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# INTRODUCTION

This Faculty Handbook is meant to provide you with the University policies that directly impact your work as a faculty member here at Notre Dame University-Louaize (NDU). Within the Handbook, you will find policies that include benefits information, institutional support, University governance, and other policies that must be communicated to Faculty.

Only aspects of University governance that pertain directly to Faculty are included in the Handbook. If you need to know more about NDU, its programs of study, constitution and bylaws, please consult the website. Changes to the Handbook will be made as quickly as possible so that the University community has the most current description of policies and procedures available at all times.

Please contact the Office of the Vice-President for Academic Affairs with any questions or concerns about the Handbook. I hope that it proves useful and beneficial as you start or continue your work here at NDU.

[ELIE A. BADR, PH.D.](#)

Vice-President for Academic Affairs



# HISTORY OF NDU

Notre Dame University-Louaize (NDU) was founded by the Maronite Order of the Holy Virgin Mary, the first western-oriented ecclesiastical order in the Middle East.

Since its foundation in 1695, the Order has been a pioneer in promoting free education. It established its first school in 1696. Its zeal in promoting education and improving the lives of the people it serves prompted it to host the Lebanese Synod of 1736, which set the constitution for Maronite Christians everywhere. The Synod, attended by all the religious and secular leaders of the Maronite community, took very important decisions concerning education. It stressed that education be free and compulsory for boys and girls. The Synod also introduced foreign languages into the educational system in order to promote openness towards foreign cultures.

Continuing in the same tradition, in 1978 the Order started a new venture. The Reverend Bechara Rahi (a former member of the Order and now Bishop of Jbeil) founded, in cooperation with Beirut University College, the Louaize College for Higher Education (LCHE).

Later, inspired by a deep apostolic concern and guided by the needs of the community, the Order decided to start a new chapter in its history by founding an independent university. The legal finalization of this project was the promulgation by the President of The Lebanese Republic of the decree number 4116 of August 14, 1987, granting the right to operate an independent university. NDU was thus born.

Along the lines set by the Council Vatican II, the Order decided to call on prominent persons from Lebanese society to oversee the operations of the University. It established the Board of Trustees of NDU to supervise the academic and administrative operations and to help in planning the development of the University.

Since its foundation, NDU has gained for itself an honorable reputation. Existing curricula have been regularly revised and updated to be in line with the most recent developments in the world. Qualified faculty members have been recruited. High quality students have come to NDU for learning and NDU graduates are in demand and enjoy good employment conditions.

In 1990, NDU established an Off Campus Program in North Lebanon, at Chekka. In 1999, this moved to a new campus located at Barsa, Koura, now known as North Lebanon Campus (NLC). NLC offers undergraduate programs leading to the bachelor degree in all majors offered at the Main Campus. In October 2001, NLC began offering the MBA program, and the B.E. in Computer and Communication Engineering.

The NDU Shouf Campus may be seen as a recent manifestation of NDU's proposed expansion and growth. After establishing NDU as one of the leading universities in Lebanon, NDU's administration, guided by the needs of the Shouf and of neighboring communities, decided to start a new chapter in its history by founding a new campus in the Shouf district. This proposal was later approved by the Board of Trustees in its meeting of March 8, 2001.

In October 1992, NDU established graduate programs, recognized by the Lebanese Government, leading to the Master degrees. At present, NDU hosts 16 Master degree programs in different majors.

As of April 1994, NDU established the Faculty of Engineering and Architecture, and on October 5, 1996, the Lebanese Government issued a decree number 9278 granting the official recognition of the programs that lead to the Bachelor of Architecture and the Bachelor of Engineering in Civil Engineering, Computer Engineering, Electrical Engineering, and Mechanical Engineering.

As of the Spring of 2000, NDU established the Faculty of Architecture, Art and Design, and the Faculty of Political Science, Public Administration and Diplomacy, recently called Faculty of Law and Political Science. Subsequently, the Faculty of Engineering and Architecture simply became the Faculty of Engineering.

In March 2008, the Faculty of Nursing and Health Sciences was recognized by the Ministry of Education, with three majors.



# VISION, VALUES AND MISSION

## Introduction

Over the past 20 years, NDU has renewed itself periodically as it has adapted to the changing nature of higher education, the changing demands of society, and the expanding knowledge base of the modern era. By directing scarce resources to targeted areas of opportunity, NDU has been able to build up and support excellence in a number of selected fields and programs, aiming to become one among the truly distinguished modern universities in the region.

For NDU to ensure its stature as one of a small number of genuinely outstanding universities throughout the Middle East in the 21st century, the University must establish and project a clear institutional identity, and it must strategically deploy its considerable yet limited resources to achieve excellence in every academic program it chooses to offer. In doing so, NDU will need to guard against a leveling effect that could diminish the stature of its best faculties and departments; instead, it must either bring those programs that do not yet meet its high standards up to acceptable levels of excellence, or reconsider their role or existence.

Because it is vital that NDU clearly define its mission and strategic goals according to its Maronite culture and heritage, this strategic plan, Redefining Excellence in Higher Education 2012, has as its foundation the University's vision and core values for academic excellence.

## Our Vision

NDU's vision is to become the choice Catholic University in Lebanon, furnishing students with the finest faculty and comprehensive curriculum in the Maronite tradition.

## Our Core Values

NDU is determined to put into practice core values that respect the humanity and the dignity of the individual, to him/her on the life path of learning, and allow the individual to discover our attributes through cooperation while we search for truth, for individual empowerment, and for the enhancement of the world around us.

As a Catholic University in the Maronite tradition, we dedicate ourselves to the following core values and to making them live and thrive at NDU: faith, excellence, scholarship, freedom, integrity, service, diversity, empathy, tolerance, respect, and learning for life.

## The Mission

In 2007, the University Accreditation Committee perpetuated the work begun by the University Strategic Planning Steering Committee which, in October 2006, proposed the revised University mission statement

based on the one developed by the Founders of NDU and its central administration, and approved by the Board of Trustees on November 15, 1987.

The resulting statement of our mission is as follows:

Founded in 1987, NDU is a Lebanese non-profit Catholic institution of higher education which adopts the American system of education and is dedicated to academic excellence. Inspired by the cultural and spiritual heritage of the Maronite Mariamite Order:

**As a Catholic institution inspired by the cultural and spiritual heritage of the Maronite Order of the Holy Virgin Mary, NDU seeks to provide comprehensive quality education that fosters excellence in scholarship, lifelong learning, enlightened citizenship, human solidarity, moral integrity, and belief in God. In designing its curricula, NDU is committed to the philosophy and standards of the American model of liberal arts education. Conceiving itself as an authentic academic community, NDU promotes diversity, respect for human dignity and rights, and concern for the common good. Its profound aspiration is to prepare its students to be future leaders who can exercise reason upon knowledge and shape a world of truth, justice, love, and freedom.**

NDU, as a comprehensive Catholic University, is committed to the following concepts:

1. NDU is dedicated to the advancement of knowledge for its own sake. It views the unencumbered pursuit of knowledge as a condition for the betterment of humanity and seeks to weave the research part of its mission into nearly all of its programs and activities. The interconnections between teaching and research are of special importance, and NDU is similar to its competitors in that it adopts the philosophy that teaching and research are bound together inseparably.
2. NDU expects all faculty members to be effective teachers and productive scholars and regards the two qualities as being inseparable. Effective teaching over time cannot be maintained in the absence of productive scholarship; otherwise, the first-rate classroom performance of today will most likely deteriorate over time.
3. NDU as a Lebanese Catholic University is committed to offering its students quality and affordable education with the most widespread exposure to diversity. Therefore, NDU makes every effort to attract minorities, women, and the underprivileged to fields in which they are underrepresented.
4. NDU realizes that a sound education in the liberal arts is essential to undergraduate education and therefore, to its mission. In addition, its professional education, with its liberal arts foundation, stresses human growth and enrichment.

5. The University, owing to its countless national and international associations and partnerships, is committed to remaining highly integrated in the global environment, reaping the benefits of a diverse University community and incorporating international content into its curricula. In order to provide premium education for its students, it is an active participant in the local, national and international arenas.
6. As a university degree has become essential for so many and as more and more individuals are demanding lifelong learning, NDU aspires to become one of the distinctive comprehensive universities in the Middle East playing a fundamental role in graduate and professional education. As postgraduate education is becoming indispensable in today's world, NDU can play a vital role in providing more opportunities for such an education in Lebanon.
7. In accordance with its teaching and research mission, NDU is dedicated to strengthening the wellbeing and welfare of the Lebanese by offering numerous service programs. These include cultural promotion, economic development, and community service, such as those organized and supervised by NDU's Office of Student Affairs. Another major contributor to social activities is the University's Office of Research under the direction of the Vice President for Sponsored Research and Development. This Office plays a distinctive role in supporting socially responsible research and development projects of national and international interest. It is a role nurtured and supported by the Board of Trustees (BOT).

## Notice of Non-Discriminatory Policy

Guided by Vatican II's Declaration on Religious Liberty *Dignitatis Humanae*, n.2 AAS 58 (1966), NDU does not discriminate against those who have other religious affiliations. However, "Catholic Teaching and Discipline are to influence all university activities." (Apostolic Constitution of the Supreme Pontiff, John Paul II, on Catholic Universities BI). NDU complies with all applicable nondiscrimination laws and does not engage in prohibited discrimination on the basis of race, color, nationality or ethnic origin, sex, age, or disability.



# FACULTY RIGHTS AND RESPONSIBILITIES

## Academic Freedom

It is the responsibility of every faculty member at Notre Dame University (NDU) to practice the right, and the duty, to get engaged as a scholar in the search for the truth. It is within the Catholic, Maronite tradition of NDU to encourage every instructor to be involved in activities related to teaching and research, and to support all students in putting into practice their personal experience with knowledge at the undergraduate and graduate levels of education.

## Freedom of Expression

The University faculty member is entitled to the freedom of expressing himself as part of the academic process. Accordingly instructors are entitled to the freedom of speaking and writing as responsible intellectual citizens contributing to the development of students and the community. As university faculty members their performance should be characterized by accuracy, objectivity, critical thinking and analysis, as well as by respect for others' opinions.

## University benefits and facilities

The University faculty members are entitled to draw on academic, intellectual, and moral benefits provided by the University for its internal and external community. They are also entitled to make use of every educational facility whether electronically or in a printing matter, or otherwise. Laboratories and conference halls are at the disposal of every single faculty member in order to better facilitate his/her better total productivity and on-going performance.

## Teaching Responsibilities

### Within the Classroom

- Demonstrating the ability to teach;
- Contributing in the educational process;
- Participating in the creation of an atmosphere favorable to suitable general and particular education.

### Outside the Classroom

- Preparing regularly written and oral daily lectures and presentations;
- Reviewing student term papers, reports, projects, and theses, when and if required at the graduate level;
- Keeping contact with the his/her student advisees during office hours;
- Keeping up-to-date with the curriculum and academic requirements of their teaching courses.
- Abiding by academic rules and regulations related to advising, course schedules, student attendance, examinations, and the grading system.
- Respecting deadlines for all academic and non-academic activities.

## Research Responsibilities

Faculty members, who would like to benefit from the privilege of promotion, according to the University Bylaws, are expected to get involved in research and publication. This involvement could be summarized, every six years, in a minimum of three refereed articles, or in publishing a book in the field of specialization, or in an equivalent evidence of research or creativity performance.

## University Service Responsibilities

- Participating in university committees meetings, club meetings, commencements, and other faculty activities on campus;
- Offering academic and intellectual services, where and when possible, to the university student body, and the larger university community;
- Becoming involved in the total campus life at the social and cultural levels.

## Faculty Dress Code

Faculty members are expected to dress appropriately for an academic setting. Clothes should be neat, decent and not provocative. It is hoped that reasonable suggestions by the Faculty Deans and other Administrators with respect to what constitutes appropriate dress will be accepted by faculty members.

## Faculty Members' Work Load

### I. FACULTY MEMBERS' WORK LOAD

Although full-time faculty members do not have set working hours, they shall carry the following work load per semester during the academic year.

#### 1. Lab Instructor

The Lab Instructor job description is designed by the Department/Faculty. He/She is to perform duties as deemed by the Department/Faculty needs.

#### 2. Instructor

Any person appointed as a full time faculty member in the rank of Instructor shall teach fifteen credits per semester, and shall have at least one office hour per week for each three-credits of his/her teaching load, and shall be available for committee services and for other university involvements.

#### 3. Lecturer

Any person appointed as a full time faculty member in the rank of Lecturer shall teach twelve credits per semester and shall have at least one office hour per week for each three credits of his/her

teaching load. In addition, he/she shall actively participate in significant professional activities and curriculum development, and shall be available for committee services and for other university involvements.

#### **4. Senior Lecturer**

Any person appointed as a full time faculty member in the rank of Senior Lecturer shall teach twelve credits per semester, and shall have at least one office hour per week for each three credits of his/her teaching load. In addition, he/she shall actively participate in significant professional activities and curriculum development, and shall be available for committee services and other university involvements.

#### **5. Assistant Professor**

Any person appointed as a full time faculty member in the rank of Assistant Professor shall teach twelve credits in one semester and nine in another semester of the same academic year, and shall have at least one office hour per week for each three credits of his/her teaching load. In addition, he/she shall actively be involved in research, publication, and/or curriculum development, and shall be available for committee services and other university involvements.

#### **6. Associate Professor**

Any person appointed as a full time faculty member in the rank of Associate Professor shall teach nine credits in one semester, and nine credits in another semester of the same year, and shall have at least one office hour per week for each three credits of his/her teaching load. In addition, he/she shall actively continue to be involved in research, publication, and/or creative work, and curriculum development, and shall be available for committee services and other university involvements.

#### **7. Professor**

Any person appointed as a full time faculty member in the rank of Professor shall teach nine credits in one semester and six credits in another semester of the same academic year, and shall have at least one office hour per week for each three credits of his/her teaching load. In addition, he/she shall actively continue to be involved in research, publication, and/or creative work, and curriculum development, and shall be available for committee services and other university involvements.

### **II. TEACHING OVERLOAD**

Upon availability and need, and upon the recommendations of the concerned Department Chairperson, Dean, and VP for Academic Affairs, and upon the approval of the President, a full-time faculty member having neither an administrative post nor a teaching release time may be assigned at most 1-5 credit(s) per semester in teaching overload at the University, provided that this teaching does not adversely influence the overall performance of the faculty member concerned, and the academic standing of the department concerned. However, it shall be understood that within a time period of 3 years each Faculty shall have no more than 1% of its total number of credits registered given for full-time faculty members as overload.

### **III. RESEARCH RELEASE TIME**

A full-time faculty member may be eligible for release time from his/her regular teaching load equivalent to a 3-credit course per semester with regular pay. This release time shall be granted by the President to a full-time faculty member in the light of the seriousness, originality, and relevancy of his/her research project, and upon the recommendations of the concerned Department chairperson, Dean, University Research Board (URB) and VP for Academic Affairs. By the end of semester, the full-time faculty member shall submit a written report along with all supporting documents concerning his/her progress in the research project for possible renewal. If approved, this release time shall continue for one extra semester only. For renewal, beyond the year, a new application shall be submitted by the Faculty member for consideration. All submitted proposals shall be documented and filed in the URB archives. Such proposals shall be submitted on a regular basis at the beginning of each semester for consideration. Through its research centers, the URB shall also seek partnerships for the approved research projects, if any, or for some financial support from a grant, if any, in addition to the release time or in its place, as deemed necessary according to the circumstances.

### **IV. TEACHING ASSIGNMENT FOR ADMINISTRATIVE OFFICERS**

- A.** Except for the University Vice-Presidents, every administrative officer initially appointed as a full-time faculty member shall be required to teach one 3-credit course per semester, excluding the summer session, as part of his/her regular duties. However, with regards to a Department chairperson, he/she shall be released from one 3-credit course per semester, from his/her regular teaching load.
- B.** Administrative officers shall not be engaged in any summer teaching, and shall never be assigned credits in teaching overload.
- C.** Administrative officers and other University employees not initially appointed as full-time faculty members but what are qualified to teach shall not be allowed to have a teaching assignment within their University daily work schedule; that is, from 8:00 a.m. to 4:00 p.m. during any regular semester, and from 8:00 a.m. to 2:00 p.m. during the summer session. However, they may have a teaching assignment after 4:00 p.m. only for regular semesters and after 2:00 p.m. for the summer session, if any. Under these conditions and upon justifiable need, the teaching assignment shall not exceed 3 credits per semester or per the summer session.

### **V. MULTIPLE POSITIONS**

Under no circumstances may a full-time faculty member hold another full-time job beside his/her full-time job at the University. However, upon the recommendations of the concerned Department Chairperson, Dean, and the VP for Academic Affairs, the President may grant a full-time faculty member the permission to have a part-time work outside the University provided it does not exceed 3 hours per week per semester. The violation of these employment conditions shall be considered a breach of contract and shall give the University the right to consider the concerned full-time faculty member's contract with the University to be immediately terminated.

# FACULTY ATTENDANCE EXPECTATIONS

## Faculty Attendance Expectations

It is expected that faculty members attend all their classes, laboratory sessions, and office hours. It is hoped that faculty members be present in the classroom a couple of minutes before time so as to start the session on time. Faculty members are kindly requested to implement the Student Attendance Policy.

## Students' Attendance Policy

Students should attend all classes and laboratory sessions on time. A pattern of absences, whether authorized or not, and even below the maximum number (specified below), may alter their grade substantially. The SAO alone authorizes absences. No absence absolves a student from the responsibility of acting upon the material presented during his/her absence. The maximum number of absences for classes that meet on MWF is six; the maximum number for classes that meet on TTH and in the summer is four (or two hours per credit course). Any student whose absences exceed the maximum limits shall automatically fail the course unless the student withdraws.



# ETHICAL CONDUCT POLICY

## Policy Statement

NDU expects all executive officers, faculty, staff, student employees, and others, when acting on behalf of the University, to maintain the highest standard of ethical conduct.

The University's commitment to the highest standard of ethical conduct is an integral part of its mission in order to foster -

- One. **Initiative.**
- Two. **Integrity.**
- Three. **Excellence.**
- Four. **Responsibility.**
- Five. **Collegiality.**
- Six. **Moral and physical self-discipline.**

This level of ethical conduct is expected in an environment of academic, civil and professional stewardship.

## Reason for Policy

The University's commitment to this ethical conduct upholds the reputation of the University both on the national and international level, and encourages compliance with applicable University Bylaws and other policies, rules and regulations.

## Related Conduct

In order to implement the Ethical Conduct Policy NDU personnel should avoid any behavior that could lead to abuse of power, conflict of commitment, conflict of interest, financial irregularity, fraud, kickback and misconduct. Executive officers, faculty, staff, student employees and others should encourage an environment at the University that supports the highest level of integrity as an integral part of the University's goals of attracting quality students and faculty members.

## Definitions

**Abuse of Power:** Wrongful use of a position of authority to influence employees, students, colleagues, or volunteers.

**Collegiality:** The quality of being marked and characterized by equal sharing of authority.

**Conflict of Commitment:** A situation in which an employee's external employment interferes with his/her performance at the University.

**Conflict of Interest:** A situation in which an individual or any of his/her family members has a financial interest that might interfere with the individual independence and objectivity of judgment in the discharge of responsibilities to the University.

**Discipline:** The training or pattern of behavior that corrects, molds, or perfects the mental faculties and moral character.

**Conduct:** The discipline dealing with what is good or bad and with moral duty and obligation as determined by a set of values and moral principles.

**Excellence:** The quality of being eminently good and of proving an outstanding high level of conduct and moral obligation.

**Financial Irregularity:** A misstatement, omission or failure to disclose information related to the university.

**Fraud:** An act of misrepresentation, dishonesty, trickery or suppression of truth.

**Kickback:** A payment made to obtain a contract or favorable treatment in connection with one.

**Misconduct:** Any practice that seriously deviates from behavior commonly accepted as proper, such as cheating, falsification, fabrication and plagiarism.

**Responsibility:** The quality or state of being accountable and reliable at the moral, legal or mental level.

**Stewardship:** The management of tangible and intangible assets of the university.

## Procedures

1. Reporting a violation: Any person aware of a violation of this policy is expected to report it and will be protected after discussing it with the immediate supervisor.
2. The identity of individuals reporting the violations will be protected within legal limits. Individuals who take retaliatory action will be subject to discipline, up to and including discharge.
3. Enforcement: Disciplinary measures may be taken in accordance with applicable regulations, by any one of the following appropriate officers:
  - immediate supervisor.
  - department chair.
  - Dean of Faculty.
  - relevant Vice President.
  - responsible University office.

## Actions Taken

1. Individuals who violate the Ethical Conduct Policy will be subject to discipline up to, and including, discharge.
2. Individuals who take retaliatory action will be subject to discipline up to, and including, discharge.

# ACADEMIC YEAR AND HOLIDAYS

## Academic Year Structure

The academic year shall start October 1st and shall end September 30th. It shall consist of two regular semesters (Fall and Spring), and the summer session. Exclusive of vacations and holidays, each regular semester shall consist of 75 days (over a time period of 15 weeks<sup>1</sup>) of actual classroom instructions, exams (including quizzes, test, etc.), and for unaccounted events, and 8 days for reading periods and final examinations. Exclusive of vacations and holidays, the summer session shall consist of 30 days (over a time period of 6 weeks) of actual classroom instructions, quizzes, tests, and exams, and for unaccounted events, and 4 days for reading periods and final examinations.

## Summer Break

The summer break of a full-time faculty member shall start the third working day immediately following his/her submission of the final grades of all of his/her classes and shall last until the third Monday of September of the same academic year. However, it shall be understood that every full-time faculty member shall be required to participate in Commencement Day. In addition, a full-time faculty member may be required to assist in the University entrance examinations or registration if notified in writing by his/her Dean not later than the end of the spring semester. However, the summer break for a full-time faculty member teaching in the summer session shall start the third working day immediately following his/her submission of the final grades of all of his/her classes, and shall last until the third Monday of September of the same academic year.



<sup>1</sup> Each week in a semester/the summer session consists of 5 working days: Monday through Friday.

# FACULTY STATURE

## A- Stature as a Teacher and educator

(Teaching and Curricular Development)

Course and curricular activities (i.e., development of new relevant courses or programs of study, improvement of existing course or programs of study).

- Development of innovative pedagogy and effective teaching techniques at various levels of the teaching-learning process.
- Concern for the student academic development and educational growth.
- Supervision of pedagogical projects.
- Reviewing and evaluation of text.
- Academic documents and reports.
- Years of service as a teacher at the University level.
- ...

## B- Stature as Scholar (Research and Publications)

- Publications of research or scholarly articles published in refereed journals and symposia.
- Publications of chapter(s) in a research bulletin or the like.
- Publication of books or textbooks.
- Supervision of MS/MA theses and/or Ph.D. dissertations.
- Editorship of research journals.
- Refereeing scholarly work.
- Creative productivity.
- ...

## C- Professional Activities

- Presentations of scholarly papers at regional, national and/or international meetings.
- Organization of scholarly conferences, workshops, seminars, and/or exhibitions.
- Positions as participants or as chairpersons of panel at regional, national and/or international meetings, conferences, workshops, and seminars.
- ...

## D- Administrative Assignments and University Services

- Administrative assignments.
- Departmental, Faculty and University committee work.
- Student services (i.e. proctoring, grading, guidance, advisement, registration, orientation, etc.)
- Professional rapport with students and colleagues.
- University extra-curricula activities.
- University services.
- ...

## E- Professional Recognition

- Academic reputation of the candidate outside his/her own University community.
- Professional listings, awards, prizes, honors, etc.
- Office-holding in professional, regional, national, and/or international associations.



# FACULTY REAPPOINTMENT, PROMOTION AND/OR TENURE

## I. General Requirements

This policy will be used to evaluate a full-time faculty member applying for:

(a) Re-appointment (b) Promotion (c) Tenure<sup>2</sup>

Reappointment of a full-time faculty member shall not be granted automatically upon completion of the terms of the contract, but shall be based on satisfactory performance in the three related categories above as assessed and determined by the Department Chairperson, DPC, FPC, Faculty Dean, UFPC, VP/AA, and the President.

Also, promotion and/or tenure of a full-time faculty member shall not be awarded automatically, upon completion of the minimum six-years of continuous service at NDU.

Each successive evaluation for either reappointment or promotion from one rank to the next higher rank shall be based upon new evidence of further advancement.

## II. The Categories

### 1. TEACHING AND CURRICULA DEVELOPMENT

This requirement indicates the stature of the faculty member as both a teacher and an educator. It shall include, but shall not be limited to

- Course and curricula activities, as may be demonstrated by the development of new relevant courses; proposing new programs of study; the improvement of existing courses; course portfolio evaluation; clearly stated course objectives; etc.
- Development and use of innovative pedagogy and effective teaching techniques at various levels of the teaching-learning process, as may be demonstrated by the candidate's rate of success over the years of service as a teacher at the University; by diversity, originality, size and level of courses taught; by departmental teaching evaluation, by student evaluation; by student performance in later sequential courses; by quality presentation; by efficient management of the class-time.

### 2. SCHOLARLY WORK

This requirement indicates the stature of a faculty member as a **scholar** and/or **artist**. It shall always include evidence of original research and creative work sufficient in both quality and quantity as appropriate to the related field, while taking into account that in some fields of study the corresponding quantity may be much lower than in some other fields of study.

#### 2.1. Research & Publications

This requirement is mainly requested from those candidates who are in the professorial ranks. However, any contribution to this category by candidates in the non-professorial ranks will be considered and evaluated in their favor. This sub-category shall include the publication of books, refereed articles, refereed conference papers, other related scholarly works, etc...

### 2.2. Creative Productivity

(2.2.a) This requirement shall include, but shall not be limited to

- The production or the creation of creative work of high distinction in painting, sculpture, design, architectural work, and other creative arts.
- The exhibition of a creative work of high distinction in museums, prestigious galleries, and the like.
- The staging, directing, or acting in musical, theatrical and dance productions and other performing arts.
- Creative writing (i.e., fiction, drama, poetry, art, design, architecture, etc.)

(2.2.b) The publication of reviews of performances in related prestigious journals or magazines

- Publications of reviews of exhibits or artistic displays or innovative design in related prestigious journals or magazines.
- Reviewing work in painting, sculpture, design, architecture, and other creative arts
- In-house publications of logos, post-cards, posters, slides, etc.

### 3. SERVICES

This requirement indicates the faculty member's dedication, commitment, and devotion to serve the University.

## III. Eligibility Requirements

1. For a faculty member to be eligible for promotion in the professorial ranks from one rank to the next higher rank, when there is a vacancy in the appropriate University quota requirement, he/she must:

- (1) have an appropriate Ph.D. degree or its equivalent.
- (2) have successfully completed at least 6 years of continuous full-time employment in the same professorial rank at NDU, unless he/she was initially credited with some years of services due to prior external full-time employment in the same rank in another accredited institution of higher education.
- (3) have shown clear of evidence deserving promotion.
- (4) be recommended by the President to the executive committee of the BOT, upon the completion of the evaluation process, and be approved by the executive committee of BOT.

Those who qualify for promotion and/or tenure, without meeting the quota requirement, must be placed on an orderly waiting list (*based on seniority, and higher scores*) housed in the Office of the VP/AA until the appropriate vacancy arises.

<sup>2</sup> A tenure appointment is open for consideration by the University upon the recommendation of the VP/AA to the President, who shall review it with the BOT for a final action.

2. For a faculty member to be eligible for promotion in the non-professorial ranking from one rank to the next higher rank, he/she must:

- (1) have successfully completed at least 6 continuous years of full-time services in the same non-professorial rank at NDU, unless he/she was initially credited with some years of services due to prior external full-time work in the same rank in another accredited institution of higher education.
- (2) have shown clear evidence deserving promotion.
- (3) be recommended by the Faculty, the VP/AA, and approved by the President.

## IV. Evaluation Process

In October of each year, the VP/AA shall ask each Faculty Dean to begin the consideration of file applications for re-appointment, promotion and/or tenure within his/her Faculty. The evaluation process shall consist of the following steps:

**Step 1:** The submission of the file by the faculty member concerned to the Department Chairperson concerned. Immediately, the Department Chairperson shall include his/her evaluation and recommendation in the file, and thereafter convene the DPC for deliberation by the deadline set by the Faculty Dean.

**Step 2:** The DPC shall submit the file along with written evaluation and recommendation to the Dean concerned, including the vote distribution. In due time, the Dean shall convene the FPC for deliberation by the deadline set by the VP/AA.

**Step 3:** The Dean shall submit the file along with the following:

- the written evaluation and recommendation, including the vote distribution of the FPC,
- his/her written evaluation and recommendation to the VP/AA, *no later than the end of April of the same academic year.*

The files approved by the VP/AA of a faculty member shall be submitted to the UFPC, while non-approved files will be returned to the concerned faculty members.

**Step 4:** The UFPC shall forward the files of faculty members with its written evaluation and recommendation to the President for final action, *except for tenure, and promotion to Associate Professor and/or Professor.* In these latter cases, the files shall be submitted by the UFPC to the President for possible review by peer reviewers. Consequently, the files that receive positive assessment from the President shall be forwarded by the President to the Executive Committee of the BOT for final action.

**Step 5:** The President shall inform in writing the individuals concerned of the University's final decision not later than the end of May of the same academic year. Consequently, all approved applications for re-appointment, promotion and/or tenure shall be effective October 1 of the next academic year.

## V. The Academic File

The file of each full-time faculty member shall contain only material pertaining to the work of the faculty member as it relates to his/her academic status, and it shall be the only File to be used in decisions concerning the conditions of service of the full-time faculty member. Initially, the file shall include the following:

- File's table of contents
- Candidate's letter requesting re-appointment, promotion and/or tenure.
- Summary of all previous actions on re-appointment, promotion and/or tenure.
- An updated and detailed curriculum vitae.
- The candidate's self-evaluation report.
- Evidence on teaching and curriculum development.
- Evidence on research and publications.
- Evidence on creative productivity.
- Evidence on professional activities and professional listings, *if any.*
- Evidence on services and administrative assignments, *if any.*
- Evidence on all other relevant documents, *if any.*

# USE OF ORIGINAL TEXTBOOKS IN THE CLASSROOM

## Policy

1. The University does not allow photocopied textbooks in the classroom.
2. Each course should identify whether or not a textbook is necessary.
3. If a textbook is necessary then the student should bring with him the assigned textbook every time he/she is in the classroom or every time that it is by the instructor.

## Implementation

- This policy should be mentioned in the syllabus of each course.
- At the beginning of each semester the instructor is requested to remind his/her students of the Policy on Photocopied textbooks.
- Students with photocopied textbooks in a classroom are given one week's notice to use a printed copy.
- After the one-week notice students with photocopied textbooks are not accepted to be in the classroom.

Students who are not accepted in the classroom are reported as absent and the absence policy is applied to them for that particular course



# EXAMINATION AND PROCTORING POLICY

1. Proctoring of examinations, and assisting in proctoring, is part of the academic duties of every full-time faculty member (University Bylaws, Section 8.6). Part-time faculty members are requested to proctor their own examinations (University Bylaws, Section 9.14).
2. Proctors are expected to spend proctoring time strictly supervising the students throughout the duration of the examination. Proctors shall refrain from indulging in activities that could distract them from their duties and responsibilities during examination sessions.
3. **Proctors are expected to proctor exams in person. No delegation of such duties is allowed.**
4. Smoking during examination sessions is strictly forbidden. This applies to examinees and proctors alike.
5. Seating arrangements for examinations, if applicable, should be posted at least half an hour before each examination session. Each examinee should be certain of his/her seat number and examination room before proceeding to sit for the examination. Instructors should arrange seating to minimize possibility of cheating.
6. Proctors should ensure that students are seated in a manner which is consistent with taking an exam in order to ensure academic integrity.
7. The proctor shall request examinees to place their I.D. cards on their desks.
8. The head proctor shall fill a proctoring form listing the names and signatures of examinees and including his/her comments on the examination session. The proctoring form is to be returned to the Chairperson concerned at the end of the examination session.
9. **Exams should be error-free. At the beginning of the exam, a 5-minute grace period will be allowed for students to ask questions concerning possible errors. After this time, no questions will be permitted.**
10. If the examinee needs scratch paper, he/she shall simply raise his/her hand. All scratch paper provided to examinees must be signed by a proctor.
11. No paper other than the examination booklet and scratch paper signed by a proctor may be used, unless the exam is "Open Notes".
12. Question sheets of examinations together with all scratch paper provided to examinees must be collected with the answer booklets at the end of the examination session.
  13. No communication of any kind between examinees is permitted during an examination. The borrowing of any items, including pens, rulers, erasers, tissue papers, calculators and the like, is strictly forbidden.
  14. **Cellular phones are strictly forbidden inside the exam room.**
  15. **Using mobile earphones during exams sessions is strictly forbidden. Any earphones in exam halls shall be immediately confiscated.**
  16. Examinees are not permitted to read the examination questions before the proctor announces the start of the examination, or to continue writing after the proctor has announced the end of the examination.
  17. Neither books nor papers of any kind may be taken to a closed-book examination. In an open-book examination, the official textbook of the corresponding course is the only textbook that may be allowed.
  18. Once an examinee has entered an examination room, he/she is responsible for that examination or set of examinations. If the examinee leaves the room for any reason whatsoever, he/she will not be allowed to return to the examination room and will receive credit only for that part of the examination that was undertaken. In case of illness or dire need, a student may be allowed to leave the room with a proctor, if one is available. The student will be allowed to continue the exam without additional time being added.
  19. **When the proctor announces the end of the examination, each examinee should stop writing and should place the answer booklet, with the question sheet and all scratch paper inside, face down at the edge of the table next to the passageway. Examinees should remain seated until all examination booklets are collected and they are told to leave the examination room.**
  20. If the examinee finishes before the end of the time allocated for the examination, he/she should not start a following examination until told to do so. If there is no following examination, the examinee may leave the examination room after handing the answer booklet to a proctor. The examinee may not talk to any other examinee or proctor on his/her way out of the examination room.
  21. In examination sessions including examinees from two or more courses offered by one Faculty and including many proctors of that Faculty, or from courses offered by different Faculties and including many proctors of these Faculties, all proctors have the same prerogatives.
  22. All examinees have the duty to strictly abide by the regulations mentioned above.
  23. All proctors have the duty to strictly apply the regulations mentioned above.

## Final Grades

After being approved by both the Department Chairperson and Faculty Dean concerned, the final grades of a course offered during a given semester or the summer session must be submitted to the Office of the Registrar within 72 hours from the schedule date of the final examination of that course. Carbon copies of these grades must be left at both the Department and Faculty concerned. Immediately thereafter, the Office of the Registrar shall post a carbon copy of these grades and shall mail to all students their semester or summer session final grades.

# STUDY OF FACULTY MEMBERS AND DEPENDANTS

- Full-time faculty members may take one course per semester, with no tuition charge, regardless of whether the course taken is within their area of specialty or not at NDU.
- Spouses i.e. the husband or the wife of full-time faculty members may benefit from a similar service.
- Children of full-time faculty members studying at NDU are not charged any tuition fee. They may pursue their higher education, for free, in any program or for any degree offered at the University up to MA/MS.
- Those who enjoy similar benefits from other sources are denied the total coverage.



# SABBATICAL LEAVE AND ACADEMIC DEVELOPMENT LEAVE

## Sabbatical Leave

- A.** Full-time faculty members of the rank of Assistant Professor or higher shall be eligible for a sabbatical leave with full pay for one full academic year after successfully completing six academic years of continuous full-time service at the University. The sabbatical leave shall be spent on research projects or other related academic matters. This leave shall not adversely affect the academic and administrative work of the Faculty concerned or the University.
- B.** Upon the recommendations of the concerned Department Chairperson, Dean, BOD, VP/AA, the President may grant a sabbatical leave which shall be awarded to a faculty member in the light of
- Relevancy and importance of the project
  - Seniority within rank
  - Accomplishments of the faculty member
  - Services of the faculty member to the University
  - Personnel availability
  - Budget availability.
- Applications for sabbatical leave shall be submitted to the VP/AA for consideration at least 6 months prior to the leave.
- C.** The sabbatical leave shall be considered as equivalent to actual service at the University as far as continuity of work, tenure, seniority, salary increase, fringe benefits, and promotion are concerned.
- D.** Upon return from the sabbatical leave, the full-time faculty member shall submit a written report along with all supporting documents concerning his/her activities to the concerned Dean and VP/AA, for assessment.
- E.** A full-time faculty member who has been granted a sabbatical leave shall return to the University for at least one academic year immediately after finishing his/her sabbatical leave. Otherwise, the University shall have the right to charge him/her the full amount of money paid for his/her sabbatical leave.
- F.** A full-time faculty member who has been granted a sabbatical leave shall be able to apply for an Academic Development Leave only after spending successfully three years of continuous service at the University since returning from the Sabbatical Leave.

## Academic Development Leave

- A.** A full-time faculty member may be eligible for an academic development leave with half-pay for a maximum of one academic year, renewable once, after the successful completion of at least six academic years of continuous full-time service at the University. The leave shall be awarded to a faculty member in the light of:
- University needs
  - Seniority within rank
  - Accomplishments of the faculty member
  - Services of the faculty member to the University
  - Personnel availability
  - Budget availability.
- The leave shall be spent on teaching renewal, writing of a Ph.D. dissertation or pursuing another graduate degree as approved by the VP/AA and the President. This leave shall positively contribute to the academic development of both the University and the full-time faculty member. Applications for an Academic Development Leave shall be submitted to the VP/AA for consideration at least 6 months prior to the leave.
- B.** Upon the recommendations of the concerned Department Chairperson, Dean, BOD and VP/AA, the President may grant an Academic Development leave for the full-time faculty member concerned.
- C.** The sabbatical leave shall be considered as equivalent to actual service at the University as far as continuity of employment, tenure, seniority, salary increase, fringe benefits, and promotion are concerned.
- D.** Upon return from the sabbatical leave, the full-time faculty member shall submit a written report along with all supporting documents concerning his/her activities to the concerned Department Chairperson, Dean, and VP/AA for assessment.
- E.** A full-time faculty member who has been granted an Academic Development Leave shall return to the University for at least one academic year immediately after finishing this sabbatical leave. Otherwise, the University shall have the right to charge him/her the full amount of money paid for his/her academic development leave.

## Leave of Absence Without Pay

- A. A full-time faculty member may be eligible for leave of absence without pay for a maximum of one full academic year, renewable once, after the completion of at least three academic years of successful continuous full-time service at the University. The leave shall not adversely affect the academic and administrative work of the Faculty. Applications for a leave of absence without pay shall be submitted to the VP/AA at least six months prior to the leave.
- B. Upon the recommendations of the concerned Department Chairperson, Dean, BOD and VP/AA, the President may grant a leave of absence without pay for the full-time faculty member concerned. The leave shall not be considered as equivalent to actual service at the University as far as continuity of work, tenure, seniority, salary increase, fringe benefits, promotion, sabbatical leave, and academic development leave are concerned.
- C. A full-time faculty member who is on leave of absence without pay must inform his/her respective Dean, in writing, of his/her decision to return on time to his/her full-time position at the University not later than May 1st of the same academic year. Otherwise, he/she may lose his/her full-time position at the University.

## Maternity Leave

A full-time faculty member who is an expectant mother shall be eligible for full pay of maternity leave for the period determined by the Lebanese Government.

## Sick Leave

Normally, a full-time faculty member shall be eligible for a paid sick leave of 10 working days per academic year. Any class lost and made up by a full-time faculty member shall not count as **sick day**. A leave of more than 5 working days must be verified by a medical report, and must be reported in writing by the Faculty Dean to the VP/AA.

## Disability Leave

A full-time faculty member who is partially or permanently disabled due to illness, accident, or injury shall be protected by the provisions of the disability insurance plan that he/she is associated with through the University.

## Compassionate Leave

Upon notifying the concerned Dean, the faculty member may be eligible for a compassionate leave, due to family reason, as approved by the President upon the recommendations of the concerned Dean and the VP/AA.



# FACULTY SERVICES

## Counseling Services

The well-being of individuals is not limited to physical health but includes physical, physical, mental, and emotional health. At NDU, counselors are available to serve and help students. This service is rendered with care, respect, and confidentiality. Assistance is available for a variety of concerns which include, but are not limited to, the following:

- overall stress and anxiety;
- crisis intervention for individuals facing traumatic stress;
- problems related to eating disorders;
- concerns related to addiction (drugs, alcohol, etc.);
- personal issues;
- relationship problems;
- chronic illness;
- sadness and depression;
- difficulty adjusting to new situations;
- grief and bereavement counseling.

Find out more about this service at the Medical House or by contacting ext: 2049 or 09/208809, or [infirmary@ndu.edu.lb](mailto:infirmary@ndu.edu.lb).

## Health Services

NDU provides all its students with a variety of health services at the NDU Medical House located at the Student Affairs Office in collaboration with “Centre de Biologie Moleculaire et Polyvalente – BMP” in Adonis.

- a. The following tests are mandatory for all new students before registration period:
- Blood cell count;
  - Blood grouping;
  - P.P.D.;
  - Serology HIV;
  - Hepatitis B;
  - Hepatitis C;
  - Chest X-ray.
  - Tuberculosis test.

All these tests will be administered at the NDU Medical House for a fee of LBP 205,000 to be paid in advance at Byblos Bank or Bank of Beirut. This fee will also allow students to benefit from other services provided at the Medical House. Any student who is readmitted at NDU after 2 semesters of absentia will have to undergo the same procedure again.

- b. In addition to the chest X ray, the NDU Medical House offers radiology X-ray services for emergency fractures. Students pay 80% of the medical expenses upon receiving the services, which is equivalent to what they claim from the NSSF.
- c. The “Centre de Biologie Moleculaire et Polyvalente – BMP” provides technicians to administer the various tests and examinations between 8:00 and 16:00 daily at the NDU Medical House.
- d. NDU reserves the right to request random blood-tests from any student to test for drug use or for any other medical reason.

The University physician is available **daily** (M-F) from 12:00 to 14:00 at the Medical House and is on call for any help and for free consultations 24/7 free of charge.

The University nurse is available on a daily basis from 8:00 to 16:00.

Serious cases are sent to the nearest hospital.

All students with medical ailments have to contact the NDU physician for validation within 48 hours of their sickness/injury. **No medical excuses will be accepted at NDU unless validated by the NDU physician.**

## Athletic Services

NDU’s athletics programs are designed to offer students the opportunity to fully develop their physical potential and competitive spirit while engaging in a sports activity for fun and for health reasons.

NDU’s Sports Office provides a wide range of sports activities including: basketball, volleyball, Judo, Taekwondo, Aikido, physical fitness, body building, tennis, swimming, soccer, handball, rugby, track and field, water-polo, table tennis, chess, etc.

NDU’s athletic teams are trained by qualified coaches and participate in local, regional, and overseas tournaments earning recognition for themselves and the University.

A multipurpose gym for fitness, martial arts, body building, and dancing is situated under the tennis courts. For more information please contact ext.: 2563 or [sportdep@ndu.edu.lb](mailto:sportdep@ndu.edu.lb)

# CAMPUS MINISTRY

NDU believes that the spiritual dimension of human development is the most important one. The Campus Ministry is staffed by four chaplains from the Maronite Maronite Order assigned to the NDU community.

The strength of the Campus Ministry presence comes from the many special programs it offers:

- For pastoral guidance, the chaplains are available to students, faculty and staff in response to requests for pastoral guidance and support. The loss of a loved one or any similar traumatic and troubling event may occasion a need for the services of a chaplain.
- The Spiritual Family is actively engaged in promoting religious awareness. Prayer groups and gospel discussions are held on a weekly basis. Guest lectures are scheduled every semester.
- Twice yearly the Campus Ministry sponsors a whole-day spiritual retreat for all faculty, staff, and students at one of the monasteries of the Maronite Order of the Holy Virgin Mary.
- If information regarding the death of a student, faculty or staff member is given to the Campus Ministry, a requiem Mass is conducted in the presence of their family.
- Religious services are celebrated daily at mid-day in the University Chapel, following the Liturgical Calendar.



# ACADEMIC SUPPORT SERVICES

## The University Libraries

The NDU Libraries strive to provide quality services by acquiring, organizing, preserving, and providing access to a variety of information resources. The libraries, thereby, support the University's mission to foster excellence in scholarship and lifelong learning, and to educate students to be future leaders who can exercise reason based upon knowledge.

The NDU Libraries consist of the Mariam and Youssef (Main) Library at the Zouk Mosbeh Campus, the NLC Library at the Barsa Campus, the Shouf Library at the Deir El-Kamar Campus and the Division of Continuing Education (DCE) Library at the Old Zouk Mosbeh Campus. The NDU Libraries are also responsible for maintaining and developing the research collections of the Council for Research in Values and Philosophy (CRVP) Library, the Center for Applied Research in Education (CARE) Library, the Marian Studies Center (MSC) Library, and the Lebanese Emigration Research Center (LERC) Library.

Recognizing that the Library is central to fulfilling the mission of the University, the NDU Libraries keep up-to-date with the latest publications relevant to the major programs of study through purchases and an active local and international gifts and exchange program. The Libraries welcome and encourage donations and institutional exchanges that support the University's academic programs and the scholarly, teaching, and research interests of the NDU community.

The Mariam and Youssef Library provides access to an expanding collection of core reference and circulating materials in print, manuscript, electronic, audio, visual, cartographic, and other appropriate formats. It also provides individual and group study space for more than 300 simultaneous users, an Information Commons with appropriate support and access to information and technology resources, and a classroom for Library instruction. The NLC Library, Shouf Library, and DCE Library provide access to a core collection of references, circulating materials, periodicals and electronic resources, in addition to providing space for quiet, individual study.

All NDU Libraries collections are searchable via WebView, the NDU Libraries web-enabled online public access catalog (OPAC), which is available from NDU's website (<http://www.ndu.edu.lb>).

The NDU Libraries are open to all users, however, only NDU faculty, students, staff, and alumni are currently granted borrowing privileges. NDU Libraries guests and visitors are allowed to access and use the library's resources within the confines of the library only. NDU Libraries materials may be requested and borrowed from any campus library, regardless of where they are housed.

The NDU Libraries are founding members of the Lebanese Academic Library Consortium (LALC) and the Lebanese Inter-library loan and Document delivery services Consortium (LIDS).

## Division of Computing Services

### VISION

The Division of Computing Services is committed to the strategic use of the information technology for the continual improvement of the operation of NDU.

### GOALS

We strive to support the essential educational, research, and administrative goals of NDU through the development and delivery of computing and communication services to the University's faculty, students, and staff.

### GOAL FOR FACULTY

Provide stronger links with faculty members in order to promote and facilitate their use of technology to support teaching and learning.

### EQUIPMENT AND FACILITIES

The administrative Computer Center is equipped with enterprise servers used for the Registrar, Library, and various Business and Administration applications, using the latest Data Base technologies.

For academic purposes, SUN and IBM Mini computers, Terminals, and X-Stations, operating under Unix, are used by Computer Science and Engineering students. A set of servers, operating under Unix, control the campus Internet and Intranet networks.

All Faculties have active computers running various platforms such as PC/Windows, PC/Linux, Sun/Solaris, and IBM/AIX. Unix workstations and Windows 2000 operating systems have transparent access to the Servers, and to one another through Network File System and Remote File System access.

The Main Campus Intranet is a fully interconnected, multimedia, multi-protocol infrastructure spanning well over 1 km of area networks and over 800 computers on the network. The new network is a routed, full duplex, fiber based, Gigabyte Ethernet backbone with Gigabyte Ethernet (1000 Mbps) links to all the major buildings. Network connection in offices and rooms are at 100 Mbps switched Ethernet.

A PowerPC and Macintosh network is connected to a variety of peripherals, and are available for Visual Arts students including: color laser printers, scanners and plotters.

Special classrooms are linked to the backbone network via communication lines and have local resources to allow the instructor an indoor on-line demonstration with illustrative materials projected during class hours. Students are required to put into practice the theoretical concepts and gain working knowledge during regular laboratory sessions scheduled individually for each course.

### **FAAD ACADEMIC SUPPORT FACILITIES**

FAAD studios are designed to meet the various needs of Architecture, Art and Design programs. The studios are furnished with professional drafting tables and are appropriately equipped to provide support to all Architecture, Design and Fine Art courses.

### **MAC COMPUTER LABORATORY**

Graphic Design and Fashion Design students have access to the up-dated Mac Computer Laboratory and the latest softwares to facilitate their performance.

### **PHOTOGRAPHY LABORATORY**

The Photography Laboratory is a place where Architecture, Design, and Art students, as well as other disciplines at NDU, learn how to capture still images, develop, print, and experiment with the techniques of digital and analog photography. The studios are professionally designed and equipped with the latest technology and darkrooms for experimented analog prints to provide hands-on learning experience and optimal working conditions under the supervision of qualified instructors.

### **DOROTHY SALHAB KAZEMI - CERAMIC ATELIER**

This Ceramic Atelier is equipped with two kilns and several wheel tables. Students can enjoy manual work with clay (slab, coil building, throwing, etc), and clay enamels powder glazing. The Ceramic Atelier has a terrace, overlooking pine trees.

### **METAL AND WOOD WORKSHOP**

The Metal and Wood Workshop has the necessary tools that will help Architecture, Interior Design, Graphic Design, and Fashion Design students in the creative process of their works. Its main purpose is to create a tangible approach to the methodologies of teaching between the theoretical and applied.

### **SMART ROOMS**

Within FAAD premises, 23 classrooms are equipped with Active Boards Touch, and another 12 have LCD projectors.

### **ARCHITECTURE COMPUTER WORKSHOP**

Two Computer Workshops has been set up for the Architecture and Interior Design students; located within the Architecture studios. Both workshop are equipped with facilities, including 15 computers, an LCD projector and related projection screen. Each computer contains the latest versions of graphic software, in addition to Ecotect.

### **DESIGN COMPUTER WORKSHOP**

Two fully equipped computer workshops has been developed in proximity to the studios for Graphic Design and Fashion design students.

Both equipped with room facilities, including 19 G4 Mackintosh computers. Each computer contains the latest versions of graphic software.

### **FASHION DESIGN STUDIO**

The Fashion Design facilities consists of three studios, one studio with mannequins and large patternmaking tables, adjacent is a sewing studio with professional steam iron and sewing machines. Furthermore, a Mackintosh computer workshop is set-up to ensure a professional studio setting of digital illustration and patternmaking skills and hands-on execution. Students also have access to a catwalk installation and will produce fashion shows of their creations.

## **WRITING CENTER**

The Writing Center is a resource at the disposal of both undergraduate and graduate students to help them develop their writing skills. The Center exists to provide opportunities for students who feel that their written work for their University courses could be improved by offering one-on-one or small group tutoring in a positive atmosphere. Personnel at the Center believe that all students have the potential to acquire sufficient skills to function in an English-language environment. It is located in HA 114.

## **ENGINEERING LABORATORIES**

Engineering programs are supported by state-of-the-art laboratories that are open to all engineering students. These laboratories and workshops are managed by qualified and dedicated staff.

The Department of Civil and Environmental Engineering offers seven laboratory courses to cover the main topics in the fields of concrete and pavement design, environmental engineering, mechanics of materials, soil mechanics, hydraulics, field surveying, and engineering graphics.

The lab equipment is continuously upgraded and updated to ensure that our students are exposed to the most recent and advanced systems. The department also secures highly accurate and professional testing facilities such as spectrophotometry, strain gauging, triaxial testing, open and closed channel flow measurements, and total station application. Most of the lab facilities are connected to a data acquisition system. In addition, field equipment are available for in-situ testing, such as soil investigation, groundwater and surface water testing, and concrete quality control. Professional commercial testing as well as community services are also performed on a regular basis in the above areas.

The Electrical and Computer and Communication Engineering Department has several laboratories, which support teaching in the areas of communication systems, electronic circuit design, including microprocessors and programmable logic controllers, instrumentation, electric machines, power electronics, control systems, and digital signal processing. The laboratories are also used by students for executing their engineering project designs. The equipment is regularly updated to ensure that students are exposed to the best possible laboratory experience.

State-of-the-art laboratory equipments are being used in the Mechanical Engineering Department for

training purposes. The list includes: Large wind tunnel for aerodynamics testing, energy testing (solar systems, combustion, etc.), turbomachines testing (centrifugal pumps, fans, Pelton wheel, Francis turbine, etc.), air-conditioning testing (heating, cooling, refrigeration, etc.), Mechanical vibration testing and mechanical components and systems. A full workshop made of a set of machine-tools, including a CNC machine is used for student training and regular machining needs.

## SCIENCE LABORATORIES

### BIOLOGY LAB

The Biology Laboratory is equipped with many facilities, which support teaching and research across the biology curriculum. Disciplines supported include:

- Microbiology: Culture and analysis of viral, bacterial and parasitic species;
- Molecular biology: DNA purification, analysis, and manipulation, with preliminary PCR facilities for DNA amplification. Other available equipment such as an electroporator, promote research studies that require electrotransformation or transfection of cells;
- Cell culture: Preparation, culture and cryopreservation of animal cells;
- Plant biology: Plant cell culture and analysis;
- Histology: Histological assessment and histopathological examination of tissue samples.

Available equipment include microscopes (including a laser scanning microscope) and photomicrographic systems, biological safety cabinets, incubators, liquid nitrogen containers, diurnal growth chamber, autoclave, centrifuges, ovens, microtome, paraffin histoembedder, electrophoresis and blotting apparatus, thermal cycler (RT-PCR), chromatography systems, in addition to an animal house, green house, and herbatium facilities.

### CHEMISTRY LAB

The Chemistry Laboratory provides a wide variety of facilities to support chemistry students and faculty members' research and teaching. Students are introduced to the fundamental quantitative, organic, and food analysis experimental methods through experiments in:

- Chromatographic analysis of alcohol content in beverages;
- Determination of nutrients, vitamins, and minerals in foods;
- Properties of enzymes;
- Browning reactions in foods;
- Spectrophotometric determination of analytes in different sample types;
- Water analysis;
- Precipitation and complexation titrations.

In addition, an analytical unit houses a number of modern equipment such as UHPLC, GC/GCMS, FTIR, AA, etc., gas chromatograph, UV-visible spectrophotometers, digestion-distillation unit for nitrogen determination, solvent extraction apparatus, digital densimeter, electronic refractometer, pH meters, ion-selective electrodes, etc.

### GEOLOGY LAB

Geology Laboratory courses are held in the Sciences Lab building and are supported by a varied collection of rock-forming minerals, including silicates, carbonates, sulfates, fluorides, and oxides, as well as a core collection of igneous, sedimentary, and metamorphic rocks. Additional teaching support of sample specimens is provided by the Stone Wing Museum, which houses a rich collection of minerals and archaeological items from Lebanon.

### PHYSICS LAB

The Physics Laboratory at NDU is a state-of-the-art teaching laboratory, offering computer controlled data acquisition and analysis as well as interesting experiments covering a wide range of topics in physics. Experimental work goes hand in hand with the theoretical physics courses at NDU. The physics lab is well equipped to allow students perform experiments that will help them understand the physical phenomena covered in the classroom. In many cases, the experiments follow closely the lecture courses leading to a better understanding of the physics.

### MOUSSA AND FARID RAPHAEL OBSERVATORY

NDU has an on-campus observatory that contains a 60cm telescope equipped with a set of research-grade equipment consisting of CCD cameras, filters, and spectrograph. It is the most well-equipped observatory in the Arab countries and its telescope is the largest in the Arab Middle East. The observatory is made possible by a generous donation from His Excellency Ambassador Gilbert Chaghoury.

### METEOROLOGICAL STATION

The Department of Sciences houses a meteorological station that provides climatic data for the Keserwan area. This station is supported by the L.A.R.I. society.

### TUTORING CENTER

The tutoring center helps the students in remedial, freshman, and sophomore in math, biology, physics and computer science.

### RESEARCH CENTERS

The research centers welcome all students who are receiving financial aid and are interested in having experience in assisting researchers in their work and research projects. The centers include The Center for Applied Research in Education (CARE); The Digitization and Preservation Center for Manuscripts (DPC); The Lebanese Center for Societal Research (LCSR); The Lebanese Emigration Research Center (LERC); The Marian Studies Center for Research (MSC); and The Water, Energy, and Environmental Research Center (WEERC).

## DIVISION OF AUDIO VISUAL ARTS

The Division of Audio Visual Arts at NDU is a department that handles all academic and technical audio-video matters related to students majoring in communication arts, advertising, and music in order for them to execute their projects assisted by their academic instructors and professionals in the field.

The facilities include:

- Radio/TV Studio
- Acting Studio
- Computer/Music Lab
- Theater
- Issam Fares Conference Hall
- Pierre Abou Khater Auditorium
- Friends Hall
- Exhibition Hall
- Exam Halls
- NDU Choir Recording Unit.

All facilities are “high-tech” and fully equipped, and are at the service of students, staff, and faculty members. Besides handling all student-related matters, this department is responsible for all the activities that take place at NDU: conferences, lectures, exhibitions, and public and special events. All activities are taped and archived.

### SMART ROOMS

The DAVA has four Smart Rooms that are fully equipped with computer hardware and software, LCD projector, DVD and VHS players, and surround sound systems for film screenings.

### DVD LIBRARY

The DVD Library includes more than 1,500 DVDs (films, documentaries, series, and others). All members of the NDU community may check out these films.

## CAMPUS SUPPORT SERVICES

### DORMS ON CAMPUS

Arrangements for on-campus housing are made through the Campus Services Office. The accommodation is composed of three upper floors and a ground floor. The Residence is located 100 meters away from the campus, situated on the top of a small hill. The complex will accommodate up to 500 students, and it is divided into male, female and faculty member buildings. The ground floor houses the reception office, the kitchen, the TV room, and the study room, which is equipped with computers and connected with the internet. Accommodation at the dormitories is provided on a Semester basis.

However, students may withdraw at any time with a month's notice and request. All rooms

are fully furnished, air-conditioned, and equipped with individual bathrooms, common kitchenette in each flat, laundry room, common terrace, daily cleaning and 24-hour security.

Arrangements for on-campus housing (male/female) are made through the Student Facilities Office at the SAO.

### E-MAIL SERVICES

Notre Dame University supports the Exchange/Outlook email system and its Web interface for students. The email system is managed by the Division of Computing Services.

### CAFETERIA SERVICES

NDU Cafeteria is currently operated by FAKRA Catering. It is divided into two sections, a small one in the middle of the University premises, offering cold food and beverages, and the other part located at the end of the premises offering hot meals.

### General Rules:

- Opening hours: 7:00 a.m. till 7:00 p.m. during Fall and Spring semesters; 7:00 a.m. till 5:00 p.m. in Summer session.
- Playing cards and gambling are not allowed.
- Cigarettes and alcoholic beverages are not sold in the cafeteria.
- Smoking is not allowed except in designated areas.

### BOOKSTORE SERVICES

NDU Bookstore is operated by Antoine Bookshop. Textbooks and a selection of non-required books are available for the students. Service hours during Fall and Spring semesters are Monday to Friday from 8:00 a.m. to 5:00 p.m. and during Summer session from 8:00 a.m. to 3:00 p.m.

### CONFERENCE HALL SERVICES

Conferences and concerts are held at the Issam Fares Hall, which can seat 400 persons, and the new theater serves 650 persons.

### SPORTS FACILITIES

The University campus enjoys the most up-to-date and fully equipped courts for Tennis and Basketball. The plan of the Sports City, under construction, includes a gymnasium, a swimming pool, a football pitch, and a lake for water games and canoeing.

### PERFORMING ARTS CENTER

The two floors of the Performing Arts Center have just been inaugurated in the Issam Fares Conference Hall. This brand new facility accommodates 400 people and is fully equipped with sound and lighting facilities including the translation services in up to four languages at the same time. The theatre accommodates 650 people and is specially designed for theatrical and musical performances.

**FACULTY ASSESSMENT TOOLS:** please refer to [http://electra.ndu.edu.lb/administration/vp/faculty\\_assessment\\_tools.htm](http://electra.ndu.edu.lb/administration/vp/faculty_assessment_tools.htm)

# NON-SMOKING POLICY

## Rationale

Since the University is committed to protecting the health and well being of individuals on campus premises, and in view of the health hazard and safety risks associated with smoking and passive smoking, NDU-Louaize, in compliance with the Lebanese Law number 174, is committed to the following non-smoking policy.

## Policy

- 1- In accordance with the Non-Smoking Lebanese Law (# 174, Aug. 29th, 2011, Chapter 1, Article 1 "Enclosed Public Places"<sup>3</sup>), smoking is prohibited on all NDU campuses, within facilities, and in all NDU vehicles.
  - a. Smoking is not allowed in buildings, closed areas, and outdoor spaces.
  - b. Smoking is prohibited in all vehicles owned by or operated by the University.
- 2- The non-smoking policy applies to all members of the NDU community as well as all guests and visitors of the University.
- 3- No advertisements or sponsorship from any tobacco-related company are allowed on campus.

## Implementation

- 1- Some areas will temporarily be designated as "smoking areas", until September 1st, 2014. In the hope that smokers (faculty, staff, or students) will seek the needed help to quit smoking on campus. Appendix A shows a map of these temporary smoking designated areas.
- 2- It is the responsibility of all members of the University community to observe the non-smoking policy. All members are encouraged to report smoking violations to security personnel on campus, extension 2222 or 2252, or email: controlroom@ndu.edu.lb.
- 3- The security personnel on campus are in charge of monitoring the implementation of the policy among faculty members, staff members, students and visitors. Violators of the policy will be reported by the security personnel to the office of the VPAA (faculty members), the Office of Administration (staff members & visitors) or the SAO (students), as appropriate.
- 4- Violators of the policy will be subject to disciplinary actions that are part of the administrative record. Repeated offenses may culminate in expulsion from the University.



<sup>3</sup> Lebanese Law # 174, Aug. 29th, 2011, Chapter 1, Article 1, (Enclosed Public Places): "Are considered as well as enclosed public places, all institutions of health, education and sports with all their opened and enclosed annexes."

# PHONE USAGE POLICY

## Preamble

Part of the continued University effort to afford its administrators, faculty and staff the most support in their pursuit of University business and providing them with all the necessary and needed tools to ensure the fulfillment of their academic and professional responsibilities, within the parameters of available resources and the basic standards of the code of work ethics; the Office of Administration proposes the following draft of a policy to regulate the usage of phone services at NDU main campus and DCE.

All full time faculty and regular staff members have direct incoming phone number, with a voice mail system. University Officers and Administrators may be provided with access to International lines, based on need and for specific durations, upon the approval of the respective Vice President and in coordination with the VPA. Other specific needs of special phone access by any University member may be met through the existing approval mechanism by concerned Administrators in coordination with the VPA. For personal use, international phone cards are available upon request from the Guest House keeper, for a charge.

## Proposed Policy

Based on work needs and requirements, different University members should have different access to different phone services according to the following table:

Users	Land	Mobile	Land	Mobile	International
	Unlimited		7 minutes limit <sup>4</sup>		
President & VPs President's Office manager, Network Service Specialist, Director of Admission's.	Ok				Ok
Deans, Assistants to the President, Directors, Advisors to the President, Assistant VP, managers (University Officers and University Administrators)	Ok				
Chairpersons, full time faculty members, selected staff <sup>5</sup> , Guest house			Ok	Ok	
All other members				Ok	



<sup>4</sup> Note that NDU's current software phone system does NOT allow the enforcement of more than one "time limit", therefore, the 7 minutes time limit was agreed upon as a middle ground between the Full Time Faculty Members and different staff members.

<sup>5</sup> Selected staff is given limited outgoing access to mobile and land lines, after considering the nature of their work.

# MERIT REWARD POLICY

## Preamble

Faithful to its mission of encouraging excellence in the areas of teaching, research, self-development, creative activity, and service, Notre Dame University-Louaize (hereinafter called the University) shall introduce a Merit Reward Policy (MRP) as of the academic year 2008-2009.

## Objective

The objective of the present policy is to recognize academic merit by granting financial rewards to eligible full-time faculty members who, beyond fulfilling all their duties adequately, whether in teaching, research/creativity, self-development, or service, are excelling in some or all of these areas.

## Eligibility

Full-time faculty members with at least three years of continuous service at the University are eligible for merit evaluation and reward. Visiting professors, full-time researchers, part-time faculty members, and emeriti are non-eligible.

## Budget and Funds for Merit Reward

- a) The budget allocated for merit shall be divided into "merit rewards" of equal amounts.
- b) The number of merit rewards allocated to each Faculty shall be the following:
  - One merit reward for Faculties with 3 to 10 full-time faculty members.
  - Two merit rewards for Faculties with 11 to 20 full-time faculty members.
  - Three merit rewards for Faculties with 21 to 30 full-time faculty members.
  - Four merit rewards for Faculties with 31 to 40 full-time faculty members.
  - Five merit rewards for Faculties with 41 to 50 full-time faculty members.

The President shall have discretionary power to slightly amend these quotas in exceptional cases.

- c) The President shall establish the amount of one merit reward on a yearly basis, subject to the availability of funds, and shall accordingly announce the total budget for merit at the beginning of each academic year.

## Merit Evaluation Period

The evaluation and rewarding of merit shall cover performance over one academic year, except for the starting period, which shall cover performance over both the academic years 2007-2008 and 2008-2009.

## Merit Evaluation Plan

- a) Based on the recommendations of all departments, each Faculty shall set its own Merit Evaluation Plan (MEP), that includes the merit evaluation criteria, a quantitative method for computing the final merit score, and guidelines for distinguishing between "fulfilling their duties" and "excellence". To be considered for a merit reward, an eligible candidate must at least "fulfill their duties" in two categories and "excel" in one.
- b) The MEP of each faculty will be submitted to the VPAA for final approval.
- c) The merit evaluation criteria shall cover three separate categories: teaching; research/creativity or self-development; and service.
- d) The computation of the final merit score shall include the following general components:
  - The weight allocated to each category shall be:
    - i) For regular faculty in the professorial rank: 40% for teaching, 40% for research/creativity, 20% for service.
    - ii) For faculty in the professorial rank having received a substantial release from teaching for research assignments: 20% for teaching, 60% for research/creativity, 20% for service.
    - iii) For faculty in the professorial rank with significant service assignments (Faculty officers): 30% for teaching, 20% for research/creativity, 50% for service.
    - iv) For faculty in the non-professorial rank: 60% for teaching, 20% for self-development, 20% for service.
  - Each category shall be assigned a score between 0 and 4.
  - The final merit score shall be the weighted average of the category scores.
- e) The MEP shall be circulated before the end of October of each academic year.
- f) If any, amendments of the MEP can be made on a yearly basis and shall obey the same requirements as those of its adoption.

## Merit Evaluation Procedure

- a) The starting documents for merit evaluation are the annual self-evaluation report, an updated CV, and supporting documents. These documents shall be made available to the corresponding Chairperson's office no later than the end of the second week of April.
- b) The Department Personnel Committee (DPC) shall evaluate all files and compute the final merit score according to the criteria and methods set in the MEP.
- c) The Faculty Personnel Committee shall review the evaluation of the different DPCs and recommend a list of meritorious candidates, arranged in order of decreasing final merit score, to the Faculty Dean for final consideration.
- d) The Faculty Dean, taking into consideration the merit funds allocated, the report of the FPC and his/her personal judgment, shall submit his/her final decision to the VPAA by the end of the second week of May.
- e) The Faculty Dean may reserve the granting of part or all of the merit rewards.
- f) Merit rewards may be shared equally by no more than three meritorious candidates following a discretionary decision of the Faculty Dean.
- g) By the end of May of each academic year, the President shall issue the merit reward list, and shall inform each reward recipient by letter of the achievement(s) to which merit was ascribed.

## Policy Review

No later than three years after its implementation, this policy shall be reviewed for increased effectiveness by the appropriate University body.



# OUTSIDE CONSULTING POLICY

## Preamble

Notre Dame University-Louaize (NDU) believes that professors serve their students more effectively when they are aware of best practice in their field of specialization. It is certain that contacts with companies who seek advice from university faculty members benefit the faculty member, the company and the university. Allowing for consulting will also make NDU more attractive to prospective faculty members and develop closer ties with industry and the community.

## Definitions

Consulting is defined as professional service related to the faculty member's specialization or area of expertise and provided by the faculty member within a limited period to entities outside the university for a fee.

Faculty member is defined as a full-time employee of the University whose title is that of Instructor, Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, or Professor. Full-time research faculty and full-time employees are excluded.

## Policy

Faculty members may be granted the permission to engage in consulting services, devoting the equivalent of a maximum of one day a week for consulting services provided such services do not interfere with the faculty member's teaching, research and service activities at the university. The maximum number of consultancy days shall be **thirty** during Fall and Spring and **six** in Summer when the faculty member has a summer teaching assignment. No maximum number of consultancy days is set for those periods of the year during which faculty members have no teaching/administrative duties.

## General Guidelines

- a. The main commitment of the faculty member is to NDU. The time and effort devoted to consulting activities may not in any way interfere with the prime commitment to the university.
- b. The consulting activity should be an extension to the faculty member's professional expertise and should be limited in time and scope. The experience gained from the activity should be applied to the faculty member's teaching and interaction with students.
- c. The faculty member shall inform the Department Chairperson of his or her intention to conduct outside consulting activities in order to obtain prior approval. Approval should also be secured from the Dean and the VP, AA.

- d. No faculty member shall accept or retain employment which would bring him or her as an expert or in any other capacity, into conflict with the interests of NDU.
- e. Faculty members should not engage in consulting services already offered by one of the research centers, Departments or other offices at NDU.
- f. A complete list of consulting activities, including a copy of the request for consulting received by the faculty member, should be attached to the faculty member's annual self-evaluation. The self-evaluation should also describe how these activities have been used to benefit the teaching or research activities of the faculty member or NDU in general. Some Faculties may consider consulting activities that involve original research and applications as a component in their promotion criteria.
- g. NDU resources and staff services are not to be used in any consulting activities. Any minor use of university equipment, or other resources must have the written approval of the Chairperson and Dean.
- h. NDU's name shall not be used by a faculty member in relation to any consulting activities except in citing his or her credentials.
- i. Time spent on consulting activities should not exceed the equivalent of one working day per week.
- j. Any documented abuse of this policy by a faculty member (exceeding the max. weekly allowed time for consulting or neglect of university duties in order to engage in consulting activities or accepting consulting assignments outside one's area of expertise, etc.) shall disqualify him or her from obtaining approval for consulting activities in the future.

# IMPLEMENTATION OF THE CONSULTING POLICY

1. Upon request for consultation, every faculty member shall fill in the consulting Request Form at the Dean's Office including the type of consultancy, the time expected for this outside service, and the institution asking for the service.
2. If one of the Deans is asked for consultation, the Form shall be filled in the VP/AA Office.
3. The total Consulting expenses shall be paid from the institution concerned directly to the University's Business Office.
4. Once the service is completed, the faculty member concerned shall fill in the Consulting Remuneration Form at the Dean's Office. A copy of that Form shall be submitted to the Business Office.
5. At the end of each semester, the Business Office shall inform the faculty member concerned of the total; 80% of the amount is due to him/her.
6. The faculty member concerned may choose either to get this amount from the University in cash (one lump sum) **OR** to be added to his salary/by installments.

## Consulting Request Form

Name of Faculty Member: \_\_\_\_\_

Faculty: \_\_\_\_\_ Department: \_\_\_\_\_

Institution requesting the Consultancy: \_\_\_\_\_

Type of Consultancy: \_\_\_\_\_

Please give details: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Total Consulting Expenses: \_\_\_\_\_

20% of the amount due to NDU: \_\_\_\_\_

The Consulting period begins on: \_\_\_\_\_

and ends on: \_\_\_\_\_

Signature of Consultant: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of:  
the Dean/or related Director: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of: the VP/AA \_\_\_\_\_ Date: \_\_\_\_\_

Signature of the President: \_\_\_\_\_ Date: \_\_\_\_\_

## Consulting Remuneration Request Form

Name of Faculty Member: \_\_\_\_\_

Faculty: \_\_\_\_\_ Department: \_\_\_\_\_

Institution requesting the Consultancy: \_\_\_\_\_

Type of Consultancy: \_\_\_\_\_

Consulting completed on: \_\_\_\_\_

Total expenses paid to NDU on: \_\_\_\_\_

Total Consulting Expenses: \_\_\_\_\_

80% of the amount due to Dr.: \_\_\_\_\_

The Consulting period begins on: \_\_\_\_\_

and ends on: \_\_\_\_\_

Signature of Consultant: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of the President: \_\_\_\_\_ Date: \_\_\_\_\_

# FULL-TIME FACULTY PRESENCE POLICY

## Introduction

The following policy serves to clarify the minimum requirements for full-time service of faculty members. It also affirms faculty responsibilities as members of Notre Dame University (NDU). By agreeing to the terms of their contract, full-time faculty members have committed themselves to participation in the fulfillment of NDU's mission of transferring knowledge in a spirit of cooperation and goodwill. The university expresses its deep appreciation for the efforts and dedication of its full-time faculty members towards the accomplishment of their duties.

## Definition of Full-Time Faculty Members

Full-time faculty members are those instructors who devote their active academic time to university related duties which include, but are not restricted to, teaching, office hours, student advising, research, academic committees' membership, and other services to the university.

## General Presence

All full-time faculty members are expected to be available during the full academic term, including registration periods at the beginning of fall, spring and summer semesters as specified in NDU Bylaws and published in the NDU academic calendar.

## General Presence on Campus

In order to fulfill their duties with dedication, faculty members are expected to spend on campus a *significant and meaningful* amount of time during which they are accessible to students, colleagues and staff. Faculty members are expected to expend energy and employ their expertise in the day-to-day workings of the University.

## Faculty members generally:

- Conduct classes scheduled at times that are optimal for their students and departments. Classes may be scheduled between 8 a.m. and 8 p.m. Mondays till Fridays.
- Hold examinations as scheduled and proctor whenever requested.
- Hold office hours within a reasonable time schedule that is distributed throughout the week and allows students regular access to the faculty member. NDU requires that a full-time faculty member hold *one* office hour for each *three credits* taught. Office hours shall be posted in public and shall appear on the class syllabus.
  - Meet advisees on a regular basis and during the pre-registration and advising periods as stipulated in the NDU academic calendar.

- Meet on a regular basis the students under their supervision in research/practicum/internship/senior study courses.
- Be readily available to attend and participate actively in ad-hoc and regular departmental, faculty and university committee meetings.
- Interact with university colleagues.
- Engage in professional scholarship and research. Keep up to date in the discipline/s in which they teach.
- Participate in a reasonable and significant number of university activities.

Such work implies availability on campus on a daily basis to meet the aforementioned duties. Any unavailability for one working day or more needs to be reported and approved by the corresponding chairperson and dean.

## Implementation of policy

Deans of Faculties are responsible for the proper implementation of the present policy in whatever way they deem appropriate, taking into consideration that specific professional activities, field research and academic duties may differ among Faculties. Faculty members should cooperate with their department chairs so that the latter have access to the former throughout the working week.

## Conclusion

This policy is meant to allow full-time faculty members to balance in a proper way the fulfillment of institutional academic requirements with the management of time for personal academic achievement. It also allows the administration to determine meritorious performances deserving reward and remedy problems if they should arise.

# POLICY ON TRANSITION OF ACADEMIC OFFICERS AND ADMINISTRATORS

**Rationale:** The institutionalization of change in administrations and its related procedures may contribute to a university's reputation for academic excellence. Systematic organization of the transition from one administrator to another is a case in point from which NDU can continue to enhance its best practices of institutional productivity and integrity, as well as the dignity and respect of all its members.

**Applies to:** All administrative and academic appointments

**Definition:** In this policy, transition refers to the process of transfer of power to newly appointed officials at NDU from their outgoing counterparts to ensure a seamless passage of authority.

**Policy:** It is the immediate supervisor's responsibility to initiate the transition process. Access to the office, all university-related files, and sufficient information to conduct duties required by the job description should be in place on the date the incumbent is scheduled to take office.

All outgoing administrators (VP Dean, Chair, etc.) must make themselves available to the incoming administrators two weeks before the contract takes effect, that is, during the tenure of the outgoing administrator. Working sessions will be scheduled to hand over files, meet with colleagues, and become acquainted with the requirements of the positions.

## Suggested Transition Process Form

We, the undersigned, declare that the transition process has been concluded in a manner deemed satisfactory by both parties.

The following have been duly transferred:

- Office
- Office IT system
- General Office Record System
- Office Related Files (hard and soft copies)
- Ongoing Projects

Other Items: Please mention in the space provided:

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Signature of Incumbent

Signature of Outgoing Administrator

Position

Position

Date

Date

# AWARD FOR DISTINCTION IN TEACHING POLICY

**Rationale:** NDU presently shows its appreciation to its full-time faculty members in informal excellence and to celebrate success.

**Definition:** Based on recommendations from the faculties, and the approval of the president, one or more faculty members may become recipients of the NDU Award for Excellence in Teaching. The recipient of this award is a full-time faculty member who distinguishes him/herself in teaching.

The award would consist of:

- A certificate
- A plaque
- Ceremony in honor of recipients

Criteria for the 2009-2010 Award

- Evidence of excellence in teaching including, but not restricted to:
  1. Work with students
  2. Innovation in teaching, learning and assessment
  3. Development of learning materials

Complementary factors to the above may include:

- Attitude towards students
- Encouragement of students to think for themselves and to grow intellectually
- Ability to express oneself clearly and effectively
- Ability for Consultation
- Course Development and Teaching Methodology
- Evaluation of Student's Work
- Supervisor of MA Theses

## Eligibility

- All full-time members who are not holding administrative responsibilities.

## Implementation Process

1. In consultation with the Dean, Department Chair nominates faculty members; the Department personnel Committee meets and reviews the file and may nominate 1 full-time faculty member to the FPC. (The faculty members are informed of their nomination.)
2. The faculty Personnel Committee meets and reviews all the nominations deliberates and may recommend 1 candidate from the Faculty.
3. THJE Dean gives his/her written assessment and sends the faculty nomination to the VPAA
4. In consultation the President, the VPAA convenes and ad-hoc formed of the Vice President, the Faculty Representative, and Dean of Student Affairs.
5. The president deliberates and takes final decision.

## Suggested Deadlines

- Files of the Nominees for the Award should be in the Dean's Office by mid April
- Files should be in the VPAA's Office by the end of May.

# ETHICAL CONDUCT POLICY

## Policy Statement

NDU expects all executive officers, faculty, staff, student employees, and others, when acting on behalf of the University, to maintain the highest standard of ethical conduct.

The University's commitment to the highest standard of ethical conduct is an integral part of its mission in order to foster -

- Seven. **Initiative.**
- Eight. **Integrity.**
- Nine. **Excellence.**
- Ten. **Responsibility.**
- Eleven. **Collegiality.**
- Twelve. **Moral and physical self-discipline.**

This level of ethical conduct is expected in an environment of academic, civil and professional stewardship.

## Reason for Policy

The University's commitment to this ethical conduct upholds the reputation of the University both on the national and international level, and encourages compliance with applicable University Bylaws and other policies, rules and regulations.

## Related Conduct

In order to implement the Ethical Conduct Policy NDU personnel should avoid any behavior that could lead to abuse of power, conflict of commitment, conflict of interest, financial irregularity, fraud, kickback and misconduct. Executive officers, faculty, staff, student employees and others should encourage an environment at the University that supports the highest level of integrity as an integral part of the University's goals of attracting quality students and faculty members.

## Definitions

**Abuse of Power:** Wrongful use of a position of authority to influence employees, students, colleagues, or volunteers.

**Collegiality:** The quality of being marked and characterized by equal sharing of authority.

**Conflict of Commitment:** A situation in which an employee's external employment interferes with his/her performance at the University.

**Conflict of Interest:** A situation in which an individual or any of his/her family members has a financial

interest that might interfere with the individual independence and objectivity of judgment in the discharge of responsibilities to the University.

**Discipline:** The training or pattern of behavior that corrects, molds, or perfects the mental faculties and moral character.

**Conduct:** The discipline dealing with what is good or bad and with moral duty and obligation as determined by a set of values and moral principles.

**Excellence:** The quality of being eminently good and of proving an outstanding high level of conduct and moral obligation.

**Financial Irregularity:** A misstatement, omission or failure to disclose information related to the university.

**Fraud:** An act of misrepresentation, dishonesty, trickery or suppression of truth.

**Kickback:** A payment made to obtain a contract or favorable treatment in connection with one.

**Misconduct:** Any practice that seriously deviates from behavior commonly accepted as proper, such as cheating, falsification, fabrication and plagiarism.

**Responsibility:** The quality or state of being accountable and reliable at the moral, legal or mental level.

**Stewardship:** The management of tangible and intangible assets of the university.

## Procedures

4. Reporting a violation: Any person aware of a violation of this policy is expected to report it and will be protected after discussing it with the immediate supervisor.
5. The identity of individuals reporting the violations will be protected within legal limits. Individuals who take retaliatory action will be subject to discipline, up to and including discharge.
6. Enforcement: Disciplinary measures may be taken in accordance with applicable regulations, by any one of the following appropriate officers:
  - immediate supervisor.
  - department chair.
  - Dean of Faculty.
  - relevant Vice President.
  - responsible University office.

## Actions Taken

- Individuals who violate the Ethical Conduct Policy will be subject to discipline up to, and including, discharge.
- Individuals who take retaliatory action will be subject to discipline up to, and including, discharge.

## Code Of Ethics

### Rationale

In line with NDU's mission as a Maronite Catholic university and a community of faith, the University is committed to high standards of respect and equity in personal conduct and actions.

## Conflict of Interest

**Applies to:** All members of NDU

**Definition:** Conflict of interest refers to any business or personal relationship that may interfere with carrying out one's responsibilities with utmost objectivity.

**Policy:** Upon assuming appointment as an officer, a member of the NDU community or any affiliate should disclose any affiliations or connections that anyone directly or through immediate family members, has and may cause a conflict of interest in the performance of duties. Consequently, individuals shall refrain from participating in all discussion and decision-making processes relating to themselves or one of their affiliations. Failure to declare a conflict of interest may result in disciplinary action.

### Supervising Relatives or other Personal Relationships

Certain supervisory relationships can give rise to an actual conflict of interest or the appearance of undue advantage or abuse of power. Such relationships may involve the relatives or people with whom one has a personal relationship. In such cases, and upon the disclosure of the information, the concerned supervisor must evaluate the situation and decide if there is a need to appoint another evaluator. NDU strongly discourages all faculty and staff from engaging in or pursuing non-academic relationships with students whom they are currently supervising, teaching, or advising.

### Exchange of Gifts and Favors

Employees shall neither seek nor accept for themselves or for the benefit of others any gifts, loans, favors, services, or payments from any person or enterprise which does or seeks to do business with or is a competitor of the University. Employees shall not use any University resources for their own or others' personal benefit. Any claim of non-compliance with this policy should be reported to the immediate supervisor.

## Confidentiality

**Applies to:** All members of NDU

**Definition:** Confidential information refers to sensitive or personal information that may be detrimental to the University, or to one of its members, if it is made public.

**Policy:** The University stresses the necessity to respect the right to privacy and confidentiality in all matters related to administrative and academic work. Confidential information includes, but is not restricted to, all personal and private information such as: health records, students' records, salaries, financial information, performance evaluations, and University databases.

If provided with confidential information, University employees must respect this confidentiality and refrain from using it for personal gain. Unauthorized use of confidential information may be considered breach of contract. In serious cases, the University reserves the right to initiate legal proceedings. When in doubt whether or not information is indeed confidential, no information should be disclosed without first obtaining permission from the party involved. Parents or legal guardians of students over the age of 18 whose children are still financially dependent may have access to academic information in the presence of the concerned student. At the end of one's contract with the University, employees must return any confidential files in any form which refer to the University's private business, and sign an agreement not to use private University information after the end of the contract.

Any claim of a breach of confidentiality should be reported to the immediate supervisor.

## Non-Discrimination Policy

**Applies to:** All members of NDU

**Definition:** The definition of discrimination for the purpose of this policy is: any act, on or off campus, or in cyberspace, by any NDU community member (or affiliate) by which an individual is treated less favorably because they have a particular identity.

**Policy:** No discrimination is tolerated on the basis of gender, race, religion, national or ethnic identity, marital status, disability, sexual orientation, or political affiliation.

Discrimination applies to any inequity regarding all terms and conditions of employment which include, but are not limited to, recruitment, hiring, training, compensation, benefits, promotions, disciplinary actions, and termination of contract. University publications, whether written or visual, must be free of any discriminatory content.

Any claim of discrimination should be brought before one's immediate supervisor and, if necessary, before the University Appeals Committee.

## Harassment Policy

**Applies to:** All members of NDU

**Definition:** Harassment may be defined as veiled insinuations, persistent acts of bullying, or attempts to traumatize another, especially when, but not limited to, using one's authority or position of power.

**Policy:** No form of implicit or explicit harassment will be tolerated by any member of the NDU community, guest, or visitor, whether intentional or unintentional. All members of the NDU community are expected to conduct themselves professionally and to base all interactions on maintaining others' dignity and wellbeing. Any claims of harassment should be brought to the concerned supervisor.

## Sexual Harassment Policy

**Applies to:** All Members of NDU

**Definition:** Sexual harassment is defined as any unwelcome implicit or explicit, verbal or physical sexual advances, and/or requests for sexual favors especially when they create a hostile and intimidating impact on educational performance, employment, or professional development.

**Policy:** NDU is opposed to sexual harassment and will respond firmly with the belief that such behavior goes against the University's mission and values.

### Response to Sexual Harassment

Claims should be brought before one's immediate supervisor. NDU will endeavor to keep investigation confidential. Reports of sexual harassment must be made within a reasonable amount of time after the event.

### Retaliation

NDU will not condone retaliation against any person making a complaint, assisting another person in the complaint process, or a person investigating the process.

### False Complaint

Any false statement in an investigation, or any false accusation of a student, staff, or faculty member will be considered a serious offense and subject to disciplinary action up to and including termination of contract or expulsion from the University.

### Penalties

Breach of the above policy will be considered a serious offense. Any member of the University community who is found to have engaged in sexual harassment will be subject to disciplinary action up to and including termination of contract or expulsion from the University. See Appendices for suggested procedures.

## Reporting and Resolving Infractions

Members of the University who have information concerning any infraction of the policies in this Code of Ethics should report it to the immediate supervisor.

Upon confirming the legitimacy and gravity of the reported infraction, the supervisor shall forward the case to the concerned University officer who shall follow the set procedures of the administrative hierarchy, reaching the President when deemed necessary. The President, based on need, may form an Ad-hoc Ethics Committee to investigate and report its findings and recommendations within three working weeks.

The University will protect its members who report an infraction from any retaliation. Abuse of any of these policies in the form of false complaints or misrepresentation of facts will not be tolerated and may lead to serious disciplinary measures.

## Appendix I

### SEXUAL HARASSMENT POLICY

#### Students:

Students should report their complaint verbally or in writing to the concerned Dean.

- The Dean will interview the student and invite him or her to recount the incident and to write it on the Report Form.
- The Dean will inform the VPAA in writing within 2 working days and will attach the student's Report Form.
- The concerned Dean will interview the faculty member named by the student. The faculty member will be asked to respond in writing to the complaint within 2 working days.
- In case of substantial evidence, the Dean will inform the VPAA who will inform the President. The President will form an ad-hoc committee to investigate the incident.
- At the end of the investigation which should not exceed more than 7 working days, the committee chair will send a written report which includes a summary of the incident, evidence submitted and a suggestion for solutions to the President and VPAA.
- The President will take the final appropriate action.

#### Staff:

Staff members should report their complaint to the Director of Administration.

- The Director of Administration will meet with the staff member and invite him or her to recount the incident and to write it on the Report Form .
- The person being investigated shall be notified of the request for investigation within 2 working days and will be asked to respond in writing to the complaint within 2 working days.
- In case of substantial evidence, The Director of Administration will inform the President who will form an ad-hoc committee to investigate the incident.

- At the end of the investigation which should not exceed more than 7 working days, the committee chair will send a written report which includes a summary of the incident, evidence submitted and a suggestion for solutions to the President and the Director of Administration.
- The President will take the final appropriate action.

**Faculty:**

Faculty members should report their complaint verbally or in writing to the concerned Dean.

- The Dean will interview the faculty member and invite him or her to recount the incident and to write it on the Report Form.
- The Dean will inform the VPAA in writing within 2 working days and will attach the faculty member’s Report Form.
- The concerned Dean will interview the concerned person named by the faculty member. The person named will be asked to respond in writing to the complaint within 2 working days.
- In case of substantial evidence, the Dean will inform the VPAA who will inform President. The President will form an ad-hoc committee to investigate the incident.
- At the end of the investigation which should not exceed more than 7 working days, the committee chair will send a written report which includes a summary of the incident, evidence submitted and a suggestion for solutions to the President and VPAA.
- The President will take the final appropriate action.

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**4. If available, please provide the name (or names) of others who may have knowledge about this claim.**

<u>Name</u>	<u>Telephone Number or e-mail</u>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

**5. Please describe how the harassment about which you are complaining is affecting your work/ educational environment.**

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**The information in this declaration is true.**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student ID (if applicable): \_\_\_\_\_

Telephone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Appendix II**

**NDU SEXUAL HARASSMENT REPORT FORM**

**1. Name of individual filing report:** \_\_\_\_\_

**2. Check the correct box: I am:**     instructor     staff member     student

**3. Report of incident:**

Please describe the nature of your complaint of sexual harassment, specifically stating what happened, where it happened, and when it happened. Please include as many appropriate details as possible. It might be easier if you tell the story in chronological order.

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## The University Development Policy on the Acceptance of Gifts and Donations

### Preamble

As a private, non-profit Maronite Catholic institution of higher education in Lebanon, Notre Dame University-Louaize (NDU) relies on the generosity of alumni and friends to carry out its academic and social mission of universal quality education. The University thus welcomes gifts and donations from individuals (alumni, friends, parents of students), foundations, associations and business organizations to meet some of its operation costs, and to build on its track record of success, and maintain a solid financial footing in the long-term. The following principles and procedures constitute the ground work from which further policies regarding the University development initiatives shall be derived.

### A. Guiding principles

The University's acceptance of gifts and donations is guided by a commitment to the highest standards of integrity and transparency, to the mutual benefit of donor and University. In order to ensure that the spirit of philanthropic giving be consistent with the University's academic mission and public role, the following guidelines have been developed to reflect the fundamental principles that guide the University's relations with donors and supporters:

1. The University welcomes gifts and donations that support its academic mission foremost, while preserving University autonomy over academic decision-making, including institutional planning, administrative procedures and operations. The University considers gifts and donations that restrict academic freedom, or that compromise its public role to be contradictory to its Mission and values.
2. The University, while grateful to the generosity and intended support for its Mission, reserves the right to decline donations and gifts that result in an actual or anticipated conflict of interest. "Conflict of interest" is hereby defined as the resultant action, or set of actions, that violate the spirit of due process and deliberation governing hiring or promotion decisions, curricular development, delivery of learning, services, and the over-all strategic direction set by the University.
3. In accordance with the University's identity as a Maronite Catholic University in the American Liberal Arts tradition, with a vital national role, the University welcomes gifts and donations that comply with the highest ethical conduct in the derivation of such gifts or donations, such as a respect for human rights and human dignity, a concern for social welfare, community development, and corporate responsibility.
4. The University works in partnership with donors to accept gifts and donations that fall into the following general categories, and explained subsequently under 'C' or On-Going Needs.
  - a. The Endowment Fund
  - b. Restricted Donations
  - c. Unrestricted Donations
  - d. In-Kind Gifts
  - e. Capital Funds

5. The University attests that all gifts and donations may be used solely as designated by the donor. As example, restricted gifts and donations will be used for the purpose to which such gifts and donations were explicitly designated by the donor upon pledge, such as direct aid for needy students. Gifts bearing names ("named gifts"), including capital or commemorative gifts, shall be determined by the donor. All bequests shall be honored according to the deceased person's wishes and shall bear the name in his or her honor.
6. As a matter of University policy, all gifts and donations will be made public in relevant University publications, including University web site and Annual Report. Donors reserve the right to recommend means of handling the public disclosure of gifts and donations, and reserve the right to remain anonymous.
7. The University welcomes corporate giving as a way of strengthening the bond between higher education and industry, but reserves the right to decline gifts or donations that promote the commercialization of learning, or that serve to promote commercial interests within the purview of academic life, as these contradict the University's academic identity and Mission.

### B. Procedures for the handling of gifts and donations

1. The Office of Development (OD) is the principal unit responsible for the processing of gifts and donations. The OD works together with the Office of the President and all other concerned units to furnish donors with needed information for informed decision-making and follow-up activities, including campus visits and prearranged presentations of the University's strategic needs. The following is a compendium of the OD's role in the handling of gifts and donations:
  - a. Conveys the needs and aspirations of the entire University to alumni, parents, friends and institutions.
  - b. Manages and coordinates development activities, decisions and solicitations.
  - c. Forwards all relevant information to donors who wish to make a gift to the University; the OD arranges for follow-up meetings and information sessions, and coordinates and facilitates with all concerned units.
  - d. Ensures that gifts and donations comply with agreed-upon donor directives at the time of pledging to NDU.
  - e. Vets unsolicited gifts and donations to particular University units or programs for consistency with the University's Mission, long-term goals, and over-all strategic direction.
  - f. Keeps a record of all gifts and donations.
  - g. Coordinates with the American Friends of NDU (AFNDU) chapters in the United States and the Friends of NDU Foundation Canada (CAFNDU) for gifts and donations made originating in North America. Pursuant to this, the OD manages the legal transaction of all such gifts in accordance with U.S. and Canadian laws.
  - h. Asserts that all monetary gifts and donations are made payable to Notre Dame University-Louaize.
2. If a question arises with respect to the guidelines set for the acceptance of gifts or donations, the matter will be referred to the President for final action.

### C. On-Going needs

NDU-Louaize seeks support for the following on-going needs:

1. Endowment fund. Contributions to NDU's Endowment Fund further the University's financial stability by building long-term principal that accrues over time but may not be spent. Only revenue proceeds resulting from invested portions of the Endowment, such as interest earned, may be used to support University financial needs.
2. Restricted donations. These are financial gifts that (a) are expendable at the time of receipt by the University for the current fiscal year, unless otherwise specified by the donor; and (b) are specified by the donor at the time of pledge as targeting a particular University need. Restricted donations often specify support for financial aid and scholarships, academic units and programs, or new initiatives. Non-capital named gifts also fall under this category.
3. Unrestricted donations. As in (2) above, these donations are expendable at the time of receipt for regular University expenditures; however, the University is free to determine appropriate targets of support according to University needs and priorities.
4. In-Kind gifts. These are non-financial gifts to the University that strengthen the University's academic mission. Specialized archival or book collections, proprietary bequests, equipment, and services of various kinds often fall under this category.
5. Capital funds. These are gifts that (1) directly support University construction of facilities, such as new Faculties, research laboratories, residence halls, and sports complexes; and (2) significantly contribute to the renovation, aesthetic enhancement, and modernization of existing buildings and grounds. Donors wishing to make a gift in his or her name, or to commemorate the memory of a loved one, traditionally make a named gift to this fund.

### Appendix A: Contribution Form

Please accept my gift of

\$20     \$50     \$100     \$1,000     Other \_\_\_\_\_

#### My gift to Notre Dame University-Louaize is to support:

- The Endowment Fund
- Restricted Gifts
- Unrestricted Gifts
- In-Kind Gifts
- Capital Funds
- Other: \_\_\_\_\_ (please specify)

#### All gifts help support the University's academic mission. Please choose one of the following payment options:

**Cash or Check.** Please make checks payable to Notre Dame University—Louaize and return to us in the enclosed envelope.

**Credit Card.** Card type:  Visa     MasterCard  
Card #:           Exp. Date \_\_\_\_\_ / \_\_\_\_\_

Signature of Cardholder \_\_\_\_\_ Date \_\_\_\_\_

**Bank Transfer:**  
Byblos Bank, Zouk Mosbeh Branch, NDU Acct No. XXXX-XXXX-XXXX Swift: XXX

**Online Donation.** Please visit our secure web site: [www.ndu.edu.lb/giving](http://www.ndu.edu.lb/giving)

#### Donor Information. Please provide your name as you would like it to appear in NDU's Annual Report.

Name \_\_\_\_\_ Maiden Name \_\_\_\_\_

Address \_\_\_\_\_

Phone #: Home \_\_\_\_\_ Mobile \_\_\_\_\_ Business \_\_\_\_\_

Fax \_\_\_\_\_ E-mail: \_\_\_\_\_

Signature: \_\_\_\_\_ Date \_\_\_\_\_

## Appendix B:

### CONTACT INFORMATION

#### Lebanon

Office of Development,  
Notre Dame University-Louaize,  
P.O. Box 72, Zouk Mikael,  
Lebanon.

Phone: 961 9 208999, Ext. 2121  
961 9 218950, Ext. 2121

E-mail: [giving@ndu.edu.lb](mailto:giving@ndu.edu.lb)

#### United States of America

American Friends of NDU  
1629 K Street NW, Suite 300  
Washington, DC 20006  
U.S.A.

Phone: (202) 349-1705

E-mail: [dc-office@ndu.edu.lb](mailto:dc-office@ndu.edu.lb)



# UNIVERSITY RESEARCH POLICY

The following principles and guidelines constitute the groundwork from which all further policies regarding the development, promotion and carrying out of research at NDU shall be derived.

## Fundamental Principles governing Research at NDU

As a fundamental part of its mission, Notre Dame University emphasizes its commitment to carry out and disseminate the results of basic and applied research as well as of the creative work in the arts. This commitment shall be subject to fundamental principles respecting the freedom of thought, the diversity of scholarly endeavor, and the University's mission as a Lebanese, not-for-profit, Catholic institution of higher education based on the philosophy and requisites of the American model of liberal arts education.

## Research Ethics

Ethical principles, as determined by the University's mission and as prescribed by general and Christian rules governing human rights, animal protection, and respect for the environment, shall be observed at all times in any kind of research activity at NDU. Any researcher whose work may in any way be related to these principles shall be bound to fully disclose the methods and results related to his/her research in order to ensure full transparency and accountability to the University and to the overall scientific community.

## Freedom of Research

In tune with the basic tenets of the liberal arts tradition of education, scholarly research at NDU shall be free, provided compliance with the principles of research ethics as described above and in concordance with the mission and interests of the University are secured. Researchers at NDU are thus encouraged to carry out scholarly research in any field of interest to them, and to seek funding for this research in any way they deem appropriate.

## University Support for Research

NDU commits itself to the creation and promotion of a general atmosphere conducive to individual and collective research, to the allocation of a specific part of its budget for research activities, to a systematic program for attracting external financing and sponsoring of research, to the dissemination of all results derived from research, and to the establishment of the best possible conditions for carrying out research at all levels, whether in development and design or in publication, dissemination and integration into the classroom. The University places special emphasis on research work that encourages and advances universal values based on humanistic principles, social justice and spiritual development.

## Goals and Objectives

Commensurate with the University's mission, vision and core values, as well as with its commitment to liberal arts education, increased emphasis shall be placed on the academic development process for both faculty members and students.

While emphasizing the paramount role of fundamental research activities by faculty members in the academic development process at NDU, emphasis on student research shall be considered as a complementary aspect of research at NDU. Student research shall go hand-in-hand with the development of faculty teaching and research skills in the respective majors and in the General Education Requirements (GER) courses. The latter offer a platform for academic development based on educational inter-disciplinarity. Inter-disciplinarity as such, be it in the education of students or in the research activity of faculty members, shall always be considered as a commendable track towards knowledge creation and a powerful promotion of NDU as a place of choice for scholars at all levels.

The University's commitment to gender equality and cultural diversity enables it to serve the interests of the community and to help integrate and retain faculty members and students in a way that reflects the complex makeup of the country as a whole. The use of outreach programs and Information and Communication Technology (ICT) will enable the University to introduce "Information Commons" by integrating the resources of the respective Faculties, libraries and research centers as well as the greater scientific community. This process will serve NDU targets in terms of funding and resource development by linking it to alumni, potential domestic partners and international donors and sponsors.

## Supporting Research at NDU

The following basic duties in supporting and conducting research at NDU shall be applied.

## Protecting the Right of All to Do Research

The primary guideline of NDU in supporting research shall be to protect the right of all individuals, be they faculty members, students, or non-academic research staff, to be involved in research activities. Participants in the research process are free to carry out their research as they see fit, provided the principles of research ethics as described above are always respected.

The University shall also acknowledge the eligibility of all its researchers, including students, for financial support by the University within the limit of its resources and its priorities for funding research projects coming from the various Faculties and research centers.

In return, any researcher at NDU shall assume responsibility for protecting the best interests of the University when carrying out any kind of research, including the rights of the University as detailed in any contract pertaining to a research activity or the general duties of researchers towards the University. Possible misconduct by researchers shall be dealt with according to the general academic policies and by the appropriate committees or panels.

## Disclosure of Research Results

The University shall not participate in research projects classified as secret or constrained by any secrecy-of-results agreements of any kind, except upon the explicit approval of the President and in concordance with the research ethical principles set above. In particular, the University shall not approve in principle that its researchers be involved in research the results of which cannot be disclosed publicly due to the researcher's possible agreement with an outside party involved in or sponsoring the said research.

The right to publish and disseminate research results, and the obligation to disclose research methods and results, including those related to artistic production, as well as to demonstrate their compliance and transparency with regard to the general principles set above, apply to faculty members, students, and non-academic staff alike. The right and obligation to disseminate results could also be significant in cases related to the integration of certain findings into students' Masters and doctoral dissertations.

The University does, however, recognize that the fundamental principles of research ethics allow for specific forms of constraint and confidentiality in order to protect personal and private information that might have been used in the course of the research process.

## Departments, Research Centers and Laboratories

Research at NDU shall be undertaken as part of the activities to be performed by the basic academic units of the University, i.e. the departments, Faculties, research centers, interdisciplinary units, and laboratories. In line with its declared commitment to enhance research for the service of the community, be it in a local, national, regional or international setting, NDU emphasizes the need for all academic units to engage in interdisciplinary research besides their basic internal scholarly work. Accordingly, NDU strongly encourages research networks among its various academic units in order to achieve the following:

- Secure optimal conditions which enable active members in the individual departments and units to do research.
- Support international research projects and cooperation between individual researchers and University research centers on the one hand, and international partners on the other.
- Establish and promote national and international funding programs by connecting the University with as many external academic institutions and exchange programs as possible.
- Cooperate with the private and public sectors, nationally and internationally, in order to promote funded cooperative research.
- Work with representatives of the local community in order to disseminate research results that are beneficial to the mission of the University and to the economic and social advancement of Lebanon.
- Ensure that the results of research carried out at NDU are integrated into the teaching process as far as possible.

## Promoting Research at NDU

Promoting research at NDU by developing research-related policies and providing administrative follow-up for research endeavors is of particular significance and shall be carried out according to the following guidelines. The University Council<sup>6</sup> shall be the primary framer and initiator of policies with regard to research and research-related matters, in addition to its responsibilities in reviewing the proper functioning of the various research-related policies and establishing the necessary preconditions for supporting research at NDU.

Research activities at NDU, which are carried out according to the set fundamental principles, may be initiated and followed up through the concerned Faculties, through the University Research Board (URB) or through any other committee and panel that the University might find necessary to establish in order to deal with specific research-related cases requiring special attention.

Conflicts regarding authorship and ownership rights, the dissemination of research results, the ethics governing the research methods, the possible misconduct by researchers, or any related case, shall be dealt with by the appropriate University appeal bodies.

## Sponsored Research

A University Sponsored Research Policy (USRP) shall govern the activities/projects sponsored by internal or external sources in all their phases, from the submission of initial proposals through budgetary control up to the final dissemination of results. Sponsored research is a fundamental part of NDU's research output and, as such, shall be given particular attention. The USRP shall also ensure that any sponsored research policy is carried out in the best interest of the research per se, the proper use and dissemination of results, the interests of the external partners and sponsors, and the mission of the University.

## Research Cooperation and Visiting Research Scholars

In accordance with its goal of supporting a general atmosphere conducive to research, NDU shall enhance its cooperation with other universities and institutes of research, and create platforms and frameworks for exchanging research scholars with these partners. This shall include, among others, the shaping of provisions for protecting the research-related rights of visiting scholars doing research at NDU, as well as those of NDU faculty members and students doing the same abroad.

<sup>6</sup> Or the University Senate (through the University Research Committee) if substituted for the University Council.

# MANAGEMENT POLICY FOR SPONSORED RESEARCH

## Objectives

This policy summarizes some of the obligations imposed on Leading Researchers (Principal Investigators), and sets the process for review and certification of projects/grants expenditures across Faculties/Research Centers and supporting administrative offices.

## Awarded Grants

Leading Researcher(s) – LR (Principal investigators)<sup>7</sup> affiliated to a Research Center or Faculty are expected to assure that the project finances are represented as accurately as possible. Once the grant is awarded, the LR will be the sole responsible person to manage the technical and administrative work for the project, in accordance with the University policy and requirements of the grant provider, unless otherwise mentioned in the grant agreement.

## Grant Files and Conditions

The LR is responsible for establishing a grant file which will include the terms and conditions of the grant and which will define the relationship between the grant provider and the University. The grant file outlines:

- a. Project Title and Proposal
- b. Name of principal investigator(s)
- c. Name of co-investigator(s) if any
- d. Duration of the project or grant
- e. Project budget
- f. Cost sharing, if applicable
- g. Project deliverables, i.e. publications, programs or products.

The terms in the grant agreement may vary depending upon the grant provider and the type of the grant. It is important that the terms and conditions do not conflict with NDU's mission or established policies.

Notification of any changes in budget or work plan must be submitted to the grant provider for approval by a written letter, drafted in coordination with the Assistant to Vice President for Academic Affairs.

## Overhead Costs

When a grant is awarded and funded, an account is opened by the NDU Business Office for the research project. (Refer to the 'Sponsored Research Policy' for details)

Unless otherwise stated in the agreement with the funding body, the University reserves the right to withhold 10% to 20% of the total grant for overhead costs. Common overhead costs include but are not limited to: the use of office space, computers, printers and other office equipment, electricity, access to the Internet and Library resources, office supplies, accounting services, etc.; costs not traceable within the budget, but subsumed within indirect costs.

In the case where the grant provider has cost limitations, the University has the right to reject the project or agree to contribute in costs that would be incurred, as time release for principal investigator(s), office space, electricity, internet access for the principal investigator(s), purchase, accounting, personnel, supply, library, student services and multimedia utilities as needed.

## Administration of Funds

The LR, affiliated to a Faculty or Research Center, is the sole person to distribute funds, through a memo requesting payment addressed to the AVPRGS. The memo should include the following information:

- Amount to be reimbursed or paid ;
- Name of person/company to be reimbursed or paid ;
- An expenditure sheet with budget with each request ;
- Original payment vouchers invoices, etc...

Once approved by the Assistant Vice President for Research and Graduate Studies (AVPRGS), the payment request is submitted to the VP of Finance for approval.

## Purchase of Supplies and Equipment

The purchasing of all items will be the responsibility of the LR(s).

The AVPRGS reserves the right to study the quotation of goods supplied by the principal investigator(s). All non-consumable purchased goods may be donated to NDU once the project is completed.

Procurements - not consistent with the project budget - made by principal investigator(s) without prior approval of the AVPRGS are not legal and not binding and may result in a personal obligation for the individual making the procurement or commitment.

<sup>7</sup> The status of Leading Researcher (LR) is granted to full-time faculty members and/or to senior administrative staff. Requests for LR status should secure approval and endorsement from the relevant department chair (if applicable).

## Consultants, Administrative and Research Staff

Appointments of personnel on sponsored research grants are recommended by the LR(s). The LR(s) prepares all contracts with consultants, administrative and research staff (subcontractors) for the funded project. The leading researcher(s) will draft an agreement for the part-time employee which includes:

1. Title of the project
2. Employee's name
3. Rate per hour
4. Nature of the job and/or task
5. Hours of work
6. Total amount allocated for the task as outlined in the budget of the project

Once the contract is prepared, it is sent to the concerned Director/Dean for approval. Once approval is secured, it is signed by: the LR(s), the employee and the AVPRGS. Monthly tasks are kept in a ledger matrix including the hours and days of employment which is then attached to a request form for the release of funds. (Refer to the 'Sponsored Research Policy' for details.)

The business office is responsible for the payment upon the approval of the AVPRGS and VP of Finance. Current University employees may be employed on a contractual basis in accordance with the University policy on outside employment.

## Monitoring of Funds

Since LR(s) are responsible for the ongoing fiscal management of their sponsored projects, they have to comply with the approved project plan and budget. Grant providers and NDU expect expenditures to be reasonably consistent with the approved project and budget. They reserve the right to question or restrict expenditures that appear inconsistent with the project plan and/or budget.

LR(s) should request prior approval from both the grant provider and AVPRGS when additional funding is required due to a change in the scope of the project or other valid reasons. It is NDU's expectation, however, that projects will be managed within their established budgets.

## Progress and Final Reports

The LR(s) is responsible for all progress and final reports. The LR(s) must submit those reports to the concerned Director/Dean with a copy to AVPRGS. It is the responsibility of the LR(s) to remain in communication with the grant provider and the AVPRGS and to ensure that all the required progress reports are submitted on time. The LR(s), in agreement with the grant provider and the AVPRGS, may make extensions of the set due date. If it is the final report, the LR(s) must present a final detailed expenditure report with respect to the project budget. The LR(s) must send the expenditure ledger to the business office for approval before submitting the final report to the grant provider.

It is the responsibility of the LR to notify the grant provider in writing with a copy to the AVPRGS that all the requirements of the project have been fulfilled and that the project is completed.



# SPONSORED RESEARCH POLICY

## Preamble

In conformity with its mission as a non-profit educational institution, Notre Dame University-Louaize has always welcomed an added external support for research activities, projects and/or programs. Such support is essential because it facilitates the students' and/or faculty's pursuit of knowledge and its appropriate practical application.

## Definition

'Sponsored Research' as used in this policy is a research activity that requires University's facilities, assistance or budget, and, in general, is a research supported and/or funded in whole or in part by an external or internal source<sup>8</sup>.

The external source may be:

- Governmental or non-governmental agencies and/or organizations
- Business firms
- Foundations
- Institutes
- Private companies
- Personal donations
- Fundraising for research
- Others.

The internal source is the University research funds. Based on available funds, NDU partially or fully supports and sponsors competitive research submitted by faculty or students.

## General Considerations

1. It is a general and basic policy of NDU to encourage faculty members to engage in fundamental research to further their professional and academic development in serving themselves, the university, and the field of knowledge. However, it is expected that sponsored research be consistent with the academic interests or priorities of the university, or with those of the sponsor of such research.
2. In as much as sponsored research is concerned, faculty members are responsible for the writing of their proposals, and once the approval is granted and an agreement is signed, it is the responsibility of the faculty member to comply with the specific terms and conditions associated with the project, including the provision of progress reports to the funding body and to the VPSRD, and the latter will forward the report(s) to the respective head of unit in the University.
3. Faculty members are expected to maintain budgetary control through the coordination with the University bookkeeping budget, and financial control system.

4. It is the responsibility of the AVPRGS's Office to provide the Business Office with the necessary information about the budget, and request the establishment of a project account number and take whatever administrative steps needed for the proper management throughout the period of the research project.
5. In the course of the project period, the Office of the AVPRGS should be notified in case of modification of the terms and/or conditions associated with the interconnected agreement. In case of violations of the contract/agreement, the University has the prerogative to query and investigate the conditions and actions pertaining to these violations, and to settle such cases according to its adopted set of rules and regulations.
6. Upon completion of the project, the Office of the AVPRGS is to be notified by the concerned faculty member(s) (or student) to be able to close the file and instruct the Business Office to lock and settle the account.
7. In principle, the University does not set any limitations or restrictions upon the rights of the faculty or student to disseminate or publish the results of sponsored research unless such limitations or restrictions are incorporated into the research agreement. All embracing, faculty and students protect themselves by adhering to all agreements that may carry limitations or restrictions reviewed by the URC (University Research Council).

Finally, it is the University policy to embark on research based on 'best efforts basis', but professes no guarantee of results.

## Research File

With respect to all sponsored research, the file of any research project or program should include the following:

1. A formal research proposal
2. Assistance and/or Budget Justification:
  - A description of the expense or service
  - How it relates to and benefits the project
  - The anticipated cost
  - The time period
  - Any other information that will aid the sponsor in evaluating the proposed cost.
3. The written approval of the concerned Chairperson and Dean. In case of proposals involving faculty members from more than one department or faculty, the written approval of the concerned Chairpersons and Deans is required.

<sup>8</sup> Conferences, seminars, workshops, etc. are not included.

## Procedure

### A. PROPOSALS SPONSORED BY EXTERNAL SOURCE(S)

#### 1. Within the Faculty structure:

- a) A formal research proposal that requires university facilities, budget and/or assistance must first be submitted to the concerned department (or departments) for initial approval.
- b) After departmental approval, the proposal should secure the concerned Dean's (or Deans') approval.
- c) Once approved, the proposal is forwarded by the concerned Dean to the VPAA.

#### 2. Outside the Faculty structure, i.e. through one of the research centers at NDU or through an academic or administrative unit placed outside the Faculties.

These proposals should first secure the initial approval of the concerned Center; then they should be submitted to the URC for review. After, they are forwarded to the VPAA and President for final approval.

### B. PROPOSALS SPONSORED BY NDU

Proposals requesting NDU's support should secure favorable recommendations from the respective and concerned director(s), Chairperson(s), Dean(s), URC and VPAA before they receive final approval from the President.

## Evaluation Criteria

The criteria in evaluating a proposed research project include the following:

#### A. Evaluation of Proposals sponsored by external source(s)

Evaluation of a proposed research project sponsored by an external source should be arranged by: A representative of the sponsoring institution, a specialized faculty member in the concerned Department, and a specialized external scholar, if necessary.

#### B. Evaluation of Proposals sponsored by NDU

Evaluation of a proposed research project sponsored by NDU should be arranged by: A specialized faculty member in the concerned Department, a member of the URC, and a specialized external scholar, if necessary.

### C. Responsibility for the project

When the evaluation reports are submitted to the concerned Director or Chair, a clear evaluation statement of these reports (and of any other relevant aspect) should be submitted by the Director or Chair to the concerned office (next in line in evaluating the project) as indicated above.

### D. University Support

A research project that is totally dependent on university support should not involve the University beyond its general capacity. The following are to be considered:

1. Availability of facilities: Equipment, space, library resources, etc.
2. Volume of research in relationship with: The set budget, the number of personnel to be involved, the faculty/staff work load, the administrative attention, etc.

## Extra Compensation

The University faculty or staff members who engage in research activities/projects may be compensated for those services they have rendered or have executed along the way (of research or otherwise), and that fall outside the scope of their basic duties (of teaching or research or committee work etc...) as outlined in their letters of appointments or job descriptions with the university.

Faculty compensation for the previously mentioned extra services, must be acknowledged by the appropriate Dean and the VPAA, and must secure the approval of the president.

Extra compensation (for extra work) for staff members must be approved by the Director of Administration and the President.

## Potential Conflicts of Interest

Faculty members are expected to:

1. Refrain from accepting research sponsorship from a company, firm or agency that seems to have contradicting or conflicting values with those of the mission of the university.
2. Maintain professional performance in fulfilling their duties to the University and to their research, i.e. to avoid discrepancy between personal interests and professional services, in order to ensure that the academic interest of both the faculty members and the University are well served.

# POLICY ON CONFLICT OF INTEREST IN RESEARCH

Research activities at Notre Dame University–Louaizé are devoted to the expansion and dissemination of knowledge, teaching and public welfare, in line with the University Identity, Mission, Visions and Values statements. A situation of conflict of interest arises when a researcher is in a position to influence a decision or policy or purchase, with the intent to gain a certain benefit or improperly advantage or disadvantage a colleague such as member in the evaluation process. Furthermore, conflict of interest issues might appear as a result of researcher involvement in extramural activities or commitment, adversely affecting the faculty primary commitment to NDU in terms of teaching, research and services to the University.

## Resolving Conflict of Interest

Researcher's professional integrity is the first line of defense against conflict of interest. In the emergence of a case, a disclosure form must be submitted to a subcommittee of the URC named: 'Conflict of Interest Review Panel' (URB-CIRP), chaired by the URC chairman who is in charge of handling conflict of interest cases and sending recommendations to the administration. This panel receives and analyzes cases in collaboration with the Dean of the concerned faculty as member of this panel (ex officio). After investigation, the panel will recommend appropriate actions to the project in order to avoid any conflict of interest issues.

## Researcher Guiding Principles for Avoiding Conflict of Interest

- 1- Research findings are to be disseminated. However, researchers working on sponsored research projects have the right to decide on the timing and disclosure of information or content of publications while respecting information proprietary and privacy. Nevertheless, researcher cannot withhold information for personal benefits purposes.
- 2- University policy on copyrights applies to the transfer of research data or material entrusted to the University, if they need to be disclosed externally. This transfer cannot be for purposes of personal benefits.
- 3- Sponsored research can in no case be accepted if based on predicated or predetermined findings.
- 4- Research involving students is highly encouraged as part of the university educational goals, but selection of students must be primarily dictated by the students own educational objectives and meeting research goals and needs. Researchers must be very cautious about involving students in projects with outcomes serving their own financial or other benefits.
- 5- Unless approved by the University, a research cannot be carried or oriented with the objectives of meeting persons or organizations interests, even if funding is offered.

- 6- Researchers should not use NDU administrative or research facilities for personal or consulting activities unless properly authorized.
- 7- Researchers involved in external consulting or other agreements must be cautious that these are not in conflict with NDU policy and its commitment under any sponsored grant or contract.
- 8- When a researcher (or immediate family member or household member) has a significant financial interest in an external venture closely related to the University line of investigation such as consultancy, paid services, royalty income, etc., conflict of interest arises. A disclosure form must be submitted to the URB-CIRP for investigation and ruling on this case.



# AWARD FOR DISTINCTION IN RESEARCH

**Purpose:** This award recognizes full-time faculty members who have demonstrated outstanding achievement in research.

**Periodicity:** Annual

**Award:** An awardee receives

1. A monetary award: Honorarium + a research grant
2. An engraved plaque presented in an Awards Ceremony in recognition of his/her research achievements.
3. A ceremony in honor of recipient(s).

## Eligibility:

1. Full-time faculty members who have sustained their status at NDU for at least six regular semesters prior to the current academic year of nomination.
2. Research publication(s) or creative endeavor(s) that must have been presented within the last three academic years.

## Procedures

### A. NOMINATIONS:

In consultation with the Dean, the Department nominates faculty members for the award. The nominee is requested to provide the following:

1. Cover letter summarizing his/her research and/or creative accomplishments.
2. Letters of recommendation from established academicians, minimum of three. At least one letter must be from an individual outside of NDU.
3. Comprehensive and up-to-date C.V.
  - Complete list of publications (refereed and invited publications should be so designated)
  - Special honors and prizes
  - Presentations, exhibits or concerts (invited or other)
  - Editorial and review positions
  - National or International committees or panels
  - Symposium, conference or program organizational responsibilities
  - Grants and contracts awarded
  - Other noteworthy achievements or activities

4. Samples of the candidate's research and/or creative accomplishments, for example, journal publications, and/or audio/visual Representations of creative works.

**B. EVALUATION CRITERIA:** the following criteria, as appropriate, will be used for evaluating nominations:

- Publications published in internationally recognized journals, with demonstrable impact ( i.e. impact of journal and/or citations by other authors)
- Critical reviews or published appraisals of the work under consideration
- Awards, grants, or other recognitions from National or International organizations with regard to the work under consideration.
- Demonstrable utility or usefulness of the research or creative endeavor.

**C. SUBMISSIONS:** Nomination files should be submitted as follows:

- Full-time faculty members shall submit their files to the concerned Chairperson who will forward it to the Department Personnel Committee for review. After review by the Faculty Personnel Committee, the Dean shall give his/her assessment and submit nominations to both the VP for Academic Affairs and VP for Sponsored Research and Development.
- Faculty members who are primarily associated with NDU Research Centers shall submit their files to the Center Director who shall submit the nominations to both the VP for Academic Affairs and AVPGRS who give their written assessment and send the nominations to the URC for further review.
- All nomination files will be reviewed by a Presidential Review Committee, appointed by the President based upon the recommendations of the VPAA and the AVPGRS.
- The President deliberates and takes final action.

### D. SUGGESTED DEADLINES

- End of Fall semester, as indicated in the University calendar, is the deadline for submission of completed nomination files to the head of the concerned unit.
- Decisions shall be announced before the end of the Spring semester, as indicated in the University calendar.

# POLICY ON ETHICS IN RESEARCH

## I. Introduction and Purpose

Congruent with the Mission of Notre Dame University-Louaize (NDU), which promotes “*excellence in scholarship, lifelong learning, human dignity, and moral integrity*”, the Policy on Ethics in Research is set to protect the rights, dignity, welfare, and privacy of both human and non-human subjects, and to protect the environment, in all research that involves the University. Its ultimate goal is to ensure that researchers adhere to the guidelines and principles which prevent unethical practices consistent with recognized standards in the various academic disciplines.

Research projects usually involve complex social, legal, and ethical issues. The Policy and Procedures set forth in this document are applicable to all faculty, staff, and students at the University as well as to external research and administrative partners whose research activities involve human subjects, animals, and/or the environment.

## II. Guiding Principles

### Recalling on the

- Ethical principles, as determined by the University’s mission and as prescribed by universal rules governing moral integrity, human rights, animal welfare, respect for the environment, which shall be observed at all times in any kind of research activity under the auspices of NDU;
- Belmont Report (Appendix 1) and Lebanese enforced law when applicable;
- Policy on Conflict of Interest in Research;

### Recognizing that

- Academic researchers understand the importance of obtaining Informed Consent (IC) from the participants, and parent/guardian if applicable;
- Any research project must consider the rights, safety, risk-to-benefit ratio and protection, not only of humans as specified in the Belmont Report but also of animals and/or the components of the environment involved in the study;
- After considering property rights, any researcher shall be bound to fully disclose the methods and results related to his/her research when requested by the Institutional Review Board (NDU-IRB) in order to ensure full transparency and accountability to the University and to the overall scientific community;

### Affirming that

- NDU research adheres to professional and moral processes;
- The rights and well-being of subjects (human or animal) are adequately protected;

An NDU-IRB will be formed to implement the present Policy on Ethics in Research.

## III. Role and Responsibilities of the NDU-IRB

The NDU-IRB shall ensure that all individuals involved in research abide by the set policy and guiding principles. The following list is a summary of the most important responsibilities of the NDU-IRB:

- Offer advice, information and guidance rather than act as a legislative or judicial body;
- Recommend modifications, if necessary, for proposals submitted by the University researchers, regardless of the location of research activities;
- Oversee and determine intervals of periodic review, where appropriate;
- Recommend suspension or termination of research not conducted in accordance with IRB requirements or complicit in the foreseen or unforeseen possible serious harm to research subjects;
- Prepare an Annual Report to the University Research Board on the operations of the NDU-IRB;
- Ensure that appropriate mechanisms exist in the University to resolve issues related to ethical procedures and ethical violations when conducting research;
- Ensure the provision of appropriate training for all University academic and non-academic staff to equip them with the knowledge and competencies required for the ethical treatment of research subjects;
- Ensure full confidentiality to all research participants during the mandate of the research process, unless a priori disclosure guidelines are agreed upon by all individuals involved;

Should the NDU-IRB recommend suspension or termination of a research project, the IRB shall make disclosure to the leading researcher(s) and research participants as well as all concerned administrators including, but not limited to, the AVPGRS, the concerned Dean and Department Chair. The NDU-IRB's report must include a complete statement providing evidence for disapproval with supporting evidence for the withdrawal of support.

## IV. Composition of the NDU-IRB

The President designates the Vice-President for Sponsored Research and Development (VPSRD) as having ultimate responsibility for the assurance and implementation of the fulfillment of all NDU-IRB roles and responsibilities and for the compliance with research guidelines and procedures.

In coordination with the Faculty Deans, the AVPGRS invites faculty members to express their interest to serve on the NDU-IRB. The selected members’ names are forwarded to the President for final approval. Members are selected based on the need of their particular expertise. They must be characterized by maturity, research experience, and academic expertise to qualify for membership as well as able to ascertain the acceptability of proposals in terms of risks and benefits, institutional commitments, regulations, applicable laws, and standards of professional conduct and practice.

Members of the NDU-IRB are appointed to a one-year term that is renewable.

The NDU-IRB may not at times have the necessary expertise to judge the soundness (scientific or non-scientific) of a research protocol and may possibly be unable to provide a fair and accurate risk assessment. For these protocols, the NDU-IRB chair, may call upon an ad-hoc committee for assistance to review the scientific merit by performing an in-depth review of the study, or legal counsel to assist the NDU-IRB in conducting its duties. The ad-hoc consultants/legal counsels have no voting rights and must disclose whether they have any conflicts of interest with the protocol.

## V. Submissions and Review Procedures

Prior to the implementation of the research project, each researcher shall:

**First**, consult with the NDU-IRB prior to submission of a research proposal to discuss any issues relating to human, animal, and environmental subjects and the possibility of ethical considerations for the successful carry-out of the project.

**Second**, secure the approval of the concerned Department Chair and Dean. In some circumstances, however, the NDU-IRB will consider delegating (should the concerned Dean communicate to the NDU-IRB in writing) to an appropriate person in the Faculty as long as that person is experienced in the requirements for protecting research subjects and has the authority to sign for the Department Chair in this regard. The responsibility for local supervision of the project, however, remains with the Department Chair.

**Third**, submit the application form (Appendix 2), IC form (Appendix 3), and other forms whenever applicable to the NDU-IRB. The NDU-IRB checks the application to ensure that all the necessary documents/materials have been submitted for NDU-IRB review.

It is worth noting that research projects are reviewed according to the research potential level of risks to research subjects/environment, and as determined by the NDU-IRB. The risks to which research subjects may be exposed are classified as physical, psychological, social, and/or economic. The NDU-IRB holds all research proposals to the same standards.

## VI. Training

In order to comply with the policy, the NDU-IRB members and researchers from NDU who wish to conduct human and/or animal subject research at the University are required to complete the online training as outlined in the Collaborative Institutional Training Initiative (CITI)<sup>9</sup>.

### ACRONYMS

<b>CITI</b>		Collaborative Institutional Training Initiative
<b>IC</b>		Informed Consent
<b>IRB</b>		Institutional Review Board
<b>NDU</b>		Notre Dame University - Louaize
<b>LR/PI</b>		Leading Researcher/Principal Investigator
<b>URB</b>		University Research Board
<b>AVPGRS</b>		Assistant Vice-President for Research and Graduate Studies

<sup>9</sup> The CITI Program is a subscription service, providing Research Ethics Education to all members of the research community. Online training can be obtained at <https://www.citiprogram.org/>

# ACADEMIC CALENDAR 2014-2015

## FALL SEMESTER 2014

<b>Sep. 15-19</b>	M-F		Orientation Sessions for New Students
<b>Sep. 22-24</b>	M-W	8:00-12:30/1:30-4:00	Registration Period
<b>Sep. 23-24</b>	T-W	8:00 a.m.- 8:00 p.m.	DCE Registration for Session I
<b>Sep. 23</b>	T	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
<b>Sep. 25</b>	Th		DCE Session I starts
<b>Sep. 25</b>	Th	7:30 a.m.	Classes begin
<b>Sep. 25-Oct. 2</b>	Th-Th		Application for Sibling Grant
<b>Sep. 29</b>	M	8:00-12:30/1:30-4:00	Late Registration (Classes are in session)
<b>Sep. 30-Oct. 1</b>	T-W	8:00-12:30/1:30-4:00	Drop and Add (Classes are in session)
			Opening ceremony (Main Campus) for the academic year 2014-2015
<b>*Oct. 4-6</b>	Sat-M		Al-Adha: Holiday
<b>Oct. 10</b>	F		Opening ceremony (NLC) for the academic year 2014-2015
			Opening ceremony (Shouf Campus) for the academic year 2014-2015
<b>*Oct. 25</b>	Sat		Hijra New Year: Holiday
<b>Nov. 1</b>	Sat		All Saints' Day: Holiday
<b>*Nov. 3</b>	M		Ashoura: Holiday
<b>Nov. 4</b>	T		DCE Session I Ends
<b>Nov. 5-6</b>	W-Th	8:00 a.m.- 8:00 p.m.	DCE Registration for Session II
<b>Nov. 5</b>	W	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
<b>Nov. 7</b>	F		DCE Session II Starts
<b>Nov. 21</b>	F	4:00 p.m.	Deadline for Spring and Summer 2014 Incomplete grades
<b>Nov. 22</b>	Sat		Independence Day: Holiday
<b>Nov. 27</b>	Th		Thursday classes do not meet; Monday classes meet
<b>Dec. 1-12</b>	M-F	8:00 a.m.-4:00 p.m.	Advising & Preregistration period for Spring 2015

<b>Dec. 12</b>	F		Friday Classes do not meet; Monday classes meet
<b>Dec. 16</b>	T		DCE Session II Ends
<b>Dec. 17-18</b>	W-Th	8:00 a.m.- 8:00 p.m.	DCE Registration for Session III
<b>Dec. 17</b>	W	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
			Christmas Mass
<b>Dec. 23</b>	T	9:00 p.m.	Christmas vacation begins
<b>*Jan. 2</b>	F		Prophet's Birthday: Holiday
<b>Jan. 6</b>	T		Epiphany and Armenian Christmas: Holiday
<b>Jan. 6</b>	T	9:00 p.m.	Christmas vacation ends
<b>Jan. 7</b>	W	7:30 a.m.	Classes resume
<b>Jan. 7</b>	W		DCE Session III Starts
<b>Jan. 7-23</b>	W-F		Application for Work Study Grant
<b>Jan. 9</b>	F		Entrance Examinations for Spring Semester 2015
<b>Jan. 17</b>	Sat		Saint Anthony's Day: Holiday
<b>Jan. 21</b>	W	4:00 p.m.	Deadline for officially withdrawing from a course
<b>Jan. 23</b>	F	9:00 p.m.	End of classes
<b>Jan. 26</b>	M		Reading Day
<b>Jan. 27-Feb. 6</b>	T-F		Final Examinations Period
<b>Feb. 4</b>	W		Reading Day
<b>Feb. 9</b>	M		St. Maroun's Day: Holiday

## SPRING SEMESTER 2015

<b>Feb. 10</b>	T		Orientation Sessions for New Students
<b>Feb. 13</b>	F		DCE Session III Ends
<b>Feb. 13,16</b>	F, M	8:00-12:30/1:30-4:00	Registration Period
<b>Feb. 16-17</b>	M-T	8:00 a.m.- 8:00 p.m.	DCE Registration for Session IV
<b>Feb. 16</b>	M	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
<b>Feb. 17</b>	T	7:30 a.m.	Classes begin

<b>Feb. 17-25</b>	T-W		Application for Sibling Grant
<b>Feb. 18</b>	W		DCE Session IV Starts
<b>Feb. 19</b>	Th	8:00-12:30/1:30-4:00	Late Registration (Classes are in session)
<b>Feb. 24-25</b>	T-W	8:00-12:30/1:30-4:00	Drop and Add (Classes are in session)
<b>Mar. 10</b>	T	Classes Meet	Tuesday classes do not meet; Friday
<b>Mar. 13</b>	F		Open Doors - NLC
<b>Mar. 25</b>	W		Feast of the Annunciation: Holiday
<b>Mar. 26, 27</b>	Th, F	8:00 a.m. - 5:00 p.m.	Open Doors Main Campus
<b>Mar. 21</b>	Sat		Entrance examinations for Fall semester 2015
<b>Mar. 31</b>	T		DCE Session IV Ends
		Easter Mass	
<b>Apr. 1</b>	W	9:00 p.m.	Easter vacation begins
<b>Apr. 13</b>	M	9:00 p.m.	Easter vacation ends
<b>Apr. 14</b>	T	7:30 a.m.	Classes resume
<b>Apr. 14-15</b>	T-W	8:00 a.m.- 8:00 p.m.	DCE Registration for Session V
<b>Apr. 14</b>	T	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
<b>Apr. 14-24</b>	T - F	Summer and Fall 2015	Advising & preregistration period for
<b>Apr. 16</b>	Th		DCE Session V Starts
<b>Apr. 20-June 16</b>	M-T		Application for Work Study Grant
<b>Apr. 21</b>	T	classes meet	Tuesday classes do not meet; Friday
<b>Apr. 22</b>	W		Open Doors - Shouf Campus
<b>Apr. 24</b>	F	4:00 p.m. Incomplete grades	Deadline for Fall Semester 2014
<b>May 1</b>	F		Labor Day: Holiday
<b>May 8</b>	F	(Classes are not in session)	Founder's Day - Main Campus
<b>May 15</b>	F		Founder's Day-NLC (Classes are not in session)

<b>May 22</b>	F	(Classes are not in session)	Founder's Day- Shouf Campus
<b>May 25</b>	M		DCE Session V Ends
<b>May 26-27</b>	T-W	8:00 a.m.- 8:00 p.m.	DCE Registration for Session VI
<b>May 26</b>	T	9:00 a.m. or 6:00 p.m.	DCE English Placement Test
<b>May 28</b>	Th		DCE Session VI Starts
<b>June 12</b>	F	4:00 p.m.	Deadline for officially withdrawing from a course
<b>June 16</b>	T	9:00 p.m.	End of classes
<b>June 17</b>	W		Reading Day
<b>June 18-27</b>	Th-Sat		Final Examinations Period
<b>June 24</b>	W		Reading Day

## SUMMER SESSION 2015

<b>July 2</b>	Th		Entrance examinations for Fall semester 2015
<b>July 3</b>	F	8:00a.m. - 2:00p.m.	Registration period
<b>July 6</b>	M		DCE Session VI Ends
<b>July 6</b>	M	7:30 a.m.	Classes begin
<b>July 7</b>	T	8:00a.m. - 2:00p.m.	Late Registration (Classes are in session)
<b>July 8</b>	W	8:00a.m. - 2:00p.m.	Drop and Add (Classes are in session)
<b>July 18-20</b>	Sat-M		Al Fitr: Holiday
<b>July 24</b>	F	7:15 p.m.	Commencement: Conferring of degrees
<b>Aug. 14</b>	F	2:00 p.m.	Deadline for officially withdrawing from a course
<b>Aug. 15</b>	Sat		Assumption Day: Holiday
<b>Aug. 17</b>	M	9:00 p.m.	End of Classes
<b>Aug. 18</b>	T		Reading Day
<b>Aug. 19-21</b>	W-F		Final examinations period
<b>Aug. 27</b>	Th		Entrance examinations for Fall semester 2015

\* Tentative dates

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