academic responsibilities, namely (1) teaching, (2) research, and (3) community service. These academic categories consist of three postdoctoral ranks including assistant

professors⁷, associate professors⁸, and full professors⁹ (PhD holders), and one pre-doctoral category or “lecturers”¹⁰. The said criteria serve as a basis for the qualification of a new member to a specific rank, as well as for the promotion of an old member from one rank to the next higher rank.

Article 6. Teaching

To be promoted from one postdoctoral rank to another, the teacher-researcher must demonstrate a great dedication to teaching and an ability to stimulate critical thinking in learners. This performance is evidenced by a documented file which may include: a documented evaluation (made by learners, an official academic body, and/or peers) in addition to a significant portfolio of syllabi, exam questions, and course content designed and used by the candidate. The said portfolio must indicate a high level of creative production and updating of transmitted knowledge.

Article 7. Years of Service in the Preceding Academic Rank

The number of years of service required for qualification to the various academic ranks is calculated based on the number of years of actual full-time service at the UA, taking into account an annual minimum average of postdoctoral teaching equivalent to five courses of 3 credits each, per year¹¹. The Rector may, however, decide to take into account the ranks and years of full-time service achieved in other accredited universities,

⁷ أستاذ محاضر

⁸ أستاذ مشارك

⁹ أستاذ

¹⁰ أستاذ معيد

¹¹ This calculation should positively take into account the teaching release time that underlies academic responsibilities.

provided that the qualification procedures applied in such universities are, at least, similar to those applied by the UA.

Article 8. Research

To be promoted from one postdoctoral rank to another, the teacher-researcher must demonstrate a high level of involvement in new knowledge production or innovation in his/her field of study (when this field is not scientific), at both the national and international levels.

The evaluation of research works submitted by an instructor-researcher for the purpose of qualification to the ranks of associate professor and full professor is subject to the following rules:

- 1) The term “Published research work” applies to a single-authored article or chapter published in a scientific journal or a joint scientific publication (including encyclopedias and conference papers and proceedings), submitted for peer review in accordance with the international scientific standards, and recognized as such in the relevant field of study.
- 2) In order for “published research work” to be considered, it needs to be single-authored work centered on scientific research, published in the framework of an editorial series that is known for its scientific contributions to the relevant field of study, submitted to peer review in accordance with the international scientific standards, and recognized as such in the relevant field of study.
- 3) When a “published research” is co-authored by two instructor-researchers, its authorship is fully attributed to each of the two authors.

- 4) When a “published research” is co-authored by more than two instructor-researchers, its authorship is fully attributed to the first author and the “supervising author”. The remaining authors are only given “half- authorship”, unless the research is published in a periodical type A, B, or C (as per Thomson and Reuters), in which case authorship is fully attributed to all authors.
- 5) The assessment of qualification prerequisites shall not take into account any “published research” stated in the application for qualification if it covers the same subject as another similar work, or was published prior to the candidate’s qualification to the preceding academic rank.

Article 9. Service to the University Community

To be promoted from one postdoctoral rank to another, the instructor-researcher must demonstrate an exceptional level of commitment to the institution and the academic community. This is evidenced by a documented file which may include:

- 1) Documentation proving his/her serving on boards/ committees within his/her research unit, or at the level of the university as a whole;
- 2) Documentation of his/her supervising or advising students, as advisor or academic supervisor;
- 3) Documents proving his/her engagement in managing student files, dissertations, and projects.
- 4) Documents proving his/her participation (even as an organizer) in academic and/or public socio-cultural events at the UA or elsewhere (as a member of the UA).

Article 10. The Academic Ranks of Full-time Faculty Members at the UA

10.1. Lecturer

To be qualified for the rank of “Lecturer”, a faculty member must:

- 1) have a Master’s degree or an equivalent university degree (DEA, DES, DESS, engineering degree or graduate degree) in his/her teaching subject;
- 2) be committed to a full-time or part-time teaching load at the UA.

10.2. Assistant Professor

To be qualified for the rank of “Assistant Professor”, the instructor-researcher must:

- 1) have a PhD or an equivalent diploma recognized by the Ministry of Education and Higher Education, in his/her teaching subject;
- 2) be committed to a full-time teaching load at the UA.

However, exceptions are granted to candidates whose programs of study do not offer research doctorates. In such cases, the highest degree offered in the program of study is exceptionally considered as equivalent to a PhD, for the purposes of qualification to the rank of “Assistant Professor”. Yet, these exceptions shall not, in any case, qualify a faculty member to the rank of Associate Professor or Full Professor. Part-time faculty members may also be appointed as Assistant Professors, if the Rector sees fit.

A faculty member who is already appointed as full-time lecturer is systematically promoted to “Assistant Professor”, upon earning a research doctorate or a PhD and submitting an authenticated copy of the degree to the Rector. The promotion to Assistant Professor takes effect in the

semester that follows the earning of the degree. For other cases, the qualification/promotion procedure follows the provisions set forth in Section VII of these *Regulations*.

10.3. Associate Professor

To qualify for the rank of “Associate Professor”, the instructor-researcher must:

- 1) have a research doctorate (PhD) ;
- 2) have been practicing full-time teaching as Assistant Professor for a minimum of four years at the UA or any other university;
- 3) demonstrate a dedication to teaching and an ability to stimulate critical thinking in learners, where appropriate, through documented evaluation procedures, and a relevant academic portfolio;
- 4) demonstrate a high level of involvement in scientific knowledge development or creative production in his/her field of study (when the field of study falls outside basic scientific research), at both the national and international levels, through the publication of four postdoctoral research works in accordance with the criteria set forth in Article 8;
- 5) demonstrate a high level of commitment to the service to the academic community and institution.

10.4. Full Professor

To be qualified for the rank of “Full Professor”, the instructor-researcher must:

- (1) have a PhD;

- (2) have been practicing full-time teaching as Associate Professor for a minimum of six years at the UA or any other university;
- (3) demonstrate a dedication to teaching and an ability to stimulate critical thinking in learners, through documented evaluation procedures, and an appropriate academic portfolio;
- (4) demonstrate a high level of involvement in scientific knowledge development or creative production in his/her field of study (when the field of study falls outside basic scientific research), at both the national and international levels, through the publication of six research works since his/her qualification as Associate Professor, in accordance with the criteria set forth in Article 8;
- (5) demonstrate a high level of commitment to the service to the academic community and institution.

Article 11. The Academic Categories of Part-time Faculty Members

Subject to exception granted by the Rector, part-time faculty members at the UA do not fall under the same system of academic ranks. Their status, however, is subject to classification based on their degrees, as follows:

- 1) Part-time faculty member with a PhD;
- 2) Part-time faculty member with a Master's degree;
- 3) Part-time faculty member with a Bachelor's degree (BA).

Section III

Obligations of Full-time Faculty Members

Article 12. Criteria

The obligations of faculty members are divided according to the three above-defined areas of academic responsibilities. The obligations of the instructors (not holders of a PhD) are restricted to the areas of teaching and service to the academic community, while the obligations of the full-time fully engaged instructor-researchers, also known as "teaching cadre" (type A contract), are concentrated in the area of service, or academic responsibility, unlike the obligations of full-time partially engaged instructor-researchers (type B contract).

Article 13. Overall Duty Hours

In order to fulfill the various tasks involved in teaching, research and service, full-time faculty members must observe duty hours, or a set time of presence on the UA campus, scheduled on a weekly basis. In teaching periods, overall duty hours are divided into three components: the teaching duty, the research duty, and the service duty. Outside teaching periods, overall duty hours are divided between research duty and service duty. The distribution of duty hours is decided at the beginning of each semester by the unit supervisor for unit-level tasks, and/or by the Rector for university-level tasks.

13.1. Overall Duty Hours for Type A Contracts

Notwithstanding their academic rank, full-time fully engaged teacher-researchers (type A contract) shall observe an on-campus duty load of 35

hours per working week (Monday through Friday), or 7 hours per working day.

13.2. Overall Duty Hours for Type B Contracts

Notwithstanding their academic rank, full-time partially engaged teacher-researchers (type B contract) shall observe an on-campus duty load of 21 hours per working week (Monday through Friday), or 4 hours per working day.

Article 14. Teaching Responsibilities

All full-time faculty members and instructor-researchers are bound by contract to provide a mandatory number of teaching credit hours per year. The number of teaching credit hours is determined based on the academic rank of the instructor, irrespective of his/her contract type (A or B).

14.1. Lecturing

The number of lecturing hours translates into a number of American credits per year, in accordance with the rule whereby 1 credit generally corresponds to 15 hours of lecture-based teaching, or contact hours, including student assessments which comprise, where applicable, the administration of tests and oral and/or written exams, and the correction of written examinations. Other types of teaching may require other equivalencies of credit number and teaching hours, as clarified later in this article. Such specific cases of credit-hour allocation shall be included in the contract definition of the teaching load. The mandatory number of credits required to teach must be a multiple of three, given that the courses taught at the UA are, in their vast majority, of 3 credits each. The hourly teaching load is subject to a monthly and annual administrative control

that covers not only the contact hours, but also the student assessment procedures that can take various forms and must be documented appropriately. Table 1 summarizes the contract data for full-time fully engaged (type A contract) and partially engaged (type B contract) faculty members, with the teaching hourly load being subject to the academic rank of the instructor.

Table 1 : Obligations of full-time faculty members in terms of teaching load, and according to their academic rank

Academic rank	Mandatory number of subjects (lecture courses of 3 credits each) to teach per year	Mandatory number of credits to teach per year
Professor (full)	5	15
Associate Professor	6	18
Assistant Professor	8	24
Lecturer	8	24

The teaching responsibility of a lecture course is divided into the following obligations. The faculty member shall:

- 1) implement the teaching instructions of an existing syllabus designed for the course or a syllabus that he/she is assigned by the Head of Unit (or Sub-Unit) to fully or partly design based on overall plan. The syllabus shall state the course goals formulated in terms of learning outcomes, course content, teaching strategies, and student assessment procedures;
- 2) develop appropriate teaching strategies for these goals;

- 3) develop learners' performance assessment procedures based on the learning outcomes of the course;
- 4) teach the course in a regular and timely manner, in accordance with the course schedule and calendar determined by the head of the academic unit (or the department chair);
- 5) compensate for any exceptional absence with make-up sessions to be scheduled with the relevant bodies;
- 6) ensure the regular attendance of students and require those who exceed the number of absences allowed by the applicable regulations to withdraw from the course¹²;
- 7) develop student assessment procedures in accordance with the applicable regulations, and submit them to the head of unit for approval pursuant to the applicable regulations which may stipulate the implementation of a deliberation process;
- 8) permanently update and adapt his/her knowledge, skills, and teaching performance according to the nature of the course he/she is teaching.

14.2. Supervised Practical Work or Lab Work

In some fields of study, one lecture hour can be divided into two hours of supervised practical work or lab work, this division being in terms of both teaching time load and rate-per-hour thus divided by two. Such provisions shall be set forth in the employment contract of faculty members.

¹² Student withdrawal is currently regulated (2015) by the UA Student Information System (SIS), under the supervision of the Office of the General Secretary.

14.3. Management, Direction, and Supervision of Research Works, Artistic or Technological Projects, and Training Courses/Internships

In some fields of study, the instructor-researcher is required to manage/direct/supervise research work (theses, dissertations, and projects), artistic and technological projects, or training courses and internships. The said tasks can either translate, by way of equivalence, into lecturing hours, or be subject to the specific regulations of the concerned field study. Such provisions shall be set forth in the employment contract of faculty members.

14.4. Teaching Overload

A faculty member employed under a type-A contract may be required to provide an annual hourly load that exceeds the contractually required maximum, up to a rate of three credits per semester. Such overload is systematically considered as overtime and remunerated according to the rate per hour of part-time faculty members (Articles 11 and 32) and the type of teaching (lectures, labs, or supervision of research work). The overload remains subject to the Rector's prior approval at the beginning of the semester.

14.5. Teaching outside the UA

Full-time partially engaged (type B contract) faculty members may have part-time teaching duties in other academic institutions, provided that such commitment does not adversely affect their performance of contractual obligations to the UA. Conversely, full-time fully engaged faculty members (type A contract) are subject to institutional exclusivity pursuant to which they shall not engage in any teaching duties outside the

UA, unless otherwise allowed by virtue of a written, one-time, and limited authorization that the Rector may grant on a strictly exceptional basis.

Article 15. Research Responsibilities

Instructor-researchers are required to engage in individual or collective scientific research and publish the results in accordance with the standards set forth in Article 8 of these *Rules and Regulations*. The pace of production/publication entails a minimum of one published research per year. Research work is contractually expressed by an obligation to publish one research work every year. Lecturers engaged in programs of study that offer a doctorate degree are encouraged to devote art of their research load to PhD research.

Article 16. Service to the Academic Community

In addition to the teaching duty (and the research duty for instructor-researchers), all full-time faculty members are bound by contract to assume one mandatory task of Service to the academic community from the following 3 categories: (1) student advising, (2) unit-level committees and/or university-level committees meetings, (3) academic administrative work.

16.1. Obligations of Full-time Faculty Members: Office Hours

All full-time faculty members are bound by contract to hold weekly office hours for students. Office hours are scheduled in agreement with the head of the unit of affiliation and posted at the beginning of each semester. During office hours, faculty members receive their own students and/ or advisees. However, these hours do not cover the research supervision task that is regulated under the provisions of paragraph 14.3.

16.2. Obligations of Full-time Faculty Members: Committee/Board Meetings

All full-time faculty members are bound by contract to observe duty hours for unit-level and/or university-level committee or *ad hoc* board meetings. The assignment of faculty members to such committees and boards as well as the time management of meetings fall within the responsibilities of the heads of units when it comes to unit-level committees and boards, or the Rector for university-level committees and boards.

16.3. Obligations of Full-time Fully engaged Faculty Members (Type A Contract): Academic Responsibility

The tasks described in 16.1 and 16.2 represent the base load of academic service since members of the teaching cadre (type A contract) observe an additional academic duty by assuming the responsibilities of department chair, coordinator, or other academic responsibilities. The duty hours of academic responsibility are determined based on the academic category of the faculty member and the difference between the overall weekly minimum duty of thirty-five hours, as defined in 13.1, and the sum of duty hours allocated to teaching, research, and minimum service as defined in paragraph 16.1 (office hours) and 16.2 (committee/ board meetings).

16.4. Obligations of Part-time Faculty Members: Advising and Unit-level Meetings

A part-time faculty member may be contracted to provide student advising hours which shall be clearly stated in the employment contract (for remuneration purposes). Part-time faculty members are also

required to attend a minimum of one unit-level coordination meeting per semester without being entitled to any ensuing compensation.

Section IV

Obligations of Full-time Fully Engaged Faculty Members or Teaching Cadre (Type A contract)

Article 17. Objective of the full engagement policy

The full engagement policy ensures that full-time faculty members and teaching cadre (chairs of departments, coordinators, etc.) have a set load of hours per working week, which includes an additional hourly load dedicated to their academic responsibility, and consequently guarantees their entitlement to an annual basic salary compensation (included in the end of service indemnity calculation) higher than that of other faculty members who are equally ranked but employed under a type B contract that does not provide for full engagement in and exclusivity to the UA. Therefore, the UA has the benefit of being able to rely fully on the academic expertise of the teaching cadre and, thereby, optimize the achievement of its mission and vision. This objective is best achieved when such full engagement is subject to the condition of institutional exclusivity whereby faculty members are not entitled to engage in any teaching duties or responsibilities in any other academic institution other than the UA, unless otherwise allowed by virtue of a written, one-time, and limited authorization that the Rector may grant on a strictly exceptional basis.

Article 18. University-level Duties of Academic Service

A number of instructor-researchers are appointed by the Rector to provide academic services at the level of the university. These services include the functions of vice-rector, director of a teaching and research

unit (dean, director of institute or independent department), director of independent research unit, and director of an academic body or office (Language Centre, APUI, etc.). Such commitments are normally carried for three years, pursuant to the university Statutes. They entail:

- (1) a teaching release time or the reduction of the number of courses or credits to teach per year, this reduction being contractually determined by the Rector;
- (2) an additional compensation that is contractually determined by the Rector and that is not included in the end of service indemnity calculation.

Section V

Entitlements of Faculty Members

Article 19. Basic Salary Compensation of Full-time Faculty Members

Full-time faculty members are entitled to a gross monthly compensation paid at the end of every month after deduction of the income tax (deduction at source). The initial amount of this compensation is determined by the contract type (A or B) and the academic rank of the faculty member. Annual salary increments are cumulatively added to the initial amount, as detailed in Article 22. The sum of the initial amount and cumulated yearly increments represents the basic amount of the monthly compensation. The gross yearly compensation is calculated by multiplying the monthly salary by twelve. A thirteenth month is then added to the resulting amount and not paid to the recipient but capitalized under an end of service indemnity plan (as provided for in Article 28). Table 2 below summarizes this system¹³.

¹³ Table summarizing the contract data on working hours and compensation as adopted by the UA since 2011:

Academic Rank	Minimum required number of credits to teach per year (1 credit= 13 hours)	Hours taught per year	Gross basic monthly compensation- general case (in USD or equivalent in LBP)
Full professor	15	195	3000
Associate professor	21	273	2400
Assistant professor	24	312	2100
Lecturer	30	390	1600

Table 2 : Initial salary compensation of full-time faculty members based on their academic rank and contract type

Academic rank	Minimum required number of credits to teach per year	Gross basic monthly compensation- general case (in USD or equivalent in LBP) for type A contracts (weekly load of 35 hours)	Gross basic monthly compensation- general case (in USD or equivalent in LBP) for type B contracts (weekly load of 21 hours)
Full Professor	15	4400	3000
Associate Professor	18	3600	2400
Assistant Professor	24	3200	2100
Lecturer	24	2600	1700

Article 20. Salary Compensation for Full-time Faculty Member’s Teaching Overload

Full-time faculty members may be required to teach a total number of credits that exceeds the number required by contract. This overrun is systematically considered as an overload to be remunerated at the rates applicable to the part-time teaching categories (Articles 11 and 32) and the type of teaching (lectures, practical/lab work, and research supervision). The compensation for overload is paid on a monthly basis planned at the beginning of the semester, or as an annual summation at year end.

Article 21. Transportation

Full-time faculty members are entitled to the daily transportation allowance set by the government for private sector employees. When full-

time faculty members are required to provide academic activities on campuses located in regions other than the place of their contract, they become entitled to an exceptional inter-regional transportation allowance per day of inter-regional traveling and pursuant to a rating scale that is set annually by the UA financial administration.

Article 22. Annual Salary Increments

Full-time faculty members are entitled to a cumulative and systematic salary increase based on annual salary increments of up to 3% of the base salary. This increase is added to the initial salary automatically and recursively at the beginning of each academic year. It is maintained cumulatively when the faculty member is promoted from one academic rank to another, and systematically and integrally taken into account in the determination of the final basic salary based on which the end of service indemnity is calculated strictly as of the date of promulgation of the present *Rules and Regulations*.

Article 23. Annual Paid Leaves

In addition to public holidays observed by the UA, full-time faculty members are entitled to a paid leave of one month each year, from august 1st to the 31st inclusive.

Article 24. Paid Leaves of Absence

Paid maternity leaves and sick leaves are subject to the provisions of the Lebanese labor law in force.

Article 25. Sabbatical Leaves

In addition to paid annual leaves, full-time faculty members are entitled to a paid sabbatical leave of one year every six years. To receive the prior

approval of the Rector, applicants for sabbatical leaves must justify their request on grounds of academic projects, such as a scientific stay abroad, or the writing of a scientific work. Upon return from the sabbatical leave, the full-time faculty member must either submit a written report or publish a work of research. The salary compensation and all other contractual benefits are maintained during a sabbatical leave.

Article 26. Unpaid Leaves

Full-time faculty members may make an application to the Rector for unpaid leaves of varying durations but not exceeding one year. Such applications must be justified and submitted at least four months prior to the leave. If the Rector deems the justification convincing, he approves the application. No compensation is due to the faculty member from the UA during the leave period. The social medical insurance coverage of the faculty member remains valid if the leave period does not exceed six months. Otherwise, it shall be suspended. This type of leave is granted by the Rector in exceptional cases.

Article 27. Social Insurance Coverage

Faculty members are not entitled to the benefits of the National Social Security Fund (NSSF). Therefore, the UA agrees to provide medical insurance plans with both “In” (1st class) and “Out” (additional tests) coverage for its full-time faculty members and their dependents (spouse and children), unless they already benefit from a similar coverage by other insurers and choose not to switch. Faculty members who benefit from NSSF dependent coverage through the employment of their spouse or children, and faculty members who normally benefit from medical insurance from the professional association to which they are affiliated

(Order of Physicians, Order of Engineers, the Bar Association etc.) are reimbursed by the UA for the amount approved by the UA-adopted insurance companies, when such amount is less than that paid by the faculty member to the insurance fund in question. However, the amount reimbursed shall be equal to the amount paid to the insurance fund in question when the latter is less than the former.

Article 28. End of Service Indemnity

The minimum age of retirement for the full-time faculty members of the UA is 68 years. Upon termination of his/her service, the full-time faculty member receives from the UA (or the relevant end of service fund) an end of service indemnity calculated on the basis of the amount of the last-earned gross salary, including annual salary increments as strictly determined by the full-time employment contract, as well as the number of qualifying years of service at the UA, under the new system, calculated starting from the date of issue (t_0) of the present *Rules and Regulations*. The said number of qualifying years depends on the capitalization of the thirteenth annual month for the end of service indemnity.

- 1) Where the number of qualifying years of service n (as of t_0 , or the date of issue of the present *Rules and Regulations*) is less than or equal to 10 years, the amount of indemnity I is obtained by multiplying that number by the amount of the last-earned gross salary (prior to retirement), as strictly determined by the full-time employment contract. Therefore, the equation to use is:

$$\forall n \leq 10, I = n * s.$$

- 2) Where the number of qualifying years of service n (as of t_0) is greater than 10 years, the amount of the overall indemnity I is

obtained by adding the end of service indemnity of the first 10 years worked calculated using the above-described method to the indemnity of the remaining years ($n - 10$) that is obtained by multiplying this number by the last-earned gross salary which is, in turn, multiplied by 1.5. Therefore, the equation to use is:

$$\forall n > 10, I = 10 * s + (n - 10) * 1.5 * s = s * (1.5 * n - 5).$$

The end of service indemnity is paid to the faculty member in the following four cases only:

- 1) At the age of retirement (68 years);
- 2) Upon non-renewal of the expired contract;
- 3) Upon termination of the contract (Article 34) ;
- 4) Upon the faculty members' promotion to a higher academic grade, and their expressed request for such indemnity benefits.

Indemnity benefits of pre t_0 periods (t_0 being the date of issue of the present *Rules and Regulations*) are calculated, when due, following the old system.

Article 29. School allowances

The UA pays an annual schooling allowance of one thousand dollars for each of the full-time faculty member's children (aged 3-19 years) at the end of November of each year of attested schooling.

Article 30. University Allowances

Children of full-time faculty members who pursue their university education at the UA benefit from up to 100% tuition remission. This policy excludes the registration fees and the cost of repeated courses.

Article 31. Salary Compensation for University-level Academic Service Responsibilities

All university-level responsibilities of academic service entrusted to full-time fully engaged faculty members, as defined in Article 18, lead to an additional monthly salary compensation set by the Rector, in addition to a teaching release time also set by the Rector. These arrangements are formalized in a three-year addendum to the contract, renewable by mutual consent expressed six months prior to the expiry of the contract, under the terms of a new contract. This additional salary compensation is taxable, but is not included in the calculation of the end of service indemnity.

Article 32. Entitlements of Part-time Faculty Members

The compensation of part-time faculty members is based on the highest academic degree that they have, in addition to the actual number of hours taught. The rating scale of the rate per hour is detailed in Table 3 below.

Table 3 : Rate per hour for part-time faculty members

Academic Degree	Rate per hour in USD or equivalent in LBP
PhD	55
Master's degree or DEA	45
Bachelor's degree (BA)	35

Part-time faculty members do not benefit *a priori* from any social security or in kind benefits. Their salaries are subject to tax deduction at source (TDS) in accordance with the applicable Lebanese law. However, part-time faculty members who move between campuses and geographical

regions, to teach courses, are entitled to a transportation allowance, pursuant to the rating scale in Article 21.

Section VI

**Appointment and Employment Termination
Procedures**

Article 33. Employment procedure

Faculty members are contractually appointed on a full-time (a full engagement eventually) or part-time basis by the Rector, upon the recommendation of the Head of the concerned academic unit.

33.1. General Conditions

A faculty member appointed in an academic unit may be required to teach courses in another academic unit(s) of the UA, subject to the agreement of the Head of the original unit of appointment. The Rector retains full authority to decide whether to appoint or not appoint a faculty member recommended by the Head of the concerned academic unit.

33.2. Employment and Contract Renewal of Full-time Faculty Members

As a general rule, the first contract for a full-time faculty member is established for a period of one year. It may be renewed for further periods that vary between one and six years, if the two parties, the Rector and the faculty member deem such renewal appropriate.

Starting from the end of the fifteenth year of full-time teaching at the UA, the contracts of a faculty member promoted to the rank of associate professor or full professor is automatically and tacitly renewed, regardless of the nature of his/her previous full-time contracts, unless the Administrative Board of the University decides, upon the Rector's request (or the Head of the unit in which the faculty member is appointed), and

by a majority of the Board members, not to renew the contract, due to serious misconduct or documented gross negligence established by the Administrative Board that acts as the Disciplinary Board in accordance with Article 87 of the University Statutes.

Article 34. Termination Procedures

34.1. Termination Due to Misconduct

Disciplinary proceedings for misconduct can be initiated by the Rector (or the Head of the unit in which the faculty member is appointed), at any time, and result in the termination of the faculty member's contract without prior notice or severance pay, in accordance with Article 87 of the University Statutes. Upon the Rector's request, the Administrative Board shall act as a Disciplinary Board with authority to investigate the case and decide, by a majority of its members, to terminate the contract due to serious misconduct or documented gross negligence.

34.2. Resignation Procedure

Faculty members may terminate their contract by submitting their resignation and providing a notice on the 31st of May of the current year, at the latest, on condition that they continue to normally their obligations for that year. The resigning faculty member shall pay to the UA a penalty equal to one month per remaining year-not-taught. When the resignation leads to a departure during the academic year, the UA requires the resigning faculty member to pay penalties equal to the total of salaries of the remaining months of the current academic year that he/she will not be teaching as a consequence of his/her departure, in addition to an amount equal to one month per remaining year-not-taught (under the contract).

Section VII

Academic Promotion Procedure

Article 35. The Academic Promotion Procedure and the Academic Promotion Committee

The academic promotion application file of an instructor-researcher is examined by the Academic Promotion Committee upon the request of the Rector who has full authority to issue the final decision in this regard. The Academic Promotion Committee includes the Vice-Rector for Research, the Vice-Rector for Academic Affairs and a UA full professor appointed by the Rector for that purpose, given his/her experience. The Committee may have recourse to external experts, on a case by case basis, and depending on the fields of study of promotion candidates.

Article 36. Candidate Eligibility and Promotion Application File

36.1. Candidate Eligibility Criteria

A full-time faculty member at the UA is eligible for academic promotion within a particular field of expertise:

- 1) When the strategic development plan of the unit of appointment allows such promotion;
- 2) When the targeted academic rank is the candidate's next higher rank;
- 3) When the teacher-researcher is assured of having satisfied the promotion requirements.

36.2. Content of the Promotion Application File

Upon satisfying the eligibility requirements, the applicant prepares a promotion application file and submits it to the Head of his/her unit of affiliation on January 15th, at the latest. The promotion application file shall include:

- 1) A letter addressed to the Rector, via the Head of the candidate's unit of affiliation, justifying the request for academic promotion;
- 2) The candidate's updated academic CV;
- 3) A documentation of years of service in the previous academic rank, in accordance with Article 7 of the present *Rules and Regulations*;
- 4) A written and detailed documentation of research work completed in the previous academic rank, including a list and integral copies of works published by the candidate since his/her promotion to the previous rank, in accordance with Article 8 of the present *Rules and Regulations*;
- 5) A written and detailed documentation of the teaching work completed in the previous academic rank, in accordance with Article 6 of the present *Rules and Regulations*;
- 6) A documentation of services provided by the candidate to the academic community and the society while in the previous academic rank, in accordance with Article 9 of the present *Rules and Regulations*.

Article 37. Examination of the Promotion Application File

37.1. Examination of the Promotion Application File at the Level of the Candidate's Unit of Affiliation

The Head of the candidate's academic unit of affiliation shall examine the promotion application file submitted by the candidate and write an evaluation report to submit to the Rector together with the application file.

37.2. Examination of the Promotion Application File by the Academic Promotion Committee

The Rector examines the promotion application file prior to referring it to the Academic Promotion Committee who shall re-examine the application and, when necessary, have recourse to the joint expertise of researchers from inside or outside the UA, subject to the standards of academic promotion (Section II of the present *Rules and Regulations*), and depending on the financial resources of the candidate's unit of affiliation as determined in the unit's strategic development plan and budget. The Rector reserves the right to ultimately decide on every application. The candidate shall be notified of the final decision by the 31st of May of the academic year preceding that in which the promotion is likely to take effect.

Section VIII

Collective Agreement

Article 38. Legal Supremacy of the *Rules and Regulations of Faculty Members*

The present *Rules and Regulations of Faculty Members* serve as a collective agreement. Therefore, they shall take precedence over the contracts entered into and between the Rector and the faculty members employed in various capacities by the UA.

Article 39. Promulgation of the *Rules and Regulations of Faculty Members*

The Administrative Board of the Université Antonine has adopted the text of the *Rules and Regulations of Faculty Members* in its meeting held on October 1, 2015.

Article 40. Amendment Procedure

The provisions of these *Rules and Regulations* concerning the obligations of faculty members, in terms of duty hours in the various academic responsibilities, in addition to their entitlements, salaries, indemnities, and other benefits shall be periodically reviewed through consultations initiated by the Rector and that may result in the Administrative Board amending the provisions while taking into account the acquired benefits of faculty members. Such amendment of provisions entails *de facto* an amendment of contractual obligations, provided that the new provisions are consistent with the advantages acquired by faculty members without necessitating a reformulation of individual employment contracts. The structure of the present *Rules and Regulations* may also be subject to review

and amendment. In this case, the amendments lead to the issuance of a new version of the *Rules and Regulations of UA Faculty Members*.

Article 41. Transitional Provisions

The present *Rules and Regulations* take into consideration the previous contracting systems of full-time faculty members and the individual contracts of full-time faculty members at the UA when calculating the years of service for the purposes of academic promotion, and determining the threshold-year (Article 33.2) of automatic contract renewal.

As for annual salary increments, they shall be strictly calculated from the date of promulgation of the present *Rules and Regulations*, in accordance with Article 22.

The same applies to the calculation of the end of service indemnity as described in Article 28. The end of service indemnity shall be calculated from the date of promulgation of the present *Rules and Regulations*, while separately taking into account the indemnities due (where applicable) under the 2011 system.

Hadat – Baabda
October 15, 2015

Father Germanos Germanos
Rector

Appendix I

Method of Calculation of the End of Service Benefits of Full-time Faculty Members

This appendix aims to clarify Article 28 of *the Rules and Regulations for Faculty Members at the Université Antonine*, in regards to the special provisions for the end of service indemnity for full-time faculty members.

Note about the Codes Used in the Equations

I : the end of service indemnity calculated under the new system;

I' : the end of service indemnity for years of service completed before October 2015, calculated under the 2011 system;

n : number of accrued years of service at UA starting in October 2015, under the new system;

n' : number of years of service completed at UA before October 2015, under the 2011 system;

n'' : number of years of service completed at UA after October 2015, and during which the faculty member received the thirteenth month before his/her retirement;

n''' : number of years of service completed at UA before October 2015, under the 2011 system, and during which the faculty member received the thirteenth month before his/her retirement;

s : last salary earned by the faculty member before his/her retirement;

s' : last salary earned by the faculty member before October 2015.

Calculation of the End of Service Indemnity under the 2015 System

Upon termination of his/her service, the full-time faculty member receives from UA (or the relevant end of service fund) an end of service indemnity calculated on the basis of the amount of the last-earned gross salary, including annual salary increments as strictly determined by the full-time employment contract, as well as the number of qualifying years of service at UA, under the new system, calculated starting from the date of issue (t_0) of the present *Rules and Regulations*. The said number of qualifying years depends on the capitalization of the thirteenth annual month for the end of service indemnity.

- 1) Where the number of qualifying years of service n (as of t_0 , or the date of issue of the present *Rules and Regulations*) is less than or equal to 10 years, minus the number n' of years worked under the 2011 system, the amount of indemnity I is obtained by multiplying that number by the amount of the last-earned gross salary (prior to retirement), as strictly determined by the full-time employment contract. Therefore, the equation to use is:

$$\forall n \leq (10 - n'), I = n * s.$$

- 2) Where the number of qualifying years of service n (as of t_0) is greater than 10 years, minus the number n' of years worked under the 2011 system, the amount of the overall indemnity I is obtained by adding the end of service indemnity of the first 10 years worked calculated using the above-described method to the indemnity of the remaining years ($n - (10 - n')$) that is obtained by multiplying this number by the last-earned gross

salary which is, in turn, multiplied by 1.5. Therefore, the equation to use is:

$$\forall n > (10 - n'), I = (10 - n') * s + (n - (10 - n')) * 1.5 * s = s * (1.5 * n - 5 + 0.5n')$$

Consequences of the Payment of the Thirteenth Month, under the 2015 System, Prior to the End of Service

The end of service indemnity is paid to the faculty member in the following four cases only:

- 5) At the age of retirement (68 years);
- 6) Upon non-renewal of the expired contract;
- 7) Upon termination of the contract (Article 34) ;
- 8) Upon the faculty members' promotion to a higher academic grade, and their expressed request for such indemnity benefits.

Furthermore, if a faculty member makes a request for indemnity benefits, such indemnity may be paid timely for the number n'' of qualifying years that he/she wants. However the number n of qualifying years of service at UA used in the calculation of the annual thirteenth month capitalization for end-of-year indemnity will be reduced by that same n'' . Therefore, the said number of qualifying years depends on the number $n - n''$.

Indemnity Calculation Method under the 2011 System

The indemnity I' for the pre- t_0 period (t_0 being the date of issue of the present *Rules and Regulations*) is calculated based on the number n' of years worked under the old system. The indemnity I' is obtained by multiplying that number by the amount of the last gross salary s earned

before October 2015, as strictly determined by the full-time employment contract. The equation to use is:

$$\forall n', I = n' * s.$$

On the other hand, if the faculty member has received the thirteenth month for a number n''' of years of the pre- t_0 period, the calculation of indemnity shall be based on the difference $(n' - n''')$ that reveals the number of qualifying years for the indemnification of the said pre- t_0 period.

Restrictions on the Effects of the Anticipated Payment of the Thirteenth Month

It is worth noting that the anticipated payment of the thirteenth month (under the 2011 system or the 2015 system) does not change in any way the calculation of the number of qualifying years needed to cross the threshold between the multiplicative slice of s by 1 and the multiplicative slice of s by 1.5. It does not even change the calculation of the number of years qualifying for the transition to the systematic and tacit contractual mode (Article 33, paragraph 2).

Appendix II

Method of Calculation of Scientific Publications for the Qualification of Full-time Faculty Members to Academic Ranks

Objet

This appendix aims to explain, amend and quantify the provisions of Article 8 of the *Rules and Regulations of Faculty Members* at the Université Antonine, concerning the method of calculation of scientific works published by a full-time faculty member E who is applying for promotion to the rank $G(E)$ of Associate Professor or Full Professor.

Calculation Principle

To be considered as an eligible published scientific work τ_i , a scientific work shall be published prior to the submission of the promotion application, in a printed journal or book, and, after being subjected to rigorous peer evaluation.

However, the eligibility of the scientific work τ_i is weighted firstly, depending on the candidate's E full authorship or co-authorship of τ_i (criterion $j = 1$) and, secondly, depending on the scientific quality of the publishing framework of τ_i (criterion $j = 2$), as per the standards of the chosen field of study.

Method of Calculation

The method of calculation of the refined eligibility score of the full-time member's research works consists in the integration of the weighting

coefficients $p_{i,j}$ of eligible publications τ_i based on their categorization as per the two above-described criteria, i.e.:

$$\sigma(E) = \sum_1^n p_{i,1}p_{i,2}e_i$$

The weighting of the first criterion is a fraction inferior or equal to 1 ($p_{i,1} \leq 1$) and which denominator is the number m of the co-authors of τ_i . i.e.:

$$p_{i,1} = \frac{1}{m}$$

As for the weighting of the second criterion, it is a real number $p_{i,2}$ between 0.25 and 2 ($0 \leq p_{i,j} \leq 2$) based on the following criteria:

$p_{i,2} = 0.25$, when τ_i is published in non-indexed proceedings of a local conference, and subjected to a poorly substantiated peer evaluation process. The same applies to research works published in a non-indexed periodical or book subjected to a poorly substantiated peer evaluation process.

$p_{i,2} = 0.5$, when τ_i is published in a joint publication, periodical, or conference proceedings, of a limited scope and a clearly substantiated peer evaluation process, but with a visibility (especially electronic visibility) that is insufficient in terms of knowledge production deliverability/ transferability, unless the scientific value of the publication τ_i is considered important enough to outweigh the publishing framework's lack of visibility, in which case $p_{i,2} = 1$.

$p_{i,2} = 0.75$, when τ_i is published in indexed international conference proceedings.

$p_{i,2} = 1$, when τ_i is published in a category C (or equivalent) periodical, as per the standards of the chosen field of study.

$p_{i,2} = 1.25$, when τ_i is published in a category B periodical, as per the standards of the chosen field of study.

$p_{i,2} = 1.5$, when τ_i is published in a category A periodical, as per the standards of the chosen field of study.

It should be noted that the visibility indicators may be taken into account to improve the said score. These consist mainly of:

- 1) The number of citations (of authors or articles, based on general and specialized databases),
- 2) Impact factors of the periodical,
- 3) Bibliometric indicators (index H).

The refined eligibility score of the faculty member's E research works is then compared to the quantified threshold or minimum number of published works required for promotion to the academic rank applied for by E , that is four publications for the promotion to the rank of Associate Professor, and six publications for the promotion to the rank of Full Professor, in accordance with Article 117 of the University *Statute*, i.e.:

$$G(E) = \textit{professeur associé} \Rightarrow \sigma(E) \geq 4$$

$$G(E) = \textit{professeur} \Rightarrow \sigma(E) \geq 6$$

