



# FACULTY BYLAWS 2023

## Article 1 | Purpose

The purpose of the Faculty Bylaws is to set the framework for recruitment, promotion and performance appraisal for faculty members at USEK. They aim also to support Faculty career track in research and in learning and teaching and ensuring an enhanced student learning experience.

These bylaws are made to serve and enforce USEK mission as a catholic institution founded by the Lebanese Maronite Order.

## Article 2 | Faculty Members' Categories

Faculty members are divided into five categories, according to the nature and the duration of their engagement: Full-time, Part-time, Research, Visiting and Emeritus Faculty members.

Only the titles defined below may be used for faculty appointments.

Categories	Type	Rank
Full-Time Faculty Member	Professorial	Full Professor
		Associate professor
		Assistant Professor
		Lecturer
	Clinical	Clinical Full Professor
		Clinical Associate Professor
		Clinical Assistant Professor
		Clinical Lecturer
Research Faculty Member	Research	Researcher
		Senior Researcher
Visiting Faculty Member	Professorial	Visiting Full Professor
		Visiting Associate Professor
		Visiting Assistant Professor
		Visiting Lecturer
	Clinical	Visiting Clinical Full Professor
		Visiting Clinical Associate Professor
		Visiting Clinical Assistant Professor
		Visiting Clinical Lecturer
Emeritus Faculty Member	Professorial	Emeritus Full Professor
Part-Time Faculty Member	Teaching	Adjunct Instructor
		Adjunct Senior Instructor

### 2.1 - Professorial Titles

The basic qualifications and standards established to identify the degree and types of achievement expected in each rank vary among the University's Schools/Faculty. The general descriptions are as follows:

#### Lecturer

A lecturer normally holds a minimum of a master's degree and/or a proven professional experience. They are expected to demonstrate effectiveness primarily as a teacher.

#### Assistant Professor

An assistant professor should hold a doctorate or the terminal degree appropriate to their field or its equivalent, plus some teaching experience. They should be well-qualified to teach at the undergraduate or graduate levels, and exhibit commitment to research or scholarship.

#### Associate Professor

An associate professor should hold a doctorate or the terminal degree appropriate to their field or its equivalent. They should demonstrate considerable successful teaching experience, and promising accomplishment in scholarship or in research.

#### Professor

A professor should hold a doctorate or the terminal degree appropriate to their field or its equivalent. They should hold: 1) a record that, taken as a whole, may be judged to be excellent; 2) a record of significant contribution to graduate and/or

undergraduate education; and 3) a record since receiving promotion to Associate Professor that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, scholarship/research, service and leadership.

## 2.2 - Clinical Titles

The prefix Clinical identifies appointments that primarily provide practical instruction and application of practical knowledge. The Clinical Track applies mainly to Medicine, Pharmacy, Nursing, Nutrition, Health, and Social Sciences. The duties, terms of appointment, and salaries (if any) of such persons are specified in the letter of appointment. In general, the applicable rank and any subsequent promotions should be determined by the relevant academic achievements, professional accomplishments, and demonstrated effectiveness of the appointee. The titles used to designate such positions are:

### Clinical Lecturer

A clinical lecturer normally holds a minimum of a Master's degree or equivalent, has completed most or all of the requirements for the doctorate or the terminal degree appropriate to their field or its equivalent, and is expected to demonstrate effectiveness primarily as a teacher. At the School of Medicine and Medical Sciences, lecturer is the entry level rank for those who have recently completed their post-doctoral training, residency or fellowship training.

### Assistant Clinical Professor

The appointee should hold a doctorate or the terminal degree appropriate to their field or its equivalent, with training and experience in an area of specialization. There must be clear evidence of a high level of ability in clinical practice and teaching in the departmental field, and the potential for clinical and teaching excellence in a subdivision of this field. The appointee should also have demonstrated scholarly and/or administrative ability.

### Associate Clinical Professor

The appointee should hold a doctorate or the terminal degree appropriate to their field or its equivalent, with an extensive successful experience in clinical or professional practice in a field of specialization, or in a subdivision of the departmental field, and in working with and/or directing others (such as faculty members, graduate students, and residents or interns) in clinical activities in the field. The appointee must also have demonstrated superior teaching ability and scholarly or administrative accomplishments.

### Clinical Professor

The appointee should hold a doctorate or the terminal degree appropriate to their field or its equivalent, with an outstanding experience in clinical practice and teaching sufficient to establish a reputation of excellence among colleagues. The appointee shall also have demonstrated extraordinary scholarly competence and leadership in the profession.

## 2.3 – Researcher and Senior Researcher Titles

These titles may be awarded to an appointee whose primary responsibilities are obtaining research funding, performing research, and providing assistance in directing graduate student thesis projects. When remunerated, these positions are funded through grant or contract sources. The duties, terms of appointment, and salaries (if any) of a researcher or a senior researcher are specified in the letter of appointment. They may serve as the co-director for graduate students and as the principal investigator on USEK research proposals. The appointment of a Researcher or a Senior Researcher is contingent upon the availability of fund and would be terminated upon the completion of the project, subject to their contract. Senior Researcher normally hold a PhD degree or equivalent; Researcher hold the master's or bachelor's degree. Two titles are used to designate such positions:

## 2.4 – Adjunct Instructor and Adjunct Senior Instructor

These titles are used to describe faculty members who are appointed to give instruction on a part-time basis. They are engaged on a course-by-course, semester-by-semester basis, contingent upon sufficient need and resources within the hiring department. Part-time faculty may serve as the co-director for graduate students (PhD students), but may not serve as primary director, or may they serve as the principal investigator or co-principal investigator on USEK research proposals. The title of Senior Instructor may be given to part-time faculty members who are equivalent in their qualifications to an Associate Professor or Full Professor.

## 2.5 - Visiting Faculty Members

The title "visiting" coupled with the rank attained at their home institution is used to describe faculty members who normally teaches at another institution or possesses other professorial qualifications and is appointed to give instruction for a stated term on a part-time basis. Therefore, their status is equivalent to that of a part-time faculty member.

## 2.6 - Emeritus Professor

The Emeritus designation is intended to recognize professors for lifetime contributions to the university, to their field, or to both, upon their retirement.

The titles of “Emeritus Professor” and “Emeritus Clinical professor” are conferred by the President, upon recommendation by the School/Faculty Council, to a Professor eligible for retirement, due to the significance of his/her career and his/her dedication to USEK. As a rule, a nominee will have held a position as Professor or Clinical Professor at USEK for a minimum of five years and do not hold an Emeritus title from another university.

This distinction is a token of appreciation from the University that enables him/her to retain certain functions, notably advising in terms of teaching, supervision, and research.

Emeritus professor is appointed for a stated term on a part-time basis. Therefore, their status is equivalent to that of a part-time faculty member.

## Article 3 | Recruitment of Faculty

1. Faculty recruitment should comply with the recruitment procedures in force at USEK, whereby full-time and part-time positions are advertised, and the selection process is based on merit and qualifications, the availability of vacancy and the budget of the University.
2. The request for search process is initiated by the Dean based on a need assessment report. The request of the Dean is submitted to the Provost who assess the recruitment need and approve the initiation of a search process. The search process is then instigated by the Provost office.
3. Schools/faculty shall conduct preliminary interviews and selected candidates shall attend a final interview with an ad hoc committee. Following this interview, the committee sends a written evaluation report of the interviewed candidates to the Dean of the school/faculty and the Provost.
4. The Dean of the school/faculty shall send a hiring request to the Provost who approves it and convene the University Committee of Peers to assess the rank and the remuneration of the selected candidates in accordance to their qualifications (article 2) and the Faculty salary grid. The final appointment shall be confirmed by the President.

## Article 4 | Appointment, re-appointment and termination of full-time Faculty contract

1. Full-time faculty will initially be appointed on a one-year contract with an option for renewal.
2. All reappointment decisions are pending faculty performance review and mutual agreement.
3. At the expiration of the one-year contract, and based on faculty performance, the contract shall be either substituted by a new three-year term contract or terminated.
4. Full-time faculty members will be notified in writing two months before the end of contract if their contracts are not going to be renewed for the following academic year.
5. In the event of contract defection or termination by the Faculty member, the latter will pay a non-negotiable amount, equivalent to three times their last monthly salary, to USEK, for damages caused to the University (Article 266 of the Code of Obligations and Contracts).
6. The appointment and re-appointment of a full-time Faculty member is carried out through a contract of appointment in duplicate signed by the faculty member and the President for a term (one-year contract, or three years' contract).

## Article 5 | Resignation of a full-time faculty member

Resignation by a faculty member on a term appointment (one-year contract, or three years' contract), is normally effective at the end of an academic term (Fall and Spring semesters or Summer session). To allow the academic unit to prepare for the loss of the faculty member, the faculty should notify the Dean of the intended resignation at least two months prior to the end of the current academic term.

## Article 6 | Appointment of part-time Faculty

1. Recruitment of part-time Faculty follows the same procedures as for full-time Faculty (Article 3).
2. Part-time Faculty members are hired on a course-by-course, semester-by-semester basis, contingent upon sufficient need and resources within the hiring department. Their contract terminates automatically upon the expiration date; therefore, no notice is required for its non-renewal.
3. The appointment of a part-time Faculty member is carried out through a contract of appointment in duplicate signed by the faculty member and the President for a specific term.

## Article 7 | Termination of Appointment for Cause

1. Termination of any appointment by the University, other than by expiration of term, may be made for cause. The university reserves the right to dismiss and discontinue, or to suspend, the appointment of any member of its faculties, on reasonable notice and after giving such member an opportunity to be heard, for misconduct or failure to perform the duties required of the position he or she holds.
2. When allegations of misconduct have been made against a faculty member, the allegations shall be investigated using the procedures set forth in the University's Faculty Code of Conduct.
3. When allegations of sexual misconduct or harassment have been made against a faculty member, the allegations shall be investigated using the procedures set forth in the Discrimination, Harassment, and Sexual Misconduct Policy.

## Article 8 | Faculty workload

1. For full-time faculty members, the weekly workload shall be 30 hours, for faculty in the rank of Assistant Professor and above, and 35 hours for faculty in Lecturer rank. Faculty workload is normally divided over the 5 working days of the week according to a predefined schedule and effort distribution set in accordance with the Dean. "Faculty Workload" refers to all faculty activities that contribute to the accomplishment of unit-related activities and responsibilities: research, teaching, and service as set forth in Appendix 1 of the faculty bylaws. The metrics below are used to determine a faculty member's apportionment values.
  - Teaching: A three-credit course (C, CTP or Lab types) constitutes a 7.5% apportionment for the academic year. The general standard expectation per academic year in teaching will constitute at least 30%.
  - Research: The general standard expectation per academic year in research will constitute at least 15%.
  - Service to the Institution: This category reflects service at the School or University level (active participation on committees, outreach, advising, professional development, etc.). Involvement across service to the institution will constitute at least 10% and generally will not exceed 20%.
2. For Part-time, Clinical, Research, Visiting and Honorary Tracks, a schedule and number of hours or number of credits can be agreed on in the contract. The faculty retribution shall be modified proportionally.

## Article 9 | Annual Leave

1. After six months of appointment, Full-time faculty benefit from 20 days annual leave per year in addition to the holidays defined in the academic calendar.
2. The 20 days annual leave are supposed to be taken by the end of December of each year. A maximum of 10 days of annual leave is subject to cumulation for the next academic year.
3. The annual leave will be organized according to the University requirements, with the consent of the Dean. Any leave/absence request should be presented to the Dean in advance according to the terms and conditions of submitting a leave request.

## Article 10 | Faculty Academic Promotion Process

An academic promotion is an upward change in rank based on the guidelines set forth in Article 10.3.

### 10.1 Academic Promotion Eligibility

1. Faculty shall be considered for academic promotion in rank as defined in Article 10.3 of the faculty bylaws.
2. Faculty ranked as lecturer can apply for an academic promotion at any time if they fulfill the requirements of Assistant Professor rank.
3. A Full-time Faculty ranked as assistant professor cannot stay in the same rank for more than eight years. After this period, faculty will be placed on an annual contract and subject to annual review.
4. A Full-time Faculty ranked as associate professor cannot stay in the same rank for more than ten years. After this period, faculty will be placed on an annual contract and subject to annual review.
5. Faculty with extensive administrative responsibilities maybe eligible to a promotion cycle extension approved by the President following the recommendation of the faculty hierarchy superior to whom he/she is reporting.
6. Faculty with constraining health conditions are eligible to promotion deadlines extension approved by the President following the recommendation of the faculty hierarchy superior to whom he/she is reporting.

## 10.2 Academic Promotion application

1. Yearly deadlines and annual schedule for academic promotion procedures are defined and disseminated by the office of the Provost.
2. Faculty members are required to apply for academic promotion in compliance with the annual schedule for academic promotion.
3. The following documents should be included in the academic promotion file submitted by the applicant to the Office of the Provost:
  - A Cover letter including a personal statement on teaching and learning, on research and on services (and on Leadership when applicable);
  - An updated CV;
  - Assessment of teaching and learning report (students' feedback, peer review, etc.);
  - Assessment of research report (HCR feedback, Scopus report, etc.);
  - All required documentation as specified in the correspondent rubrics related to teaching, research, services, and leadership (to create links and references);
  - Dean and head of department appraisal report (or Peer Appraisal Form selected by the UCP if the Dean or the head of department are applicant for promotion).
4. The Provost shall convene the University Committee of Peers to deliberate on all academic promotion cases as defined in the yearly annual schedule for academic promotion.
5. The committee of Peers sends a written evaluation report for each candidate to the Provost. If the UCP's recommendation is negative, the Provost should share the report and give the candidate an opportunity to respond. The UCP shall reassess the candidate's file and communicate its final recommendations to the Provost (as per USEK University Committee of Peers rules stated in Appendix 3).
6. The Provost presents the University Committee of Peers final recommendation to the President for confirmation.

## 10.3 Faculty rank and academic promotion requirements

Each candidate for Promotion is evaluated individually based upon his/her strong commitment to the University mission and academic maturity; sustained and distinguished accomplishments in education, scholarship and service; and distinction in leadership roles as described in the academic promotion file set forth in Article 10.2

### 10.3.1 Academic Promotion to the Rank of Assistant Professor

The rank of Assistant Professor is exclusively limited to Faculty who hold a PH.D., a doctorate or a terminal degree in accordance with the relevant field.

Academic promotion from lecturer to assistant professor requires:

- A minimum of 3 years teaching at USEK
- Records showing the fulfilment of all required qualifications as specified in the correspondent rubrics related to teaching, research, services, and leadership (to create links and references)

### 10.3.2 Academic Promotion to the Rank of Associate professor

The rank of Associate Professor is exclusively limited to Faculty who hold a PH.D., a doctorate or a terminal degree in accordance with the relevant field.

Promotion from assistant professor to associate professor requires:

- An assistant professor rank for a minimum of six years at USEK
- Records showing the fulfilment of all required qualifications as specified in the correspondent rubrics related to teaching, research, services, and leadership (to create links and references)

### 10.3.3 Academic Promotion to the Rank of Professor

The rank of Professor is exclusively limited to Faculty who hold a PH.D., a doctorate or a terminal degree in accordance with the relevant field.

Promotion from associate professor to full professor requires:

- An associate professor rank for a minimum of eight years at USEK
- Records showing the fulfilment of all required qualifications as specified in the correspondent rubrics related to teaching, research, services, and leadership (to create links and references)

## Article 11 | Performance Appraisal of Faculty Members

1. The purpose of the performance appraisal is to assess the quality of teaching, research, services, and leadership (when applicable) provided by the faculty member on a yearly basis. It ensures the faculty professional development, and confirms their commitment to USEK mission, values and strategic planning.

2. The performance appraisal of a faculty is based on rubrics related to teaching, research, services and leadership.

## Article 12 | Compensation

Faculty 's contracts are subject to the provisions of the Lebanese Obligations and Contracts Law.

Compensation assignments will be made according to educational and professional qualifications without regard to race, color, religion, sex, age, disability, national origin, or marital status, and in accordance with USEK bylaws.

### 12.1 Compensation for Full-Time Faculty Members

The University provides compensation to full-time faculty members in the form of salary and other benefits as listed below.

#### 12.1.1 Basic Salary

The University applies a Faculty Basic Salary Scale. The Scale is subject to yearly adjustments.

The basic salary is the monthly compensation paid by the University to faculty for their teaching, research, and service activities as defined in Article 8 of the faculty bylaws.

Initial faculty basic salaries are determined based on a combination of factors, including but not limited to the academic discipline, faculty rank at the time of appointment, highest degree earned, previous professional expertise and teaching experience, and research achievements.

#### 12.1.2 Basic Salary Increase

The University has evolved a step system by which longevity of service overall and within ranks is recognized through biannual increases of one step for full-time faculty, effective starting the month of September of the following year. If financial reasons prevent the University from awarding step increases in any given year, increases will accrue for that year and will be included in the awarding of a step increase in the following year. Step increases in salary do not accrue during leaves of absence and periods of absence from teaching of USEK other than for professional development (see Professional Development Leave policy) or other approved academic leaves.

#### 12.1.3 Administrative Supplements

Administrative supplements are paid to faculty who take on significant administrative duties that are outside their usual faculty responsibilities or committee work.

An administrative supplement shall be given when the faculty member is expected to contribute considerably more time to the University, to set aside his or her research to take on administrative tasks, and/or to assume greater responsibility on behalf of the University.

Administrative roles for which administrative supplements shall be paid, are head of program or department, assistant deans, associate deans, deans, associate Provost, Provost, Deputy President, and Vice President but not limited to. The amount of the administrative supplement reflects the level of commitment and complexity of the administrative role.

Faculty member shall not take on more than one administrative role unless otherwise authorized by the President.

#### 12.1.4 Benefits and Indemnity/Severance Pay

Full-time faculty members are eligible to receive or participate in the benefits outlined hereunder:

##### 12.1.4.1 Medical Insurance

All full-time faculty members and their dependents (spouse and children) are entitled to benefit from a first-class group medical insurance coverage (Class A) on a voluntary basis. The terms and provisions of the group medical insurance policy will be communicated by the Human Resources Department to the University community at the beginning of each academic year.

The medical benefits shall continue to full-time faculty and dependents after retirement or death, provided the faculty has served the University for more than ten continuous years.

No medical benefit shall continue if a dependent child has completed undergraduate education, attained age 21 and is not studying, got married, or become employed.

##### 12.1.4.2 Educational benefits to dependent children

###### 1. Elementary, Intermediate & Secondary Education

Dependent children of all full-time faculty members are entitled to educational benefits for a period not to exceed 13 school years. A fixed amount per dependent child will be determined on a yearly basis by the Vice-President for Finance and communicated to the University community at the beginning of each academic year.

The starting date for eligibility shall commence when the dependent is placed in KG3/GS (12eme) by his or her school and shall end by the terminal year of the schooling system.

###### 2. University Educational Scholarship

The children of active, retired or deceased Faculty members of the age of less than 28 are fully exempt from tuition fees at USEK.

##### 12.1.4.3 Severance Pay

1. Upon termination of their activity, full-time Faculty members receive a severance pay calculated on the same basis of that stipulated in the Lebanese Labor Law.

2. The severance pay covers only the years after their appointment as full-time Faculty member.

### **Article 13 | Professional development leave**

1. The purpose of Professional Development Leave (PDL) is to make it possible for members of the Full-time Faculty to take time off from normal academic duties for scholarly research and study. The use of Professional Development Leave must demonstrate the faculty commitment and contribution to the University research strategy and teaching development. For Terms & Conditions please refer to the Professional Development Leave policy.
2. Publications, manuals, courses, and any other deliverables prepared during the Professional Development Leave are all subject to the terms and conditions specified in Article 16 – Intellectual Property and Publications of the current Bylaws.

### **Article 14 | Paid parental leave**

#### **14.1 Paid maternity leave**

1. A faculty member is eligible for a fully paid leave for one semester during the semester in which the faculty member welcomes a child. E.g., a faculty member who adopts or expects a child between January 15 and May 15 will be eligible to take a paid leave of absence in the spring semester of the academic year; a faculty member who adopts or expects a child between August 15 and December 15 will be eligible to take a paid leave of absence in the fall semester. Faculty members who expect a child during intersession (May 15 – August 15 or December 15 – January 15) may elect, in consultation with their Head of department and School/faculty dean, to take a leave of absence in either the spring or fall semester.
2. Faculty member who are on maternity leave may elect to extend the timeline of their promotion review process for one academic year.

#### **14.2 Paid paternity leave**

A faculty member is eligible for a fully paid leave for five working days during the semester in which the faculty member welcomes a child.

### **Article 15 | Disciplinary Measures**

1. The Faculty member is responsible for maintaining the highest virtuous principles through promoting USEK's Catholic tradition and mission welded with values, ethics, respect and pluralism. The Faculty member, who may commit any violation of the Faculty Code of Conduct or any other university policy can be immediately suspended from their academic and administrative functions by the President pending further investigations. If needed, the President will decide to refer the case to the Disciplinary Council, of the University that decides in accordance with the provisions of the bylaws and policies in force.
2. The Faculty member who does not provide the services required by their position or who goes absent, without a valid reason and without the prior approval of the President, will be subject to an administrative notice and/or replaced by another Faculty member. If the Faculty member, who failed to appear, is a full-time faculty, their salary will be subject to deduction in proportion to the period of absence. If he/she is part-timer, the remuneration of the services of their substitute will be deducted from their salary.
3. If failure to attend continues, the part-time or full-time Faculty member will be required to apply for a modification of their status, or to resign from their duties. If no compromise is possible, dismissal procedures will be expedited against them by the President.

### **Article 16 | Retirement**

1. Full-time Faculty members retire at the end of the academic year in which they reach 65 years.
2. The faculty member, who reaches this age, may be kept in service by the President. In this case, the retiree receives his/her end of service indemnities and his/her renewal will be managed by a new full-time faculty contract.

### **Article 17 | Intellectual Property and Publications**

1. All Faculty members must comply with USEK Intellectual Property Policy.
2. The participation of a faculty member in an event, a public debate, a publication of press articles, etc. representing the name of the University, should be approved in advance by the USEK President upon the recommendation of the Vice-President for Community Life.



### Article 18 | Prohibition to Accept Donations

By virtue of their official situation, Faculty members are prohibited to solicit or accept, for themselves or for others, donations or other benefits from students or other stakeholders.

### Article 19 | Entry into Force, Transitional Provisions, and Interpretation

1. These bylaws should enter into force on the date of their approval by the competent authorities.
2. As of the entry into force, Faculty members working at USEK will be classified according to this text, without prejudice to their acquired rights.
3. The Board of Trustees shall rule on any question of interpretation of these Bylaws. Any ruling regarding interpretation is to be reported to the BOT Academic Committee.

### Appendices:

**Appendix 1:** Faculty duties and responsibilities

**Appendix 2:** Faculty activities report

**Appendix 3:** USEK University Committee of Peers rules

### Policies related to this bylaws:

Discrimination, Harassment, and Sexual Misconduct Policy (New version available)

Professional Development Leave policy (New version available)

Intellectual Property Policy (New version available)

Advising policy (New version available)

Midterm and Final Examination Rules (New version available)

### References:

Faculty bylaws October 17, 2007

Faculty bylaws April 28, 2010

Administrative resolution 201613: BOT meeting May 11, 2016: Medical insurance for full-time faculty family

Professional Development Leave policy: BOT approved – V.2022

Approved by the Academic & Research Council	Date	February 15, 2023
Approved by the Board of Trustees	Date	April 20, 2023

## Appendix 1 - FACULTY DUTIES AND RESPONSIBILITIES

Full-time faculty members at USEK have three distinct but essential duties: to teach, to engage in research, and to serve the University by engaging in activities such as committee work, recruiting events, student life, and the like. They are expected to be on campus at least five days a week during each regular semester of the academic year so that they can fulfill their workload as defined in Article 8 of the Faculty bylaws. Faculty members who teach on multiple campuses during the same semester may divide their on-campus time and their office hours proportionately among different campuses as appropriate.

As teachers, faculty members are expected to model integrity, honesty, rational thinking, and open-mindedness toward new and unfamiliar educational experiences. Faculty must not only transmit information, but also guide students into becoming self-learners, and engage students in the greater conversation of research. Faculty must evaluate student work fairly and with sufficient evidence upon which to base those evaluations.

As researchers, faculty members are expected to present evidence of their endeavors as witnessed by publication and proposals submitted for external funding. As faculty-researchers, they are expected to be involved in student research activity, serve on graduate student committees, and direct graduate student research. Supervision and direction of undergraduate research projects and theses are also part of their responsibilities.

As community members, faculty are expected to serve, over the course of their careers, actively and productively on standing or ad hoc committees; and to attend and contribute to school/faculty, the Faculty Senate, and University meetings, including Commencement, faculty training sessions, orientations, and workshops. Faculty members are encouraged to volunteer for admission events and to sponsor student clubs and activities. Special or outstanding service above and beyond that which is typical may be considered during the review of a faculty member, but service alone will not reduce the expectations of quality teaching and scholarly activity.

### Other faculty duties

#### Advising

Full-time faculty members are expected to serve as Advisors to students who major in their discipline. Academic advising is an important faculty responsibility. Although the University's policy is that the final responsibility for meeting graduation requirements rests with the student, faculty advisors have an obligation to help direct the studies of advisees and answer questions they may have, including questions about the Core Curriculum and degree requirements. To this end, all full-time faculty members are expected to stay informed on current policies and procedures, have knowledge of their discipline's program requirements in a major/minor, be familiar with available University student services, and refer students to the appropriate office when necessary. Advisors are also expected to be available to advisees during regular office hours and by appointment (see Advising Policy).

#### Course Syllabi and Teaching Responsibilities

Faculty must meet their assigned classes at the scheduled times. Changes in the schedule requested by the instructor are approved by the head of department and communicated by the head of department to the Registrar. If, for some valid reason, the instructor cannot meet a class, they notify the head of department and the students of the cancellation of the class. If an instructor must cancel more than one class, they notify the head of department and dean to ensure that arrangements, satisfactory to assuring student progress, are made. A period of final examinations is scheduled at the end of the semester by the Registrar's Office. No examinations are to be administered to classes during the last regular week of scheduled classes in lieu of the final examination. Final examinations, if given, must be administered at the date and time specified by Registrar (See Rules Governing Mid-Term & Final Examinations). Faculty members are expected to provide students with course syllabi at the beginning of the semester (also to provide copies to the dean) and to maintain adequate records of student progress and attendance.

#### Evaluating and Grading Students

Given USEK firm commitment to individualized attention to student development, creating assignments for grading, developing criteria for grading and evaluating student progress, providing meaningful feedback on assignments, and grading itself are time-consuming but vital functions within a faculty member's spectrum of responsibilities each semester. Given the importance of timely feedback to students, all faculty members are expected to submit grades by the required deadlines set by the Academic calendar in each semester.

#### Maintaining Office Hours

Faculty shall be regularly available in their departmental offices for consultation with students, colleagues, or head of department according to the needs of department/program, courses, and advising. Faculty members shall post a schedule of their office hours and submit a copy of their hours to their head of department. Faculty members are typically expected to maintain at least 5 office hours a week (to be deducted from the weekly workload as defined in Article 8 of the Faculty bylaws).

Faculty members who teach on multiple campuses during the same semester may divide their on-campus time and their office hours proportionately among different campuses as appropriate.

**Attending to Academic Integrity in the Classroom**

Faculty members have a responsibility to ensure and promote academic honesty and integrity in their classrooms (see policies regarding plagiarism and code of ethics)

**Serving on Faculty and University Committees**

All regular faculty members are expected to further USEK's academic mission and the goals of their departments, School/Faculty, or University through service on committees and task forces.