



Instructor Code

Saint Joseph University of Beirut

September 2020



It is my pleasure to share with you the new Instructor Code of Saint Joseph University of Beirut. In light of past experience, international best practices, and feedback received from stakeholders after extensive consultation, this document was reviewed by an ad hoc representative committee and amends some of the provisions that appeared in the first version of the Code, released in September 2014.

The first and amended versions of the Instructor Code are the fruit of several years of work, reflection, and drafting. My thanks go to all the members who took on the task of drafting and writing it.

The following preamble outlines the main elements of the Code and its most important objectives. Following the preamble, the first part of the Code outlines the status of the tenured instructor-researcher and the non-tenured instructor. As for the second part, it establishes its rules of application in teaching, research, and service, in the calculation of work hours and in the weighting of academic activities. This project has been described as too ambitious, and it is so in the sense that Saint Joseph University of Beirut is itself ambitious in the promotion of its human and intellectual resources. Among its qualities is placing the instructor in a key position in the process of teaching, research, and commitment to the University and its students.

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Rector of Saint Joseph University of Beirut

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PREAMBLE

In 2009, upon the request of the Rector, the French Agency for Research and Higher Education Evaluation (*Agence française d'Évaluation de la Recherche et de l'Enseignement Supérieur – AERES*) submitted its assessment report. It stated that Saint Joseph University of Beirut suffered from a lack of human resources to support its research potential; this is due, in part, to the relatively small number of instructors-researchers, the failure to include the research activity in the annual workload of tenured instructors, and the lack of definition of priority research areas. AERES made some important recommendations at the end of its report:

1. Clearly define the missions and duties of an instructor-researcher;
2. Identify the needs and job descriptions and specify the recruitment requirements for instructors-researchers;
3. Increase the number of tenured instructors with doctoral degrees;
4. Integrate research time into the annual teaching load of instructors-researchers;
5. Establish an Internal Research Activity Assessment System for Instructors-researchers.

In December 2009, the Strategic Board recommended a policy aimed at establishing poles of excellence manned by top-tier instructors-researchers. It also emphasized the University's obligation to take decisive action to address the problem described in the AERES report as soon as possible. Following this, a

detailed survey on the situation of instructors-researchers was developed and submitted to the University Board in May 2010 and to the Strategic Board in December 2010. The general guidelines for the new Saint Joseph University of Beirut teaching staff statutes were developed based on this overview and the Recommendation Concerning the Status of Higher-Education Teaching Personnel, adopted by the UNESCO General Conference on November 11, 1997. These guidelines were discussed with University community members before resulting in a draft statute that is both innovative and realistic. This project aims, in particular, to meet the following four objectives:

1. To close gaps in the then-existing statute and find solutions to various issues and difficulties encountered during implementation.
2. To respond to the recommendations of the AERES report.
3. To meet the expectations of the various academic stakeholders.
4. To comply with the provisions of Law No. 285 of April 30, 2014, on Private Higher Education Institutions in Lebanon and Legislative Decree No. 10068 of March 11, 2013, on the Regulation of Doctoral Programs in Private Higher Education Institutions in Lebanon, particularly concerning the proportion of tenured instructors with doctoral degrees and the importance placed on research.

The Instructor-Researcher Code was then issued in 2014. Its purpose is:

1. To broaden the University's horizons and to include it in an international movement supported by UNESCO, the Bologna Process, and the European Credit Transfer and Accumulation System (ECTS);
2. To rely on full-time tenured instructors who serve as the foundation of their institution and, by extension, the University;
3. To encourage each tenured instructor to participate in the University's three missions, namely Teaching, Research, and Service, in varying proportions.

This new Instructor Code, which became effective in 2014, contributes to the gradual transformation of the University's teaching staff composition and the modification of the instructor-researcher profile. It entails a change in the mechanisms and procedures for managing teaching resources, such as recruitment, contract renewal, promotion, and so on, both at the Institutions' level and the University's central administration.

Four years after its adoption, following the decision taken by the University Board at its 198th meeting on October 24, 2018, the Rector requested that each institution proceed to revisit the Instructor-Researcher Code while also making appropriate proposals for its amendment.

The following is the amended version of the Code. This new version takes into account not only the recommendations of AERES but also those of the ACQUIN Accreditation Commission which issued the certificate of institutional accreditation to Saint Joseph University of Beirut (April 8, 2019).

It should be noted in this regard that, to better emphasize its importance and to make it more easily accessible, the Instructor Code has been removed from the main text of the "Statutes of USJ" and has become an independent two-part instrument: the statutory provisions and the rules for their application. After the provisions of the Code, answers to the questions most often raised by its interpretation are provided.

FIRST SECTION – INSTRUCTOR’S STATUS

First Chapter – THE TENURED INSTRUCTOR-RESEARCHER

Article 1: Definition

Tenured instructors-researchers are those who make a career of teaching and research at the University, at least half-time, in varying proportions. They are the pillars of their institutions: they teach courses within a program and provide guidance to students. They carry out a regular research activity and contribute to the influence and outreach of the University on a national and international level. They may be called upon to undertake academic and/or administrative duties. They are also required to devote the necessary time each year to their own academic resourcing. Their affiliated institutions ensure, as far as possible, that they can take advantage of available opportunities.

They receive a monthly salary according to the current pay scales.

The duties associated with the performance of these various functions are detailed in the “Rules of Application of the Instructor-Researcher Code”, adopted by the University Board and annexed to the present Code, and of which they form an integral part.

Article 2: Categories

Tenured instructors-researchers are practical trainers, lecturers, assistant professors, associate professors, and professors.

Article 3: Application Requirements

The **practical trainer** must hold a master’s degree. They must have at least five years of professional experience in the field of study. They are hired to carry out or arrange educational tasks such as practical work, fieldwork, internships, or other types of practical training.

The **lecturer** must hold a master’s degree or a degree deemed equivalent by the University’s Equivalence Commission. They must be enrolled in a PhD program and have demonstrated their ability to teach and conduct research.

The **assistant professor** must hold a PhD or a degree deemed equivalent by the University’s Equivalence Commission. They demonstrate their teaching and research skills through publications in indexed peer-reviewed journals or oral or written communications at scientific events requiring a selection committee. They coordinate or participate in international projects and contribute to the international visibility of the University.

The **associate professor** must have at least seven years of teaching and research experience as an assistant professor and must have published in indexed peer-reviewed journals as well as given or written communications at scientific events requiring a selection committee. They coordinate or participate in international projects and contribute to the international visibility of the University. They shall meet the requirements for appointment to this rank as

outlined in the present Code adopted by the University Board.

The **professor** must have at least six years of teaching and research experience as an Associate Professor and must have published in indexed peer-reviewed journals as well as given or written communications at scientific events requiring a selection committee. They coordinate or participate in international projects and contribute to the international visibility of the University.

Article 4: Recruitment Procedure

Tenured instructors-researchers are hired according to the procedure detailed in the “Rules of Application of the Instructor-Researcher Code”, adopted by the University Board and annexed to the present Code, of which they form an integral part.

Article 5: Appointment

At the end of the recruitment procedure, the tenured instructors-researchers are appointed by the Rector on the recommendation, if necessary, of the relevant Vice-Rectors, based on a proposal from the Head of the respective Institution, taking into account the organizational chart of the Institution, after receiving approval from the Institution Board.

Any new appointment of a tenured instructor-researcher is made for a period of one year, starting on September 1.

The deed of appointment shall specify the academic rank, the full-time or part-time status,

expressed in percentage of a full-time status, and the payment conditions.

The deed of appointment, signed in two originals by the Rector and the instructor-researcher, shall be deemed a contract. One of the two originals is kept in the instructor-researcher’s file at the Rectorate of the University. The other one is given to the instructor-researcher and a photocopy is kept in their file at their affiliated institution.

Article 6: Annual Workload

The annual workload of the tenured instructor is set at 1,720 hours, spanning over 43 weeks. It is determined by the Head of the Institution and duly signed by the tenured instructor-researcher. It shall be deemed an addendum to the deed of appointment and shall form an integral part thereof.

This addendum must explain the workload allocation model of the person concerned, provided that:

- 1° The allocation model divides the statutory components of a tenured instructor’s annual workload into three functions: teaching, research, and service. It considers, on the one hand, the needs of the Institution in accordance with its scientific and educational mission, and, on the other hand, the instructor’s capacities, skills, and interests. The individual workload allocation model is implemented in accordance with the University Board’s

weighting parameters, with the work hour serving as the measuring unit for determining the ratio of each component of the task that the tenured instructor-researcher must complete annually;

- 2° The typical annual workload of a tenured instructor usually consists of a 50% teaching load, 40% research activity, and 10% service as defined in Rules R.A.1 through R.A.5 of the present Code;
- 3° The overall volume of the statutory components of the annual workload, expressed in hours of work, is specified in the “Rules of Application of the Instructor-Researcher Code” adopted by the University Board. These rules also define the parameters of the various components of the annual workload of the tenured instructor-researcher in full-time status and, as appropriate, the system applicable to any additional activity exceeding the overall annual workload.

Article 7: Ethics

In carrying out their activities, instructors-researchers are required to comply with the ethical requirements inherent to their positions, as well as with the principles of intellectual integrity and moral rigor outlined in Article 15 of the Charter of the University. They are also bound to respect confidentiality obligations regarding all personal data to which they may have access in the course of their teaching, research, or service duties.

Without prejudice to the right to take legal action, any insulting or defamatory remarks, any act of fraud, corruption, plagiarism, or psychological or sexual harassment exposes its author to proceedings before the University Disciplinary Board.

Article 8: Additional Services

In exceptional circumstances, the Rector may, based on a justified proposal from the Head of an Institution and after consulting the relevant Vice-Rectors, authorize a tenured instructor-researcher to provide additional services to their annual workload as specified in the addendum to their deed of appointment. The pay for these additional services must correspond to the hours of a non-tenured instructor.

A tenured instructor-researcher may engage in activities outside the University, so long as such activities contribute to the enrichment of their teaching and research and to the outreach of USJ; such activities shall in no way interfere with the fulfillment of their obligations or with the reputation and interests of the University. Such activities shall not exceed the equivalent of one workday per week. External activities exceeding this limit will automatically result in a change in the employment status from full-time to part-time.

Such activities require the written permission of the institution to which the instructor is affiliated.

Article 9: Activity Report

Each member of the teaching staff must submit an activity report covering all of their activities (teaching, research, and service) within the University for the current contract by March 31 of the year in which their contract expires, or of the current academic year in the case of a promotion request. A copy of this report is kept in the instructor’s file at their institution. Another copy is kept in their file at the Rectorate. The report must be taken into consideration during their assessment.

Article 10: Assessment

The tenured instructor-researcher is assessed by the Head of the Institution no later than April 30 of the current academic year, depending on the case (contract expiry or request for promotion), based on their activity report, student assessment of their teachings, and the recommendation of the Institution Board.

The assessment should cover all academic duties performed by the instructor as outlined in the annual workload document. Based on the results of this assessment, the instructor will be assigned objectives, if any.

Reports on the results of the assessments and any objectives assigned to the instructor must be submitted at the Rectorate, with a copy sent to the instructor's affiliated institution.

Article 11: Contract Renewal

The contract is renewed in the same manner as the appointment. It must consider the instructor's activities as well as the achievement of the objectives assigned.

The contract shall be renewed for three years unless otherwise established based on the assessment outlined in Article 9. It will enter into effect on September 1.

In the event of non-renewal, either party must provide three months' notice no later than May 31.

An instructor whose contract was not renewed on their own initiative and who wishes to re-enter the academic tenure is subject to the application procedure once more.

Article 12: Promotion

The promotion of an instructor is motivated by the importance of their academic, scientific and professional achievements, as well as by the quality of their research activities, taking into account the specificity of their disciplinary field and their career path.

The University Board establishes the criteria for the promotion of instructors-researchers for each institution or group of institutions. Promotion is approved by the Rector after consultation with the relevant Institution Board and, if necessary, the recommendation of the relevant Vice-Rectors. These criteria take into account the variety and specificity of disciplinary fields.

The University Board also establishes the procedures and modalities for processing promotion requests.

Any promotion of a lecturer to the rank of an assistant professor takes effect on September 1 following the completion of the doctorate, subject to positive evaluations of teaching and research activities.

An assistant professor or associate professor who meets the requirements for appointment to a higher rank as set out in Article 3 of these regulations, as well as the criteria for promotion specific to their Institution, and who applies for promotion, shall submit a written request to the Head of their Institution no later than January 31 for a promotion that enters into effect on September 1 of that year.

The request for promotion shall be accompanied by any documents the instructor deems appropriate to support the request, including:

1. An updated curriculum vitae;
2. An activity report summarizing the various academic duties performed (teaching and research) since their appointment to their current rank;
3. Any evidence of the quality of their achievements and their academic, scientific and professional impact, including recognition within and outside the University.

Article 13: Remuneration

The remuneration of tenured instructors-researchers is composed of a basic salary and an additional allowance, each subject to a scale expressed in “USJ points”, approved by the University Board and giving the basic index for the categories of tenured instructors-researchers. Each year, the University Board sets the value of the USJ point.

The base salary and additional allowance of the tenured instructor-researcher shall cover all obligations included in their annual workload in proportion to their employment status as compared to full-time as defined in Article 6 of this Code.

Article 14: Advancement Index

Tenured instructors-researchers shall have one advancement index for the base salary and another for the additional allowance, each applied to their rank. The University Board determines the annual increase in these indexes.

Upon proposal of the Head of their Institution and upon recommendation of the relevant Vice-Rector, the Rector may grant an instructor a merit increase in these indexes for outstanding services provided or extramural honors earned and recognized by the University.

When an instructor is promoted to a higher rank, the new base salary and additional allowance are calculated based on the values after promotion, plus the amount corresponding to the difference in base indexes between the new and former categories. The indices are then recalculated in the new category.

Article 15: Allowances and Compensations

The contract of instructors-researchers is not governed by the Labor Code but by the Code of Obligations and Contracts. Tenured instructors-researchers do not receive benefits from the

National Social Security Fund; however, the University shall strive to provide them with equal benefits.

End-of-Service Compensations

Upon termination, tenured instructors-researchers will receive end-of-service compensation for base salary calculated on the same basis as the Labor Code, with the understanding that only those years of teaching subsequent to their appointment to the tenured instructor-researcher position will be considered.

Thirteenth Month Salary

The additional allowance entitles the recipient to a thirteenth month salary in lieu of the end-of-service compensation related to the additional allowance. If they so desire, instructors-researchers may join a University-sponsored savings plan that supplements their end-of-service compensation; they contribute the thirteenth month salary to it.

Travel and Representation Allowances

Tenured instructors-researchers also receive travel and representation allowances. The latter benefits are not included in the calculation of end-of-service compensation.

Family Allowances

Tenured instructors-researchers receive family allowances calculated on the same basis as the family allowances allocated to insured persons by the National Social Security Fund.

School Tuition Assistance

Tenured instructors-researchers with more than one year of seniority may receive school tuition assistance for their dependents, according to the rates of the Civil Servants Cooperative and in proportion to their employment status.

Discount on Registration Fees

A 50% tuition discount may be granted to instructors-researchers who wish to pursue degrees at the University. This discount may be increased by 25% at most depending on the relevance of the learning to the instructor's field of activity and the needs of the instructor's affiliated institution.

Insurance

Under the conditions specified by the University Board each year, instructors-researchers may subscribe to insurance covering medical and surgical expenses incurred in the event of illness, accident, or maternity. The third-class portion of the premium will be paid by the University for the instructor and their dependent family members.

Once retired, and as long as these instructors are not hired elsewhere, the University will continue to pay a portion of their premium, as well as the premiums of their dependent family members, based on seniority, for hospitalization only. When the instructor has between 4 and 7 years of seniority in the framework, the coverage is 50%; 75% for seniority of more than 7 years but less than 13 years; and 100% for seniority of 13 years or more.

The spouse of a tenured instructor who passes away after retirement age but has subscribed to the insurance policy may continue to benefit from it only for hospitalization; in this case, the spouse will pay the entire premium.

Coverage of Extraordinary Expenses

The Rector may grant tenured instructors-researchers salary advances to cover exceptional and urgent expenses. The amount of such an advance cannot be more than one-third of the annual salary. The advance must be repaid within twelve months through payroll deduction. A 4% administration fee is also charged.

Article 16: Sabbatical Leave

A tenured instructor-researcher with the title of professor, associate professor, or assistant professor may apply for a sabbatical every seven years provided they can demonstrate:

1. at least six years (12 semesters) of seniority in their tenure;
2. a research, professional, or academic project whose interest justifies a period devoted exclusively to its realization;
3. the approval of the Institution Board;
4. the endorsement of the Executive Board.

It is not possible to split a sabbatical period into unequal periods or to spread it over several semesters.

Article 17: Retired Instructor

The retired instructor had a career at the University as a tenured instructor-researcher.

The tenured instructor-researcher retires at the end of the academic year in which they reach the age of 65. At that time, they receive their end-of-service compensation.

Exceptionally, and taking into account the needs of the institution, a tenured instructor-researcher who has reached the age limit may, on the written proposal of the Head of the Institution, after the recommendation of the Institution Board, and with the approval of the Rector, continue teaching or research activities in the following manner:

1. Up to the age of 70, with a reduced tenure of 50%.
2. From the age of 70 until the age of 75, if justified by the imperative needs of the institution. In no case may the tenure exceed 50%.

The instructor signs a new one-year or one-semester contract with the University. This new contract specifies the new organization

of the instructor's tasks. The renewal and continuation of the activity of the retired instructor remain exceptional and it is the responsibility of the institutions to prepare the succession of any tenured instructor-researcher before they reach the age limit.

3. After age 75, no renewal is possible.

If the instructor does not have a PhD, renewal is no longer possible after reaching the age of 65.

Article 18: Professor *Emeritus*

A professor Emeritus is a retired instructor who has served the University as a tenured instructor-researcher for at least ten years and who, at the time of retirement, has attained the rank of professor and has made a special contribution to their discipline, profession, society, or the development of the University. They may, until the age of 75, carry out teaching and research duties at the University with or without compensation.

Article 19: *Interim Provisions (2020-2023)*

Tenured instructors with at least 15 years of seniority in their position and who have defended their thesis only after 2014 may, in view of the exceptional quality of their record and depending on the needs of the Institution, request to be promoted to the rank of Associate Professor. The Rector may grant this promotion after consultation with the Institution Board and the relevant Vice-Rectors.

FIRST SECTION – INSTRUCTOR’S STATUS

Second Chapter – THE NON-TENURED INSTRUCTOR

Article 20: Definition

Non-tenured instructors contribute to teaching or research activities at one or more institutions of the University. They are paid on a fee-for-service basis. The maximum number of hours of service they provide does not exceed 125 per semester.

Article 21: Category of Non-Tenured Instructors

Non-tenured instructors are hired by the University for the institution(s) involved as part-time teaching and research staff, associate part-time faculty, or part-time teaching and research auxiliary staff.

Article 22: Category of Part-Time Teaching and Research Staff

It includes instructors, internship supervisors, clinical instructors, clinical professors, and research officers.

1. The **instructor** and **internship supervisor** undertake teaching or internship supervision duties as specified in their contract. Such assignment is made specifically for the following alternative or cumulative purposes:
 - to provide teaching of a frequency or specialty that does not substantiate the appointment of a tenured instructor-researcher;
 - to benefit from the experience of a practitioner;
 - to meet *ad hoc* needs.

Instructors and internship supervisors are hired under the pedagogical responsibility of either the head of the institution in order to assign them a complete teaching or internship supervision activity or a tenured instructor-researcher with the aim of having them partially intervene in a teaching or internship supervision activity assumed by the aforementioned tenured instructor.

The Head of the Institution, or the relevant instructor-researcher, is responsible for validating their course and practical training syllabi, as well as the assessment methods and tools used to assess students’ learning and performance.

The instructor must hold at least a master’s degree in the discipline they will be teaching or hold diplomas and titles deemed equivalent by the University’s Equivalence Commission. The internship supervisor must have at least a bachelor’s degree in a relevant discipline and at least four years of professional experience.

2. The **clinical instructor** and the **clinical professor** are health care professionals who are engaged in part-time teaching and/or research activities at one or more institutions of the University. The title of clinical professor requires a PhD
3. The **research officer** is hired by the University as part of a research program or project. There are two potential scenarios:

- the research assistant is typically a PhD candidate who works under the direction of the tenured instructor in charge of the relevant research program or project.
- the research associate is usually a PhD recipient. They work in partnership with the tenured instructor-researcher involved in the research program or project.

Article 23: Category of Associate Part-Time Faculty

It includes visiting instructors, instructors on secondment, and visiting research directors.

1. A **visiting instructor** is a person who, pursuing a teaching or research career outside the University, or having previously been a teacher or researcher in another institution of higher education, or possessing special expertise in a given discipline, is hired at the University for a limited period, with or without remuneration. When the visiting instructor holds no title, the Rector shall confer one upon the recommendation, if any, of the relevant Vice-Rector, by virtue of analogy with the titles in force at the University.
2. An **instructor on secondment** is a teacher or researcher employed at another university or another teaching or research institution, but who is seconded to an institution of the University. This secondment may take the form of a short-term or a fixed-term teaching or research assignment, in addition to their duties at their affiliated university or institution, by virtue of an agreement between the University and the institution or organization that pays for their services.
3. The **visiting dissertation or thesis director** is called upon by one or more

institutions of the University exclusively to direct, with or without remuneration, the research work of one or more master's or PhD candidates.

Article 24: Category of Part-Time Teaching and Research Auxiliary Staff

It includes PhD candidates who contribute to the teaching and guidance of students for a maximum of half of a tenured instructor's working hours, under the supervision of the tenured instructor in charge of the teaching activity for which they are responsible. Their sessional contracts cannot last more than 12 semesters (six years).

Article 25: Recruitment and Appointment of Non-Tenured Instructors

1. When an institution wishes to provide teaching in a specialty that is not part of its educational program, a non-tenured instructor must be appointed first among the instructors at one of the University's institutions that offers this specialty as part of its educational program. After notifying the Rector, this decision and the resulting increase in the instructor's workload are made in consultation with the Head of the instructor's affiliated institution.
2. Otherwise, and in all other cases, a non-tenured instructor is recruited following an interview with a jury consisting of the relevant Head of the Institution and at least two tenured instructors of that Institution of the highest rank, selected for this purpose by the Institution Board. This interview may be followed by any additional procedure provided for in the Statutes of the institution. The candidate's file, together with the minutes of the interview and, if applicable, the results of the additional procedure, if any, are

forwarded to the Rector in accordance with the recruitment procedure (Procedure for the Recruitment of a Non-Tenured Instructor - R.A. 7). The candidate is declared accepted if, within 48 hours of having received the file, the Rector does not oppose the candidate's application for justified reasons.

Article 26: Remuneration Procedure

The remuneration of non-tenured instructors is determined in the deed of appointment.

A statement of the actual performance of non-tenured instructors shall be drawn up at the end of each month.

The total number of paid hours worked by a non-tenured instructor shall not exceed that provided for in their deed of appointment. If necessary, the institution shall amend this deed.

Article 27: Assessment and Renewal

The Head of the Institution assesses each tenured instructor at the end of each semester or year. The assessment is based on student assessments of their teachings as well as the Institution Board's recommendation. It is used to determine whether or not an appointment should be renewed. After the age of retirement (65), renewal is granted only in exceptional cases and, in no case, after the age of 75.

SECOND SECTION – RULES OF APPLICATION (R.A.) OF THE INSTRUCTOR CODE

R.A. 1: Teaching Role

The teaching role includes teaching in its various forms, including the delivery of courses (lecture-based teaching or distance teaching), as well as the facilitation or supervision of seminars, workshops, supervised work, practical work, laboratory work and other similar work.

It also includes:

1. Course preparation, including updating course content and developing innovative teaching methods and tools;
2. Development of assessment methods for students' learning achievements;
3. Pedagogical support and availability to students, as well as the supervision and guidance of students in their academic or creative pursuits;
4. Supervision of students' practical training reports (laboratory work, internships, etc.);
5. Correction and grading of students' assignments and exams;
6. Participation in semestrial and examination boards;
7. Supervision of master's theses (when deemed an academic activity by the institution), including assistance in the preparation of final projects, and participation in the corresponding juries;
8. Advising of students by means of tutoring and pedagogical advice;
9. Teaching activities at foreign universities;

10. Coordination, participation, and presentation of international projects that are not necessarily research or teaching projects.

11. For tenured instructors in the Faculties of Medicine and Pharmacy, supervision of residents and interns at the University Hospital and affiliated hospitals.

12. Clinical activities within the University Hospital and affiliated hospitals.

The assessment of the Teaching component generally represents a minimum of 40% of the overall assessment of the instructor-researcher's work (see Appendix 1 for the assessment grid).

R.A. 2: Research Function

The tenured instructor-researcher engages in research and innovation as defined in these rules of application. They are required to translate these activities into publications or works.

Research includes activities that contribute to the creation of knowledge as well as to its furthering, dissemination, and promotion.

The tenured instructor-researcher carries out their research and innovation activities generally in the research structures of the University. The assessment of the research component represents at least 40% of the overall assessment of the instructor-researcher's work (see Appendix 2).

Research includes the following activities:

1. Conducting research through:

- The design, elaboration, and development of innovative research projects aimed at the systematic search for new knowledge of a basic or applied nature, within the University's priority research areas;
- The implementation and participation in national and international interdisciplinary and inter-university research projects;
- Any other structured process of creation, design, execution, dissemination, and valorization that contributes to the advancement of Arts, Humanities, and Sciences.

2. Disseminating and promoting research results through publication under various formats:

- Articles, oral or written communications (in peer-reviewed indexed journals or at scientific events requiring a selection committee);
- Books, films, videos, etc.;
- Patent registration;
- Industry and professional expertise, drafting standards and community service;
- Awards from recognized academic or scientific research organizations;

- Invitations to speak at scientific events;
- Facilitation or moderation of sessions, chairing of meetings;
- Membership in the scientific committee of a national or international scientific event or drafting of conference proceedings;
- Membership on the editorial board of a national or international journal;
- Appointment as a delegate to a national or international learned society or membership in a scientific federation, society or think tank;
- Scientific collaboration or partnership with other academic institutions or researchers.

3. Self-resourcing through:

- Scientific cooperation stays in international research structures for collaboration and technology transfer;
- Participation in scientific events (study days, colloquia, seminars, etc.) in their field of research with a certificate of attendance.

4. Administrative and scientific tasks such as:

- The direction and management of a research structure;
- The supervision of master's theses (for certain institutions of the University), the supervision and co-supervision of doctoral dissertations (PhD) and participation in the corresponding juries;

- The delivery of research courses;
- The role of research delegate for their institution reporting to the Vice-Rectorate for Research and its Board.

5. Participation in the financing of research projects. An instructor-researcher is called upon to obtain the necessary funding or co-financing for their research projects. They must therefore apply to national or international funding agencies, to companies interested in their field of research, or respond to international calls for projects with guaranteed funding.

R.A. 3: Service Duty

The tenured instructor-researcher is required to participate in statutory and pedagogical meetings and in University boards (pedagogical committees, academic commissions, Executive Board and University Board) when called upon to do so, as well as in meetings and ceremonies of the Institution to which they are affiliated.

It also includes:

1. Directing, coordinating, and facilitating educational, track, or section programs;
2. Participating in assemblies, designated task forces, commissions or committees;
3. Organizing and participating in meetings of an academic nature;
4. The tenured instructor may be called upon to serve in an academic leadership capacity, such as Head of Department, Director of an Institute/School or Research Center, Vice-Dean, or Dean. In such cases, the teaching and research load may exceptionally be reduced, with the written authorization of the Rector, since the administrative load will lead to an increase in the number of annual working hours required by the professor in question.

The tenured instructor-researcher also performs services that contribute to the University's outreach, especially those for the benefit of the community. Some of their activities may also include the following:

1. Participation in the activities and events of interdisciplinary or discipline-specific scientific, professional, cultural, social or governmental organizations, including activities and events organized by the various institutions of the University;
2. Participation in juries of granting agencies or competitions;
3. Management and organization of congresses, colloquia, seminars, symposia, task forces, missions or other scientific, artistic, literary or business events;
4. Carrying out assignments for external commitments of the University;
5. Volunteer work for social agencies and communities coordinated by the University or in line with their discipline;
6. Carrying out commissioned work assigned to the University;
7. Paid service to local and national governments;
8. Consulting;
9. International activities: the tenured instructor-researcher is encouraged to submit and/or participate in projects under international calls (Capacity Building, Innovative Training, International Expertise Directory, etc.).

These activities, along with any professional practice, must be specified in the annual report that every tenured instructor-researcher is required to submit to the Head of their institution.

R.A. 4: The Overall Individual Workload of the Tenured Instructor-Researcher in Working Hours

The annual workload of tenured instructors includes teaching, research, and service, amounting to the total annual workload required of the tenured instructor according to their tenure, i.e., for a full-time tenure, the equivalent of 1,720 work hours per year. The institution and the tenured instructor-researcher shall ensure that, within the framework of these loads, the time required for participation in meetings of the institution and the instructor's academic, research, and administrative responsibilities, as well as for lifelong learning or academic resourcing, is being properly allocated.

R.A. 5: The Weighting of the Activities of the Various Academic Duties

The allocation of the tenured instructor-researcher's workload between Teaching, Research, and Service is the purview of the Head of the Institution to which the instructor-researcher is affiliated and is based on the needs of the institution and the qualifications of the instructor.

The following weighting parameters will be considered for this allocation, insofar as possible:

1. One hour of lecture counts as four hours of work, except for special provisions for the same course taught by the same instructor to several groups;
2. In allocating the tenured instructor's annual workload, the Head of the Institution shall ensure, insofar as possible, that the following thresholds are met:
 - The teaching role is 50% of the total workload, with a minimum threshold of 40%;
 - The research function is at a minimum threshold of 40%;
 - The service duty is at a minimum threshold of 10%.

Depending on the needs of the institution, these thresholds may be modified in the event that the tenured instructor should take on an academic or administrative management responsibility resulting in an excess of the annual work hours required of the individual instructor. Significant changes, particularly those that result in the elimination of 50% or more of the teaching and research load, must be authorized by the Rector.

R.A.6: Recruitment of a Tenured Instructor-Researcher

1. In the event of a vacancy arising from the retirement of the incumbent, non-renewal or termination of the contract, resignation or death, the position is not automatically renewed.

If the institution wishes to renew this tenured instructor-researcher position or establish a new one, the Dean or Director shall submit a proposal to the Rector, approved by the Institution Board, supporting the establishment of the position or its renewal.

2. The proposal sent to the Rector, no later than January 31 for an appointment in September of the same year, must include:
 - A detailed description of the Teaching tasks, the Research area and the Service activities;
 - A written rationale that justifies, in the opinion of the Institution Board, the upholding or establishment of the position;
 - The Institution's requirements for the candidate's degree, publications, teaching and research experience abroad, age, and relevant experience;

- An excerpt from the minutes of the Institution Board pertaining to the request to uphold or establish the position.

3. After having had the request reviewed by the relevant Vice-Rectors, the Rector adds the proposal to the agenda of the Executive Board, which shall render a decision at the latest, within two months of the proposal being submitted to the Rectorate. If the Executive Board agrees to uphold or establish a position, the relevant Institution completes the “Call for Applications” form and sends it to the Vice-Rector for Academic Affairs for approval. This call will appear on the University’s website and the relevant Institution’s website for at least 30 days. It will also be published in the national press, after the approval of the Vice-Rector for Administration, and communicated, if necessary, to key partners including the professional community and the university network.

4. The examination of applications, which must be done according to the relevant standard adopted by the University, is entrusted by the Head of the Institution to a commission which they preside over and whose members they appoint. In addition to a relevant expert from outside the University, who may be chosen from among the visiting instructors, this commission consists of the Head of the Institution, one or more instructors in the relevant discipline, and the Head of the relevant Department.

First, the commission determines which candidates it deems worthy of consideration. The commission then proceeds to interview these candidates. This interview may be supplemented by a course or seminar delivery. The commission shall issue a written report to the Institution Board. This report shall specify, in order of preference, the names

of the candidates who, in the opinion of the commission, could be hired.

The Institution Board examines the report drawn up by the selection commission and communicates its recommendations to the Executive Board of the University, after possibly modifying the order of the candidates, or even considering one or more candidates as not suitable. Changes in the choices made by the Institution Board can only be made after a hearing with the Head of the Institution.

The Executive Board examines the completed file and makes its decision by May 31 at the latest, for an appointment normally taking effect in September of the same year. It may, after hearing the Head of the Institution, decide not to approve any of the candidates nominated by the Institution Board. In this case, the call for applications is reopened. In the latter case, the relevant institution does not have to submit a new request for the upholding or establishment of a position.

The Rector informs the candidate selected by the Executive Board of the decision reached. If accepted, the appointment is made per the Statutes of the University.

5. In exceptional cases where an institution’s paramount interest so requires, it is the Rector’s competence, on the recommendation of the Institution Board, after obtaining the opinion of the relevant Vice-Rectors, and under the principles and objectives underlying the current recruitment procedure, to ask the Executive Board to endorse the request for the establishment of a position and the recruitment of an instructor-researcher to fill it, without complying with the recruitment procedure provided for.

R.A. 7: Recruitment and Appointment of Non-Tenured Instructors

The request for the recruitment of a new non-tenured instructor must be submitted to the Rector before the beginning of each semester (Appendix 3). It will be submitted to the ad hoc Commission chaired by the Rector which includes the Vice-Rector for Administration, the Vice-Rector for Academic Affairs, and the Director of Human Resources. The Commission forwards its decision to the Rector for validation within the time limit set. The Rector shall communicate his decision to the Head of the institution that submitted the request.

Timetable for Non-Tenured Instructor Applications

Sem. / Trim.	Sending applications to the Rector	Decision of the Commission	Sending contracts
1	July 15 to 31	August 1 to 15	Two weeks after the beginning of the academic year at the latest
2	January 3 to 15	January 16 to 31	
Summer	May 1 to 7	May 1 to 7	Before the end of May

The Human Resources Office shall draft the tenured instructor's appointment form (Appendix 3); the deed of appointment shall include all the assignments undertaken by the non-tenured instructor at different institutions, if any. They shall print out two copies of the document and send them to the institution to which they are affiliated (if the tenured instructor is serving at more than one institution, the document shall be sent to the institution where they have the greatest load). The latter will summon the instructor to sign the two copies within 48 hours.

Depending on the designation of the non-tenured instructor (ref. Articles 20 through 24),

the Head of the Institution shall in turn sign the two originals or shall submit them to the Rector for signing.

The Human Resources Office grants permission to the Financial Office to proceed with the payment of the stamp fee (4‰ of the value of the contract) within three working days of the signature of the Head of the Institution or the Rector.

The non-tenured instructor shall keep one original copy of the deed of appointment and the Human Resources Office shall keep the second copy and send a copy to the corresponding institution(s).

In the event of a cancellation or increase in the load provided for in the deed of appointment, an amendment shall be drafted. With such exception, the total amount of a non-tenured instructor's remuneration cannot exceed that outlined in the contract.

The Human Resources Office will not make any transfers unless the non-tenured instructor has received the deed of appointment signed by both parties.

Remarks

- Tax stamps equivalent to 4‰ of the value of the deed of appointment will be paid by the University to the Ministry of Finance upon signing. The corresponding amount will be withheld from the first transfer made to the non-tenured instructor.
- Transfers will be made monthly.

A GUIDE FOR FACULTY AND STAFF

Frequently Asked Questions About Tenured Instructors-researchers

1. How to deal with the case of instructors-researchers who are currently classified as “lecturers”, who are not currently working on a PhD and who do not intend to do so?

The provisions of the new Code apply to this category and these instructors can pursue their careers as “lecturers”, without the possibility of being promoted to a higher rank, and with the application of the provisions and parameters relating to modulation.

This exception can only apply to instructors hired before the first edition of the Instructor Code (2014) took effect.

However, “lecturers” are invited to engage in the process of preparing a PhD in order to meet the requirements of the official regulations in force and international standards.

2. According to the provisions of the new Code, the annual workload of a full-time tenured instructor-researcher is equivalent to 40 hours per week over 43 weeks. Is the instructor required to be physically present at the institution or University for 40 hours per week, as is the case for administrative staff?

The full-time tenured instructor-researcher is required to devote to the University’s service, on its premises, a workload equivalent to 1,720 hours per year over the 43 weeks of the academic year. This workload makes it possible to ensure the three functions of any full-time tenured instructor-researcher: teaching, research and

service.

This physical presence includes, on the one hand, contact hours with students, dedicated to teaching and supervision in all their forms (teaching of the main courses, supervised work, practical work, etc.; supervision of internships; supervision of end-of-study projects, master’s theses or PhD dissertations, research projects, tutoring, etc.). On the other hand, it is expressed through the time devoted to research work in all its forms and to obligations arising from the service. This physical presence translates into the availability to students that constitutes the main function of any tenured instructor-researcher.

Accordingly, the University will take all necessary steps to ensure that the tenured instructors-researchers have the material conditions (offices, equipment, etc.) necessary to carry out their missions and duties. The commuting that the tenured instructor-researcher is called upon to do, within the framework of their various university duties, is also part of the time that they must devote to the service of the University. This type of activity requires the authorization of the institution to which the instructor-researcher in question is tenured.

3. Is the supervision of master’s theses and PhD dissertations considered as a teaching or as a research activity?

According to the provisions approved by the University Board:

- The supervision and collaboration in the supervision of master's theses are part of the teaching function. However, in some institutions, this activity is regarded as a research activity.
- The supervision of doctoral dissertations and participation in the corresponding juries are part of the research function.

4. Why is a lecture hour worth 4 hours of work when it is delivered once and 2 hours of work when it is repeated at the level of one or more groups of students?

Teaching cannot be reduced to the delivery of the course since it is preceded by preparation and accompanied by follow-up and correction. The delivery of the course is an essential moment in the teaching process, but it is not the only one: its quality depends, to a large extent, on the time and effort required both to prepare the course and to extend it. It is true that the repeated lecture is never identical to the lecture given to the first group, for many reasons, including the need to adapt it to the audience concerned; nevertheless, there is only one preparation, regardless of the number of groups to which it is given, and whether the lecture is given once or repeatedly, it requires the same quality of presence and investment on the instructor's part.

Internationally, it is commonly agreed that the average lecture hour can be accounted for four hours, of which 2 are for preparation, 1 for delivery, and 1 for follow-up and corrections.

In light of the above, the University has adopted the suggestion that each hour of repeated lecture be counted as 2 hours, including 1 for delivery and 1 for follow-up and corrections.

APPENDIX 1

AXES AND CRITERIA OF TEACHING ASSESSMENT [CF. GRIDS G1, G2 & G3]

Assessment axes	Criteria/ Indicators	Proof	Means
Teachings 40%			
	Conformity of the syllabus to the requirements 10%		
	<ul style="list-style-type: none"> ○ Syllabus and session structure ○ Coordination between content and teaching methods ○ Description of the student workload ○ Clear statement of the learning outcomes of the course ○ Assessment methods 	<ul style="list-style-type: none"> - Completed v/s planned syllabus. - Completed v/s planned assessment methods. - Regular updates (identified additions). - Results of student assessment. - Instructor-researcher's activity report 	<ul style="list-style-type: none"> - Assessment by the Academic Supervisor. - Self-assessment by the instructor-researcher's activity report - Student assessment. - Assessment by the Institution Board.
	Teaching coherence and effectiveness 15%		
	<ul style="list-style-type: none"> ○ Time management ○ Facilitation of class sessions ○ Management of student workload ○ Motivating students ○ Supervision and follow-up ○ Development and adaptation to the requirements of quality teaching 	<ul style="list-style-type: none"> - Results of student assessment. - Results of the Academic Supervisor's assessment. - Instructor-researcher's activity report 	<ul style="list-style-type: none"> - Student assessment. - Self-assessment by the instructor-researcher's activity report - Assessment by the Academic Supervisor. - Assessment by the Institution Board.
	Reliability and validity of the learning outcomes assessment system 15%		
	<ul style="list-style-type: none"> ○ Assessment means ○ Assessment subjects ○ Communication and use of assessment results 	<ul style="list-style-type: none"> - Alignment of the assessment with the learning outcomes of the course. - Adequacy of assessment with academic requirements. - Feedback to students regarding assessment results. - Instructor-researcher's activity report 	<ul style="list-style-type: none"> - Assessment by the Academic Supervisor. - Self-assessment by the instructor-researcher's activity report - Assessment by the Institution Board.
Research 40%	Cf. Appendix 2	Cf. Appendix 2	
Institutional Dynamics 20%	Performance		
	<ul style="list-style-type: none"> ○ Institutional commitment ○ Peer relationship and collegiality ○ Service to society 	<ul style="list-style-type: none"> - Peer and Academic Supervisor assessment results. - Instructor-researcher's activity report 	<ul style="list-style-type: none"> - Assessment by peers - Assessment by the Academic Supervisors. - Self-assessment by the instructor-researcher's activity report - Assessment by the Institution Board.

ASSESSMENT GRID BY THE STUDENTS (G1)

<i>The suggested rating scale is from 1 to 4, 1= Strongly agree; 2= Somewhat agree; 3= Somewhat disagree; 4= Strongly disagree</i>		
The course syllabus and learning outcomes are clear	G1Q1	
The criteria and knowledge assessment methods are clear	G1Q2	
The method is interactive and motivating	G1Q3	
The classroom atmosphere is conducive to learning	G1Q4	
I am sufficiently assisted and monitored during the learning process	G1Q5	
The course materials (references, documents, etc.) help me learn	G1Q6	
<i>Comments</i>		
What I appreciated in terms of teaching:		
What I would suggest in terms of teaching:		

ASSESSMENT GRID BY THE ACADEMIC SUPERVISORS (G2)

When applying for promotion or contract renewal, this evaluation grid is completed by the Dean or Director and the Academic Supervisor (Head of Department, coordinator, etc.) according to the institution’s organizational chart, based on the teaching assessment axes and criteria.

Name and surname of the instructor :

Name and surname of the Academic Supervisor :

<i>The suggested rating scale is from 1 to 4, 1= Strongly agree; 2= Somewhat agree; 3= Somewhat disagree; 4= Strongly disagree</i>		
Provides quality teaching for the entire load: - Compliant with academic requirements - Effective in terms of learning outcomes - Adequate in terms of the assessment system	G2Q1	
- Ensures reliable teaching in terms of the assessment system	G2Q2	
- Ensures quality support for students (pedagogical and methodological) - Facilitates learning - Motivating	G2Q3	
Contributes to the development of projects and dynamics within the institution	G2Q4	
Consistently develops teaching skills	G2Q5	
<i>Comments</i>		

AN ASSESSMENT GRID BY PEERS (G3)

In the case of a promotion or contract renewal, the Academic Supervisor asks the department or program to which the instructor-researcher belongs for feedback on their interpersonal and collegial skills.

Name and surname of the tenured instructor-researcher :

<i>The suggested rating scale is from 1 to 4, 1= Strongly agree; 2= Somewhat agree; 3= Somewhat disagree; 4= Strongly disagree</i>		
The instructor maintains cordial relationships with colleagues	G3Q1	
The instructor is well known in their field	G3Q2	
The instructor actively participates in collegial work	G3Q3	
<i>Comments</i>		

ANNEXE 2

EVALUATION GRID FOR THE RESEARCH ACTIVITY OF AN INSTRUCTOR-RESEARCHER

Surname : **Name :**

Faculty :

Department :

Research axis :

Academic year :

I- Publications			
The criteria used for the evaluation of publications are: <ul style="list-style-type: none"> a. Number of publications b. Order as a signatory c. Nature of the publication d. "Impact Factor" of the journal e. H-Index 			
1- Published articles <ul style="list-style-type: none"> - Period: year 20..: 20.. - Order of the instructor-researcher: 	Number of publications	Suggested value per publication or research activity	Instructor grade
- 1 st signatory (cosignatory)			
- 2 nd signatory			
- 3 rd signatory			
- Other signatories			
- Last signatory (if it's the creator of the work)			
No signatory order:			
<i>H-Index: (calculated for each author)</i>			
2- Letter to the editor			
- 1 st signatory			
- Other signatories			

3- General Review (Overview; "Review")			
- 1 st signatory and cosignatory			
- Other signatories			
4- Editorials and hypotheses			
- 1 st signatory			
- Other signatories			
5- Literature review (internal publication)			
6- Proceeding			
7- Book			
- 1 st signatory			
- Other signatories			
- Reviewer			
8- Book chapters			
9- Abstracts of posted papers			
- 1 st signatory			
- Other signatories			
10- Oral communications			
- National congress			
- International congress			
11- Videos, films, plays and other publications			
- 1 st signatory or project owner			
- Other signatories or participants			
12- University theses and dissertations			
- Direction of a defended thesis			
- Direction of a defended dissertation (number)			
- Co-direction of a dissertation			
- Dissertation rapporteur			
- Dissertation examiner			
- Presidency of a dissertation defense			
Subtotal		44.4%	

II- Scientific recognition			
1- Distinctions			
2- Chairing a conference session			
3- Participation by invitation in a national or international conference (speaker)			
4- Communication prize			
5- Moderation and animation of conferences			
6- Reviewing for journals			
7- Member of an editorial committee or team			
8- Organization of a congress or symposium:			
- Internationally recognized congress			
- National congress			
- Member of a national or international congressional committee			
- Conference (professional or other):			
9- Writing the proceedings of a symposium			
10- International expertise			
11- Delegate to a national or international learned society; Member of a scientific federation, society or think tank			
12- Collaboration or partnership with other academic institutions or entrepreneurs			
13- HDR Diploma (optional)			
Subtotal		21%	

III- Personal resourcing locally or abroad			
1- Overseas stay: scientific output, impact on the affiliated department (report on the stay)			
2- Lifelong learning			
3- Training courses organized by the University			
4- USJ Research Day (with certificate of attendance)			
5- University Diploma			
6- Congress attendance (with certificate of attendance)			
Subtotal		5.8%	
IV- Research promotion			
1- Industrial expertise and promotion (Any scientific expertise justified by an official contract signed between the company and USJ)			
2- Drafting of standards			
3- Patenting			
- National patent			
- International patent			
4- Service to the community			
Subtotal		11.2%	
V- Research-related load			
1- Director of a research center			
2- Director of a research unit			
3- Director of a research lab			
4- Head of a research space			
5- Research delegate			
6- Campus research coordinator		1	
Subtotal		12.9%	

VI - Research funding			
1- Internal funding: CR			
2- 2- External funding: CNRS AUF CEDRE Entreprise			
Subtotal		4.7%	
Total/number of years		100 %	

APPENDIX 3

DEED OF APPOINTMENT OF A NON-TENURED INSTRUCTOR

Semester *(to be specified)* – Academic year *(to be specified)*

[Mr./Ms. Name Surname]

1. In view of the needs of **[the] [institution]**, and in application of Articles 20 to 26 of the Instructor Code, **[Mr./ Ms. Name Surname]** is hereby appointed **[title]** for the **[to be specified]** semester of the academic year **[to be specified]**.
2. The present deed of appointment takes effect on **[dd/mm/yyyy]** and expires on **[dd/mm/yyyy]**.
3. The anticipated workload for the present deed of appointment is as follows:

a. Teaching load:

A. Teaching Load						
Institution	Course title	Type	Hourly load	Units	Number of points	Total due (LL)
Total 1						

b. Other workloads:

In addition to the teaching load, **[Mr./ Ms. Name Surname]** may be called upon to perform research and service activities according to the following table:

B. Other workloads <i>(research, advising, etc.)</i>				
Institution	Other workloads	Units	Rate per unit/point	Total due (LL)
Total 2				

4. Compensation for teaching hours shall be calculated according to the scale approved by the University Board.
 - The total compensation due for the present deed of appointment is **[Total 1 + Total 2]**.
 - The total number of hours paid may not exceed the number provided in the present deed of appointment. The head of the institution shall retain the right to decrease the scheduled workloads depending on the circumstances.

Regardless of the circumstances, **[Mr./ Ms. Name Surname]** shall not be entitled to compensation for the reduced workload.

In the event of non-compliance with the terms of the present deed of appointment, the University reserves the right to terminate the present deed without any obligation to pay for the hours not performed.

It is agreed that **[Mr./ Ms. Name Surname]** may not claim any additional benefit or compensation from the University other than the remuneration specified in the present deed of appointment.

5. Remuneration for hours actually worked will be paid monthly on the basis of slips signed by the head of the institution.
6. The remuneration of **[Mr./ Ms. Name Surname]** will be transferred to their bank account upon presentation of the necessary receipts.
7. In accordance with the requirements of the Ministry of Finance, income taxes will be deducted directly at source.
8. Stamp fees amounting to 4‰ of the total remuneration, required by the Ministry of Finance, will be deducted from the first payment.

The present deed of appointment is governed by the Instructor Code of Saint Joseph University of Beirut. It may be amended by the University Board, in accordance with the Lebanese laws and decrees that define the rights and obligations of the instructors as well as those of the University.

In case of conflict, all rights and obligations arising from the present deed of appointment shall be subject exclusively to the jurisdiction of the courts of Beirut.

By signing the present deed of appointment, **[Mr./ Ms. Name Surname]** agrees to comply with the Charter of the University, the Instructor Code and all the statutes and regulations in force at the University, which they may consult at any time on the University website or at the secretariat of their institution.

Executed in duplicate in Beirut, on **[dd/mm/yyyy]**.

Read and approved

Name and Surname of the instructor

Name and Surname
Rector