



Faculty Guide

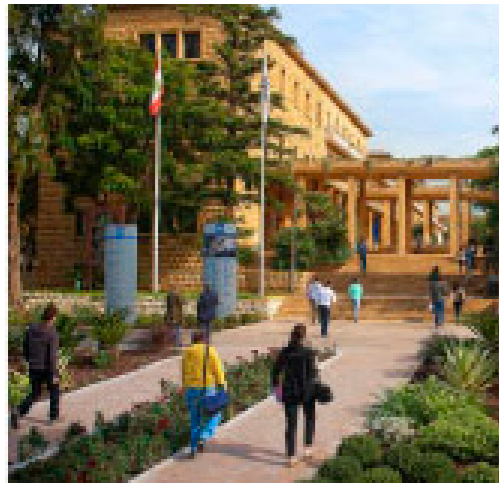
2022

usek.edu.lb



A.

Discover USEK



Background

USEK was founded in 1938 as an independent private Catholic institution, by the Lebanese Maronite Order (hereafter referred to as the "OLM") who serves Higher education in monasteries since the 18th century. The University was founded before the first Lebanese Law of Higher Education promulgated in 1961, and by that date, the Lebanese State recognized USEK as a private Higher Education Institution in Lebanon, according to the Law of Higher Education in Lebanon. Since 1997, the university has adopted the North American credit system, in order to facilitate students' credit transfer and recognition and to move toward an American Style institution.

USEK Mission

Since its founding, USEK seeks, and in accordance with the Article 92 of the Constitutions of the OLM (ed. 2012) and the social teaching of the Catholic Church on universities, to contribute to the development of all its students through quality educational programs and research in various fields of study. By providing a high quality American-style education to its students, USEK intends to prepare future leaders for innovation, professional growth and life-long learning, in Lebanon, within the Middle East and throughout the world. USEK is committed to a faith-based educational development of its students rooted in the Catholic tradition whereby spiritual values and ethics as well as respect for cultural and religious pluralism are promoted.

USEK General Structure

The Holy Spirit University of Kaslik is composed of academic units (Schools and Faculty), administrative and technical units (Offices and Services), in addition to three Regional University Centers.

a / Academic Units

The Holy Spirit University of Kaslik includes the following academic units (in alphabetical order):

- **The Schools:**
 - Business School
 - Faculty of Arts and Sciences
 - Pontifical School of Theology
 - School of Architecture and Design
 - School of Engineering
 - School of Law and Political Sciences
 - School of Medicine and Medical Sciences

Each school/faculty is chaired by a Dean also called Head of Academic Unit.

b / Administrative and Technical Units (in alphabetical order)

Access Office	IT Office
Admissions Office	Learning and Teaching Excellence Center
Advancement and Outreach Office	Legal Affairs Office
Alumni Office	Library
Architecture and Maintenance Office	Office of the Deputy President for Students
Asher Center for Innovation and Entrepreneurship	Office of the President
Campus Safety and Security Office	Office of the Provost
Career Services Office	Office of the Vice President for Community Life
Communications and Events Office	Organizational Development Office
Courier Service	Press Office
Editing Office	Proctoring Office
Financial Aid Office	Registrar Office
Financial Administration Office	Sports Service
Green Committee	Student Affairs Office
Human Resources - Administrative and Technical Personnel Office	University Bookstore
Human Resources - Teaching Personnel Office	University Chaplain Office
Institutional Research and Assessment Office	University Residence
International Affairs Office	USEK Counseling Center
Internal Audit Office	USEK Publications Office (PUSEK)

These Offices and Units are chaired by Office Directors or Service Managers.

c / Research Units

Doctoral College	Latin American Studies and Cultures Center
Higher Center for Research	Latin Studies Center
Archeological Museum	Phoenix Center for Lebanese Studies
Laboratories Service	Research Center on Minorities in the Middle East

d/ Regional University Centers

The Regional University Centers (RUC) of the Holy Spirit University of Kaslik are based in Chekka, Zahle and Rmeich.

Accreditation

Institutional Accreditation

NECHE Eligibility

In April 2021, The New England Commission of Higher Education has determined that the Holy Spirit University of Kaslik is eligible to proceed with an application for candidacy for accreditation within two years.

A determination of eligibility is not candidacy or accreditation, nor does it indicate a likelihood of eventual accreditation. Questions about eligibility and the accreditation process should be directed to the President of the Commission.



Institutional Evaluation Program

In September 2009, USEK has completed an Institutional Evaluation Program conducted by the European Association of Universities (EUA) and became the first university in the Middle East that conducts such an evaluation program.



Evalag

The European Institutional Accreditation was initially granted to USEK in December 2012 for a five-year period and in June 2017, the Accreditation Commission of evalag officially reaccredited USEK, thus re-awarding the evalag international label for Institutional Accreditation for another five years until 2022..



MATRIX Accreditation for Student Support Services

USEK became the first university in Lebanon and the region to gain accreditation for its student support services, which aims to ensure its commitment to offer high quality services to its students for their welfare on campus, and ultimately for supporting them in their learning, career and life goals.



Accredited Programs

Two Science Programs are accredited by the Applied and Natural Science Accreditation Commission of ABET, <http://www.abet.org>, the global accreditor of college and university programs in applied science, computing, engineering, and engineering technology. These programs are listed as follows:

Faculty of Arts and Sciences:

- Actuarial and Financial Mathematics (BS)

School of Medicine and Medical Sciences:

- Nursing Sciences (BS)

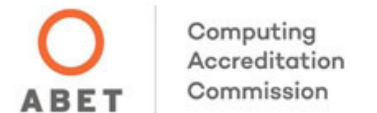


Computing Programs

Two Computing Programs are accredited by the Computing Accreditation Commission of ABET, <http://www.abet.org>, the global accreditor of college and university programs in applied science, computing, engineering, and engineering technology. These programs are listed as follows:

Faculty of Arts and Sciences:

- Computer Science (BS)
- Information Technology (BS)



Engineering Programs

Seven Engineering Programs are accredited by the Engineering Accreditation Commission of ABET, <http://www.abet.org>, the global accreditor of college and university programs in applied science, computing, engineering, and engineering technology. These programs are listed as follows:

School of Engineering:

- Agricultural Engineering (Engineering Diploma)
- Biomedical Engineering (BE)
- Chemical Engineering (BE)
- Civil Engineering (BE)
- Computer Engineering (BE)
- Electrical and Electronics Engineering (BE)
- Mechanical Engineering (BE)
- Telecommunications Engineering (BE)



Architecture Program

The term “International Certification” identifies a program as comparable in educational outcomes in all significant aspects to a program accredited by the NAAB in the United States and indicates that it provides an educational experience meeting acceptable standards, even though such program may differ in format or method of delivery. The designation is valid for six years beginning 1 January of the year in which the final visit (Visit 3) took place. In order to maintain the designation, the program must be visited again in the sixth year of the designation.

Schools with programs identified as holding NAAB International Certification are not formally “accredited” as that term is used with reference to programs in the United States and may not refer to their programs as “accredited” by the NAAB. However, students who graduate from internationally certified programs are able to apply for individualized review of their credentials on an expedited basis for purposes of the Educational Evaluation Services for Architects program administered by the NAAB on behalf of the National Council of Architectural Registration Boards.

The Holy Spirit University of Kaslik, School of Architecture and Design has received the International Certification designation from the National Architectural Accrediting Board for the following professional degree program: **Master of Architecture degree (193 semester credit hours) – 2019**

USEK Master of Architecture Diploma equivalent to the French Diploma in Architecture

By decision of the French Minister of Culture on April 24, 2018, the Diploma of Master of Architecture awarded by USEK's School of Architecture and Design is recognized as being equivalent to the French Diploma in Architecture. This recognition was renewed on April 14, 2021, for a period of five years as of the academic year 2020-2021.

Ongoing Accreditation – Business Programs

USEK Business School is currently engaged with the AACSB Accreditation process under the University's mission to pursue excellence and continuous improvement throughout all its programs.

AACSB stands for the Association to Advance Collegiate Schools of Business - the global association of leaders in education and business, dedicated to supporting and advancing quality business education worldwide.



Social Sciences and Humanities

In June 2017, eight Social Sciences and Humanities programs received the International Accreditation by the Accreditation Commission of evalag, EVALUATIONSAGENTUR BADEN-WÜRTTEMBERG <http://www.evalag.de>, known as a center of competence for quality assurance and enhancement and a source of support for higher education institutions and other scientific institutions, with commitment for good quality in teaching and learning, research and other services.

School of Arts and Sciences:

- Education - Basic Education (BA)
- History (BA)
- Journalism and Communication (BA)
- Language and Literature (BA)
- Modern Languages and Translation (BA)
- Philosophy (BA)
- Psychology (BA)
- Social Sciences (BA)

Medical Education

In 2019, the Undergraduate Medical Education Program Offered by the School of Medicine and Medical Sciences was granted full accreditation for six years, effective from January 2019 until December 2024, after being successfully evaluated by the Association for Evaluation and Accreditation of Medical Education Programs (TEPDAD).

This recent success follows the Basic Medical Education: World Federation for Medical Education (WFME) Global Standards for Quality Improvement awarded in 2015.

Ranking

- * For four years in a row, USEK has been ranked as Most Sustainable and Green University in Lebanon according to the UI GreenMetric World University Rankings. USEK also occupies rank 4 in the Arab world and rank 117 in the world.
- * Ranked number 31 in the Arab Region according to QS Arab University Rankings 2023.
- * Ranked among the top 571-580 universities in the world according to QS World University Rankings 2023.
- * Ranked 2nd best university in Lebanon according to SCImago Institutions Rankings (SIR) 2022..





B.

Learning and Teaching Excellence at USEK



Learning and Teaching Strategy

USEK is committed to providing its students an excellent educational and academic experience. Therefore, it has defined a teaching and learning strategy allowing it to support its mission and objectives. This strategy evolves around the following points:

- Promote active learning and use of technology to support and enhance educational provision.
- Promote teamwork and peer observation in teaching and learning.
- Support research and innovation in teaching.
- Develop continuously programs in order to facilitate employability.
- Commitment to continuous development of staff.

Learning and Teaching Excellence Center - LTEC

The Learning and Teaching Excellence Center (LTEC) at the Holy Spirit University of Kaslik is dedicated to the development of the professional qualifications of educators in teaching and learning through the promotion of teamwork, innovation, self-reflection and the efficient use of instructional technologies, and through sharing best practices to enhance the student learning experience.

LTEC serves USEK and non USEK faculty members by engaging and supporting them in their research-based teaching and learning concepts, and bringing them into intentional daily practice both inside and outside the classroom.

The LTEC provides a number of tools that can improve and enhance the online teaching and learning process, and also offers training on emerging digital platforms (such as e-learning) that can be used in both distance and face-to-face classrooms.

For more information on LTEC and offered programs check the University website usek.edu.lb.

Learning and Teaching Center - LTEC

Email: ltec@usek.edu.lb
 Address: Building C, Ground Floor

E-TALEB

For a period of 4 years lasting from 2016 until 2020, USEK was the coordinator of the national project E-TALEB “Professional Standards Framework for Excellence in Teaching and Learning in Lebanese Universities”, co-funded by the Erasmus+ Programme of the European Union.

E-TALEB aimed at developing the Lebanese Professional Standards in Teaching and Learning and cooperating for innovation and exchange of good practices and experiences relevant to similar frameworks established in Europe.

The main objective of this project was to support the initial and continuing professional development of staff engaged in teaching and foster dynamic approaches to teaching and learning through creativity, innovation and continuous development in diverse academic disciplines and/or professional settings. The project supported in creating a community of researchers in different disciplines who shared inter and intra university practices in teaching and learning.

During this project, we acknowledged the variety and quality of teaching, learning and assessment practices that support and underpin student learning including instructional technology. It also demonstrated to students and other stakeholders the professionalism that staff and institutions bring to teaching and their support for student learning.





C.

01 | Your USEK email address

Faculty members at USEK are automatically issued an USEK email address (namesurname@usek.edu.lb), a privileged mean of communication and information between the administration, faculty members and students of the University.

New faculty members are required to activate this account through the USEK Webmail link, which can be found on the University Intranet MyUsek and the University website usek.edu.lb.

The Teaching Personnel Office shall accordingly provide a username and a preliminary password to the faculty member.

02 | Collecting and Using the Faculty Member Card

The faculty member card is useful for access to different on-campus services; such as, the Library, conferences and also for managing the remuneration system of teaching hours.

Cards can be collected from the Teaching Personnel Office at the beginning of each semester during office working hours.

In case a faculty member cannot collect his/her card, please contact the Teaching Personnel Office through email: bpe@usek.edu.lb

N.B.: To obtain the card, faculty members must provide the Teaching Personnel Office with a passport-photo.

Teaching Personnel Office

Tel.: +961 9 600 182 (internal: 1182)
+961 9 600 186 (internal: 1186)
+961 9 600 193 (internal: 1193)

Email: bpe@usek.edu.lb
Address: Building G, 3rd floor

IT Helpdesk

Tel.: +961 9 600 414 (internal: 1414)
Email: servicedesk@usek.edu.lb

03 | Respecting the Academic Calendar and Timetables

Full-time and part-time faculty are required to keep themselves informed of the dates and timetables of the USEK Academic Calendar, as approved by the University Council. They can find this information on the University Intranet MyUsek, on the USEK website usek.edu.lb and/or by directly consulting the Secretariat of the unit to which they are affiliated.

All faculty members are required to respect timetables and to fulfill their bi-annual teaching obligations according to the distribution of duties established by the person in charge of the unit. Faculty members are required to respect the timetables by arriving and leaving classes on time. Faculty members are expected to log in and out at the beginning and at the end of each teaching session using the attendance application on this link: <https://s.usek.edu.lb/k1/hr/attendance>. Each faculty member, who has to be, unexpectedly or exclusively, absent from a course, is required to contact, whenever possible, the secretariat of the academic unit to which he/she is affiliated, in order to fix make-up sessions according to the procedures in force.

04 | Reading the USEK Fundamental Texts USEK

- USEK Statutes: USEK statutes are the main references guiding academic life. They are available on the University Intranet MyUsek and on the USEK website usek.edu.lb
- USEK Academic Rules & Student Life : the Academic Rules & Student Life is the main reference guiding the academic life of students. It is available on the University Intranet MyUsek and on the USEK website usek.edu.lb
- Fundamental texts of the Teaching Personnel Office; regulations, procedures and forms of the Teaching Personnel Office are accessible under the section of the Office, on the University Intranet MyUsek (Human Resources/ Teaching Personnel).

05 | Respecting the Exact Deadlines for Exam Questions and Exam Grades

Every faculty member is required to cooperate with the secretariat of the related unit for the delivery of mid-term and final exams, along with adherence to the time scale. Faculty members have 48 hours, following the mid-term or final exam, to submit the grades.

For courses that are in alignment with the general evaluation system [10%, 50%, 40%], the faculty member is invited to enter online the detailed grades knowing that the final grade will be generated automatically. As for the other courses, the faculty member could directly enter online the final grade.

After grades entry, the final approval will be also completed online by the Head of Department or, by default, the Associate Dean once faculty members submit the predefined documents to the Secretariat of the academic unit (Attendance sheet; Signed detailed grade list; Signed final grade list).

N.B.: For each course, faculty members are required to collect three lists from the secretary of the related academic unit:

- The attendance sheet, collected at the beginning of the semester;
- The detailed grade list (attendance, tutorials, tests, etc.) collected during the mid-term exam period;
- The final grade list, stating the final situation of the students in the course (in Progress, Withdrawal, Administrative Withdrawal), collected during the final exam period.

06 | Reserving or Changing Classrooms

Any faculty member wishing to reserve a classroom or a room for an extra activity (make-up session, meeting with the students, etc.) is required to refer to the secretariat of the related academic unit. Any change not approved in advance of the lesson risks to disruption to the teaching of courses and the calculation of the related teaching hours.

07 | Reading the News Calendar

The Holy Spirit University of Kaslik organizes many events such as: conferences, national and international colloquiums, congresses, ceremonies, books signings, exhibitions, forums, concerts, meetings, international days, roundtables, etc. Information about such events will be posted on the news calendar.

08 | Respecting Copyright Rules

The use of photocopies or reproductions of books, or references with copyright laws is strictly prohibited. Faculty is called upon to urge his/her students to respect copyright laws and avoid plagiarism.

09 | Reading the General Policy on the Remuneration of Part-time Faculty

Part-time faculty are required to teach the course(s) included in the appointment contract, which is signed at the beginning of the semester between the faculty member and the University. However, the remuneration will be calculated according to the actual taught hours signaled by the digital readers (paragraph 2), according to the general remuneration policy of part-time faculty. The payment takes place through bank transfer in four installments, as shown in the table below.

N.B.: Special Conditions will be applied on courses delivered fully [online](#). For more information, please refer to the Teaching Personnel Office.

USEK administration reserves the right to modify or cancel any faculty member's remuneration according to the circumstances (cancellation of the course because of the lack of number of registered students,

Fall semester		Spring Semester	
Payment Date	Teaching Hours	Payment Date	Teaching Hours
End of September	From the beginning of the semester till September 20, inclusive	End of February	From the beginning of the semester till February 20, inclusive
End of October	From September 21 till October 20, inclusive	End of March	From February 21 till March 20 inclusive
End of November	From October 21 till November 20 inclusive	End of April	From March 21 till April 20, inclusive
End of December	The rest of the taught hours including the surveillance of the final exams	End of May	The rest of the taught hours including the surveillance of the final exams

reduction of course time by the head of unit, leaves or absences uncompensated by make-up sessions, disrespect of the courses timetable, etc.). Part-time faculty cannot request the remuneration of non-exempt hours and those not compensated for by make-up sessions.

Part-time faculty, who have to be absent for valid reasons, are required to present the form "Request for an absence authorization and organization of make-up sessions" through the workflow available on the University Intranet MyUsek and the USEK website usek.edu.lb. They are also required to compensate for the missed teaching sessions with make-up sessions, in collaboration with the secretariat of the related unit, in order to fix the adequate date, timetable and classroom.

N.B.: For new faculty members, their first payment can be withdrawn directly from the bank counter upon showing their identity card.

10 | Benefiting from Fiscal Discounts

By virtue of Lebanese law, the tax destined for the fiscal system will be retained, at source, with every installment.

To benefit from fiscal reductions, new faculty member should fill the related form according to the downloadable sample available on the University Intranet MyUsek. The faculty member should then submit it to the Teaching Personnel Office within the deadlines fixed on the University Calendar.

11 | Benefiting from Tuition Fees Reduction

Faculty members and their children have the right to a reduction in tuition fees at USEK. In such a case, each faculty member is required to fill in the related form, downloadable from the University Intranet MyUsek, and submit it during each academic year to the Teaching Personnel Office within the deadlines stated in the Calendar.

12 | Completing the Faculty Member File

Every faculty member should make sure that his/her file at the Teaching Personnel Office is complete. The file should include the following documents:

- USEK faculty member's CV
- Identity card photocopy (or passport for expatriates)
- Recent passport photo
- Photocopy of obtained diplomas
- Photocopy of official certificate of diploma equivalency from the Ministry of Education and Higher Education
- Photocopy of professional and academic certificates
- The form related to fiscal reductions for part-time faculty or full-time faculty.

13 | Collecting the Parking Card

The Holy Spirit University of Kaslik offers its faculty on-campus parking spaces. A parking card will be provided for every faculty member.

14 | Requesting a Certificate

If a faculty member needs a certificate, he/she should present a request through the workflow "Faculty Member's Certificate Request" which is submitted to the Teaching Personnel Office. This workflow is available on the University Intranet MyUsek and the USEK website usek.edu.lb

The minimum period of time allowed for collecting certificates is after 7 working days from the date of submission.

N.B.: Faculty members with incomplete files will not be granted any certificates.

15 | Requesting a Promotion

Faculty members can ask for a raise in their remuneration or hourly rate. In this instance, he/she is required to present the workflow "Promotion Request", available on the University Intranet MyUsek and the USEK website usek.edu.lb



D.

Academic Information

16 | Teaching and Learning Quality Assurance

The Holy Spirit University of Kaslik is committed to researching and developing mechanisms to facilitate the future progress of students in learning and acquiring skills. This is how we shift from a teaching oriented institution to a learning oriented institution.

Thereby, faculty should contribute to the success of the students through teaching and research in their area of expertise, and strive to establish a balance between theoretical and practical teaching. Students should actively and regularly be involved in case studies, continuous research, projects, etc.

Science has proved that the quality of teaching depends on the adopted teaching method and that the balance between lecturing, on the one hand, and learning through reflection and group work, on the other can contribute to better success in achieving the course objectives.

17 | Using the E-learning Moodle Platform

Faculty at USEK automatically benefit from access to the E-learning Moodle platform, which has been adapted by the University, in order to manage the documentation of his/her course in an interactive manner; while also adding resources, such as files, books, links, URL, etc. and activities, such as assignments, forums, chats and tests, etc. By using his/her USEK account, each faculty member should connect to the E-learning platform link, which is available on the University Intranet MyUsek and on the USEK website usek.edu.lb.

N.B.: The University organizes a yearly series of training sessions on how to utilize the E-learning platform. This is in order to support faculty, by providing them with the necessary means of conceptualizing their courses on the adopted platform.

Moodle Guide for Faculty: access to this guide is possible through the e-learning link on the University Intranet MyUsek and on the USEK website usek.edu.lb.

18 | Using the E-portfolio Mahara Platform

USEK is one of the leading universities that adopt an E-Portfolio platform for its Faculty, Staff and Students by providing the opportunity to add collection of work over time that showcases their skills, abilities, values, experiences, and competencies.

By using his/her USEK account, each faculty member should connect to the E-portfolio platform link, which is available on the University Intranet MyUsek and on the USEK website usek.edu.lb.

E-Learning Support

Tel.: +961 9 600 499 (Internal: 1499)
Email: elarning@usek.edu.lb

E-Portfolio Support

Tel.: +961 9 600 350 (Internal: 1350)
Email: eportfolio@usek.edu.lb

19 | Developing Knowledge

The University strives, by all appropriate and cooperative means, to enable its professors to update their scientific knowledge, as well to participate in research activities and/or educational and didactic training sessions.

Moreover, USEK suggests visiting its Library, which offers free access to all the University community. For more information about the library's research tools, services and opening hours, visit the USEK Library page on usek.edu.lb.

20 | Taking into Consideration the Course Feedback by Students

The objective of evaluation is to assess the quality of the teaching sessions given by a faculty member within a semester or an academic year, to ensure the optimal transition of knowledge. However, it is necessary to check the outcomes of the evaluation system adopted by the BLUE and to discuss them with the head of the related unit.

The evaluation uses a scale from 1 to 4 and is based on the following criteria:

- General evaluation of the course
- Organization of teaching course content by the faculty member
- Teaching skills of the faculty member
- Evaluation of learning methods adopted by the faculty member
- Overall satisfaction of the course delivered by the faculty member

For additional information, please contact the Quality Assurance and Institutional Effectiveness Office by sending an email to: qualite@usek.edu.lb.

21 | Adopting the Institutional Course Syllabus

Every faculty member is required to follow the syllabus for each course he/she gives during the semester, according to the course syllabus defined by the academic unit.

The syllabus identifies the course, with reference to the catalog acronym, code, title, timetables (days/hours/course location, etc.), the student learning outcomes and the assessment methods, the outline, evaluation criteria, required book (or books), additional reference (s) and the material required.

Courses Syllabi information is centralized in the Institutional Assessment system Tk20. By using his/her USEK account, each faculty member should connect to Tk20 link, which is available on the University Intranet MyUsek and on the USEK website usek.edu.lb, to generate the syllabi of the courses given by him during the semester and distribute it to the students during the first session of the course.

N.B.: For information related to the courses and timetables, please refer to the administration of the related unit or visit the courses listed on the University Intranet MyUsek and on the USEK website usek.edu.lb; or use the E-Learning Moodle platform (check subject 17 in this document).

22 | Benefiting from Family Medical Insurance

During the period covered by their contract with the University, full-time faculty benefit from a first class family medical insurance, covering medical fees that can occur in case of accident, illness or maternity. The conditions, among which are the choice of the company, are set by the University.

23 | Respecting the Attendance Timetables

In addition to the teaching hours, full-time faculty must provide students with support, in their research or laboratory work, participate in pedagogic meetings and Diploma Juries, assist in examination surveillance and any other activities demanded by the head of the unit. The number of attendance hours should not be less than 30 hours, for the three ranks of professors and 35 for lecturers and assistant lecturers. These attendance hours are divided into the 5 working days of the week.

Full-time faculty assume only a part of the abovementioned duties, according to the terms of reference of their contract.

All full-time faculty are required to register their arrival and departure at work, on the attendance application on the following link: <https://s.usek.edu.lb/k1/hr/attendance>.

In case of an exceptional exemption, the faculty member should present the "Partial Exemption" form in advance through the relevant workflows.

These workflows are available on the University Intranet MyUsek and on the USEK website usek.edu.lb.

24 | Organizing Leave according to University Requirements

Full-time faculty benefit from 20 days paid leave. This leave will be organized according to the University requirements, with the consent of the head of the unit and the University President. Any leave/absence request should be presented to the head of the unit in advance through the workflow, "Leave/Absence Request" form, available on the University Intranet MyUsek and on the USEK website usek.edu.lb.

This request allows the suggestion of a make-up sessions calendar for the courses that will not be given during the faculty member's absence. The terms and conditions of submitting a request are the following:

- 2 working days in advance, for a 1 to 4 day leave;
- 5 working days in advance, for 5 day leave or more.

N.B.: Full-Time Faculty are allowed to benefit from the 20 days paid leave after 6 months from the first contract start date. These 20 days cannot be cumulated and must be taken by the end of December of each year.

25 | Supplementary Hours

Following the approval of the University President, the head of the unit can call the full-time faculty member to give him/her unpaid supplementary teaching hours replacing work and attendance hours. The number of supplementary teaching hours cannot surpass the one third of the number of teaching hours included in his/her contract.

The remuneration of supplementary teaching hours takes place at the end of each academic year following the assessment of the yearly workload of the faculty member. This remuneration is calculated according to an hourly rate corresponding to the rank and the level of the faculty member and cannot, in any case, be included in the calculation of the end of service indemnity.

During the summer sessions, the head of the unit can call full-time faculty to give intensive courses or seminars to substitute attendance and work hours.

26 | Professional Development Leave (PDL)

Professional Development Leave has been developed in order to make it possible for Full-time faculty members to take time off from normal academic duties for scholarly research and study. For more information, please refer to the Full-Time Faculty Professional Development Leave Policy published on the University Intranet MyUsek or contact the Teaching Personnel Office.

F.

Contact us at administration@usek.edu.lb

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Every faculty member can share his/her suggestions or complaints related to the administrative performance of the University and quality of its services. For this purpose, please send us an email to the following address: administration@usek.edu.lb

G.

Appendices

FACULTY BYLAWS

APPROVED BY THE USEK COUNCIL ON APRIL 28, 2010
Amended by the University Council on October 17, 2007

Article 1: Faculty Charter

Thanks to developing awareness and research, higher education is a profession that requires the control and updating of theoretical and practical knowledge across all disciplinary fields, as well as an openness to the interdisciplinary and multidisciplinary dimensions of science.

Higher education also requires a capacity to transmit knowledge through the implementation of appropriate didactics in disciplines and intervention levels.

It is therefore imperative that the University relies on the qualifications and experience of vocational faculty members and faculty member-researchers, while helping sustain the Faculty through training based on a progressive assumption of responsibilities and the involvement of practitioners who can provide students with their expertise whenever necessary.

A faculty member should therefore have deep knowledge of a certain discipline, or should have acquired comprehensive practical experience in their field and be able to transmit this knowledge and experience. He/she should be involved in research and open to the constantly new dimensions of knowledge.

A person who teaches at USEK primarily adheres to the University's values and mission. He/she approves the University's objectives and respects the bylaws, as well as the regulations in force.

The Holy Spirit University of Kaslik will take these various parameters into account through the provisions of the current bylaws, which govern its Faculty.

Article 2: Faculty Categories

Faculty members are divided into two categories, according to the nature and the duration of their engagement: full-time faculty members and part-time faculty members.

§1. Full-Time Faculty Members provide, in one or more academic units, teaching, student supervision, tutorial management and research activities, while assuming, if need be, academic responsibilities or administrative functions. They must be updated, regarding their discipline, through documentation and research activities. They receive a monthly salary covering twelve months.

§2. Usually hired as fully engaged, full-time faculty members may also be hired as partially engaged, in the event of such professionals who already have remunerated work and only devote part of their career to teach in their disciplinary field. Their teaching should be exclusively provided at USEK, unless otherwise authorized by the President. The absence of prior authorization in writing will lead to their contract termination.

§3. Full-time faculty members should be entirely devoted to their work at USEK and refrain from any other remunerated or professional activity, unless otherwise authorized by the President.

§4. In the event of contract defection or termination by a faculty member, the latter will pay a non-negotiable amount to USEK, equivalent to three times their last monthly salary, for damages caused to the University (Article 266 of the Code of Obligations and Contracts).

§5. Part-Time Faculty Members are in charge of semestrial teaching in one or more units.

Article 3: Recruitment of Faculty

§1. The recruitment of any candidate, for teaching at USEK, should comply with the recruitment procedures in force at USEK.

§2. Unless otherwise authorized by the President, all teaching candidates should have an interview with an ad hoc committee, created by the President.

The purpose of this interview is to make sure:

1. That the candidate has a mastery of the teaching language.
2. That they have a deep knowledge of the concerned discipline.
3. That they possess a practiced university experience.
4. That they are familiar with the conducted research.
5. That he/she has willingness to adapt his/her teaching to the objectives of the curriculum.

Following this interview, a detailed opinion of the committee is submitted to the President, who consults the head of the concerned unit for deliberation.

§3. Applications are assessed by a peer committee, appointed by the President according to the regulations and procedures in force.

§4. After having verified the submitted credentials and documents for each application, the Peer Committee proposes to the President a rating on the remuneration grid in force at the University.

Article 4: Appointment of Faculty Teaching Staff

§1. The appointment of a faculty member is carried out through a deed of appointment signed in duplicate by the faculty member and the President. This deed represents the contract.

§2. Full-time and part-time faculty members are usually recruited for a probationary period of two years. An engagement during the year is considered to be an engagement for the whole year. This one year contract is renewable once. After this period, and following the evaluation of the faculty's output, a full-time faculty

contract (except for assistants) is issued and is renewable every three years. In the event of non-renewal of contracts, a notice of no fewer than two months before the contract's expiration date is required from either party. In the event of contract termination by the faculty, an indemnity of the latter will be required.

§3. Part-time faculty members are hired for one semester or for a summer session. Their contract terminates automatically upon the expiration date; therefore, no notice is required for its non-renewal.

§4. If a faculty member wishes to work again at USEK, after termination of their contract for any reason, the presentation of a new recruitment form is required. No right, arising from the previous contract, is therefore automatically granted.

Article 5: Academic Ranks

§1. Full-time faculty members, whether fully engaged or partially engaged, are divided into five academic ranks: Assistant, lecturer, Assistant Professor, Associate Professor or Professor.

§2. All part-time faculty members are in charge of their courses.

Article 6: Rank of Professor Emeritus

The title of Professor Emeritus is conferred by the President, upon the proposition of the Unit Council and following the approval of the University Council, upon a Professor eligible for retirement, due to the significance of his/her career and his/her dedication to USEK. 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.

Article 7: Terms of Access to Academic Ranks

Academic ranks are conferred upon faculty members according to their university degrees, the period of their experience in higher education and their publications.

Assistants should hold a Masters degree or any other diploma issued for five years of higher education after the Baccalaureate.

Instructors should have, in addition to the Masters degree, a three-year period of experience in higher education.

Assistant Professors should hold a Ph.D. or its equivalent and should be engaged in research activities.

Associate Professors should have experience of at least five years in the rank of Assistant Professor, and have five scientific publications in indexed journals or in scientific books.

Professors should have experience of at least five years in the rank of Associate Professor, and have published at least eight scientific activities in indexed journals or in university publications. In addition, he/she should have written a monograph.

Article 8: Conferring Academic Rank and Promotion upon Faculty Members

§1. Academic rank is conferred by the President, following an assessment of the file by the Peer Committee.

§2. Assessment of application or promotion files by the Peer Committee is based on, including but not limited to:

- The titles and diplomas assessed, according to their origin, level, content and distinction.
- Teaching experience and, if applicable, professional experience, assessed according to period and quality, on the basis of certificates delivered by consecutive hierarchical authorities indicating the record of service.
- Experience in research evidenced by different defended, published or patent works. A scientific publication means an article published in a refereed scientific journal or a book published by a well-known publishing house. A scientific book can be considered as having the value of several articles.
- Original achievements within the disciplines wherein their consideration is necessary.
- The quality of performance provided at USEK.

§3. The President, following the approval of the University Council, can, for academic merits, promote to

a higher rank a faculty member who does not meet all the required conditions in article 7.

Article 9: Promotion of Full-Time Faculty Members

§1. A coefficient of promotion, conveyed in grades, is applied to the basic salary of full-time faculty members. The value of the grade is fixed in the salary scale, which is determined in the annual budget of the University.

§2. Basically, a grade is granted to faculty members, by the President, every two years of seniority at USEK. This seniority grade cannot be granted to faculty members whose quality of performance or scientific publications is considered unsatisfactory.

§3. A full-time faculty member who conveys an outstanding level in teaching, in his/her academic work or in research may benefit from one or more grades, granted by the President.

§4. A faculty member continues to benefit from higher grades but cannot systematically be promoted to a higher grade unless he/she meets the conditions stipulated in these bylaws.

Article 10: Delegation of Faculty Members

A full-time faculty member can be delegated by the President, in order to teach or perform activities in an Academic Unit other than the one he/she is attached to.

Article 11: Exchange of Faculty Members

§1. The University allows the exchange of faculty members with other Higher Education Institutions, within the framework of bilateral or multilateral twinning or partnership agreements.

§2. Within the same framework of collaboration, faculty members from other Higher Education Institutions may be involved in USEK for a short or long term mission.

Article 12: Performance Appraisal of Faculty Members

§1. The purpose of the appraisal is to assess the quality of performance provided by the faculty member during a semester or an academic year, and to ensure the development of the teaching body, as well as the optimal transmission of information and knowledge.

§2. The performance appraisal of full-time and part-time faculty members is carried out in accordance with the evaluation procedure in force at the University. The results of this evaluation are communicated to the President and to the Head of the Academic Unit.

§3. The full-time faculty member is required, in accordance with the procedures in force, to submit to the Head of the Academic Unit an annual report of his/her University activities.

§4. The Head of the Academic Unit, following consultation with the Unit Council, is required to submit to the President an annual report on the quality of performance of full-time faculty members, in accordance with the procedures in force.

Article 13: Social Security, Benefits and End of Service Indemnity

§1. Given that in the Lebanese law in force, University faculty members do not benefit from the services of the National Social Security Fund, the University grants social security to full-time faculty members.

§2. The children of active, retired or deceased faculty members are entitled to a reduction of their tuition fees at USEK, according to the regulations in force.

§3. Upon termination of their activity, full-time faculty members receive an 'end of service' indemnity calculated on the same basis of that stipulated in the Labor Law. This indemnity covers only the years after their appointment as full-time faculty members.

Article 14: Updating of Knowledge and Research

§1. The University endeavors to facilitate, by all appropriate means and cooperation, the updating of the scientific knowledge of its faculty members and their involvement in research activities within the framework of the Higher Center of Research.

§2. Academic Units may organize educational and didactic training sessions addressed to junior faculty members and make their participation mandatory for the conclusion or the renewal of the contract.

Article 15: Disciplinary Measures

§1. A faculty member, who commits serious misconduct, can be immediately suspended from his/her academic and administrative functions by the President. If applicable, the President will decide to refer the case to the Disciplinary Council of the University, which will decide the appropriate action in accordance with the provisions of the bylaws in force.

§2. The following will be judged as serious misconduct:

- Recurring violations of professional duties.
- Commitment of infamous offences.
- Any violation of duty of confidentiality and restraint during or outside classes.
- Any attitude showing a total disrespect for personal duties.

§3. The faculty member who does not provide the services required by his/her post, or who goes absent, without a valid reason and without the prior approval of the President, will be replaced by another faculty member. If the faculty member, who fails to appear, is full-timer, his/her salary will be subject to deduction in proportion to the period of absence. If he/she is part-time, the remuneration of the services of his/her substitute will be deducted from his/her salary.

§4. If failure to attend continues, the part-time or full-time faculty member will be required to apply for a modification of his/her status, or to resign from his/her post. If no compromise is possible, dismissal procedures will be expedited against him/her by the President.

§5. The failure to attend, or absenteeism, of faculty member automatically leads to the termination of his/her semestrial or annual contract.

Article 16: Retirement

§1. Full-time faculty members retire at the end of the academic year in which they become 65 years old.

§2. Faculty member, who reaches this age, may be kept in service by the President, upon the proposition of the Head of the relevant Academic Unit. In this case, the

retiree receives his/her end of service indemnities and his/her renewal will be managed by a new semestrial or annual renewable contract.

Article 17: Intellectual Property and Publications

§1. Inventions, whether patent or not, creations, manuals and teaching materials that a full-time faculty member has made or taken part in, by performing his/her activities, are the property of USEK. If the invention has major economic importance, its creator is entitled to a special award, which is determined by the President.

§2. Publications which are carried out by a full-time faculty member should clearly indicate the university he/she is attached to.

§3. The participation of a faculty member in an event, publication of press articles, participation in a public debate, etc. involving the name of the University, should be approved in advance by the USEK President, following the recommendation of the head of unit.

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 faculty members, administrative and technical staff.

Article 19: Entry into Force and Transitional Provisions

§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.

General Policy on the Remuneration of Part-Time Faculty

Article 1: Method of Payment

Part-time faculty are required to teach the course(s) included in the contract signed at the beginning of the semester between faculty and the University. However, remuneration will be calculated according to the actual taught hours signaled by the digital readers (paragraph 2), according to the general remuneration policy of part-time faculty. The payment takes place through bank transfer in four installments, as follows:

Fall Semester		Spring Semester	
Payment Date	Teaching Hours	Payment Date	Teaching Hours
End of September	From the beginning of the semester till September 20, inclusive	End of February	From the beginning of the semester till February 20, inclusive
End of October	From September 21 till October 20, inclusive	End of March	From February 21 till March 20 inclusive
End of November	From October 21 till November 20 inclusive	End of April	From March 21 till April 20, inclusive
End of December	The rest of the taught hours including the surveillance of the final exams	End of May	The rest of the taught hours including the surveillance of the final exams

N.B.: Special Conditions will be applied on courses delivered fully [online](#). For more information, please refer to the [Teaching Personnel Office](#).

USEK administration reserves the right to modify or cancel any faculty member's remuneration according to the circumstances (cancellation of the course because of the lack of number of registered students, reduction of course time by the head of unit, leaves or absences uncompensated by make-up sessions, disrespect of the courses timetable, etc.). Part-time faculty cannot request the remuneration of non-exempt hours and the hours non-compensated by make-up sessions.

A Part-time faculty member, who has to be absent for valid reasons, is required to fill in the form "Request for an absence authorization and organization of make-up sessions" and to present it to the head of the related unit. He/she is also required to compensate for the missed teaching sessions with make-up session, in collaboration with the secretariat of the related unit, in order to fix the adequate date, timetable and classroom.

N.B.: For new faculty members, their first payment can be withdrawn directly from the bank counter upon showing the identity card.

Article 2: Calculation Method of Paid hours

1. The calculation of remuneration takes place according to the effective teaching hours included in the University catalog, under the title "Contact Hours".

Non-exempt hours (absence, abandonment, etc.) will be deducted from the final installment.

2. Laboratory, tutorial and practical work hours (including hospital teaching and medicine of the day for the Faculty of Medicine and Medical Sciences) are remunerated according to the two thirds ratio of the normal teaching hours.

When a course includes laboratory, tutorial and practical work hours, the difference between the credit hours and the contact hours will be remunerated according to the two thirds ratio.

3. The commitment of a faculty member in supervising of a degree project, Master's dissertation or internship should be included in the contact hours (for an enrolled student) with a minimum of 1/6 of the credit hours given to the dissertation. The direction of a Ph.D. Thesis in medicine is remunerated at the rate of 22.5 hours.

Table 1 – Maximum scale of remunerated hours for the direction of Master's degree projects and dissertation.

Project / Dissertation / Internship	Remunerated hours	Maximum number of students supported by the faculty member
3 credits	7.5 hours	6
4 credits	10 hours	6
6 credits	15 hours	6
Ph.D. in Medicine Thesis	22.5 hours	3

This remuneration includes the honorary participation at the Thesis Jury.

Without prior permission from the University President, the number of enrolled students cannot exceed 6 for the projects of Diploma, internship and dissertation, and 3 for Ph.D. of Medicine students. The participation in memoires Jury or Defense Jury is remunerated, following the issuance of the defense reports, according to the following maximum scale:

Table 2 – Maximum scale of remunerated hours for the participation in dissertation and thesis defenses.

Dissertation or thesis	Remunerated hours for each defense	Maximum number of defenses per semester
Dissertation or degree project	3.5 hours	6
Ph.D. Thesis	7.5 hours	3

A special remuneration can be attributed to visiting professors following a prior approval by the University President. For a Master's dissertation or degree project, a jury is generally formed of an assessor, a reporter and a director. For a higher number of reporters and assessors, the remuneration will be divided proportionally to the number, being 2 hours for each reporter if the number of reporters is 2.

4. The remuneration of courses simultaneously given by many faculty members and the co-direction of research (dissertations, projects, etc.), will be divided between the faculty members proportionally to the hourly load of each one. Under no circumstances, the number of remunerated hours cannot exceed the contact hours of the course.

5. Without a prior special dispensation given by the University President, the remuneration of courses from Cycle I (BA, Mam DES for the Faculty of Fine and Applied Arts) given by a number of faculty members that does not exceed 8, will take place according to the number of enrolled students.

The number of students enrolled can in no case be less than 3 for all programs unless special dispensation is given in advance by the University President.

6. Zero credit courses, which the students do not pay for, cannot be subject of remuneration for faculty members.

Teaching Personnel Office

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