

# **BETHLEHEM UNIVERSITY**

## **ACADEMIC STAFF HANDBOOK**

**2000-2001**

# Academic Staff Handbook

## TABLE OF CONTENTS

### **FOREWORD**

#### **BETHLEHEM UNIVERSITY**

FOUNDING OF BETHLEHEM UNIVERSITY

MISSION STATEMENT

BASIC FUNCTIONS

ACADEMIC MEMBERSHIPS

#### **ADMINISTRATION**

BOARD OF TRUSTEES

CHANCELLOR

VICE CHANCELLOR

PRESIDENT

EXECUTIVE VICE PRESIDENT

VICE PRESIDENT FOR ACADEMIC AFFAIRS

VICE PRESIDENT FOR DEVELOPMENT

VICE PRESIDENT FOR FINANCES AND PLANNING

ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS

ASSISTANT TO THE VICE CHANCELLOR

DEANS AND DIRECTORS

CHAIRPERSONS

#### **OTHER ADMINISTRATIVE STAFF**

DEAN OF STUDENTS

ASSISTANT TO THE DEAN OF STUDENTS

DIRECTOR OF THE LIBRARY

REGISTRAR

DIRECTOR OF PUBLIC RELATIONS

DIRECTOR OF TEACHING DEVELOPMENT

DIRECTOR OF PERSONNEL MANAGEMENT

DIRECTOR OF THE INSTITUTE FOR COMMUNITY PARTNERSHIP

DIRECTOR OF ATHLETICS

BUSINESS MANAGER

SUPERVISOR OF THE COMPUTER CENTER

COUNSELOR

COORDINATOR OF THE OFFICE OF CAMPUS CONCERNS (AL-WAHA)

#### **UNIVERSITY COUNCILS**

THE EXECUTIVE COUNCIL

THE ADMINISTRATIVE COUNCIL

THE ACADEMIC COUNCIL

THE FACULTY COUNCIL

ACADEMIC DIVISIONS

UNIVERSITY COMMITTEES

TERMS OF EMPLOYMENT

POLICIES AND PROCEDURES FOR TEACHERS

ADMISSIONS

ACADEMIC REGULATIONS

STUDENT REGULATIONS

FINANCIAL REGULATIONS

APPENDIX

## BETHLEHEM UNIVERSITY

### FOUNDING OF BETHLEHEM UNIVERSITY

Bethlehem University was founded in 1973 on the existing property and buildings of the *Frères des Ecoles Chrésiennes* by the Congregation of Oriental Churches. Protocols of Accord have been signed between the Holy See and the Superior General of the Frères and between Bethlehem University and the local District of the Frères.

In every academic and legal sense, Bethlehem University is a private university open to all qualified students in Palestine.

While it was founded and is sponsored by the Holy See and exists on Church property, the University is open to teachers and students of all religions and carefully respects the individual's religious principles. The religious purpose of the University is the laudable one of helping young people to improve their lives. One can trust that years of fruitful study with a variety of dedicated scholars will bring our students to a deeper understanding of their own and their fellow students' individual faiths.

In 1981, the University was awarded membership in the Association of Arab Universities. The degrees and diplomas of the University are officially endorsed by the Ministry of Higher Education of the Palestinian Authority.

The Institute of the Brothers of the Christian Schools, also known as the Frères, was founded in France in 1680, during the reign of King Louis XIV. St. John Baptist de La Salle, the founder of the Institute, was appalled by the condition of the poor children of France, victims of the social and economic ills of the time. To help remedy these conditions, he gathered together a group of men who agreed to dedicate their lives to teaching. From this small group, the Institute of the Brothers of the Christian Schools evolved.

St. de La Salle revolutionized education and led the way in the development of many teaching techniques. He instituted grading in schools according to ability and achievement. He perfected the system of simultaneous education, replacing the expensive and time-consuming practice of individual tutoring. He ordered the vernacular taught in his schools, abolishing the custom of teaching Latin before the native language.

St. de La Salle established the first school of the Christian Brothers at Rheims, France, in 1680. By the time of his death in 1719, there were 26 schools in France and one in Rome, with 106 Brothers teaching about five thousand students. Up to the time of the French Revolution, the Institute had spread to only four countries outside France. Today, the Christian Brothers are engaged in all phases of education in more than 80 countries. They conduct elementary and secondary schools, colleges, teacher training institutions and universities, orphanages, schools for delinquents, and schools devoted to professional, technical, and artistic skills. The zeal of St. John Baptist de La Salle for the education of youth is still the motivating force behind the efforts of the Brothers of the Christian Schools.

The Middle East Province of the Brothers operates schools in Egypt, Israel, Jordan, Lebanon, Palestine and Turkey in addition to our own University. The first foundation, Collège des Frères, Jerusalem, was begun in 1876. While Bethlehem University was founded in 1973, the Institution dates back to 1893. The Main Building first served as a retirement home for the elderly Brothers, which explains the Burial Crypt under the Library where 90 Brothers are interred. The Main Building was later used

as a training home for new Brothers and then became the first location of the present Ecole des Frères, Bethlehem.

## MISSION STATEMENT

The mission of Bethlehem University is to serve the people of Palestine as a center of learning for the advancement, preservation, dissemination, and utilization of knowledge. The highest aspiration of the University is to imbue the human mind with knowledge in a spirit of understanding, ethical vision, and universally esteemed moral principles. In addition, the mission of the University is to provide a center of higher learning easily accessible to promising young students of Palestine, thereby making it possible for them to obtain quality higher education without going abroad.

The University is a private institution of higher learning, incorporated under the law and guided by a Board of Trustees and a Chancellor.

The University maintains full accordance with the systems of education in the Middle East. Students are admitted primarily on the basis of official examinations and/or certificates.

The University strives to promote the highest academic standards. Recognizing the international character of modern higher education, the University maintains programs and standards, which are fully comparable with any similar system of higher learning.

The University aims to provide quality education to those students who can both benefit from higher education and who can best serve their communities. Responsive to the particular social and economic problems of the area, the University sponsors vocational programs and in-service courses to meet these needs. These programs and courses are developed in consultation with civic, educational and business leaders of the community, as well as the appropriate Ministries of the Palestinian Authority. Bethlehem University is a post-secondary institution and therefore a minimal requirement for admission to any and all programs is the Tawjihi, which indicates successful completion of secondary school.

The University seeks the development in the students of the highest ethical, moral, and spiritual values. The University proposes not to ignore but to enhance the individual student's religious beliefs.

The University is co-educational. Men and women are selected for the teaching staff and student body solely on the basis of merit.

While the University is rigorously non-political in practice and intent, it recognizes the individual's right of freedom, of thought and self-expression. Along with this right runs a concurrent responsibility towards and respect for all the diverse members of the University community and the public at large.

The entire University community is obligated to live, teach, and study in harmony with the themes of this mission statement. This general agreement is essential to the fulfillment of the purposes and philosophy of Bethlehem University.

## BASIC FUNCTIONS

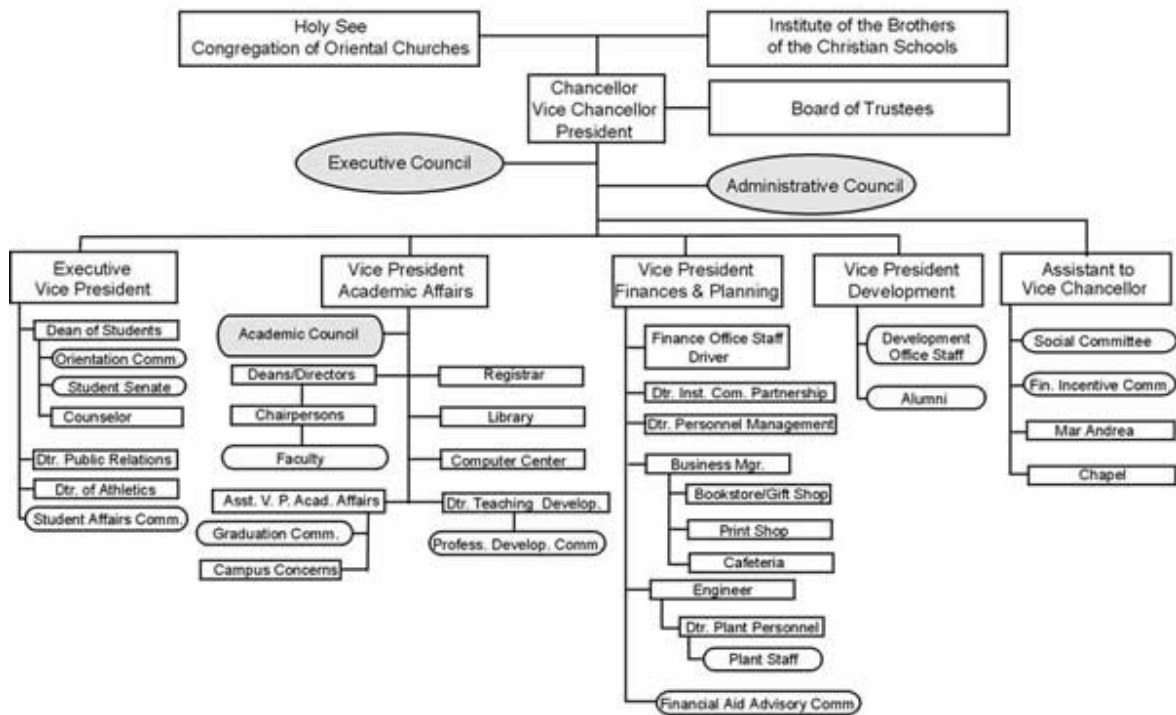
The basic functions of Bethlehem University are viewed as threefold: teaching, research, and service.

- a. To offer academic programs of excellent quality, so that qualified students may be prepared to assume responsible positions in society.
- b. To add to knowledge through research, scholarship and creative activities in both fundamental and applied fields, and to seek ways of applying that knowledge to the betterment and enrichment of the people of Palestine.
- c. To make available to the community the results of the research and the rich heritage of human culture embodied in the arts and sciences.

## ACADEMIC MEMBERSHIPS

- Arab Association of Collegiate Registration and Admission Officers
- Association of Arab Universities
- International Association of Universities
- International Federation of Catholic Universities
- Lasallian Association of Colleges and Universities
- Middle East Studies Association of North America
- The World Council of Physiotherapists
- World Federation of Occupational Therapists.

## Bethlehem University Organizational Chart



## ADMINISTRATION

### BOARD OF TRUSTEES

#### **Membership**

The Board of Trustees of Bethlehem University shall consist of not fewer than (13) members, at least (3) of whom shall be members of the Brothers of the Christian Schools appointed by the Brother Superior General. The term of office is for three years and maybe renewed.

#### **Powers**

1. The Board of Trustees exercises the rights, powers, and privileges delegated to the Board by the owners.
2. The concerns and affairs of the University shall be addressed by the Board subject to the provisions of Civil Law, and the Rules and Constitutions of the Institute of the Brothers of the Christian Schools.
3. The Board of Trustees exercises the ordinary rights as detailed in the by-laws.

#### **Meetings of the Board**

The Board shall meet at least once during each Semester.

#### **Chairman of the Board**

The Chairman of the Board shall be elected from its members for a three-year term, renewable once.

### CHANCELLOR

The Apostolic Delegate to Jerusalem by right of his office is the Chancellor of Bethlehem University.

He is the nominal Head of the University and the direct representative of the Holy See regarding University matters and is the resource person and chief advisor to the Vice Chancellor in presenting the views of the Holy See. He is not involved with the internal administration and affairs of the University.

The Chancellor:

1. Signs all degrees, diplomas, and awards and distributes them, personally or through his representative.
2. Is an ex-officio member of the Board of Trustees.

## VICE CHANCELLOR

The Vice Chancellor is appointed by the Holy See upon the nomination of the Brother Superior General of the Brothers of the Christian Schools.

The Vice Chancellor is the Chief Executive Officer of the University, directing its academic, administrative, financial and support affairs and activities. He is responsible for insuring that the ends for which the University exists are fulfilled and, in this capacity, authorizes all policies, rules and regulations of the University.

The Vice Chancellor:

1. Is the sole official spokesperson for the University and is the sole authority to delegate that power.
2. Nominates the candidates for the Vice Presidential positions. He appoints, promotes, and, if necessary, terminates all other Academic, Administrative, Support and Service Staff.
3. Determines the University's salary scale and has the responsibility to sign all contracts binding the University.
4. Cultivates prospective donors and engages in fundraising efforts for the University.
5. Is an ex-officio member of the Board of Trustees.
6. Is the Chairperson of the Executive and Administrative Councils.
7. Is an ex-officio member of all councils and committees within the University.

## PRESIDENT

The President is appointed by the Holy See upon the nomination of the Brother Superior General of the Brothers of the Christian Schools.

The President is the formal Head of the University and presides over all of its official and public functions. He represents the University to its various publics, especially, the Association of Arab Universities and the International Association of Catholic Universities. He reports to the Vice Chancellor.

The President:

1. Promotes the University, its policies and its programs, together with all those who share the objectives of the University.
2. He, or his delegate, presides at all general academic staff meetings.
3. Signs all degrees, diplomas, certificates and awards.

In certain circumstances the same person may serve as both Vice Chancellor and President.

## EXECUTIVE VICE PRESIDENT

The Executive Vice President is nominated by the Vice Chancellor and is appointed for a designated term of office according to the procedures outlined in the Statutes of the University.

In the absence of the Vice Chancellor and/or the President, the Executive Vice President substitutes for them, assuming their rights and duties.

The Executive Vice President:

1. Represents the Vice Chancellor to the Ministry of Higher Education.
2. Represents the Vice Chancellor to the Association of Arab Universities.

3. Authorizes the use of the name of Bethlehem University by any faculty or staff member in any forum outside the University.
4. Coordinates University affairs with local civic authorities.
5. Initiates and promotes the public relations of the University with the various segments of the local community. With the President and Vice Chancellor is responsible for coordinating international University relations.
6. Is responsible for student welfare and discipline, for the coordination and supervision of all student services, and for insuring that all student activities are consonant with the academic goals and policies of the University.
7. Is responsible for issuing staff I.D. cards, obtaining needed work permits and other similar staff affairs.
8. Is responsible for preparing, at the beginning of each academic year, a communication chain system to permit off-campus communication to all Academic, Administrative and Support staff in the times of emergency.
9. Is the immediate supervisor of the Dean of Students, the Director of Public Relations, the Director of Athletics and the Manager of the Social and Cultural Center.
10. Is a member of the Executive and Administrative Councils.

#### VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Vice President for Academic Affairs is nominated by the Vice Chancellor and is appointed for a designated term of office according to the procedures outlined in the Statutes of the University.

As the administrative head, under the Vice Chancellor, of all academic activities of the University, the Vice President for Academic Affairs' primary function is to safeguard the academic excellence of the institution and insure its compatibility with similar institutions, local and international, and should have a full grasp of the academic track the university's various faculties are pursuing. S/he is the guardian of the academic policies, rules and regulations of the University. S/he is assisted by the Assistant Vice President for Academic Affairs.

The Vice President for Academic Affairs:

1. Insures that each program, pursuing its particular ends, corresponds to the overall purpose of the University.
2. In collaboration with the Deans, Directors and Chairpersons, determines the selection of teaching staff based on his/her examination of the qualifications of each candidate presented for nomination. Recommends the rank to be assigned to new teachers.
3. In consultation with the Dean or Director, recommends for approval by the Vice Chancellor all outside teaching and/or other professional or business commitments of teachers. S/he may refuse to do so if such commitments are excessive or if they interfere with the proper performance of teaching and research responsibilities.
4. In consultation with the Vice Chancellor and Dean or Director, authorizes the establishment of any additional full time or part time teaching positions.
5. Approves all changes in grades and the academic status of students; issues warnings to students in the form of probation; and dismisses seriously deficient students.
6. In conjunction with the Deans and Directors, is responsible for the quality of all academic programs. To this end, coordinates methods of evaluating the instruction given in the University; oversees the implementation of established procedures regulating evaluation of teachers; makes studies concerning the work load of each teacher; promotes programs of teacher development; and insures that facilities and budgets needed for proper instruction are provided.
7. Supervises the work of the Deans, Directors and the Registrar of the University; insures there is proper participation by the teachers in the academic decisions of the University and

is responsible for the maintenance of conditions conducive to effective self-regulation of the teaching staff and to the cooperation and harmony among all.

8. Reviews and follows up on the annual reports of the Deans, Directors, and Chairpersons.
9. Is responsible for formulating a long term plan for the growth and development of the academic programs of the University.
10. Supervises the work of the Director of the Library and the Supervisor of the Computer Center.
11. Is responsible for the University's Academic Calendar.
12. Is the Chairperson of the Academic Council and is a member of the Administrative and the Executive Councils.

## VICE PRESIDENT FOR DEVELOPMENT

The Vice President for Development is nominated by the Vice Chancellor and is appointed for a designated term of office according to the procedures outlined in the Statutes of the University.

The Vice President for Development is responsible for the broad areas of capital development and the raising of necessary capital resources.

The Vice President for Development:

1. Works with the Vice President for Finances and Planning to monitor the status of funded projects and to prepare audit reports requested by funding agencies.
2. Assists divisions, departments and individual teachers in preparing proposals for sponsored educational and research programs and projects, and in seeking the needed financial assistance.
3. Acts as the representative of the University with national and international funding agencies for various grants.
4. Initiates and promotes relations with the overseas community in an effort to assure their continuing support for the scholarship program and other projects of the University.
5. Coordinates projects involving substantial capital development of the University.
6. Maintains a central file of all proposals submitted in the name of the University to any outside agency for consideration.
7. Coordinates relationships with alumni.
8. Works with Hotel Management in hosting groups of pilgrims who visit the University.
9. Supervises the work of the Development Office personnel.
10. Is responsible for grant research, grant writing, the development database, the development files, annual appeals, donor correspondence and foundation reports.
11. Is a member of the Executive and Administrative Councils.

## VICE PRESIDENT FOR FINANCES AND PLANNING

The Vice President for Finances and Planning is nominated by the Vice Chancellor and is appointed for a designated term of office according to the procedures outlined in the Statutes of the University.

The Vice President for Finances and Planning:

1. Supervises the work of the Accountant, Business Manager, Engineer and Finance Office Staff.
2. Oversees financial management of the University, including budget preparation and control, cash flow management, and the publication of periodic reports needed to monitor budget and cash flow performance.

3. Formulates financial policies and manages the operation of all business and fiscal functions of the University.
4. Collects timely and accurate financial data, and periodically issues performance reports to all administrators and supervisors charged with the responsibility of implementing the budget.
5. Supervises all purchases and the authorization of all expenditures of University funds in payment for services rendered or materials purchased, including the supervision of petty cash funds and the issuance of checks in payment of salaries, wages, and invoices for supplies and other goods.
6. Collects all the revenues, safeguards cash temporarily on hand, and maintains banking connections for the regular deposit and checking accounts of the University.
7. Implements policies and guidelines designed to maintain fiscal relations with students, which include efficient collection of tuition and fees, temporary extension of credit, release of student organization funds and provision of temporary deposit facilities for student activities.
8. Develops policies and processes for the implementation of the University's Financial Aid Program.
9. Provides the Vice President for Development with accounting information required by outside funding organizations.
10. Supervises the University's provident fund, health insurance and other benefit programs.
11. Monitors cost-of-living and exchange rate indices.
12. Is a member of the Executive and Administrative Councils and the Financial Incentive Allowance Committee.

#### ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Assistant Vice President for Academic Affairs is appointed by the Vice Chancellor upon the recommendation of the Vice President for Academic Affairs to whom s/he reports.

The Assistant Vice President for Academic Affairs:

1. Coordinates communications to and from the Ministry of Higher Education regarding academic matters.
2. Supervises grants received by academic departments and faculty members and serves as the liaison between these recipients and the Vice Presidents for Development and Finances in administering these academic and research grants.
3. Chairs the University Research Committee (to be proposed at a later date), which approves all requests to undertake research. Requests and receives regular progress and financial reports for these programs in research.
4. Supervises faculty and student programs of cooperation and exchange with other local and international universities.
5. Coordinates the nomination of Bethlehem University candidates for various scholarships to external institutions.
6. Serves as the Bethlehem University's contact person for academic affairs with external supporting agencies. S/he coordinates with the Vice President for Development with regard to requests for external funding.
7. Assists faculty and academic staff in obtaining financial assistance for further studies and research visits.
8. Maintains, develops and administers the Entrance Examinations.
9. Coordinates the graduation exercises.
10. Accomplishes other tasks as assigned by the Vice President for Academic Affairs.
11. Is a member of the Academic and Administrative Councils.

## ASSISTANT TO THE VICE CHANCELLOR

The Assistant to the Vice Chancellor is appointed by the Vice Chancellor for a specified term.

S/he assists the Vice Chancellor in promoting the social and spiritual well-being of the Faculty and Staff.

The Assistant to the Vice Chancellor:

1. Supervises and coordinates special university projects.
2. Supervises the use of the University Chapel.
3. Serves as Chairperson of the Social Committee.
4. Serves as Chairperson of the Financial Incentive Allowance Committee.
5. Supervises the University Student Work / Study Program.
6. Performs other duties as designated by the Vice Chancellor.
7. Is a member of the Administrative Council.

## DEANS AND DIRECTORS

The Dean or Director is appointed by the Vice Chancellor after consultation with the Vice President for Academic Affairs. The Dean or Director is also a Department Chair and teaches no more than two courses. S/he serves a four- year term, which is renewable afterwards, on an annual basis.

The primary function of the Dean or Director is to manage his/her faculty in a cohesive manner. The Dean or Director is the administrative head, under the Vice President for Academic Affairs, of all academic activities in the faculty, and is also responsible for planning its growth and development.

The Dean or Director:

1. Frequently consults with all of the Department Chairpersons in the division. Meets regularly with individual Chairpersons, attends as many department meetings as is feasible, and receives minutes of all departmental meetings. For the development of complete understanding and for harmonious progress meetings of the Department Chairpersons and/or the entire teaching staff may be called. Is responsible for communicating all notices and directives from the Administration to the Chairpersons. Appoints such faculty committees as deemed necessary.
2. Cooperates closely with the Vice President for Academic Affairs in all matters, which refer to other divisions of the University. Harmonizes the particular interests of the various departments within the Faculty to insure the smooth functioning of the academic process. The Dean or Director encourages continued efforts by all teachers to improve the quality of instruction. Promotes research of high professional quality and of service to the local community.
3. Encourages the teaching staff in curriculum planning and improvement and directs their attention to changing educational thought and practice. Insures that departmental curriculum offerings are in harmony with the goals and objectives, policies and rules of the University and the division. The Dean or Director is responsible for ensuring that all University policies, rules and regulations are faithfully implemented by all teachers and students within the division.
4. In collaboration with the Chairpersons, analyzes the needs for teachers in his/her division and recommends to the Vice President for Academic Affairs the Full-Time and/or Part-

Time teaching positions that need to be authorized. The Dean or Director interviews the most qualified applicants as presented by the Chairperson and, in consultation with the Chairperson, makes the recommendation to the Vice President for Academic Affairs. Is responsible for providing new teaching members with adequate orientation to the University, especially with respect to their rights and obligations.

5. Has the responsibility with the Vice President for Academic Affairs to decide upon the re-appointment of teachers. The Dean or Director also has the responsibility to assist members of the division to prepare themselves for promotion. Reviews criteria periodically with faculty to make sure they are taking the necessary steps to make themselves eligible. Makes recommendation to the Promotion Committee when a member of the division is being considered for promotion and to the Administrative Council when a member of the division has made an application for a teaching or research grant, or for study/sabbatical leave.
6. Is responsible for informing the Vice President for Academic Affairs of the teachers' recommendations for filling vacancies in the position of Department Chairpersons. In the event that these consultations indicate the advisability of seeking a Chairperson from outside the department, s/he will work with the Vice President for Academic Affairs to seek such a person. The Dean or Director makes a yearly evaluation report of each Chairperson in the division.
7. Reviews with the Chairpersons all departmental budget requests to ensure adequate support for the academic work of each department within the limited resources of the University. The Dean or Director formulates with the Chairperson the budget, which will be submitted to the Vice President for Finances and Planning for approval.
8. Exercises authority over the students of the division with regards to admissions of first year students and transfer students from other universities. Approves acceptance into and change of majors, fulfillment of curricular requirements and eligibility for graduation.
9. Submits an annual report to the Vice Chancellor, with a copy to the Vice President for Academic Affairs, on the programs and activities of the division, the progress made in improving the quality of teaching and research and the intellectual progress of the students, problems encountered, and plans for the following year.
10. Ensures that Chairpersons update the inventories of equipment in their charge at the end of each academic year. The Dean forwards these inventories to the Finance Office.
11. Is a member of the Academic and Administrative Councils.
12. The Dean or Director is the Chairperson of the appropriate Faculty Council.

## CHAIRPERSONS

The Department Chairperson is the academic leader of his/her department. S/he has a special obligation to build a department strong in teaching ability and in scholarship. The Department Chairperson is appointed by the Vice Chancellor to a three - year term, which is renewable afterwards on an annual basis, upon the nomination by the Vice President for Academic Affairs, made in consultation with the Dean or Director. S/he will have a reduced teaching load of three credit hours.

The Department Chairperson:

1. Frequently consults with all the members of the Department and conducts meetings of the department at least three times each semester. Minutes of these meetings are carefully recorded and a copy forwarded to the Dean or Director. Encourages full and frank discussion of all issues pertaining to the department. Willingly bears and examines any grievances of the teachers of the department and is responsible for informing all department members of all notices and directives received from the Administration.
2. Is responsible for overseeing the development of curricula within the department. With the department members, creates, designs and updates the course offerings and keeps

- current the syllabi, prerequisites, course sequencing, requirements for majors and catalogue information. Supervises and assists the teaching staff in adding to library holdings and in the use of audio-visual and other instructional materials. It is his/her function to coordinate the selection of textbooks to be used, especially in multi-section courses and for seeing that the bookstore is properly informed.
3. Is responsible for the overall quality of teaching within the department. After consultation with department members, submits the teaching assignments and recommends teaching schedules to the Registrar. In so doing, the Chairperson is mindful of the University's normal teaching load (credit hours, number of preparations, number of students, the academic specialties of department members, rank, seniority and balanced weekly schedule). Is responsible for seeing that course outlines parallel department syllabi and that multiple sections of the same course are reasonably consistent. Encourages and initiates innovation and experimentation in teaching methods.
  4. Collects and evaluates all documents pertaining to the department to include teacher evaluation, course outline, grade sheets, teacher schedules and makes sure that these adhere to the course description and university regulations. Also compiles accurate records of research activities and service on committees.
  5. The Chairperson may arrange classroom observations for the purpose of assisting, evaluating and improving the quality of instruction, especially for new faculty and those scheduled for review. Makes a yearly evaluation report for each teacher in the department, and reviews each teacher's file toward the end of the academic year pointing out strengths and deficiencies in regard to the criteria for renewal and promotion.
  6. Evaluates and interviews all appropriate applicants for teaching positions to his/her department. Informs the Dean or Director of his/her evaluation of the qualifications of all applicants with respect to their knowledge of the subject matter, especially the specific course needs of the department, their interest in teaching; their research activities, their professional attitude, and their compatibility with the other members of the department.
  7. Is the chief guidance officer of the students in the department. Assigns the teacher advisors and ensures that each student is well advised. A complete record of each student majoring in the department will be kept and will include a listing of each course taken and grade received, progress towards fulfilling all department, faculty and university requirements for graduation and other pertinent information. Recommends acceptance into and change of majors, fulfillment of curricular requirements and eligibility for graduation.
  8. Encourages research, publication, and transfer of knowledge among the members of the department.
  9. Prepares an annual report for the Vice President for Academic Affairs on the academic program, activities, strengths, weaknesses, future plans and needs of the department. A copy of the report will also be submitted to the Dean or Director and another to the Vice Chancellor.
  10. Receives, examines and arbitrates any disputes between a student and his/her teachers.
  11. Is a member of the Academic Council, and a member of the appropriate Faculty Council.

## OTHER ADMINISTRATIVE STAFF

### DEAN OF STUDENTS

The Dean of Students is appointed by the Vice Chancellor upon the recommendation of the Executive Vice President, to whom s/he reports. The Dean of Students teaches no more than two courses and serves a two- year term, which is renewable.

The Dean of Students:

1. Coordinates, supervises and oversees the planning and implementation of all student activities and projects and adjudicates the eligibility of students who are active participants in these activities. The Dean also supervises, or arranges for qualified supervision of any student activity outside of regularly scheduled school time and keeps appropriate administrators and/or teachers informed by suitable publication.
2. Maintains close liaison with the Executive Vice President to report on all student activities, to advise on the needs and problems of students and to suggest ways of improving student activities on campus.
3. Maintains close contact with the Student Senate to insure that the Senate is faithful to its duties of representing the entire student body and that it conducts its affairs in the manner dictated by its By Laws, especially with regard to the expenditure of funds.
4. Supervises the student identification system, including the distribution of student identification cards.
5. Receives the written report of staff members on all infractions of the disciplinary rules and regulations of the University, investigates and, when necessary arranges for the Student Affairs Committee to meet in its capacity as a Disciplinary Review Committee.
6. Advises students with a problem of the relevant regulation and the responsible authority. Insures that the responsible authority is aware of the situation but it is not the role of the Dean of Students to arbitrate or become directly involved.
7. Publishes the abridged annual Student Handbook in cooperation with the Vice President for Academic Affairs.
8. Supervises administration of the Orientation Program for the new students.
9. Supervises the Counselor.
10. Chairs and/or serves on student related committees such as the Student Senate Elections Committee and the Graduation Committee.
11. Is a member of the Administrative and Academic Councils.

### ASSISTANT TO THE DEAN OF STUDENTS

The Assistant to the Dean of Students is appointed by the Vice Chancellor and she reports to the Dean of Students

The Assistant to the Dean of Students:

1. Assists the Dean of Students in the overall handling of student affairs and activities.
2. Caters, in particular to the affairs and needs of female students.

3. Coordinates as well as supervises the planning and implementation of the educational-entertainment activities on campus.
4. Maintains close liaison with Dean of Students to report on student activities.
5. Helps and assists students with special needs.
6. Assists in the Orientation Program for the Freshmen students.
7. Assists in the Student Senate Elections.
8. Maintains close contact with the Counseling Office.
9. Coordinates the Honor's Day with the Vice President for Academic Affairs.
10. Is member of the Campus Life Group.
11. Is a member of the Committee of Students with Special Needs.
12. Is a member of the Graduation Committee.

## DIRECTOR OF THE LIBRARY

The Director of the Library is appointed by the Vice Chancellor upon consultation with the Vice President for Academic Affairs to whom s/he reports.

The Director of the Library:

1. Directs and supervises the total operation of the University Library and is responsible for the efficient and effective administration of library resources, facilities, and services.
2. Develops the University's collection of books, periodicals, and audio-visual materials in accordance with the needs of the programs of the University. In coordination with the Vice President for Development, investigates potential sources for the acquisition of additions to the University collection.
3. Prepares the annual library budget, submits it to the Financial Vice President and takes charge of expenditures of allocated funds.
4. Is responsible for formulating and implementing policies governing the personnel of the library and supervises the performance of the entire library staff.
5. Encourages maximum utilization of the library resources for teaching and research and continuously reviews the effectiveness of the library for playing its proper role in support of the University's programs and course offerings.
6. Coordinates and opens channels of communication between the administration, teachers, and students toward increased understanding of the library's needs, problems and functions.
7. Is responsible for maintaining relations with libraries of institutions and agencies that the University has consortium agreements with and for inter-library use arrangements.
8. Prepares an annual report of library services and activities, growth of collection and resources, staff performance, including projections/recommendations and submits this to the Vice Chancellor, with a copy to the Vice President for Academic Affairs.
9. Is responsible for studying and incorporating electronic methods of information technology into the library resources available to faculty and students.
10. Is a member of the Administrative and Academic Councils.

## REGISTRAR

The Registrar is appointed by the Vice Chancellor upon the recommendation of the Vice President for Academic Affairs to whom s/he reports.

The Registrar:

1. Maintains and updates an efficient and safe system of student records for admission, applications, transcripts, grade reports, enrollment in courses, and attendance.

2. Issues reports to each student; provides transcript service for students and alumni; provides administrators, departments and teachers with needed University and student data; and prepares information sheets for interested applicants and for inquiries from other institutions.
3. Maintains the confidentiality of student records and files, adhering to University policy in this regard, and insures their safekeeping, including the maintenance of a duplicate set of records to back up the computer files.
4. Certifies the fulfillment of academic requirements for admission, acceptance to major, graduation, etc. Prepares the official graduation list of baccalaureate and diplomas recipients.
5. Prepares the class schedules and conducts the related pre-registration and registration processes. Coordinates the recommendations of each Chairperson within the constraints of the University's limited facilities and with view to creating a reasonable time dispersion of classes.
6. Schedules final exams and prepares the related proctoring schedule and student seating assignments.
7. Plans and implements the Admissions Process of the University and coordinates the evaluation of records of students requesting transfer from other universities, directs students transferring within the University to the appropriate Dean or Director for review.
8. Periodically updates and publishes the University Catalog.
9. Compiles and publishes statistical reports on student enrollment.
10. Is a member of the Academic Council.

#### DIRECTOR OF PUBLIC RELATIONS

The Director of Public Relations is appointed by the Vice Chancellor after consultation with the Vice President for Development to whom s/he reports.

The Director of Public Relations:

1. Develops policies and implements the overall administration of the University's public relations function, ensuring that, among other avenues, press releases and photos of the University community are published on the internet as well as in the Arab and Western worlds, promoting the accomplishments of students, faculty, staff, alumni, special events, University visitors and other happenings related to the University and its mission.
2. Serves as the University spokesperson with the media and at public events, interpreting and communicating with the public the policies, objectives and character of Bethlehem University.
3. Coordinates all press releases and supervises the editing and publishing of all University print and electronic news bulletins and multimedia promotional material, including alumni-related publications and other University publications for the Arab and Western publics.
4. Greets and hosts the official guests, visitors and pilgrim groups of the University with the involvement of faculty, staff, administrators and students, supervising the coordination of their visit and follow-up communication.
5. Serves as the University liaison with Alumni, implementing social, fundraising, and project-oriented functions involving the Alumni of the University locally, nationally and in the international community, especially the Arab world.
6. Assists the Development Office in writing funding proposals and in communicating with donors, especially overseeing the communication with student scholarship donors, developing the University's fundraising activities especially in the local community and wider Arab world.
7. Is the contact person for the media and external groups and individuals regarding information about all University sponsored special events,
8. Keeps a daily log of all special events of each day such as visitors, activities and interruptions – presenting this log to the University archivist at the end of each semester.

9. Is available for special projects requested by the Vice Chancellor or the Vice President for Development.

## DIRECTOR OF TEACHING DEVELOPMENT

The Director of Teaching Development is appointed by the Vice Chancellor upon consultation with the Vice President for Academic Affairs to whom s/he reports. The Director of Teaching Development proposes a teaching development plan for the University, which caters for the specific needs of each department. Such plan is updated every year, especially when new courses are introduced.

The Director of Teaching Development:

1. Conducts workshops for Chairpersons on how to observe a teacher's classroom performance including preparation prior to visit, several methods of observation, and preparation for feedback conferences.
2. Organizes a mutual visitation program among faculty to share ideas and techniques for better classroom performance.
3. Serves as a clearinghouse for information on successful techniques from LaSallian experience, educational articles, in-house practice, and other sources.
4. Edits a periodic newsletter on pedagogical techniques and suggestions including recommendations on preparing course outlines, procedures for first meetings with class, format of exams, proctoring procedures, etc.
5. Chairs the Professional Development Committee.
6. Serves as a mentor to those faculty members beginning their teaching careers.
7. By arrangement with teachers, visits classrooms to ascertain the general learning environment existent at the University, to detect common challenges and successful techniques than can be shared, and to assist teachers in the development of their pedagogical skills.
8. Maintains professional confidentiality in all communications with the teachers.

## DIRECTOR OF PERSONNEL MANAGEMENT

The Office of Personnel Management has a staff function mission as regards all non-teaching personnel. However, the Office assumes a line management responsibility with the staff of the Office of Personnel Management.

The Office aims at bringing all personnel together into an effective organization in which personnel functions are carried out with consistency, fairness, accountability and transparency.

The Director of Personnel Management is appointed by the Vice Chancellor upon consultation with the Vice President for Finances and Planning to whom she/he reports and serves a three- year term.

The Director of Personnel Management:

1. Manages the overall functioning of the Office of Personnel Management.
2. Assists in personnel search and employment activities for non-teaching positions including: recruitment, screening, testing, placement and internal movement.

3. Assists in implementing and maintaining the Performance Appraisal Program.
4. Designs and coordinates programs for staff professional development and training.
5. Develops a system of integrating new employees in the University environment such as designing an orientation program and issuing/updating the appropriate staff handbook including policies and procedures such as grievance cases and violation of regulations.
6. Develops incentive programs both financial and moral.
7. Observes the implementation of compensation policies including wages, salaries, leaves and vacations.
8. Develops and maintains safe working conditions both physical and mental.
9. Develops and maintains a system of retirement and separation.
10. Maintains personnel records and provides statistical information and reports to appropriate parties.
11. In consultation with the Vice President for Finances and Planning appoints the members of the Personnel Affairs Council for a one- year term of service. Chairs and steers the meetings of the Council.
12. Submits an annual report to the Vice President for Finances and Planning with a copy to the Vice Chancellor.
13. Is a member of the Financial Incentive Allowance Committee.

#### DIRECTOR OF THE INSTITUTE FOR COMMUNITY PARTNERSHIP

The Director of the Institute for Community Partnership is appointed by the Vice Chancellor after consultation with the Vice President for Finances and Planning to whom s/he reports.

The Director of the Institute for Community Partnership:

1. Identifies the developmental, consultancy and training needs of the local community and designs appropriate quality courses and programs to meet these needs, consistent with the financial objectives agreed upon with the University.
2. Establishes and maintains comprehensive contacts with all existing and potential donors and designs proposals for new projects. Represents the Institute in contacts with affiliated and external organizations and with the community as well.
3. Selects, manages, motivates and controls subordinates, part-time staff, contracted trainers and consultants, agreeing on pay and incentives. Maintains a working environment that encourages cooperation and innovative thinking to promote timely and quality service. Also ensures that staff are cross-trained and opportunity given for new skills development.
4. Draws on the staff, undergraduate body and facilities of the University in accordance with the Institute's needs and availability needed. Supports the undergraduate programs in education where the Institute is particularly suited to do so and when requested.
5. Insures that all financial transactions regarding receipt of funds from clients or donors or payment are recorded in accordance with the requirement of the Vice President for Finances and Planning.
6. Prepares and submits various reports to donors and responds to their special requests and organizes visits for them.
7. Submits an annual report to the Vice President for Finances and Planning with a copy to the Vice Chancellor.
8. Is a member of the Administrative Council.

## DIRECTOR OF ATHLETICS

The Director of Athletics is appointed by the Vice Chancellor after consultation with the Executive Vice President to whom s/he reports. S/he serves a two-year term, which is renewable.

The Director of Athletics:

1. Schedules and conducts all athletic programs.
2. Supervises all coaches and staff of the Athletics Department.
3. Purchases all athletic equipment in keeping with the approved budget.
4. Informs the administration of all planned athletic activities.
5. Insures that all athletic activities are consonant with the administrative and academic policies of the University.
6. Supervises the use and upkeep of all athletic facilities and equipment.
7. Insures that the conduct of all athletes is representative of the character and standards of Bethlehem University.

## BUSINESS MANAGER

The Business Manager is appointed by the Vice Chancellor upon consultation with the Vice President for Finances and Planning to whom s/he reports and is responsible for coordinating and supervising the auxiliary business enterprises of the University.

The Business Manager:

1. Secures competitive bids, when possible, to obtain maximum value from the expenditures of University funds.
2. Maintains liaison with vendors that service the University.
3. Coordinates the procurement of goods and services for the academic, administrative and grant programs of the University. Communicates regularly with the Engineer, the Assistant Vice President for Academic Affairs and the Vice President for Development.
4. Insures that all University offices and departments use official purchase orders.
5. Develops sources of supply to assure that the University departments have an adequate number of vendors from which to obtain supplies, equipment and services.
6. Assists staff and departments in writing specifications for bids, equipment and services.
7. Supervises the work of the Bookstore Manager, the Cafeteria Manager, the Supervisor of the Print Shop and the Gift Shop staff.

## SUPERVISOR OF THE COMPUTER CENTER

The Supervisor of the Computer Center is appointed by the Vice Chancellor upon consultation with the Vice President for Academic Affairs to whom s/he reports.

The Supervisor of the Computer Center:

1. Coordinates the work of the Computer Center staff to ensure the proper functioning of the computers as well as the normal running of the systems on campus.
2. Receives requests for help or for implementation of new projects from the heads of departments or of sections and decides on the priority to give each request.
3. Directs the Computer Center staff to carry out the requested job(s).

4. Consults with the head of department/section concerned, during the stages of design, development, testing, debugging and implementation of the software required.
5. Keeps him/herself and the Computer Center staff updated on new developments in hardware and software.
6. Advises the university community on hardware and/or software selection for the routine jobs on campus, consideration being given to the initial and maintenance costs involved.
7. Arranges, in coordination with the Computer Center staff for periodical lectures and/or workshops to be given to the sections of the faculty/staff either to introduce them to computer use or to upgrade them in specific domains of computing.
8. Evaluates the possibility of offering Computer Center services to outsiders when a request for help is received.
9. Compiles and updates an annual report of all University computing equipment.
10. Maintains an inventory and back-up copies of all software owned by the University.
11. Is responsible for the backing-up and safe keeping of all programs developed and used by the university as well as current data files for the Registrar's Office. Periodically conducts back-up audits of all Departments and instructs computer users on appropriate back-up and security procedures.

The COMPUTER CENTER STAFF provides help to the Bethlehem University community by designing and implementing independent or networked systems, providing advice on hardware and software selection and by helping in fixing computer problems in all departments/sections on campus.

## COUNSELOR

The Counselor is appointed by the Vice Chancellor upon the recommendation of the Executive Vice President and reports to the Dean of Students.

The Counselor provides direct and indirect services addressing students' needs including both the predictable difficulties of the college years as well as more personally and educationally disruptive problems.

Counseling Services include:

1. Short term Individual and Group Counseling.
2. Career Guidance and Counseling.
3. Support Groups on exams, study habits and other student concerns.
4. Crisis Intervention and short term Psychotherapy.
5. Referral of students to Community Agencies.
6. Supervision of new programs that branch from the counseling services and other counselors hired for that purpose.

## COORDINATOR OF THE OFFICE OF CAMPUS CONCERNS (AL-WAHA)

The Coordinator of the Office of Campus Concerns is appointed by the Vice Chancellor. S/he reports to the Assistant Vice President for Academic Affairs.

The Office of Campus Concerns has as its goal the enrichment of the Bethlehem University Community and is available to both teachers and students for discussions and planning activities of an educational nature.

The Coordinator of the Office of Campus Concerns:

1. Provides counseling and coordinates community service.
2. Encourages and organizes activities which foster the social, moral and spiritual development of the university community.
3. Encourages and helps to organize programs among the various segments of the educational community in order to foster the aims of Bethlehem University and address the unmet needs of faculty and students.
4. Acts as a resource person for groups in the University.

## UNIVERSITY COUNCILS

### THE EXECUTIVE COUNCIL

The Executive Council is the chief advisory body to the Vice Chancellor. It concerns itself with all issues that pertain to the administrative areas of the University as an institution.

The Executive Council is concerned with:

1. Safeguarding the traditions, goals and objectives, and the ends for which the University exists.
2. Evaluating major academic and administrative policies of the University.
3. Planning the long- range development and strategy of the University.
4. Making proposals on budgetary and financial matters, and undertaking studies on the sources of funds for development.
5. Making recommendations on the physical improvement and renovation of the property and drawing up specifications and recommendations for new constructions.
6. Arbitrating conflicts between administrative units of the University.
7. Coordinating the administrative work of the various officers, divisions and personnel of the University.
8. Any other matter on which the Vice Chancellor seeks the advice of the Council or which a Council member recommends for discussion.

Members of the Executive Council are:

- Vice Chancellor
- Executive Vice President
- Vice President for Academic Affairs
- Vice President for Development
- Vice President for Finances and Planning.

The Vice Chancellor is the Chairperson and he may also appoint other members to serve on the Council.

### THE ADMINISTRATIVE COUNCIL

The Administrative Council is an advisory council to the Vice Chancellor on non-financial matters pertaining to the academic staff.

The Administrative Council is concerned with:

1. Reviewing teacher requests for University sponsorship of graduate study.
2. Reviewing teacher requests for leaves of absence.
3. Reviewing teacher requests for sabbatical leave.
4. Reviewing teacher requests for teaching or research grants.
5. Determining the criteria and procedures for evaluating these requests and applications.
6. Any other matter deemed appropriate by the Vice Chancellor.

Members of the Administrative Council are:

- Vice Chancellor

- Executive Vice President
- Vice President for Academic Affairs
- Vice President for Development
- Vice President for Finances and Planning
- Assistant Vice President for Academic Affairs
- Assistant to the Vice Chancellor
- Dean of the Faculty of Arts
- Dean of the Faculty of Business Administration
- Dean of the Faculty of Education
- Dean of the Faculty of Nursing
- Dean of the Faculty of Science
- Dean of Students
- Director of the Library
- Director of the Institute of Hotel Management
- Director of the Institute for Community Partnership.

The Vice Chancellor is the Chairperson of the Council while the Assistant Vice President for Academic Affairs is the recording secretary.

NOTE: The Administrative Council comprises "the administration" when a distinction between "administrators" and "staff" is required.

## THE ACADEMIC COUNCIL

The Academic Council is an advisory council to the Vice Chancellor and deals with matters pertaining to all academic policies, rules and regulations of the University. All approved recommendation becomes effective at the ratification of the Executive Council.

The Academic Council is concerned with:

1. All academic policies of the University, including the policies on admission, registration, acceptance to major, graduation, student credit load, probation, dismissal, examinations, grades, honors and library use.
2. Proposals by departments for major curricula changes, new programs, or addition / deletion / modification of majors, minors or departments.
3. Reviewing, on a rotating basis, one department each semester with regard to its conformity to University objectives, policies and procedures; the quality, integration and effectiveness of its curriculum offerings; its departmental criteria and standards; its strengths and weaknesses, for the future growth and development of the department.
4. Any other matter deemed appropriate by the Vice President for Academic Affairs.

Members of the Academic Council are:

- Vice President for Academic Affairs
- Assistant Vice President for Academic Affairs
- Registrar
- Dean of Faculty of Arts
- Dean of Faculty of Business Administration
- Dean of Faculty of Education
- Dean of Faculty Nursing
- Dean of Faculty of Science
- Dean of Students
- Director of the Institute of Hotel Management
- Director of Library

- All Department Chairpersons.

The Vice President for Academic Affairs is the Chairperson while his Administrative Assistant is the recording secretary of the Council.

## THE FACULTY COUNCIL

The Faculty Council is a coordinating body between the various departments of a faculty.

The Faculty Council:

1. Initiates policies with regards academic and administrative issues affecting the faculty.
2. Organizes academic, cultural and social activities for the faculty.
3. Recommends and advises on faculty development activities.
4. Discusses any new programs or courses to be proposed.
5. Reviews curricula offered by the various departments of the faculty.

Members of the Faculty Council are:

- Dean of the faculty (Chairperson)
- Chairpersons of the various departments
- One member from each department, if the number of the full time academic staff of that department equals or exceeds five people.
- Directors/coordinators of academic programs can be invited by the Dean to participate, if a need exists.

## ACADEMIC DIVISIONS

1. Faculty of Arts
  - a. Department of Arabic (includes other Oriental Languages)
  - b. Department of English
  - c. Department of Humanities (includes Arts, Cultural Studies, European Languages, History, Music, Philosophy, Political Science).
  - d. Department of Religious Studies
  - e. Department of Social Sciences (includes Psychology, Social Work, Sociology)
2. Faculty of Business Administration
  - a. Department of Accounting
  - b. Department of Business Adm.
3. Faculty of Education (includes Physiotherapy, Occupational Therapy, Physical Education, Clinical Supervision)
4. Faculty of Nursing (includes Midwifery, Neonatal Nursing)
5. Faculty of Science
  - a. Department of Life Sc. (includes Medical Technology)
  - b. Department of Chemistry (includes Industrial Chemistry)
  - c. Dept. of Mathematics (includes Information Technology)
  - d. Department of Physics (includes Telecommunications)
6. Institute of Hotel Management & Tourism (includes Tourism for Peace, IATA Diploma, Tour Guide Program)

### PROCESS FOR BEGINNING OR TERMINATING A DEPARTMENT (AND/OR MAJOR):

#### A. Criteria:

- 1) Present and long range needs of the Local Community
- 2) Career opportunities for Graduates in Palestine
- 3) Student Interest: expected number of Freshmen/Graduates each year
- 4) Proposed Program of Courses
  - quality and integration of program
  - degree of overlap with existing courses here or at other Palestinian Institutions
- 5) Availability of qualified teachers in the long run.
- 6) Impact on other University programs
  - possible elimination or reduction in another department
  - impact on capacity utilization of classes
- 7) Financial Impact
  - teachers (added/eliminated); students(with respect to class size)
  - specialized equipment
  - library books
  - office/laboratory space
- 8) Other Considerations

#### B. Proposal format:

- 1) Rationale (see above criteria)
- 2) Research to support statements
- 3) Goals and objectives
- 4) Program of studies
- 5) Administrative matters
- 6) Financial budget

#### C. Minimum Number of non-duplicated credits required for:

1) Minor	18	3) Diploma	36
2) Major	45	4) Bachelor Degree	122

## UNIVERSITY COMMITTEES

### THE STUDENT AFFAIRS COMMITTEE

Chairperson: Executive Vice President while the Dean of Students is the recording secretary

The Student Affairs Committee is an advisory committee to the Executive Vice President on matters pertaining to all non-academic, non-financial student affairs.

The Committee has absolutely no jurisdiction over academic or financial affairs. Issues relating to these areas should be referred to the Vice President for Academic Affairs, or Vice President for Finances and Planning.

The Student Affairs Committee is concerned with:

1. Developing, publishing and implementing student disciplinary rules and regulations.
2. Serving as a Disciplinary Committee to evaluate allegations of student violations of University rules or regulations and to recommend the appropriate disciplinary action to the Executive Vice President.
3. Organizing the Election Committee to establish and supervise the procedures and process of the annual Student Senate elections.
4. Serving as the main official channel of communication between the students and the Administrative and Teaching staffs.
5. Supervising student services such as the cafeteria on an *ad hoc* basis.

Members of the Student Affairs Committee are:

- Two ex-officio members: Dean of Students and the Director of Athletics
- Seven full time teaching staff members appointed by the Executive Vice President: One each from the Faculties of Arts, Business Administration, Education, Nursing and Sciences, the Hotel Management Institute and the Library
- The President of the Student Senate

### THE PROFESSIONAL DEVELOPMENT COMMITTEE

Chairperson: Director of Teaching Development

Its purpose is to plan various activities throughout the academic year of an intellectual and learning nature to encourage the continued professional development of each member of staff.

### THE GRADUATION COMMITTEE

Chairperson: Assistant Vice President for Academic Affairs

Its purpose is to organize and implement the various activities of the graduation ceremony.

The main speaker for the graduation ceremony is selected and invited by the Vice Chancellor upon the recommendation of the Executive Council.

#### THE ORIENTATION COMMITTEE

Chairperson: Dean of Students

Its purpose is to plan and implement the activities of the orientation program for incoming students.

It contacts the various members of administration, teaching staff, library staff, and student body who will be asked to participate in meetings and other activities of the orientation program.

It supervises and ensures the smooth running of the activities planned.

#### THE FINANCIAL AID ADVISORY COMMITTEE

Chairperson: Vice President for Finances and Planning

It devises, implements, and evaluates policies and procedures concerning financial assistance to students.

After proper investigation of each individual case, it recommends financial assistance to needy students.

#### THE SOCIAL COMMITTEE

Chairperson: Assistant to the Vice Chancellor

It arranges periodic social gatherings of the entire staff of the University to insure that all members of the staff meet one another and to foster mutual understanding and harmony among all segments of the staff.

It provides assistance to new academic staff members, e.g. transportation from airport, finding accommodations, and introduces them to the University and its functioning.

#### THE GENERAL EDITORIAL BOARD / UNIVERSITY JOURNAL

The *Bethlehem University Journal* was founded in 1982 to stimulate discussion, study and experimentation among educators as well as to provide an interdisciplinary forum for sharing new perspectives, research findings and scholarly essays on topics of concern to the faculty and Palestinian society.

All manuscripts are refereed and articles published in the Journal may be considered for promotion purposes. Contributions will be accepted in Arabic or English.

The Editor in Chief is appointed by the Vice Chancellor for a three-year renewable term upon the recommendation of the Vice President for Academic Affairs.

The General Editorial Board, which sets the policies of the Journal, represents all academic units in the University. Members are appointed by the Vice President for Academic Affairs for a three-year renewable term upon the recommendation of the Editor in Chief, who consults the Board when nominating a new member.

An Executive Committee, which is elected from among the members of the General Board for a two-year renewable term, carries out the Journal's policies. The Committee, chaired by the Editor in Chief, consists of the Social Science Editor, Science Editor, Arabic Language Editor and English Language Editor.

## TERMS OF EMPLOYMENT

### FOR FULL TIME ACADEMIC STAFF MEMBERS

- A. CONTRACT:** Full time academic staff members are contracted on a yearly basis, from September 1st through the following August 31st. They are paid monthly for each of twelve months. Salaries are according to the Unified Salary Scale established by the Ministry of Higher Education.

The contract may be terminated by either party without prior notice for any of the reasons stipulated in the Labor Law applicable in Palestine.

All renewals of contract are the decision of the Bethlehem University Administration. Although no renewal is automatic, the academic staff member will be informed during the course of the contract year of deficiencies or circumstances which may preclude the offering of future contracts. When a decision is made that an offer of a further contract will not be made, the academic staff member will be so notified in writing.

- B. IDENTIFICATION CARDS:** All members of the academic staff are annually provided with identification cards by the office of the Executive Vice President.

- C. UNIVERSITY GRADUATES:** It is the policy of the University NOT to hire our own graduates until at least twelve months after they graduate. This policy is designed to guarantee a minimal psychological distancing between staff and students.

- D. BENEFITS:** For Full Time Academic Staff Members.

1. **Cost of Living:** Salaries are paid in the Jordanian Dinar. When so directed by the Ministry of Higher Education, the University will make a cost-of-living adjustment.
2. **Provident Fund:** The University offers to all full-time employees the option to join its Provident Fund Program. Joining the Provident Fund starts with the regular contract. This is a contributory fund where the employee contributes 3% of his/her gross salary through a monthly payroll deduction, and to which the University contributes 6% of his/her gross salary. The employee joins the Fund by signing a separate contract, which lists the details, provisions and conditions of the program. An audited statement of account of each employee shall be given annually. The Provident Fund is in addition to and not in lieu of the severance pay.
3. **Health Insurance:** The University provides a comprehensive medical insurance to cover medical costs resulting from illness or injury up to a maximum of 5,000 JD. Details of the plan (coverage, limitations, extensions, deductibles and exclusions) are available in the Finance Office. Employees may enroll, at their own expense, their spouse and children in the University's plan at any time. After 3 full years employment have been completed, the University will pay the premium for a non-working spouse. After 5 years employment have been completed, the University will pay 2/3 of the premium for the employee's children under 18 years of age (up to five children) provided the employee pay the remaining 1/3 of the premium and provided they have been enrolled for the previous two years. After 10 full years employment have been completed, the University will pay the full premium for the employee's children (up to five children) who have been enrolled for the previous two years. Dependent children 18 years of age and over may be enrolled at the employee's expense.

University employees taking advantage of these plans are responsible for assuring that the information kept in the Finance Office is up to date. An information form will be distributed by the Finance Office each year before the start of the fiscal year. **After age 65, the spouse should pay the full premium.**

4. **Workmen's Compensation:** This plan paid for by the University, which follows the Labor Law applicable in Palestine and all amendments thereafter, covers death or disability resulting from accidents that occur at the University or while on University business. In case of death, beneficiaries would receive employees' salary equivalent to 2500 working days. In case of disability, unlimited medical expenses would be covered for up to one full year. The employee would also receive 75% of his/her daily salary up to 180 days. After 180 days, the employee would be examined by a Medical Committee to determine the extent of permanent disability, if any. If, for example, a 20% permanent disability were determined, then the employee would receive in addition to the above, 20% daily salary for 3000 work days.
5. **Serious Incapacity:** In the event of serious incapacity as a result of sickness or injury of the employee, the University shall continue to pay the salary of the employee up to a period of one month for first year full time employees. The University will increase this period by 1/2 month salary for each consecutive year of full time employment (i.e. 1 & 1/2 months in 2nd year; 2 months in 3rd year; 2&1/2 months in 4th year, etc.) up to a maximum of 5 months salary for employees in their 9th year or more of consecutive full time employment. Thereafter, the employee shall be considered on a special leave of absence, without pay, until his/her full recovery and return to work or until the end of the period of the contract. Payment for serious incapacity will be made only to the extent not covered by the workman's compensation policy (see 4 above) taken out by the University to cover all its employees.
6. **Death and Disability Due to Illness:** (This program is for sickness only; accidents are covered under # 4 above). Full time employees who have completed two years of continuous full time service are eligible to join this program. New enrollees who are 55 years or older need medical clearance before they can join. **The cost is 5% of his/her gross salary.** This compensation program covers death or disability resulting from illnesses (excluded are those illness which existed prior to enrollment as well as those resulting from police or military action, alcohol or drug usage, mental or nervous disorders, complications associated with military). In case of death, beneficiaries would receive the equivalent to employee's regular salary for five years up to a maximum of \$100,000 as a lump sum. If a total disability exists, employee would receive 2/3 of his/her monthly salary until either (1) recovery, (2) death, or (3) retirement age up to a maximum of \$ 3000. **This benefit is available only to employees enrolled prior to September 2004.**  
NOTE: Employee is not entitled to recover twice under any of the above policies.
7. **Family Allowance:** There is a family allowance added to the monthly salary for a non-working spouse and for each non-working child (under 18 years of age) up to five.
8. **Tuition Reduction:** Academic Staff members who have been with the University for at least three consecutive years on a full time basis are entitled to a tuition waiver for their spouse and children, to a limit of four persons. For the first person the waiver will be 100%; for each other person the waiver will be 50 JD's. This policy does not apply to summer school. **The student must maintain a minimum GPA of 2.5 to keep this benefit.**
9. **Severance Pay:** On termination of employment, except where such termination is for reasons stated in the Labor Law applicable in Palestine, employees will receive severance pay as described by the Unified Salary Scale. For the first 16 years of **actual of service**, one monthly salary is paid, plus 1.5 monthly salary for every year of **actual**

service thereafter. Time spent on study leave or leave without pay does not count in the computation of the severance pay.

**10. Vacations:**

- a. Annual Vacation: The annual vacation must be taken during the contract year (September 1 – August 30). If an official or religious holiday falls within the vacation, it is counted as part of the vacation.
  - Teaching Staff: **Two Months.**
  - Administrative Staff on Academic Contracts (Deans, Chairs): **Six Weeks.**
  - Central Administration (Executive Council): **Five Weeks.**

- b. Maternity Leave: **Three Months.** Maternity leave of one semester will be granted provided the academic staff member has completed at least one full year of employment at the University and provided she has not received maternity leave during the previous year. Three months of the leave will be paid and return to the full time position will be guaranteed. The leave should be requested in writing as soon as the need is foreseen.

A leave of absence without pay for the succeeding semester may be granted on request. However, while every effort will be made to find a full time position for those who take a full year's leave, return to the full time position cannot be guaranteed.

- c. Sick Leave: **Ten Working Days.**
- d. Al Hajj: To be treated on an individual basis and allowed as part of the employee's annual vacation.
- e. Study Leave: As stated in section G # 1 on page 32.
- f. Absence Due to Death in Family: **Three Days** are granted in case of death of an immediate member including: father, mother, son, daughter, sister, brother, husband and wife. **One Day** is granted in case of death of a second-degree relationship including: uncle, aunt, grandfather, grandmother, grandson, granddaughter, nephew and niece.
- g. Emergency Leave: To be deducted from the annual vacation. If vacation days are used up, the leave will be deducted from the teacher's salary.

**E. RESPONSIBILITIES**

- 1. **Commitment to the University:** Each academic staff member is expected to support fully the educational aims and purposes of the University; to promote the general interests and good reputation of the University; to observe and enforce the policies, rules and regulations of the University; and to cooperate with the legitimate directives of the administrators of the University.

In appointing a full time academic staff member, the University assumes that employment at Bethlehem University is his/her main vocational interest and thus the University may call upon the academic staff member to devote a major portion of each day of the working week to the University for fulfillment of his/her task responsibilities, for instruction, for supervisory functions, for student counseling and advising, for supervising the preparation and presentation of senior seminars, for attendance at and participation in committee activities, for service as a moderator of student activities and for attendance at academic functions scheduled by the University.

- 2. **Off- Campus Employment:** Any off-campus employment, teaching or otherwise, will be undertaken only with written notice to and approval by the Administration. The

approval is given at the absolute discretion of the Vice Chancellor or his delegate, and always with the understanding that the staff member will be able to fulfill his/her professional duties.

3. **Working Hours:** Academic Staff who do not carry a full teaching load are expected to be on campus from 8:00 AM to 4:00 PM, Monday through Friday, and on Saturdays when scheduled. Academic Staff who do carry a full teaching load are required to spend a minimum of 30 hours per week and be present 5 days per week on campus; they are to complete a personal schedule and submit it to the Vice President for Academic Affairs by the end of the second week each semester.
4. **Absences:** Whenever an academic staff member must be absent, it is his/her responsibility to contact the Registrar and the Chairperson before 8:15 AM to inform them of the absence.
5. **Teaching Load:** A full teaching load is defined as between 24 and 26 credit hours during the Fall and Spring semester of one academic year. A teaching load is computed over two semesters and a teacher's schedule does not exceed the work load limit if the total of the two semesters does not exceed 26 credit hours. Therefore, overload salary from the Fall Semester is usually paid after the spring schedule has been determined. The following are reckoned as equivalent to one-half of a credit hour: laboratory periods, typing periods, physical education periods, scheduled problem periods, supervision of nursing practicum. For teaching and social science practicums (EDUC 404, 407, 426, 428; SOWK 457,459), supervision of up to 5 students will be equivalent to 1 credit; 6 to 10 students will be equivalent to 2 credits, etc. Normally, a teacher will not have more than three preparations; in the event of more preparations, s/he will be paid, at a mid-semester, a flat stipend of 150 JD's for each preparation over three, provided that at least one new preparation is involved. A flat stipend, at the rate of 25 JD's per credit, is also paid for Independent Study Courses.
6. **Meetings:** There are four types of meetings which academic staff members are obliged to attend: (1) the scheduled meetings of any committee to which s/he is assigned; (2) general academic staff meetings; (3) department or section meetings; and (4) Faculty or Program Area meetings called by a Vice President, Dean or Director.
7. **Purchasing:** The Finance Office is the only agent of the University permitted to make purchases for the University. All purchasing must be done through the Business Manager. The University will not assume responsibility for the payment for any purchase made through other channels.
8. **Project Grants** from outside agencies will normally be charged 10% for administrative costs and must also reimburse the University for the cost of any substitute teachers required by a reduced teaching load in the case of research. In exceptional cases, the Vice Chancellor may reduce or waive this requirement. The grant will be deposited with the Vice President for Finances and Planning who will be responsible for validating and accounting for all expenses charged to the grant funds.
9. **Retirement:** The retirement age for all University staff is 65 years. Retired staff members may be employed on a part time basis solely at the discretion of the University.
10. **Maintenance:** All requests for repairs and maintenance service should be submitted to the Director of Plant Personnel, who is responsible for scheduling and organizing the work of the maintenance staff. Repair Forms are always available from the Switchboard. Verbal messages are acceptable in emergencies only.

## F. CONDITIONS OF AND CRITERIA FOR EMPLOYMENT

### Full Time Academic Staff Members

1. **Appointment:** All members of the academic staff receive their appointment to the University and their assignment to academic rank from the Vice Chancellor, upon nomination by the Vice President for Academic Affairs, after the following steps have been completed.
  - a. The Department Chairperson will request permission to fill a position in his/her department. It is expected that sufficient data will be presented with the request to justify recommendation by the Dean/Director and the Vice President for Academic Affairs. The Vice Chancellor must authorize the establishment or continuation of any full time teaching position.
  - b. All applications will be processed through the Vice President for Academic Affairs who will request each applicant to supply the following information:
    - (i) A completed application form.
    - (ii) Original transcripts of the applicant's work in the University at which s/he has earned the last degree. If an original transcript is not available, then certified copies of all degrees and diplomas earned.
    - (iii) Letters of Recommendation: In all instances a letter of recommendation must be received from the applicant's immediate past employer and, when different, from the institution in which s/he held his/her last teaching appointment.
  - c. The Department Chairperson will interview each applicant whose credentials indicate a minimal qualification for the position. The Chairperson will examine each interviewee on his/her knowledge of the subject matter, especially with reference to the specific course needs of the department; his/her interest in teaching; his/her research and scholarship activities; his/her professionalism; and his/her compatibility with other members of the Department. Whenever possible, the Chairperson will introduce a prospective teacher to other full time department members. S/he will arrange interviews for the applicant with the Dean/Director and with the Vice President for Academic Affairs.
  - d. The Vice President for Academic Affairs, in consultation with the Dean/Director and Chairperson, will decide which candidate to nominate to the Vice Chancellor for appointment. The Vice President for Academic Affairs will also recommend the rank to be assigned.
2. **Probationary Period:** All initial full time appointments to the Academic Staff are probationary. The probationary period is of two years duration. Probation means that the renewal of the yearly contract is not automatic and the University need not make a formal statement if it does not renew the probationer's contract. Notification of renewal/non-renewal will be given before May 31st by the Dean/Director.
3. **Criteria for Renewal of Contract:** The record of an Academic Staff member will be examined by the Administration in light of the following criteria:
  - a. the candidate has demonstrated competence in teaching;
  - b. the candidate has manifested development as a scholar; ordinary evidence of this development includes the following: conducting, directing or planning research projects; participation in the activities of learned and/or professional societies; lecturing or delivering papers in academic and/or professional circles; publishing

books, papers or reviews relating to his/her field; preparing proposals for grants, projects or research activities;

- c. the candidate has assisted in the academic guidance of students;
- d. the candidate has obtained an appropriate degree from an accredited institution;
- e. the candidate has made his/her appointment at Bethlehem University a primary and full-time occupation; in meeting this requirement it must be clear that the teacher has been willing to accept the teaching schedules determined by the Chairperson; that s/he has not placed restrictions on the usual time s/he may be called upon for regular commitments to the University; that s/he has been readily accessible to students; that any authorized outside commitment has not in any way interfered with his/her contractual obligations; that there is no evidence that outside commitments will become excessive in the future;
- f. the candidate has given careful cooperation to the regulations of the University and to the ordinary procedures determined for the effective and orderly conduct of the University;
- g. the candidate has been cooperative as a teaching colleague with the members of his/her department and other teachers with whom s/he has been associated in the work of the University; in fulfilling this obligation it must be evident that the candidate has actively participated in meetings of the department; that s/he has accepted departmental assignments; that s/he cooperated regularly in departmental activities; that s/he adequately fulfilled the responsibilities as a member of committees to which s/he has been appointed;
- h. the candidate has accepted and responsibly performed the duties of advisor of student activities when requested to do so.

#### **4. Dismissal and Termination:**

- a. A teacher no longer on probation being considered for dismissal will receive a formal, written statement from the Vice President for Academic Affairs listing the reasons that dismissal action has been initiated. The letter will also indicate the required corrective behavior expected of the teacher and a time schedule for re-evaluation and a renewal/dismissal decision. Dismissal action originates at the instigation of the University on account of serious fault of the teacher. Reasons which may lead to dismissal include the following:
  - (i) incompetence or irresponsibility in discharging obligations to the University (see Section 3 above);
  - (ii) refusal to accept and/or implement the stated aims of the University and/or the legitimate directive of its Administrators;
  - (iii) insubordination or breach of contract;
  - (iv) moral turpitude;
  - (v) misrepresentation of facts requested by the University in its application form.
- b. Termination may also be necessitated by grave financial problems, declining enrollment or discontinuance of a program of studies. In such a situation, seniority will be an important consideration in deciding which Academic Staff Members will be terminated.

## G. POLICIES APPLYING TO FULL TIME TEACHING STAFF MEMBERS ONLY

1. **Criteria:** The following shall serve as the major criteria in determining the recommendation of the Administrative Council in considering requests for leaves, grants, etc.
  - a. the extent to which the proposal submitted is definite and educationally constructive;
  - b. the possibility of scholarships, and fellowships or grants to fund all or part of the proposal;
  - c. the teacher's provision of evidence that his/her teaching ability is above average;
  - d. the extent of the teacher's professional study, growth, contribution and service while at Bethlehem University;
  - e. the teacher's record of prompt and accurate fulfillment of all obligations to the University;
  - f. the teacher's loyalty and dedication to the University as evidenced by involvement in activities beyond contract requirements;
  - g. the teacher's academic ability as evidenced by past scholastic record and present involvement in professional societies and research activities;
  - h. previous opportunities granted to the applicant, especially in comparison with other applicants;
  - i. conformity of proposal with the Department's long range plans and specialty requirements;
  - j. benefit of proposal to Bethlehem University and the general welfare of the Palestinian people;
  - k. probability that proposal will result in publication;
  - l. assurance that the teacher will return to Bethlehem University at end of leave;
  - m. length of teacher's service at Bethlehem University.
  
2. **Teaching Evaluation:** The evaluation of teaching ability (as distinct from research, service, etc.) will be based on the following criteria:
  - a. faithfulness and diligence in holding class;
  - b. thoroughness and quality of class preparations;
  - c. cooperation with and enforcement of policies, rules and regulations;
  - d. accuracy in keeping records and promptness in submitting requested reports, course outlines, copies of exams, attendance, grades, etc.;
  - e. familiarity with current literature in one's teaching field;
  - f. faithfulness to Office Hours and general presence on campus to advise and tutor students;
  - g. end-of-semester student evaluations;
  - h. evaluation of teaching competence by Department Chairpersons and other academic supervisors;
  - i. preparation of course materials, including papers, translations, texts and workbooks, laboratory materials, etc.;
  - j. class mark distribution as compared to normal curve and student's cumulative G.P.A.
  
3. **Sponsorship for Graduate Study:** For sponsorship for graduate study, a teacher must have completed a minimum of three years full time teaching at Bethlehem University before being eligible to apply. The Administrative Council may waive this requirement in exceptional cases, upon the recommendation of both the Chairperson and Dean, if this is deemed to be in the best interest of the University. If a teacher is applying for a second study leave, s/he must have completed all obligations

from the first study leave contract before being eligible to apply. There are a few external, independent agencies, which provide full cost scholarships to teachers who are sponsored by the University. The University itself does not provide scholarships; its role is limited to nominating worthy candidates to the agency and contracting for their re-employment upon the successful completion of their studies. Therefore, the external agency maintains its full discretion in accepting or rejecting the University's nomination and the University has absolutely no responsibility for any expenses incurred by the teacher on study leave, including family support whether the family remains here or accompanies the teacher overseas. Teachers are not permitted to (1) change their specialty field of study; (2) change the institution where they are studying; or (3) extend the time granted to complete studies without the prior approval of both the University and the external agency. A contract is signed between the University and the teacher in which the University guarantees re-employment and the teacher promises to work at the University for the same number of years s/he spent studying plus one year. The teacher must also send to the Vice President for Academic Affairs a report of his/her progress each semester.

4. **Sabbatical Leave:** Sabbatical leave is granted to provide the teacher with an opportunity to devote him/herself more intensively to scholarly activities and thereby enrich his/her teaching at Bethlehem University. Sabbatical leave may be granted to regular teaching staff members who have completed at least six years continuous full time service to Bethlehem University in the rank of assistant professor or above. Application is made to the Vice President for Academic Affairs at least nine months before the desired starting date of the sabbatical. Upon the recommendation of the Administrative Council, the sabbatical may be authorized by the Vice Chancellor. The sabbatical may be requested for a full year at half salary or one semester at full salary. The teacher must agree to render at least two years of service to the University after returning from sabbatical leave. A teacher on sabbatical leave may not engage in remunerative work or change the program of scholarly activity presented in the application without prior approval of the Vice President for Academic Affairs. Sabbatical leave will be granted to a maximum of two teachers during one academic year.
5. **Leave of Absence:** Regular teaching staff members may apply for leaves of absence to pursue postdoctoral work or for other academic or appropriate professional purposes. Regular teaching staff members who have not completed the doctorate may apply for a leave of absence to complete a dissertation or other requirements. A leave of absence is for a period of one year. The request must be submitted in writing to the Vice President for Academic Affairs at the beginning of the semester preceding the desired commencement of the leave. The request will be studied by the Administrative Council which will give great weight to the recommendation of the Chairperson and the Director or Dean. A leave of absence is without pay. The teacher on leave must signify his/her intention to return at least two months before the end of the semester preceding his/her return. Failure to do so will be taken as equivalent to resignation effective from the beginning of the leave of absence. Time spent on a leave of absence does not count as time of actual service in the computation of severance pay.
6. **Research:** Research is a priority at Bethlehem University. However, it is secondary to the more fundamental priority of providing quality teaching to our students. Given this ranking of priorities, it is critical to note that teaching and research are not competitive but rather are complementary activities. No one can remain an effective and competent teacher over a long career unless s/he is intimately connected to the research developments in his/her field of study. If one is to remain a stimulating teacher, one must constantly incorporate updated knowledge and concepts into the curriculum and daily lesson plans.

The Assistant Vice-President for Academic Affairs is the chief coordinator of faculty research. As stated in his/her job description, "authorizes all research conducted on campus. S/he approves all requests to undertake research and receives appropriate reports from all teachers conducting programs in research". The Vice President for Academic Affairs submits requests for special resources to the Administrative Council, which is responsible for "reviewing teacher requests for teaching or research grants" as well as for defining the "criteria and procedures for evaluating these requests".

Research requests should be succinct but complete. They should include the following: (a) Abstract of the Research Program and Request; (b) Aim of the Research; (c) Significance of the Research; (d) Research methodology; (e) Nature of final report; (f) Budget; (g) Request of the University; (h) Other supporting data.

The Research Proposal must be submitted to the Assistant to the Vice President for Academic Affairs in sufficient time to permit proper consideration and the scheduling of approved resources. It is expected that teachers who are new to university level teaching will devote the first 2 or 3 years of their time at Bethlehem University to the development of their pedagogical skills and will not engage themselves in any time-consuming research projects.

This facilitation of faculty research has five components: (a) finances, (b) computer support; (c) secretarial assistance; (d) teaching loads; and (e) external agreements with other universities.

University assistance for faculty research:

**a. Finances:**

- (i) The University itself has limited funds available for research. The priority for these funds will go to research projects that are self-initiated, focused, short term and of reasonable cost. In addition, priority will be given to research projects that do not meet the limited scope of outside funding agencies, e.g.; if outside agencies limit their funds to community development projects, then the priority for University funds would go to pure research projects.
- (ii) The University will assist teachers to obtain financial assistance from outside funding agencies. One of the tasks of the Vice President for Development is to assist "departments and individual teachers in preparing proposals for sponsored educational and research programs and projects, and in seeking the needed financial assistance" as well as to act "as the representative of the institutions with national and international funding agencies for various grants".
- (iii) Research grants will be charged the usual University management fees (see # 8 on page 29).

**b. Computer Support:**

- (i) Upon request to the Assistant to the Academic Vice President, computers may be made available to teachers for their research work. In general, no charge is made for use of the computer. In the event that a research project requires unusually heavy use of the computer and the project has been funded by an outside agency, a fee will be charged to the grant for the computer utilization.
- (ii) Software has been purchased for facilitating faculty research. If additional software packages are required, this need should be incorporated into the research proposal.
- (iii) To the extent permitted by their main responsibilities, the University's Computer Staff will provide technical assistance and ongoing consultation to teachers doing research projects.

**c. Secretarial Assistance:**

- (i) Typing assistance for research work will be coordinated by the immediate supervisor of the secretary. However, this service will only be useful to the

researcher if s/he does proper prior planning and submits early requests for such services.

- (ii) The University's extensive printing services can readily be made available for faculty research work with the approval of the Assistant to the Vice President for Academic Affairs. Such needs should be made part of the Research Proposal and due consideration must be given to the periods of heavy utilization of the print shop (e.g. exam days and registration periods).

**d. Reduced Teaching Loads:**

There are two distinct modes of reduced teaching loads for research.

- (i) The normal mode would be to grant a teacher a maximum reduction of two courses over a four year period based on the clear need for such a reduction as presented in the research proposal. To maintain consistency in the rationale for such a reduction, the teacher would not have any leave, overloads, outside employment nor would s/he teach in the Summer Session in the academic years prior to and following the reduction. In addition, if a teacher has been involved in the introduction of a new course, minor, etc. it is expected that s/he will also be engaged in the initial implementation of this new course, minor, etc. and not schedule a reduced load to coincide with the implementation period. The research grant must cover the costs of any substitute teacher required by the reduced teaching load of the researcher.
- (ii) The exceptional mode would be for a faculty member to request and be granted a joint teaching/research appointment to the University. This would require sufficient advanced lead time to permit the University to adjust its teaching staff plan and to permit the researcher to seek and obtain the required funding. Such an appointment would be for a 3 to 5 year period and the salary of the teacher/researcher would be divided between the University and the research grant in proportion to the teaching load (e.g. a 6 credit teaching load would mean 1/2 the salary is paid by the University and 1/2 by the grant). It is the responsibility of the teacher/researcher to obtain the grant funds needed for his/her salary, the substitute teacher and for the other expenses of the research project.
- (iii) Two other points should be noted in this regard. First, the most traditional and extensive mode of reduced teaching load is the Sabbatical. Sabbatical leave may be granted to regular teaching staff members who have completed at least six years continuous full time service to Bethlehem University in the rank of assistant professor or above. This should be a special opportunity for the teacher/researcher to engage fully in a research project since s/he is freed from his/her normal teaching responsibilities during the Sabbatical period. Second, when overloads are needed, they should, whenever possible, be assigned to those teachers who hold Masters degrees since these teachers do not have the research obligations of those with professorial rank.

**e. External Agreements:**

The University has formal agreements with distinguished international universities to assist teachers with research projects. This assistance takes many forms, such as, collaborative research projects; the University's teachers being able to use the specialized equipment at the linked university; consultative assistance; etc. If a teacher requires an agreement with another university, Bethlehem University is ready to work with the teacher to establish such linkage on an institutional level.

- 7. **Travel Expenses to Attend Professional Meetings:** The University budgets a limited amount of funds to subsidize travel expenses for teachers participating in professional society meetings. Priority goes to those meetings where the teacher is presenting a paper or participating in a panel. Since the funds available are restricted, recent support may lead the Dean to defer to other applicants who have not been supported previously.

- 8. Rank and Promotion:** Appointment to the regular teaching staff means assignment in an academic rank: Teacher, M.A. (Rank 5); Lecturer, two M.A. degrees or M.A. and promotion (Rank 4); Assistant Professor, Ph.D. (Rank 3); Associate Professor (Rank 2); or Professor (Rank 1).

Initial appointment to rank is made by the Vice Chancellor, upon the recommendation by the Vice President for Academic Affairs. Newly hired full-time faculty members may be appointed to the rank they held in their previous university provided that they held that rank for at least one year.

Promotion in rank results from the interaction of the University Community and the teaching staff member: on the part of the teacher, from effort, growth and merit; on the part of the University, from a desire to recognize and reward excellence. Promotion is not made solely on the basis of seniority or on length of service to Bethlehem University. The following list of criteria provides minimum standards and guidelines for a holistic evaluation of the applicant, but it is not a checklist. Meeting each criterion at the minimal level does not guarantee promotion.

## CRITERIA & PROCEDURES FOR PROMOTION

Appointment to the regular teaching staff means assignment in an academic rank as follows:

Teacher	Rank 5	M.A. degree;
Lecturer	Rank 4	Two M.A. degrees or M.A. and promotion
Assistant Professor	Rank 3	Ph.D. or 2 MA degrees and promotion or an MA degree and promotion
Associate Professor	Rank 2	Ph.D. and promotion
Professor	Rank 1	Ph.D. and promotion

Initial appointment to rank is made by the Vice Chancellor, upon the recommendation by the Vice President for Academic Affairs (AVP).

Newly hired full-time faculty members may be appointed to the rank they held in their previous university provided that they held that rank for at least one year.

Promotion in rank results from the interaction of the University Community and the teaching staff member: on the part of the teacher, from effort, growth and merit; on the part of the University, from a desire to recognize and reward excellence. Promotion is not made solely on the basis of seniority or on length of service to Bethlehem University . The following list of criteria provides minimum standards and guidelines for a holistic evaluation of the applicant, but it is not a checklist. Excellence in one or more of these criteria is essential; meeting each criterion at the minimal level does not guarantee promotion.

### A. Criteria for Promotion:

#### General:

- a) For **Associate Professor** (Rank 2) or **Professor** (Rank 1)  
The candidate must have earned a doctorate degree in his/her teaching field.
- b) For **Assistant Professor** (Rank 3)

The candidate must have earned a doctorate degree in his/her teaching field or have earned promotion from the rank of lecturer.

c) For **Lecturer** (Rank 4)

The candidate must have two Masters Degrees or a Masters Degree in his/her teaching field and have earned a promotion. For promotion to this rank, the candidate must demonstrate performance equivalent to a second Masters degree in the areas of quality teaching, scholarship and research, and service to the University and community.

d) Bethlehem University is the primary employment interest and concern.

e) The candidate must be physically capable of assuming the teaching, research and other responsibilities expected by the University.

f) The candidate must demonstrate the degree of professionalism expected of a teacher.

### **Years of Service:**

#### **For Lecturer:**

At least seven years full time in the rank of Teacher (Rank 5), with a minimum of four years at Bethlehem University .

#### **For Assistant Professor:**

At least ten years full time in the rank of Lecturer (Rank 4), with a minimum of five years at Bethlehem University .

#### **For Associate Professor:**

At least five years full time in the rank of Assistant Professor, with a minimum of two years at Bethlehem University .

#### **For Professor:**

At least seven years full time in the rank of Associate Professor, with a minimum of three years at Bethlehem University .

### **Quality of Teaching:**

The Chairperson will report on the candidate's knowledge of the subject matter; the relationship between the candidate's degree and the needs of the Department; the record of courses taught, preparation and student load for each semester; conformity of Course Outlines to the required syllabi; quality of examinations given; reasonableness of mark distributions; results of student evaluations; and cooperation in necessary procedures related to the teaching process.

In particular, student evaluations from the last four semesters must be attached to the application. It is the duty of candidates to inform the AVP beforehand of their intention to apply for promotion to allow the AVP time to carry out these evaluations.

The Dean/Director will report on the candidate's effectiveness as a teacher, creativity and experimentation in teaching, growth as a teacher, the evaluation of the chairperson based on a review of the material, personal conferences and classroom observations, and the professional opinion of the other members of the department.

## **Scholarship and Publications:**

### *(a) Scholarship:*

The scholar in an academic community enlivens the intellectual life of that community. Although a scholar can labor in obscurity, the academic scholar must in some measure make his or her scholarship public. The scholar seeking promotion must, in addition, produce convincing evidence of scholarship made public. The committee expects that the candidate's public scholarly activity will be ongoing and that evidence for it will accumulate over time.

Bethlehem University believes that the scholar builds up the local scholarly community - whatever the specialties of its members - and contributes as well to the scattered community comprising other specialists in a select field. For this reason the university recognizes as scholarly a broad range of activities.

The candidate should enumerate the relevant activities and provide the Promotions Committee with details of kind, time, and place as well as documents giving evidence of the activity. The pursuit and achievement of scholarly degrees constitutes the primary evidence of scholarship. In addition, the following kinds of activity evidence scholarship:

Participation in faculty seminars, research groups, working groups, discussion groups, lecture series, debates, forums, university-wide colloquia, web-hosted symposia; presentation and defense of papers in front of colleagues, circulation of papers among colleagues; public lectures on campus to department, faculty, and university publics; workshops offered on campus and off campus, guest lecturing on and off campus; attendance at conferences; active participation with or without oral presentations at conferences (local, regional, or international); courses taken relative to the candidate's fields of interest; and additional languages learned for scholarly purposes.

Evidence of these activities can include: position papers, publicly presented papers, printed versions of conference papers, printouts of electronic papers, evaluations of workshops, peers' written responses to public lectures and circulated papers.

Service and teaching activities with a scholarly and public component include: visiting professorships, invited courses taught at other universities; Fulbright and similar fellowships; service as a referee for scholarly journals, service on editorial boards of learned journals, service on review panels for grant applications, service on judges' panels evaluating scholarly work for the awarding of prizes; service on dissertation committees for other universities; consultations (paid); service as outside evaluator in promotion cases; studies conducted for state agencies and NGO's; successful grant applications.

Evidence of these activities could include: letters of invitation and appointment; letters and evaluations accompanying awarded fellowships and grants.

Written scholarship includes papers printed in conference proceedings, book reviews, papers published in Bethlehem University Journal or other non-specialist journals which have an

independent editorial board, electronic publication in established, refereed, e-journals, papers accepted by specialist refereed journals; essays, articles printed in books; books.

Evidence can include copies of the proceedings or journals or offprints of the articles (with comments of the referees, if available); hard copies of web-published articles; printed reviews of candidate's articles or books; citations of candidate's work in other scholars' works; comments of outside reviewers (these to be solicited by the Promotions Committee).

*(b) Publications:* Publication requirements for promotion are as follows:

**For Lecturer (Rank 4):**

The candidate must have earned his/her Masters Degree and have demonstrated some ability to produce scholarly work. The candidate must have produced written works which have made a contribution to the university and his/her discipline, such as curriculum development, grant proposals, new programs and at least one article published in a scholarly refereed journal.

**For Assistant Professor (Rank 3):**

The candidate must have earned his/her Ph.D., thereby demonstrating that s/he has begun scholarly development including knowledge of one's general and specialized fields of study, or have earned his/her Masters Degree and have demonstrated some ability to produce scholarly work by being a major contributor to at least two publications in scholarly refereed journals. The candidate must demonstrate an awareness of new developments, insight and research findings, hold membership in professional societies, and exhibit meaningful participation in research work.

**For Associate Professor (Rank 2):**

The candidate must present evidence that s/he has been productive in scholarly endeavors including participation in research activities, taking part in significant professional activities, delivering lectures to academic or professional societies, and has been a major contributor to at least three works published in scholarly refereed journals, two of which must be in internationally recognized journals in the candidate's specialized fields.

**For Professor (Rank 1):**

The candidate must present evidence that s/he has made a significant contribution to his/her field of study through scholarly productivity of such quantitative and qualitative character that it has brought recognition by other professionals in the teacher's academic discipline. In particular, the candidate must have been a major contributor to at least five works published in internationally recognized journals in the candidate's specialized fields. The candidate will select from among his/ her works at least four publications upon which s/he would like to be evaluated. S/he will prepare two sets of copies of these works and present them at the Office of the AVP, who will forward the submitted works to two recognized experts in the field for separate evaluation. The Committee on Promotions will be advised by these evaluations in making its recommendation to the Vice Chancellor.

**Definition of Scholarly Publications:**

Emphasis is on an original contribution to one's academic discipline. Publications should contain new research or include original critical editing of classical works. Publications used towards promotion to a certain rank cannot be counted for promotion to a higher rank. Scholarly refereed journals or periodicals are specialized or non-specialized (e.g. Bethlehem University Journal) journals which have an established and recognized status as well as an independent editorial board and refer materials submitted to readers who assess its suitability for publication on the basis of originality and academic/scientific merit. The candidate must provide proof of the quality of the journals in which s/he has published. If this is not possible, especially for the case of determining if the works are published in internationally recognized scholarly journals in the candidate's specialized field, outside experts may be consulted by the AVP. Books may be counted as one or two publications, depending on the evaluation of the Committee, provided that they are published by recognized academic publishers. Outside experts must be asked specifically to comment about the quality of the publisher.

**Service to the University and Community**

The candidate must present evidence of appropriate and responsible participation in the University's activities beyond teaching and research. Such may include administrative responsibilities; service on University committees; guidance of students; moderatorships of co-curricular and extra-curricular activities; participation in special lectures, forums, exhibits, etc.; and consultation, service and participation in professional or community activities.

**B. Procedure for Promotion**

The faculty or staff member seeking promotion will initiate the process by completing an "Application for Promotion" form, available on the University's website. The candidate is responsible for gathering the needed documentation (see below).

The application is submitted, together with supporting documents, to the department chairperson. Please note that no application will be considered if the applicant has not met the requirements for years of service, publications, etc., as found in section A. If the requirements are not met, the Chairperson will return the application to the applicant, and will inform him/her that the application can not be considered.

If all preliminary requirements have been met, then the Dean, in consultation with the department chairperson, appoints an ad hoc committee of 5 to 9 members chosen from among the applicant's department and closely-related departments. The Dean and the department chairperson (except when the department chairperson is applying for promotion) are ex-officio members of this committee.

The Dean convenes and chairs the ad hoc committee to review the application and to make a recommendation to the Promotion Committee, represented by the Vice President for Academic

Affairs. Discussion of the applicant's case will focus on the currently published criteria used by the University. After discussion, the Dean, in his/her capacity as chairperson, conducts a secret ballot (the Dean does not vote). Members vote to "recommend", to "recommend with reservations", or to "not recommend at this time". Preserving confidentiality, the Dean sends a summary of the committee's discussion and recommendation to the Vice President for Academic Affairs and to the candidate. This summary becomes part of the candidate's file.

Following an unfavorable or mixed vote, the candidate may ask to withdraw. Every candidate has the option to proceed without the favorable recommendation of the ad hoc committee, but no candidate may proceed without first submitting his or her case to the ad hoc committee.

Following a favorable recommendation, the Dean also sends the application and supporting materials to the Vice President for Academic Affairs. He will then send it to the Promotions Committee for review and recommendation.

#### **Promotion Committee:**

The Promotion Committee comprises the Vice President for Academic Affairs, all full professors, and those Deans or Directors holding doctoral degrees.

Each applicant must supply the following items for his/her application to be considered.

#### **File A:**

1. **Application for Promotion:** The Bethlehem University "Application for Promotion" form – available on the University's website.
2. **Complete Curriculum Vitae:** A copy of the applicant's curriculum vitae. This should be current as of the date of submission
3. **Partial Curriculum Vitae:** A partial copy of the applicant's curriculum vitae that lists only the professional activities accomplished since the applicant's last promotion.
4. **Personal Assessment:** The candidate's self-assessment (in essay form), showing how he or she meets each of the relevant criteria described in the Academic Staff Handbook. This assessment will include the candidate's own assessment of - and response to - student evaluations of the past four semesters.
5. **Course Information:** Copies of the course outlines and final exams distributed to classes during the previous four semesters.
6. **Certification of Academic Work:** A copy of the highest earned degree, and a copy of the title page and abstract of the thesis or dissertation.
7. **Student Evaluations :** Student evaluations received for the previous four semesters.

#### **File B:**

1. Evidence of Scholarly and Professional Activity (see pp. 2-4)
2. Evidence of Service to the Community (see p. 4)
3. Evidence of Service to the University (see p. 4) **File C (confidential - to be supplied by others):**
  1. Letters of Evaluation from the applicant's Chairperson and Dean
  2. The report of the *ad hoc* committee
  3. Evaluations from external evaluators (for application to the rank of Professor).

## **POLICIES AND PROCEDURES FOR TEACHERS**

Higher Education is a cooperative and creative undertaking. It is a vocation that enables a teacher to take the raw material of groping youth and to shape it into mature and intelligent persons. Such a result of the educative process comes not only through the individual effort of the teacher in the classroom, but must also involve a network of cooperative relationships embracing the administration, teaching staff and the students themselves. This spirit of cooperation must be the motive force in any performance of duty. Alfred North Whitehead has said, "The whole art in the organization of a university is the provision of a faculty whose learning is lighted up with imagination". It is in this spirit therefore, that we list the following policies and procedures for teachers.

- 1. Student Regulations:** Each teacher is responsible for knowing and enforcing all student regulations. Teachers are asked to carefully study the Student Regulations and thoroughly acquaint themselves with all the information therein. For many regulations, such as no eating, drinking, smoking in class, teacher example is the most effective means of winning compliance. Teachers do not have any authority to excuse a student from adhering to any regulation. Alert eyes and occasional words are a responsibility, sometimes irksome, of all teachers. On occasion, students will ask a teacher to intervene on their behalf with another teacher or administrator to have a rule relaxed or an exception made. To avoid an embarrassing and possibly unpleasant situation, please check privately before you make any statements or commitments to students.
- 2. Academic Calendar:** The academic calendar must periodically be revised during the course of the year due to disruptions resulting from the political situation. In the past, it has been necessary to schedule make-up classes on Saturdays and to extend the semester into July. Teachers are entitled to two months vacation unless the situation causes the school year to be extended into this period. Teachers shall be on call for unscheduled work assignments during the rest of the summer at the discretion of the University and as the need arises. Teachers may be released for some or all of the period they are "on call" only by prior arrangement with the University. Assignments during this period may include make-up classes, proctoring admission exams, or other academic or administrative duties. The "on call" period, when not utilized by the University, is provided for teachers to engage in research, to plan courses, to prepare lectures and student activities, etc. The vacation period normally ends on August 15 and teachers are to be available during the last two weeks of August for meetings, advising and other duties necessary to prepare for the coming academic year.
- 3. Official Schedule:** The schedule published by the Office of the Registrar must be followed. No teacher may assume the right to change any aspect of the schedule. The times assigned for class meetings, the number of students assigned to a section, and the room assignment may be changed only with authorization from the Registrar.
- 4. Make-Up Classes:** When a make-up day or period is scheduled by the Academic Office to substitute for a day or period lost due to political disruption, it is expected that everyone will adhere to the revised schedule. Such directives from the Academic Office are not optional. When it is necessary for an individual teacher to be absent from any class, it is expected that s/he will inform the Vice President for Academic Affairs of this fact as well as of the arrangements to make-up the class. Every effort should be made to hold all classes by rescheduling the missed class at a time when all or most of the students can be present or, when the absence can be foreseen, by substitute. Teachers are required to keep a record of every class-meeting, regular or make-up, to insure that the required number of class meetings have been held.

5. **Interruptions:** When the Administration learns of an impending interruption of classes, the Academic Office will inform the Chairpersons who will then inform each teacher. In those situations where it is necessary to interrupt a class which has already started, the teacher will be informed directly by an Administrator. The teacher should then quickly bring the lesson to a close and dismiss the class. Classes are never to be terminated on the direction of a student. Written notice will be posted on the Bulletin Board of the Vice President for Academic Affairs.
6. **Personal Schedule:** Teachers are required to spend a minimum of 30 hours per week and be present a minimum of 5 days a week on campus. Office Hours should equal at least one-half the number of teaching hours. A personal schedule is to be completed and copies given to (1) the Department Chairperson and (2) the Dean/Director by the end of the second week of each semester.
7. **Typing Service:** Secretarial service is provided for routine work of teachers. These services are available from Faculty/Institute secretaries. Their work is coordinated and supervised by the Dean/Director in order to establish a priority ranking on the scheduling of work and to prevent the secretaries from receiving conflicting directives from two or more teachers. Proper prior planning and early requests for typing service are the best guarantees for timely completion of work. Routine work includes letters of recommendation, minutes of department meetings, examinations and class notes (provided they are not too extensive). The University cannot undertake to provide secretarial service for personal correspondence, manuscripts for books or for other personal work.
8. **Print Shop:** The Print Shop will print materials authorized by the Department Chairpersons who are empowered to approve requests for the printing of routine, academic material. Any other material must be authorized by Business Manager. Again, the best guarantee for on-time completion of work is early submission achieved through proper prior planning.
9. **Advising:** Student Advising is an important responsibility of every full time teacher. Accuracy in advising is essential to prevent the student from costly errors that could result in irregular schedules, failure to satisfy requirements, and delays in graduation. Each student is assigned an Advisor according to the major s/he desires. This assignment does not imply acceptance to Major (see Student Regulations for policy on Acceptance to Major). A key role of the Advisor is to assist the student to plan ahead to meet all his/her requirements. The Advisor should advise the student, making him/her cognizant of the requirements of the major, the difficulties that will arise if the student chooses an "irregular" schedule and the consequences of various decisions. When such consequences might involve the student's dismissal from the University (e.g. failure to change majors before the student goes into a Probationary semester), it is highly recommended that a "contract" be written and signed, stating the student realizes the situation and accepts the consequences. An Advisor who does not have the necessary material or information should check with the Department Chairperson.
10. **Registration:** Student and Advisor meet to review the student's progress to date and his/her requirements, which remain to be fulfilled. (Please see the policies for Pre-registration and Registration listed under Student Regulations.) Students must take a full load of fifteen credits. Permission to drop an elective course, under exceptional circumstances, is reserved to the Vice President for Academic Affairs. Advisors should discourage students from seeking this permission.

- 11. Admittance to Class:** Teachers are given a computer list of all students in each of their classes prior to the first class meeting. Students whose names are NOT on the class list should NOT be allowed to enter the class. They should be sent to the Registrar's Office. If an error has been made, the student will receive an official signed admit card. The cooperation of teachers in this matter is necessary if the University is to insure that each student in class is legally enrolled in the University, has been properly recorded in the Academic Office and has paid his/her tuition and fee obligations.
- 12. Course Outlines:** Each teacher must give the students a Course Outline during the first week of classes. Copies must be given to Deans and the Department Chairpersons. The Course Outline should include: (a) the major learning objectives of the course; (b) the textbook(s); (c) an outline of the main subject topics to be covered in the course; (d) the system which the teacher will use to determine the final grade; and (e) a list of all requirements which the student will be obligated to fulfill.
- 13. Attendance:** It is imperative that the University know when a student has stopped attending classes, whether this occurs because of a voluntary withdrawal, serious illness, imprisonment or for any other reason. Clear rules allow students to make responsible decisions. The rules also protect teachers from the disruptions caused by absence from lessons or exams. In addition, the record of attendance can provide evidence that it is the student who is responsible for unsatisfactory grades.

The presence and participation of student at scheduled classes is an essential part of the educational process. Therefore, excessive unexcused absences can lead to a failing "WF" grade. Only the Dean can excuse absences. A student whose absence has been excused by the Dean is still responsible for making up all missed course work.

- a. Daily Attendance:
  - (i) The teacher will record daily attendance.
  - (ii) After absences equal to the number of times the class meets in one week the student will receive a written warning from the teacher on the form designed for the purpose.
  - (iii) After absences equal to the number of times the class meets in two weeks the student will receive a warning from the teacher, which has also been signed by the Chair notifying him/her that any additional absence will result in a WF for the course and that the student will not be permitted to take the final exam in the course. There is also a form for this purpose.
  - (iv) After one absence in excess of the number of times that the class meets in two weeks the student will receive notification, which will specify that the student has excessive absences, is ineligible for the final exam, and will receive a WF for the course. This form will be signed by the Dean and the Registrar.
- b. Absence from Major Exams: If a Major Exam is missed for a legitimate reason, the student must obtain written permission from the Dean to take a make-up exam.
- c. Final examination: Schedules are posted about two weeks before the end of each semester. Examinations must be taken at the scheduled times. If a final examination is missed because of a serious illness or other legitimate reason beyond the student's control, satisfactory evidence must be presented to the Vice President for Academic Affairs who will decide whether or not a make-up examination is justified.

- 14. Course Preparation:** Quality teaching necessitates careful and thorough preparation by the teacher. Remote preparation should determine the overall organization of the course -- the topics that will be covered and the emphasis on each-- together with plans for integrating the material and insuring proper review and re-enforcement of the major points. Remote preparation also involves textbook selection, determination of the marking system and decisions on the work, which will be required of the students. In planning for the course consideration must be given to the possible interruptions that could result from

the political situation. Adjustment can be made through a division of the course material into smaller units similar to the way a book is divided into chapters. Smaller but more frequent testing also provides the teacher with a more accurate and fairer means of evaluation in the event the normal scheduling of the semester is severely disrupted. Teachers also need to identify lessons that could be given on those in between days when classes are held but attendance is low and student attention is minimal. To save the developmental and enrichment material, which would not normally be tested on, for such occasions enables the teacher to maintain the momentum of the course without penalizing those students who are unable to reach the University during crisis periods.

**15. Lesson Preparation:** The good teacher is thoroughly prepared for each class. The class period is totally planned to insure that no time is wasted and that the students are totally involved in the class. A lesson plan should be prepared for each class and should indicate (1) the material to be reviewed; (2) the new material to be presented; (3) the method to be utilized in presenting this new material to ensure a clear, organized and understandable presentation; (4) the timing and techniques to be utilized to insure proper student interest, motivation and participation in the class; (5) the review and reinforcement methodologies to be used; and (6) the assignment of student homework to guarantee review, comprehension and retention.

**16. Student Evaluation:** Student evaluation (marks, grades) is one of the most important and most sensitive responsibilities of every teacher. It is important because the teacher, in assigning a final grade, makes a public statement in the name of the University as to the degree of the student's comprehension of the required material. The academic reputation of the University is the result of the accuracy and quality of these judgments, summed over all students and all courses. It is sensitive because the student's academic future is largely determined by the evaluation s/he receives. Marks must never be used as punishment.

The Course Outline, which is to be given to the students during the first week of class, should include the "system" for establishing the final grade. Any reasonable system for evaluation may be employed by the teacher. If circumstances necessitate a change in the system, students should be given sufficient notice. However, the final mark should be composed of several components spread over the duration of the semester: period tests, research papers or projects, class participation as well as the final exam. Class participation should be based, in part, on some objective measure, such as, timely submission of homework assignments, oral presentations to class, a daily oral quiz, etc. Unannounced quizzes may be used provided that they are part of the teacher's published system. Major exams should be announced at least three school days before the scheduled date. Any student conflicts must be brought to the teacher's attention within 24 hours of its announcement; no late requests for postponement need be considered. Exams, including the final exam, should indicate the point value of each question (not necessarily each sub-question) to guide the student's allocation of time and to enable the student to understand his/her grade: did s/he receive a 4 out of 5, 10, 15, 20? Every exam, paper, assignment, etc. which is part of the final mark should be returned to the student as soon as possible.

There should be a minimum of two other exams (or equivalent, e.g. research paper) in addition to the final exam. The regular check of students and timely return of graded material serves several purposes. It provides feedback to the student to monitor his/her progress in the course, warning of unsatisfactory or failing work, the need for additional study, etc. Such ongoing testing provides the teacher with information as to the degree of student understanding, need to review certain topics or emphasize other critical points, etc., that lead to improved lesson preparation in the future. Such a dispersion of the final mark serves as a motivator to students to make a continuous and balanced effort over the duration of the semester. Lastly, such a system is fairer to both teacher and student when the normal pace of the semester is disrupted due to the political situation.

The final examination should not carry more than 35% of the weight of the final mark. The teacher may inform his/her students of their final exam marks only after the grades for the course have been submitted to the Registrar. Students have a right to review their final examination; they should see the teacher of the course.

The final marks are to be submitted to the Registrar within 48 hours of the completion of the final examination. If, for some reason this is not possible the Vice President for Academic Affairs should be notified beforehand. Before submitting the final marks, any mark which is 1 point below the critical points (64 for D; 69 for D+; etc.) should be carefully reviewed since such grades may lead to a student's dismissal from the University. The mark of 59 is not permitted; a student who fails should have a 58 or less. Only the Vice President for Academic Affairs may authorize a change of a final mark. If an error has been made, the teacher should submit a written note to the Vice President for Academic Affairs indicating the original and corrected marks and the reason for the change. This is done to protect the teacher from student pressure to improve their grades.

As a further step in protecting teachers from student pressure, faculty members may not inform students of the final grades for the course. The student receives the final grade for all courses on the grade report distributed by the student's advisor.

When any graded material is returned or the final exam reviewed, the student may appeal his/her grade within a reasonable time, normally 48 hours, with appropriate accommodation for weekends, etc. Such appeals must first be submitted to the teacher. In those rare cases where a student is not satisfied with the teacher's review, s/he may appeal to the Department Chairperson. The Chairperson should take appropriate action including, when s/he deems it advisable, asking other teachers (inside or outside the University) to review the grading.

There is a comparative aspect in grading essay questions, that is one student's answer compared to all responses in the class. A fair review should involve the review of several examinations, not just the one in question, in light of the "model answer" submitted by the teacher to judge whether or not the one was marked inconsistently. The Chairperson's decision will be final.

- 17. Final Exams:** Exams and proctor schedules will be distributed approximately two weeks prior to the date of the first exam. Drafts of the final exam should be proof-read for accuracy before they are run off. They are printed one day before the scheduled time. No questions are allowed from the students in the exam hall. Seating charts are posted 30 minutes before each exam; books, copybooks, etc. are not permitted in exam hall; no student arriving more than 30 minutes late will be admitted; no student may leave before 45 minutes after the exam has begun; and there is no smoking in the exam hall.

Proctors are to report at least 10 minutes before the start of the exam to check on availability of tests and answer papers, chair arrangements, exclusion of books, notes, etc. and the seating of students. Proper supervision by the proctors necessitates being attentive to the students at all times; not reading, marking papers, talking together, etc. Proctors are assigned areas throughout the room by the chief proctor; they are responsible for all students, not just those in their own classes. Proctoring can be a tiring assignment but it is a necessary professional responsibility.

- 18. Grades and Grade Reporting:** At the beginning of each semester a class list, produced in the computer center, is distributed to the teacher of each course. This roster must be carefully checked by the teacher and returned to the Registrar on the appointed date. All corrections or deletions should be reported at that time. This completed roster will be the one used for reporting grades at the end of the semester. At the conclusion of each semester a final grade must be submitted in each course for each student on the roster distributed by the Registrar. All final grades must be submitted in person to the Registrar. Grades are due 48 hours after the final exam is given. In those rare instances where the due date cannot be met, teachers must notify the Registrar immediately and then submit the grade reports as soon as possible.

At MIDTERM, all students should be advised of their grade status. Any student who is in danger of earning a D or F grade for the course should be notified by the teacher, preferably in writing. This is especially important for those new freshmen who are in danger of failing out of the University because they are not familiar with the study demands incumbent on them as university level students.

Generally speaking, a grade of C should mean that the student is doing average work in the course and is showing average achievement on tests and class assignment or projects. Simply because a student completes all of the required work in a course does not entitle him/her to a grade of A. Such a grade should be reserved for those who show decided excellence in their work and superior achievement. Ordinarily, one expects to see a range of grades, A through F.

An incomplete grade (I) should be given only for students who have failed to complete essential course requirements for reasons acceptable to the teacher with the approval of the Department Chairperson and who have the mathematical possibility of passing the course upon satisfactory completion of the missing material. Students who are absent from the final exam need authorization from the Vice President for Academic Affairs to receive an incomplete and reschedule a make-up; otherwise they receive a zero mark on the exam. Teachers should insist that all the essential requirements of the course are completed before removal of the incomplete grade. This must be done by the end of the first week of the next semester and must be verified by the Department Chairperson.

- 19. Guest Lecturers:** Prominent professional persons may be invited to speak to a class or larger group of students. Advance notice of such a proposal must be given in writing to the Vice President for Academic Affairs through the Dean/Director. No formal invitation should be extended before receiving administrative approval in writing. Special guests of the academic staff will normally be sent directly to the person concerned, if the gatekeeper has been forewarned. For unannounced guests, the gatekeeper has been instructed to allow the guest to wait in the gatehouse until he finds the teacher and checks with him/her. The facilities of the Hotel Management noon meal are available to guests of teachers.
- 20. Textbooks:** Orders for the next year's texts are placed early in the spring semester. Order forms are issued to the Department Chairperson by the Bookstore Manager. Change of textbooks must be approved by the Chairperson and will be granted only if there is not a large inventory of the previous texts. The Bookstore Manager has been instructed NOT to order more than the projected number of students as provided by the Registrar Office.
- 21. Students' Evaluation of Teachers:** Teachers must use forms designed to provide feedback from the students to the teacher. These evaluations are anonymous and are to be used each semester. The office of the Vice President for Academic Affairs makes arrangements for the distribution and collection of the forms. The Chairperson or the Dean/Director will review the student replies with the teacher.

- 22. Library:** Each teacher is encouraged to have his/her students make the fullest use of the library by assigning pertinent readings and research papers. Teachers may request books to be placed in the Reserve Section. Teachers are provided certain special privileges which include issue of unlimited number of books and exemption from overdue charges. However, teachers are expected to cooperate with the Library in maintaining accurate circulation records by checking in all books on loan at the end of each semester and to be considerate of others' needs when they are requested to return the book. Reference books and periodicals are non-circulating materials and must be read only in the Library.

The Library maintains a departmental allotment system. Teacher involvement in acquisition must, therefore, be coordinated by the Department Chairperson. Official library request forms must be used when submitting lists of worthwhile books for purchase. All books, AV or other printed matter given to the University or purchased by the University shall be deemed part of the Library and shall be marked and catalogued as such.

- 23. Audio-Visual Reservations:** The Audio Visual services are designed to support the instructional program. Facilities include an audio library of music and the spoken word and an AV room, located in the basement of the library. A catalog of the AV collection is available in the Library. Reservation of materials should be made at least a day prior to the day of use. Reservations are made by completing the appropriate form and placing it in the mailbox of the Head of AV.

Teachers reserving any AV room for class use should make arrangements in advance. Necessary keys should be obtained shortly before class use. At the close of the class period, the teacher should see that the room is secured and the keys returned.

- 24. Student Injuries on Campus:** There is a physician in attendance at the University from 10:00 to 12:00 a.m. Monday to Friday. All accidents or cases requiring attention should be referred to him during these hours. Outside of these times ambulance services will be available in the usual way but only after consultation with the Dean of Students. Each student is enrolled in the University student accident policy. If a student is injured anywhere on campus, the Dean of Students must notify the Finance Office so that the insurance form can be filled out. There is a physician in attendance at the University from 1:30 pm to 4:00 pm Monday to Friday.

- 25. Summer Session:** The University offers a limited number of courses during a summer session. Appointments to the teaching staff are made by separate agreements; members of the regular teaching staff are given preference in summer appointments. It must be understood, however, that an invitation to teach in the summer session is conditional upon the number of students who register for the course.

- 26. Confidentiality of Student Records:** Bethlehem University recognizes the need for a carefully considered policy as to the information which should be part of a student's permanent record and to the conditions of its disclosure. As indicated in what follows, the privacy and confidentiality of all student records shall be preserved. Since certain material is necessary for persons within the University to function effectively, and since such material is, therefore, guardedly released from absolute confidentiality, members of the administration and the academic staff of the University are bound to respect confidential records on students to which they have access in the course of their official capacity.

Official academic records are maintained in the office of the Registrar and include the completed forms of registration for each semester in residence; the records of grades and credits received in courses at the University, or accepted here from another institution; and other documents directly relating to academic progress and status at this University. Information from official academic records may not be released to anyone

except with the prior written consent of the student, except as stated below and subject to the right of the student to bar disclosure of information to a particular inquirer or class of inquirers.

- a. Personally identifiable information from academic records of a student to appropriate parties may be disclosed in connection with an emergency if knowledge of the information is necessary to protect the health or safety of the student or other individuals.
- b. Parents of students may have access to the academic records of their children.
- c. Administrative Officers and academic staff members may have access to official academic records for internal educational purposes and for their own research in which anonymity is guaranteed.
- d. The following data on a particular student may be given to any inquirer authorized by a Vice President, provided the inquirer makes an appointment to receive the data in person:
  - (i) dates of registered attendance
  - (ii) nature of degree granted
  - (iii) faculty or institute of enrollment
  - (iv) current status
  - (v) marital status
  - (vi) date of birth
  - (vii) home address
- e. Student researchers, after receiving authorization from their teacher and their Dean/Director, may obtain a randomly selected list of the information indicated in (d) above, provided, names and identification numbers are not included and the random list includes less than 40% of the total selected population.
- f. A transcript of a student's official academic record contains information about his/her academic attainment and status exclusively. Only the Registrar is authorized to issue transcripts or to certify in any way the official academic record of a student. An official transcript is issued only when requested by the student in writing. Unofficial copies are issued without such authorization only to parents.

Information from disciplinary records shall not be made available to persons on or off campus, except superiors of the Dean of Students within the University administration, without the expressed written consent of the student involved. The Dean/Director of the division in which the student is enrolled will be notified of any action imposed upon the student which puts the student in a precarious position. The disciplinary records of a student shall be destroyed 5 years after his/her graduation or withdrawal from the University.

Information from financial records shall not be made available to anyone without the prior expressed written consent of the student except financial aid information necessary to the functioning of appropriate financial aid and scholarship committees and authorized administrative staff.

27. **Major G.P.A.:** The major G.P.A. is calculated from the grades received in all courses, and only those courses, designated as courses comprising the Major Requirements. The Major Requirements are those courses legislated by the Department, approved by the Academic Council and published in the University Catalog as comprising the Major Requirements, that is, it is a specified list of courses. If the Major Requirements permit student choice, then the Major G.P.A. will include the grades received on all courses taken from the list of choices, even if the student takes more than the required minimum number of courses.
28. **Special Weekly Periods:** A Prayer Hour is scheduled for each Friday. It is observed from 11:40 AM until 12:55 PM during Winter Time and from 1.00 PM until 1:50 PM during Summer Time. No activities for students or teachers (classes, examinations, sports events, meetings, etc.) are to be scheduled during this time.

Student Activity Periods are scheduled on Thursday from 10:00 AM until 1:00 PM. No activity involving students may be scheduled during these periods without the written approval of both the Vice President for Academic Affairs and the Dean of Students. Faculty meetings may be scheduled during these periods.

## **POLICY ON ETHICAL CONDUCT**

### **General Statement**

Bethlehem University is an educational community, which exists to further the pursuit and dissemination of knowledge and understanding through teaching and scholarship. For this reason, the University aims to ensure a climate on campus of honesty, tolerance and respect for individuals and property.

The University is committed to sustaining an institutional environment that supports and rewards its members on the basis of such relevant factors as work performance and achievement. All forms of harassment, exploitation, intimidation, discrimination, dishonesty and any abuse of teaching or supervisory authority are contrary to this commitment. Therefore, the University has a responsibility to deal effectively, quickly and fairly, at the appropriate level, with any situation involving claims of such harmful and unethical behavior.

### **Standard Ethical Responsibilities**

- Staff members must meet their responsibilities as stated in the “Policies and Procedures for Teachers,” or other relevant job descriptions and policy statements.
- Everyone at Bethlehem University must treat students and colleagues with tolerance and respect, avoiding any conduct that could reasonably be seen as exploiting, harassing, intimidating or discriminatory.
- In their dealing with people, material goods and contractual obligations at the University, staff members must maintain the highest standard of integrity and honesty, including intellectual honesty.
- Members of the staff must not make unauthorized use of the University’s name, resources, facilities or equipment on a significant scale for personal, commercial, political or religious purposes.
- No one may intentionally misrepresent his or her personal views as a statement of the position of the University or any of its agencies.

### **Rights**

- Any member of the University community who has reason to believe that he/she has been treated in violation of a principle stated in this Policy is urged, to contact the immediate supervisor, unless that person is seen as the source of violation in which case the employee contacts the higher level authority.

- Staff and students have the right to seek clarification and reconciliation in disputed matters, to lodge complaints, and to participate in proceedings without reprisal or threat of reprisal.

### **Specific Principles**

Without limiting the above GENERAL STATEMENT and statement of STANDARD ETHICAL RESPONSIBILITIES, the following shall be taken as violations of this Policy.

- **Discrimination** is defined as any action or behavior that results in adverse or preferential treatment based on political grounds, or reasons of race, religion, sex, sexual orientation, ethnic origin, national origin, ancestry, age, marital status, medical condition, handicap, or other arbitrary reasons.
- **Exploitation** is defined as comment or behavior that is intended, or can reasonably be seen as intended, to use another person for selfish or unethical purposes.
- **Harassment** is defined as engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome. Sexual Harassment includes comment or conduct where acceptance of sexual advances is a condition of education or employment, or where rejection of sexual advances negatively impacts decisions that concern the recipient, or where unwelcome sexual advances, comment, conduct or communication interfere with the recipient's work or study.
- **Dishonesty** is defined as language or behavior that is untruthful, not conforming to fact, and that is deceptive or fraudulent. Intellectual honesty is specifically that language or behavior that intentionally misappropriates the writings, research and findings of others.
- **Intimidation** is defined as hostile comment or conduct that frightens, discourages or inhibits the recipient by, or as if by, threats.

### **VOLUNTARY WORK POLICY**

A person interested in doing voluntary work in an academic area at Bethlehem University should fill out the Academic Volunteer Identification Form available from the Office of Personnel Management (OPM). A university Faculty/Department wishing to have a volunteer should also refer the volunteer to the OPM to fill out the form. A CV and a copy of the ID and other credentials should be attached to the Academic Volunteer Identification Form.

The Administrative Assistant, in consultation with the Vice President for Academic Affairs will check with the appropriate Faculty/Department to see if they are willing to accommodate the volunteer. Whether the answer is positive or negative, the Administrative Assistant will respond to the volunteer in writing.

At the end of the term of service and upon the volunteer's request, the Vice President for Academic Affairs will issue a letter of voluntary service. The volunteer may also request a letter of recommendation from the concerned supervisor. Having worked as a volunteer at Bethlehem University does not entitle the person automatically to a regular job. However, the volunteer has the right to apply to a job vacancy and go through the procedure like any other applicant. A volunteer may be granted a university ID.

## **ADMISSIONS**

Admission to Bethlehem University is based on the applicant's predicted ability to succeed in the specific program in which s/he is interested. In addition to academic potential, moral character is essential to benefit fully from University work.

### **I. REGULAR STUDENTS**

#### **A. Programs:**

1. Baccalaureate Degrees: Full Time, Four Year Programs
  - a) Bachelor of Arts: Majors in Arabic, Education-Classroom Teacher, Education-Preschool Teacher, English, Sociology, and Social Work
  - b) Bachelor of Business Administration: Majors in Accounting and Business Administration.
  - c) Bachelor of Science: Majors in Biology, Chemistry, Mathematics, Physics
  - d) Bachelor of Science in Nursing
  - e) Bachelor of Science in Physiotherapy
  - f) Bachelor of Science in Occupational Therapy
2. Diploma Programs: Full Time
  - a) Diploma in Hotel Management: Three-Year Program
  - b) Diploma in Tourism Management: Three-Year Program
  - c) Diploma in Travel Agency Management: Two-Year Program
  - d) Diploma for Tour Guiding: One-Year Program

#### **B. Procedures**

All of the following deadlines must be met. The University cannot consider applicants who are late for any step in the process.

Step 1: Pay application fee and obtain Application Form

Step 2: Return required documents:

- a) Completed Application Form with photograph
- b) Tawjihi Certificate applicants present the original certificate and one certified copy  
or  
General Certificate of Education (GCE) applicants and students with other diplomas or examinations must present an official document stating that their certificate or diploma is equivalent to the Tawjihi, as evaluated by the Ministry of Higher Education. The document should be presented to the Registrar who will then issue a ticket for the University examinations.
- c) Official copy of Second level Secondary School Report

Step 3: Obtain ticket for University examinations and, if required by the program, an appointment for interview

Step 4: Sit for University Examinations and Interviews

- a) Examinations: To be admitted to the examination room, applicants must present a stamped and dated ticket issued by the Registrar's Office.
- b) Interviews: The Dean/Director of each program requiring an interview will arrange the interview with the applicants to their respective programs. Special placement examinations may be required.

Step 5: Register for courses

Lists of students accepted for each program will be published in the newspapers. Applicants accepted must register on the day(s) indicated. This includes payment of tuition and fees.

#### **C. Criteria**

Acceptance into Bethlehem University is based upon the General Secondary Certificate (Tawjihi) scores, the applicant's secondary school grades, and Bethlehem University examination scores in English, Arabic and Mathematics. Interviews are required for Midwifery, Nursing, Physiotherapy,

Occupational Therapy, Social Work and the Programs in the Institute of Hotel Management. The Administration makes the final selection. The student's first and second choice of programs is an important consideration in making the final decision. The University requires applicants for baccalaureate programs to have an average Tawjihi grade of at least 65. Applicants to diploma programs must have passed the Tawjihi with a minimum score of 60. Graduates of Bethlehem University diploma programs may be considered for admission to baccalaureate programs under special circumstances.

In special circumstances some applicants will be permitted to apply to the university a second time. Candidates in the following categories may reapply to the university by purchasing a new application and repeating the Entrance Examination and, if required, an interview: 1) those who have previously been accepted, but who did not register, 2) those who previously registered and who officially withdrew without earning any credit more than two years before the current date, and 3) those who applied, but were not accepted in prior years. Candidates may not apply to the University more than two times.

## **II. IN-SERVICE PROGRAMS**

In-Service programs are offered in certain professional areas to enable serving personnel to upgrade their skills to degree level or to earn an advanced diploma. As far as possible, the programs and regulations are identical to those dealing with regular students.

### **A. Programs:**

1. Bachelor of Arts: Major in Arabic, English, Classroom Teaching and Pre-School Teaching
2. Bachelor of Science: Major in Mathematics
3. Bachelor of Science in Physiotherapy
4. Post-graduate diploma in Education (limited to Bachelors Degree holders): Arabic Language, English Language, Mathematics and Science, Physiotherapy
5. Diploma in Religious Education
6. Diploma in Clinical Supervision
7. Diploma in Neonatal Nursing
8. Diploma in Midwifery

Specific programs may be canceled if there are an insufficient number of applicants.

### **B. Procedures**

All of the following deadlines must be met. The University cannot consider applicants who are late for any step in the process.

Step 1: Pay application fee and obtain Application Form

Step 2: Return required documents:

- a) Completed Application Form with photograph
  - b) Tawjihi Certificate applicants present the original certificate and one certified copy
- or

General Certificate of Education (GCE) applicants and students with other diplomas or examinations must present an official document stating that their certificate or diploma is equivalent to the Tawjihi as evaluated by the Ministry of Higher Education. The document should be presented to the Registrar who will then issue a ticket for the University examinations.

- c) Official copy of third Secondary School Report
- d) Records of any post-secondary studies
- e) Letter from Headmaster, certifying current employment of teacher and giving approval for teacher to study part time.

Step 3: Obtain ticket for University examinations or appointment for interview

- a) Applicants for a Baccalaureate degree take the University examinations.

- b) Applicants for a Diploma must be interviewed.

Step 4: Sit for Examinations and Interviews

- a) To be admitted to the examination room, applicants must present a stamped and dated ticket issued by the Registrar's Office.
- b) The Dean of the Faculty of Education or the respective program coordinator will interview applicants on the dates assigned.

Step 5: Register for courses

Lists of students accepted for each program will be published in the newspapers. Applicants accepted must register on the day(s) indicated. This includes payment of tuition and fees.

### C. Criteria

Acceptance into In-Service programs is based upon the following items. The weight given each item varies with the program.

1. Experience in teaching and Headmaster's approval and recommendation. For Physiotherapy program employment as a physiotherapist and employer's approval and recommendation.
2. Tawjihi Certificate
3. Examination results:
  - a) For Baccalaureate applicants, results in University examinations (Arabic, English, Mathematics)
  - b) For other diploma programs, results in English Placement Examination
4. Results in third Secondary School and/or post-Secondary studies.
5. Interview.

Note: Criteria for admission to the diploma programs in Religious Education and Clinical Supervision are listed with the program description in the University Catalog.

### III. TRANSFER STUDENTS

Because of their varied educational history, it is almost impossible to generalize procedures for transfer applicants. The following policies, however, can be stated:

1. Applicants must have earned a minimum cumulative "C" average (GPA of 2.00) in their previous institution.
2. Whenever applicable, minimum standards and admission criteria as stated above for regular students and In-Service applicants must also be met by transfer applicants.
3. Transfer applicants seeking admission to full time baccalaureate degree programs and who have fewer than 30 transferable credits must have an average Tawjihi score above 65 and take the University entrance examinations. Courses are transferable only if the grade earned was "C" or above.
4. Bethlehem University accepts a maximum of 60 transferable credits towards fulfillment of the admitted student's graduation requirements.

Note: A final statement of acceptable credits and status will be provided before the transfer applicant registers.

Applicants should schedule a meeting with the Registrar who will determine the relevant admission procedures and applicable requirements for each individual. This meeting must be scheduled by the applicant in time to enable the applicant to meet all admissions deadlines.

## **ACADEMIC REGULATIONS**

These rules have been established to maintain standards consistent with those adhered to by reputable universities throughout the world.

### **1. STUDENT CLASSIFICATION**

- a. Regular Students are those students enrolled full time in programs leading to a baccalaureate degree or to a diploma in programs of the Institute of Hotel Management.
- b. In-Service Students: In-Service Students are those part-time in-service teachers enrolled in programs leading to a baccalaureate degree in Arts or Science, or to a diploma in Religious Education, or the Post-graduate diploma in Education. In-Service Students also include those who are employed as clinicians and who are following programs in Midwifery, Neonatal Nursing and Clinical Supervision on a part-time basis.
- c. Status:
  - 1st year or Freshmen -have earned fewer than 30 credits
  - 2nd year or Sophomores -have earned between 30 and 59 credits
  - 3rd year or Juniors -have earned between 60 and 89 credits
  - 4th year or Seniors-have earned 90 or more credits
- d. Student Load:

To maintain enrollment in the University, all students, except as noted below, must take a minimum of 15 credits. The normal credit hour load is from 15 to 17 credits, including Physical Education and Community Service.

Exceptions:

  - (i) Part-time students take a maximum of 7 credits (or two course including their associated labs), unless the student has a GPA of 2.50 or higher and an overload is approved by the Dean of the Faculty.
  - (ii) Students on Probation are restricted to 12 credits, not including Physical Education or Community Service
  - (iii) Seniors, in their last two semesters, may take a reduced load in order to balance the remaining number of credits between the two semesters.
  - (iv) Intensive English (ENGL 100) students are limited to one other course.
  - (v) First-year students majoring in Arts may take 14 credits as indicated in the approved paradigm.
  - (vi) In exceptional circumstances, approved by the Dean of the Faculty, a student may withdraw from one elective course. Such students must still take a minimum of 12 credits.

### **2. IDENTIFICATION**

Each student will be issued a University identification number and a University identification card upon admission to the University. The student will need his/her identification number whenever s/he has business with the Academic or Financial Offices or with the Library. The University identification card will be required for entrance onto the campus and will be surrendered upon withdrawal from the university.

### **3. REGISTRATION**

- a. The Academic Year is divided into two semesters of fifteen weeks each and a Summer Session of six weeks. Passing grades at the end of each course give the student credits for his/her course work. Credits are based on the number of hours spent each week in class.

- b. Each student is assigned an advisor to provide advice and assistance in the planning of his/her program. It is the student's responsibility to contact the advisor, to know the requirements of his/her program, and to select the correct courses to fulfill all University, Department, Major and Minor requirements.
- c. Pre-registration is held in November for Spring Semester, April for Summer Session, and May for Fall Semester. The student meets with his/her advisor to review (1) all requirements for Acceptance to Major and Graduation; (2) courses taken to date; and (3) the list of courses to be offered. With the Advisor's help, the student plans a program of study for the coming semester. To maintain enrollment in the University, a student must take a minimum of 15 credits. The student completes the Registration Form, obtains the Advisor's signature, and takes the form to the Registration Office for computer entry.
- d. Registration takes place each semester just before classes begin on days announced by the Registrar's Office.
  - Step 1: Review pre-registration program. If no course change is necessitated by failure, probation, honors, change of major, or cancellation of courses, skip Step 2 and proceed to Step 3.
  - Step 2: If a course change is necessary, the student consults with the advisor about possible changes, works out a revised course schedule, and obtains the advisor's signature. Student takes form to the Registration Office for computer entry.
  - Step 3: Pay tuition and fees in the Finance Office.
    - Until Step 3 is completed, the student is not registered for courses, will not appear on class lists, and will not be permitted to attend classes. Late registration incurs a penalty fee, and is permitted only during the first week of classes.
- e. Course Cancellation: The University reserves the right to cancel any course in cases of necessity, such as when the number of students registering is insufficient.
- f. Overload:
  - (i) To exceed the full-time load of 17 credits a student must have a semester GPA of 3.00 or better and the approval of his/her advisor.
  - (ii) Students, whose approved paradigms require it, may enroll for 18 credits for with the approval of the Dean of the Faculty.
- g. Course Changes: To change courses the student needs to complete the appropriate form, to secure the required approvals and to file the completed form with the Registrar's Office. Course changes may occur only during the first week of classes.

#### **4. STUDENT OBLIGATIONS**

- a. Course Work: Students are required to fulfill all assignments, tests, reports, experiments, etc. at the time scheduled by the teacher. Major exams will be announced at least three school days before the scheduled date. Any student conflicts must be brought to the teacher's attention within 24 hours of the announcement; late requests for postponement need not be considered by the teacher.
- b. Final Examination: Schedules are posted about two weeks before the end of each semester. Examinations must be taken at the scheduled times. If a final examination is missed because of a serious illness or other legitimate reason beyond the student's control, satisfactory evidence must be presented to the Registrar who in consultation with the teacher of the course, will decide whether or not a make-up examination is justified. No repeat examinations will be given for students who have failed a course.

- c. Academic Honesty is essential to the integrity of the educational process. Any case of academic dishonesty will be penalized by a failure in the examination, report, etc. or, in serious and/or repeated cases, a failure in the course.
- d. Attendance: Students are required to attend all classes, laboratory sessions and examinations. The maximum number of absences is twice the number of times that a class meets in one week. Excessive unexcused absences will be dealt with by the Faculty/Department according to the established procedure.
- e. Lateness causes a disruption to the class. A student who arrives after a lecture or laboratory session has begun may be refused admittance to the class, and if not admitted, will be marked absent.
- f. Change of Program: Whenever a change is made in a student's official program, whether in a course or by withdrawal from the University, the student must obtain, complete and file the appropriate form in the Registrar's Office. Students should have a serious reason for any change and must know that their graduation may be delayed as a result of the change.

## 5. GRADES

- a. To receive credit for a course a student must be regular in attendance, satisfactorily complete all assignments, and secure a passing grade according to the marking system established and announced by the teacher.

- b. Grading System:

Grade	Percent	Grade points	Meaning
A	90-100	4.0	<i>Excellent:</i> Indicates an unusual degree of intellectual ability and initiative and is given only to those students who exhibit exceptional mastery of the subject studied.
B+	85-89	3.5	<i>Very Good:</i> Indicates ability above the B level student.
B	80-84	3.0	<i>Good:</i> Indicates superior work in achieving course objectives.
C+	75-79	2.5	<i>Above Average:</i> Indicates ability above the C level student.
C	70-74	2.0	<i>Average:</i> Indicates a student who completes all required course work and manifests a sufficient mastery of the subject matter.
D+	65-69	1.5	<i>Below Average.</i>
D	60-64	1.0	<i>Inferior work, but passing.</i>
F	Below 60	0	<i>Failure:</i> Indicates minimum objectives of course not achieved.
WF	----	0	<i>Failure:</i> Unofficial Withdrawal.
W	----	----	<i>Withdrawal</i> without penalty.

Two other grades may be assigned as noted:

1. "P" Pass: credits are earned which are not computed into the student's GPA.
2. "I" Incomplete: This is a temporary grade which indicates that the student has, for an approved reason, not completed all required course work by the end of the semester and has the possibility to pass the course when all requirements are

completed. If the work is not completed by the end of the first week of the next semester, (Fall, Spring or Summer), and unless an extension is granted for exceptional reasons approved by the Vice President for Academic Affairs, the "I" grade becomes "WF."

- c. Grade Reports: Students obtain their grade reports at the end of each semester from their Dean, Chairperson or advisor.
- d. Honors: The following honors for full-time students (minimum 15 credits) are published at the end of each semester:
  - 1. Highest Honors: The student in each Faculty with the highest semester GPA above 3.50.
  - 2. Dean's List: Students with a semester of GPA of 3.50 to 4.00.
  - 3. Honors: Students with a semester GPA of 3.00 to 3.49. At Graduation, these Honors are based on cumulative GPA, rather than semester GPA. Therefore, In-Service students are eligible for graduation honors.

## **6. TRANSFERS**

- a. When a Faculty admits a student, the Faculty becomes responsible for the student until s/he (1) graduates; (2) is admitted as a transfer by another Faculty; (3) withdraws or is dismissed from the University.
- b. Changes in Department/Major/Minor are made according to the approved guidelines of the Faculty, on an official form obtained from the Registrar's Office.
- c. Transfer of Faculty requires the approval of the new Faculty.
- d. A student with Sophomore status can transfer Faculty only once before s/he is accepted to major.
- e. Transfer of Faculty is made only during Registration. If all involved agree, arrangements can be made at pre-registration, but the decision must be based on the student's projected end-of-semester grade report and resultant status.

## **7. REPEATING COURSES**

- a. "F" Grade: Students who fail a required course must repeat it as soon as possible. If the course is repeated and failed a second time, the student will be dismissed from the University (i) if the course was a University requirement, (ii) if the course was a Faculty/Major/Minor requirement, unless the student can earn acceptance into another Faculty/Major/Minor, as applicable. An elective course may or may not be repeated, as the student may choose to fulfill his/her elective requirements by taking a different elective course.
- b. "D" Grade: Upon approval of the Vice President for Academic Affairs, a senior may repeat a maximum of two required courses (at the 200 level or above) with D (not D+) grades if this is needed to satisfy the graduation requirement of a cumulative GPA of 2.00 in the major.
- c. GPA: When a course is repeated, both grades will be recorded, but only the more recent of the two will be computed in the GPA.

## **8. ACCEPTANCE TO MAJOR**

- a. Students are expected to be accepted to Major when they have earned 40 credits, usually after their third semester. The following criteria are used by the Department Committee to identify students who qualify for Acceptance to Major:
  - 1) Minimum overall cumulative GPA of 1.90
  - 2) Minimum major cumulative GPA of 2.00
  - 3) Completion of at least one course in the major
  - 4) Completion of ENGL 120 and ENGL 121
  - 5) In addition, for each major the courses list below must be successfully completed.

Arabic Major: ARAB 120 and ARAB 121

English Major: ENGL 203 and ENGL 210

Religious Studies Major: Four courses in Religious Studies

Sociology Major: SOCI 131, SOCI 231, PSYC 231

Social Work Major: SOWK 131, SOWK 221, PSYC 231

Chemistry Major: CHEM 231, CHEM 221L, CHEM 313, CHEM 131, CHEM 113L, CHEM 114L, CHEM 132

Mathematics Major: MATH 141, MATH 142 and MATH 241

Physics Major: PHYS 131, PHYS 132, PHYS 113 and PHYS 244

Biology Major: BIOL 141, BIOL 143 and BIOL 240 or BIOL 243

Business Administration Major: BUSM 101, ECON 102, BUSA 210 and ECON 234

Accounting Major: BUSM 101, BUSA 227 and ACCT 201

Nursing Major: NURS 200, NURS 251 and BIOL 251

Classroom Teacher Major: EDUC 151, EDUC 161, EDUC 251 and ARAB 251

Pre-School Teacher Major: EDUC 151, EDUC 161, EDUC 251 and ARAB 251

Subject Area Teacher - Arabic Major: EDUC 131, EDUC 202, ARAB 120, ARAB 121, ARAB 251 and SATA 251

Subject Area Teacher - English Major: EDUC 131, EDUC 202, ENGL 203 and ENGL 210

The Department Committee can waive a strict mathematical application of these criteria in borderline cases (Major GPA between 1.80 and 2.00) where an examination of the pattern of grades (e.g. improving sequence of grades) would justify an exception.

A student who does not gain Acceptance to Major at this time must either change majors or continue in that major on Probation for the next semester. However, if the requirements are not fulfilled at the end of the probationary semester, the student will be dismissed from the University.

- b. After acceptance into a major, a student may change majors only once. A student should have a serious reason for changing majors. S/he must know that graduation will most likely be delayed. A Change of Major Form is completed with approval from both the previous and new Department Chairpersons and the Deans. The form is filed in the Registrar's Office.

## **9. COMPLETION OF A MINOR**

In order to graduate from Bethlehem University each student must complete an approved Minor. All Minors are composed of 18 credits in a particular field. At the time of pre-registration for the student's third semester at the university s/he must declare a Minor using the Declaration of Minor Form. It is the responsibility of the student, with the assistance of his/her advisor, to select a Minor in a field that the student is qualified to pursue. If, at a later date, the student wishes to change his/her Minor a Change of Minor form must be completed.

## 10. WITHDRAWAL

- a. "W" Grade: Official Withdrawal - without penalty
  - (i) As noted under student load, in exceptional circumstances approved by the Dean, a student may drop one elective course from his/her full-time load. This must be done before the end of the seventh full week of classes. After that time, no official withdrawal from an elective course can be made.
  - (ii) Students may officially withdraw from the University before the seventh full week of classes by completing the appropriate form in the Registrar's Office. If done in the first two weeks of the semester, the courses will not be recorded on their transcript. If done after the second week, grades of "W" will be assigned for all courses.
  - (iii) After the seventh full week of classes, official withdrawal from the University with the grade of "W" is possible only if the reasons for withdrawal are beyond the control of the student and approved by the Vice President for Academic Affairs.
  - (iv) Students who officially withdraw are NOT guaranteed readmission to the University. Official Withdrawal assures only eligibility to reapply. If readmitted, the student will be subject to the regulations in effect at the time of readmission. Students withdrawing while on their second or third semester on probation will probably not be readmitted. Students who withdraw during their first semester at the university may be considered for readmission for a period of two years after their withdrawal. After that period they must reapply and repeat the entrance examinations and, for certain programs, an interview.
- b. "WF" Grade: Unofficial Withdrawal - Failure
  - (i) Students who have been excessively absent from a course(s) (see Attendance) are considered to have withdrawn unofficially and will be assigned a grade of WF by the Registrar's Office.
  - (ii) Students who leave the University, but who do not officially withdraw from the University as noted above, will receive WF grades in all courses and thus be dismissed from the University, prohibiting application for readmission.

## 11. PROBATION

Probation indicates that a student has fallen below the minimum academic requirements of the University and is in danger of being dismissed. For freshman and sophomore students, this generally means that they are below the criteria necessary to earn acceptance to major. For those who have been accepted into a major, this generally means that they are below the criteria for graduation. Specifically, the following warrant Probation:

- a. failure in Intensive English
- b. failure in two courses in any one semester while taking a full load of five courses (not including Physical Education nor Community Service)
- c. failure to maintain an overall cumulative GPA according to the following schedule:
  - (i) 0 to 39 credit hours: 1.75
  - (ii) 40 to 70 credit hours: 1.90
  - (iii) 71+ credit hours: 2.00
- d. failure to earn acceptance to major at the prescribed time (see #8)
- e. failure to maintain a cumulative major GPA of 2.00

Students on probation are limited to a semester load of twelve credits, not including Physical Education or Community Service. Students who are not accepted to major because they have not taken a necessary course, but who have a major GPA and a semester GPA of 2.00 or above are not limited to 12 or 14 credits during their semester on probation.

A student will be removed from probation when s/he returns to the minimum required level of academic performance. As probation indicates that the student is not performing at a minimally acceptable level, it is necessary to limit the number of semesters that a student is on probation. A student may be on probation (1) for a maximum of two consecutive semesters, or (2) for a maximum of three non-consecutive semesters. This means that a student who merits a third consecutive or a fourth non-consecutive semester of probation will be dismissed from the University. Seniors who have earned 105 or more credits will be granted one additional semester on probation before dismissal.

The Summer session does not count as a semester on probation, but it can change a student's probationary status for the following Fall semester.

- a. If a student is placed on probation for the Fall Semester because of a low major GPA (below 2.0) or overall cumulative GPA (below minimum specified in 10.c above) on the Spring grade report, s/he could remove the Fall probation by raising his/her GPA on the Summer grade report above the required minimum. In this case, the removed probation would not be considered when counting the number of probationary semesters determining dismissal.
- b. A student whose Spring grade report does not place him/her on probation for the Fall Semester, can still be placed on probation in the Fall if his/her major or overall cumulative GPA on the Summer grade report falls below the required minimum. However, for those students who were also on probation during the previous Spring Semester, this Fall Semester probation would be considered non-consecutive because of the satisfactory performance in the Spring.

## **12. GRADUATION**

Candidates for graduation must have fulfilled all University and Departmental requirements as well as satisfying the following criteria:

- a. earn a minimum major GPA of 2.00
- b. earn a minimum overall cumulative GPA OF 2.00
- c. fulfill all obligations to the various divisions of the University, e.g. Finance Office, Library and Bookstore.
- d. for transfer students, earn a minimum of 60 credits at Bethlehem University.

Only students who have fulfilled all requirements and satisfied all obligations to the University will be permitted to participate in the graduation ceremony.

## **13. DISMISSAL**

The University reserves the right to dismiss any student who does not maintain a satisfactory academic record or whose conduct or influence is deemed undesirable. Specifically, the following will warrant dismissal:

- a. failure to maintain full-time status, except as noted under Student Load (see # 1-d)
- b. failure of a University requirement for a second time
- c. failure to earn acceptance to major at the end of the probationary period
- d. failure of a Faculty or departmental requirement for a second time, unless a change of major/minor is approved
- e. failure in two courses in a given semester if taking four or fewer courses, or failure in three courses if taking five or more courses. Physical Education and Community Service are not considered a fifth course.
- f. exceeding the maximum number of semesters on Probation
- g. serious violation of academic or disciplinary regulations
- h. non-fulfillment of financial obligations
- i. submitting false information on Admission application or other official documents.

#### **14. MISCELLANEOUS**

- a. Prisoners: The University will make every attempt to assist any student whose studies have been substantially disrupted due to imprisonment.
- b. Independent Study: Independent study courses are available only to Seniors who are one course short of fulfilling all graduation requirements and this course is not being scheduled on a regular basis prior to graduation. There must be a teacher-student contract (indicating the schedule of meetings, the units of material to be covered and the methods of evaluation) signed by and approved by the Vice President for Academic Affairs.
- c. Exceptions: The Vice President for Academic Affairs, upon the recommendation of the Dean and Chairperson, may authorize an exception to these academic regulations for Seniors who have earned 105 or more credits

#### **15. STUDENT RIGHTS**

Students have the right to appeal an academic decision, to have grievances considered, to seek alleviation of student problems, to privacy and protection of their school records, and to suggest ways to improve the University's academic life. Students have the right to have all graded material returned and to review their final exams. Any questions or appeals must first be addressed to the teacher and must be made within 48 hours. In the case of final examinations the appeal must be made within three school days after the distribution of Grade Reports. If the teacher is not available the appeal must be made to the Chairperson or Dean. If the matter cannot be settled between the teacher and student, the student may appeal to the Department Chairperson/Dean. Academic questions are not subject to popular student vote. In all academic matters, the Vice President for Academic Affairs is in the final authority.

## STUDENT REGULATIONS

### General Regulations

The University is primarily a place for study and intellectual pursuits. All student regulations are designed to support this purpose and for the safety and welfare of all members of the University community. These general regulations are concerned with student attitudes towards people, places and property.

- 1. Courtesy:** Students are expected to act with maturity, respect and politeness in their relations with all members of the University community: other students, administrators, teachers and support staff. Learning to contribute actively and critically to classroom discussion, refraining from talking out of turn, and avoiding what might be considered rudeness are expected of a University student. Students should refrain from eating, drinking, and smoking in all classes and lab sessions. Any action endangering the safety of others or any interference with the running of a class are serious violations of proper conduct.
- 2. Visitors:** Visitors may be invited to the campus except during final exams. Students are to obtain the Visitors Pass in advance from the Dean of Students, Public Relations Officer or a Vice President. To invite a visitor to a class the student must have first obtained the permission of the teacher. All visitors must first report to the gatekeeper and show the Visitor's Pass.
- 3. Quiet Areas:** The quality of life and work that is expected at the University requires that students refrain from congregating and making unnecessary noise within the buildings and especially near the classrooms or the courtyard. Silence is very important in the Library and should be strictly maintained.
- 4. Restricted Areas:** The classrooms, the library, the cafeteria and the grounds are the normal student areas. The laboratories and the auditoriums are restricted to classes or student groups for specific periods. Students should not enter other areas, such as the administrative offices, teachers' offices, the printing office unless they come by appointment or invitation of the staff members responsible. Cars are to be parked in the parking lot. Cars are not allowed on campus.
- 5. Property:** Students are expected to treat University property and furnishings as they would those in their own home. No student should use a University typewriter or computer without permission of the staff member responsible for it. There are public telephones for student use at the gate and at the lower entrance to the Social & Cultural Center. University telephones are for University business only.
- 6. University Reputation:** The University has a basic right to its good name and reputation. If a student, on or off campus, injures the good name of the University to a serious degree, the University has a right to call him/her to account.
- 7. Student Activities:** Several student clubs and societies have been established to organize student activities that will promote an active, social, cultural and intellectual life on campus. Plans for any specific event, especially those involving outsiders or off-campus activities, need to be submitted to the Dean of Students for approval to prevent conflict between activities, interference with the normal academic process or harm to the University's reputation. As the University must serve all students, activities of individual political parties are prohibited.

- 8. Use of the Library:** Detailed information on library policies, procedures and services are found in the Library Guide. Silence is especially important in the library. Talking, smoking, eating and drinking are not permitted within its premises. Each student applies for a library card which s/he uses to borrow books, audiovisual aids, calculators and other library materials that are available for circulation. No one will be allowed to borrow any material without his/her own library card which is non-transferable. Normally, a student can borrow two books for a loan period of 10 days, subject to renewal if the same material is not requested by another user.

Any violations of these regulations will be brought to the Disciplinary Committee which will recommend appropriate disciplinary action to the Executive Vice President. Serious violations can result in dismissal from the University. Suspension of library privileges will be imposed on all those who keep books and other materials beyond the period permitted.

### **Student Senate**

The student body is represented by the Student Senate, elected by the students during the spring semester of each academic year. The Senate is comprised of two bodies, the Conference and the Secretariat. The total number of the members of the conference is 31, who are elected by the student body through a system of proportional representation. The Secretariat consists of 11 members who are designated by the Conference. Members of the Secretariat should be members of the Conference, and have to receive the a vote of confidence of 51% of the Conference members. The Secretariat consists of a president, vice-president, secretary general, treasurer, and secretaries of the following committees: Social, Cultural, Folklore, Arts, Sports, Academic, Public and External Relations, and Environment and Health.

The aims of the Student Senate are:

- a) to represent the general student body
- b) to serve as a recognized channel of communication between students and University authorities
- c) to foster loyalty and concern for the University among the student body
- d) to enhance the students' sense of responsibility and leadership
- e) to promote good relations among the students, as well as between students and staff, and between students and the administration.
- f) to encourage interest in academic affairs and to strive constantly to improve the image and reputation of the University as a center of scholastic excellence.

### **Extracurricular Activities**

The University promotes a variety of extracurricular activities. The administration, staff and students participate in activities such as the following:

### **Lectures and Discussions**

Guest speakers and faculty members deliver lectures on various topics.

### **Athletics**

Athletic activities and matches are held with other Palestinian and neighboring Arab Universities and educational organizations throughout the sport seasons. The athletic department also organizes intramural sport activities for students, faculty and staff throughout the academic year.

### **Student Committees**

In cooperation with the Student Senate, the administration and the faculty, the students' committees organize and conduct activities such as exhibitions, seminars, lectures, social parties and meetings. There are several students' committees.

*The Social Committee* organizes activities such as parties, excursions, and volunteer work.

*The Cultural Committee* organizes activities such as conferences, discussion groups, book exhibitions and literary competitions.

*The Art and Folklore Committee* organizes activities such as music, drawing, painting, theater, native heritage exhibitions, fairs and dances for the public.

*The Sports Committee* cooperates with the Athletics Department for sports activities on and off campus.

*The Academic Committee* organizes seminars concerning academic programs, recognizing excellent students, and other student academic concerns.

*The Public and External Relations Committee* plans and works for strengthening relations between the student body and various Palestinian organizations, in addition to maintaining relations with international student bodies and youth organizations.

*The Environment and Health Committee* works to reinvigorate the spirit of volunteering and commitment to Bethlehem University, in addition to creating public awareness about ecological problems and the preservation of University properties.

## FINANCIAL REGULATIONS

The University follows the directives of the Ministry of Higher Education with regard to tuition and fees. The University provides as much financial aid as can be obtained from external agencies. However, the costs of running the University continue to increase, and students must contribute their share to cover these costs.

The schedule of Tuition and Fees is published by the Finance Office each year and is subject to change as required.

Tuition and fees are due in full at the beginning of each semester. Students must pay their tuition by one of the following payment plans:

1. Payment in full before the first day of classes.
2. Payment of one-half the tuition plus a 10 JD deferred payment fee before classes begin and the balance by the published mid-semester date. Payment after the mid-semester date is subject to a 15 JD late charge.

Students who have not paid all of their tuition and fees from the previous semester will not be permitted to register for the following semester.

### **Refund Policy**

Tuition refunds will be made, as noted below, to students who officially withdraw from the University provided:

1. The student requests the refund at the time of withdrawal,
2. The student turns in his/her identification card,
3. The student returns all materials borrowed from the Library.

Refunds will be adjusted if students have not paid the full tuition charge at the time of registration, (e.g. students who receive financial aid). No refunds are made to full time students for withdrawal from an individual course after the add/drop period nor are refunds made during the Summer session.

<b>Time of Withdrawal</b>	<b>Tuition Only</b>
1. Prior to the 1st day of class	Full Refund
2. During 1st or 2nd week of class	75%
3. During 3rd or 4th week of class	50%
4. After the 4th week of class	No Refund

Note: For students enrolling at the University for the first time, all tuition and fees must be paid in full at the time of registration, and all sums paid are non refundable should a student decide to withdraw from the University.

### **Late Registration**

Students who fail to register during the scheduled Registration Period prior to the first day of class will be charged a 15 JD late registration fee.

### **Semester Scholarships**

Any full time student who earns a GPA of 3.75 or higher will be awarded a full scholarship during the following semester. These scholarships, annual and semester, cover tuition charges. The student remains responsible for fees, bookstore and other charges.

### **Financial Aid**

1. General Restrictions:
  - a. No financial aid will be given to any student whose previous semester GPA is less than 2.50.
  - b. No financial aid is offered to freshmen in their first semester in the University.
  - c. No financial aid is offered during Summer sessions.
  - d. Financial aid is given on an annual basis for two semesters.
2. Criteria:
  - a. The most important consideration is the financial need of the student and his/her family. Need is assessed by the University's Financial Aid Advisory Committee based on the written questionnaire, personal interview and, in some cases, a visit to the home.
  - b. Other considerations are the student's academic ability, as demonstrated by GPA, and personal conduct, as assessed by cooperation with instructors and respect for others.
  - c. A major factor in allocating financial aid is the amount of money available for financial aid. Regrettably, the University does not have sufficient funds to provide aid to all students in need and must restrict itself to giving aid to the most needy.
  - d. The amount of financial aid given is determined by the donations received by the University for this purpose.
3. Process:

During the Fall semester students will be notified when Financial Aid Questionnaires are available. The questionnaire is to be completed and returned to the Office of the Dean of Students at which time an interview with a member of the Financial Aid Advisory Committee will be scheduled. Towards the end of the semester, students will be notified if they have been awarded full or partial tuition assistance grants for the following semester. This aid is withdrawn if the student fails to obtain a semester GPA of 2.50 or higher.
4. Special:
  - a. In some cases, external agencies provide financial aid to groups of students or choose individual students for scholarships. This is, however, coordinated with the University's general restrictions and criteria listed above. The Dean of Students Office has information about such programs.
  - b. The Student Senate raises funds for needy students. The Senate has its own criteria for selection. However, the 2.50 GPA minimum semester requirement may not be waived.
5. Financial Assistance covers tuition charges. The student remains responsible for fees, bookstore and other charges.

### **Loans**

In January 1998, the University began a student loan program. This was done in response to the Ministry of Higher Education's desire that loans rather than outright grants of money be awarded. Student loans are replacing grants as the means of giving financial aid.

Students who want to have loans follow the procedures for financial aid given above. Loans are signed by the student and one parent or sponsor who is a guarantor, and by the Vice President for Finances and Planning. Records of loans are kept in the Finance Office.

Loans are granted for seven semesters if the student maintains a GPA of 2.50 or higher.

Repayment of loans begins two years after the student graduates. The loan repayment schedule is drawn up individually according to the amount of the loan and the ability of the graduate to repay the stated amount on a monthly basis.

Students who withdraw from the University must begin repayment immediately. Details of the student loan program and application are available in the Dean of Students' Office.

### **Student Employment on Campus**

The University has a very limited number of employment opportunities for full-time students whose previous semester GPA was above 2.00 and who are willing to work part time while continuing their full-time studies. Partial tuition reduction is granted for six hours per week of work throughout the semester. Student workers are expected to comply with all directives of their supervisor and to follow all regulations with regard to hours, absence, etc. Selection is made on the basis of competency for the job, financial need, academic ability and personal conduct. The Assistant to the Vice Chancellor has information on work-study opportunities. Freshmen may apply during the Fall semester. Students are notified of work-study grants during the registration period. Work-study grants will be renewed in the following semester, provided all criteria for eligibility continue to be met and the student has earned a good performance record.

## APPENDIX

### THE JORDANIAN LABOR LAW

#### ARTICLE (17) Separation Without Prior Notice Or Severance Pay

An employer may terminate a contract of an unlimited duration or a contract of a limited duration before the end of the specified term stated in the contract or before accomplishing a specific task for which the contract was signed without prior notice and without paying severance pay or any other entitlements mentioned in Article (19), in the following cases:

- A. If a worker has intentionally subjected his life or the life of other workers to danger during work, or has intentionally caused significant physical damage to the employer's products, or goods, or tools or buildings.
- B. If a worker again causes significant physical damage to the employer's products or tools or money as a result of negligence, provided the worker was warned in writing or verbally in the presence of two witnesses or more.
- C. If a worker has intentionally moved or neglected to move a machine or equipment from its site originally selected to maintain his safety and that of the other workers in the institution or factory.
- D. If a worker were found under the effect of drugs taken without a doctor's prescription, or if found drunk.
- E. If a worker were found in a prohibited area in the factory where sulfur or other inflammatory materials are stored or found in other areas designated as dangerous.
- F. If a worker is guilty of a crime or a disgraceful offense or has beaten or committed unethical actions against the employer or the president of an institution or any other worker in the institution or has humiliated such as using bad words against the employer or the president of the institution.
- G. If a worker discloses secrets related to the employer's merchandise, industrial technical or financial affairs.
- H. If a worker absents himself without a valid reason for more than fifteen days during one year or for more than seven consecutive days, provided separation is preceded by a written warning sent by registered mail after ten days of absence in the first case and three days in the second case. Sending the warning by registered mail to the worker's address is sufficient evidence to justify the employer's action.

- I. If a worker continues to disobey work instructions published by the employer and has been warned, at least, twice in writing on two occasions, or verbally in the presence of two witnesses or more.
- J. If a worker impersonates a false personality or submits forged certificates.
- K. If a worker does not abide by published instructions related to work and workers' safety or disobeys work regulations, provided the employer gives the worker a chance to explain the reasons why he (the worker) believes he should not be separated without severance pay.

#### ARTICLE (18) Quitting Work Without Notice

- 1. The following actions are considered legal justifications for a worker to quit work without notice.
  - a. Employing a worker in a job significantly different from that stated in the contract.
  - b. Employment in situations that require change of residence, if not stated in the contract.
  - c. Transferring a worker to a job of a lower rank.
  - d. If an employer or the president of an institution beats the worker, humiliates him or has committed an ethical crime against the worker or any of his family members.
  - e. If the employer fails, after receiving a notice from the Labor District Officer or Inspector of Labor regarding the implementation of any article of the Law, or ordinance or an order issued according to Article (4), provided that the notice refers to a specific employee.
- 2. A worker has the right to terminate his service provided he notifies the employer one month before quitting his work, if fifteen years of employment have passed since April 16, 1955.

## قانون العمل الأردني

### المادة (17) - الفصل دون إشعار أو مكافأة

يجوز لصاحب العمل إنهاء عقد عمل لمدة غير محدودة، أو عقد عمل لمدة محدودة قبل إنتهاء المدة المحدودة في العقد أو لعمل معين، قبل إنجاز العمل الذي أبرم العقد من أجله دون إشعار أو بدل إشعار مع إعفائه من دفع المكافآت المنصوص عليها في المادة 19 في الحالات التالية:

أ. إذا كان العامل قد عرض، عن قصد، حياته أو حياة غيره من العمال للخطر أثناء العمل، أو تسبب عن قصد، بالحاق أضرار مادية ذات أهمية لمنتجات صاحب العمل، أو بضائعه أو أدواته أو إنشاءاته.

ب. إذا عاد العامل وتسبب بالحاق أضرار مادية ذات أهمية لمنتجات صاحب العمل أو بضائعه أو أدواته وأمواله، نتيجة إهماله، شريطة أن يكون قد أذّر كتابياً أو شفهيّاً، بحضور شاهدين أو أكثر.

ج. إذا تعمد العامل، أو أهمل نقل أية أداة أو آلة لها مساس بسلامة العمال من مكانها الذي وضعت لحفظ سلامته وسلامة غيره من العمال في المؤسسة أو المصنع.

د. إذا وجد أثناء العمل تحت تأثير مخدر تناوله دون وصفة طبية، أو وجد سكراناً.

هـ. إذا وجد في مكان محظور من المصنع وفيه مواد الكبريت أو غيره من المواد المشتعلة أو أية محلات أخرى أعلن عنها بأنها خطيرة.

و. إذا أدين بارتكابه جناية أو جنحة شائنة، أو إذا إعتدى بالضرب أو قام بأعمال خلقية شائنة مع صاحب العمل أو مدير المؤسسة أو أي عامل آخر في المؤسسة أو أتى بأعمال تعتبر إهانة كالشتم والتحقير على صاحب العمل أو مدير المؤسسة.

ز. إذا أفشى أسرار صاحب العمل التجارية أو الصناعية الفنية أو المالية.

ح. إذا تغيب دون سبب مشروع، أكثر من خمسة عشر يوماً خلال السنة الواحدة أو أكثر من سبعة أيام متوالية، على أن يسبق الفصل إنذار كتابي بالبريد المسجل بعد غياب عشرة أيام في الحالة الأولى وثلاثة أيام في الحالة الثانية. ويعتبر مجرد إرسال الإنذار المسجل على عنوان العامل المسجل بينة كافية لتبرير عمل صاحب العمل.

ط. إذا استمر في مخالفة أوامر العمل المعلنة التي يصدرها صاحب العمل وأذّر مرتين على الأقل بصورة كتابية في مناسبتين، أو شفهيّاً بحضور شاهدين أو أكثر.

ي. إذا إنتحل العامل شخصية غير صحيحة أو قدم شهادات مزورة.

ك. عدم مراعاة التعليمات المعلن عنها واللازم إتباعها لسلامة العمال والعمل ومخالفة شروط العمل ويشترط في ذلك أن يتيح صاحب العمل للعامل فرصة لبيان الأسباب التي تحول دون فصله بدون مكافأة.

## المادة (18) - ترك العمل دون إشعار

1. تعتبر الأفعال التالية أنها تبرر للعامل ترك عمله دون إرسال إشعار

أ. استخدام العامل في عمل يختلف في نوعه إختلافاً بيناً عن العمل الذي أستخدم فيه بمقتضى عقد العمل.

ب. الاستخدام في أحوال تدعو إلى تغيير محل الإقامة، إن لم يكن منصوصاً على ذلك في العقد.

ج. نقل العامل إلى عمل من درجة أدنى.

د. اعتداء صاحب العمل أو مدير المؤسسة على العامل بالضرب أو التحقير أو إقترف معه أو مع أحد أفراد عائلته جريمة أخلاقية.

هـ. إذا تخلف صاحب العمل بعد أن يكون قد تلقى من مدير دائرة العمل أو من مفتش العمل اشعاراً "بضرورة تنفيذ أحكام اية مادة من مواد هذا القانون أو أي نظام أو أمر صادر بمقتضى المادة (4) منه شريطة أن يقتصر ذلك الاشعار على العامل المعني.

2. يحق للعامل إنهاء عمله شريطة أن يشعر صاحب العمل بتركه الخدمة قبل شهر من إنقطاعه عن العمل إذا مضى على إستخدامه خمس عشر سنة من تاريخ 16 نيسان سنة 1955.