

**American University of Beirut
Minutes of the University Senate
Meeting of Friday 2 November 2012**

Present: Aghiad Al-Kutoubi, Samir Arnaout, Bassem Barhoumi, Elias Baydoun, Salim Chahine, Nabil Dajani, Imad Dayya (for Drew Wickens), Jocelyn DeJong, Peter Dorman (chairing), Ahmad Dallal, Arne Dietrich, Imad Elhajj, Nadim Farajalla, Joseph Ghafari, Sirene Harb, Huda Huijer, Nahla Hwalla, Diana Jaalouk, Vivian Khamis, Samar Jabbour-Khoury, Ayad Jaffa (representing Dean Mohamed Sayegh), Ayman Kayssi, Peter May, Patrick McGreevy, Waddah Nasr, Lara Nasreddine, Talal Nizameddin, Samar Noureddine, Iman Nuwayhid, Jim Radulski, Salah Sadek, Assem Safieddine (board of graduate studies), Moueen Salameh, Shadi Saleh, Makram Suidan, Salma Talhouk, Julnar Usta, David Wrisley, Amy Zenger

Absent: Richard Brow, George Farag, Robert Foster, Dima Jamali, Rita Khayat-Toubia, Issam Lakkis, Ghassan Matar*, Imad Saoud*, Salah Zeineldine

(* = regrets notified before meeting or on leave)

The meeting was called to order at 2 pm.

1. Approval of minutes.

Minutes of October 19, 2012 meeting were approved (unanimous).

2. Observing a minute of silence to honor former colleague, Professor Sami Makarem

Dr. David Wilmsen, representing the Department of Arabic and Near Eastern Languages, read a memorial to Professor Sami Makarem. President Dorman asked the Senate to stand for a moment of silence in honor and memory of Professor Sami Makarem. The letter (attached) will be sent, on behalf of the Department and the Senate, to the family of the deceased.

3. Proposed policies (five) on grievance and harassment (attachments)

President Dorman asked for senate approval to move this item to the forefront of the agenda. He indicated that work on these policies started more than a year ago by a committee of faculty, students, and staff headed by Provost Dallal. The committee received legal support from VP May. The President then gave the floor to the Provost who gave an overview of the work of the committee and highlighted main aspects of the policies. The Harassment and Discrimination Policy Committee (HDPC) included faculty, staff from academic, administrative and nursing service, and students, and met 20 times between 2009 and 2010. The committee's agenda was to formulate harmonized policies and separate procedures for cases of harassment (including sexual harassment) and discrimination and other forms of grievance brought by members of the AUB community, as well as patients at AUBMC and participants in University programs. The committee conducted a benchmarking exercise which included the review of ten US universities and two regional ones. Draft policies and procedures were initially reviewed by US and Lebanese legal counsel then reexamined and finalized by VP May. A significant modification

resulting from legal advice was the addition of the Title IX coordinator to ensure that AUB is in compliance with US law. Draft documents were reviewed at different stages by BOD, PPRC, and VP HR. They were approved by the President and sent back to HDPC and BOD for final feedback. Senate feedback and approval is the last step before the documents are presented to the BOT during their next meeting. The policy includes key features such as general guidance on ethical conduct that serves as an umbrella for all related University policies (including academic and business ethics). It clearly distinguishes between policy and procedures and makes provisions for informal mechanisms by creating an Ombuds Office, and for a formal mechanism by introducing a new position of Title IX Coordinator; an appointment required by US law to formally handle sexual harassment cases. The policy takes an incremental approach to handling allegations of discrimination, strengthens transparency and accountability, and provides students for the first time with a formal grievance procedure.

The President indicated that it is not enough to publish the approved policies and procedures; the University will need to plan educational campaigns and raise awareness by organizing orientation sessions. Questions will arise when the University will deal with challenges resulting from cultural and legal differences between Lebanon and the US. For example, there are no legal provisions for sexual harassment in Lebanon. The key is to set forth principles that guide the community. The University will rely on its community of faculty, students, and staff to be role models and guide newcomers to the institution. Women will be made aware of the availability of informal and confidential mechanisms and will be encouraged to come forward.

Discussion included the following comments and inquiries. How will subjective principles, such as ‘not being impartial and treat all equally’ be implemented? There will be sharing on individual basis and conversations on campus will define expectations. There is no one answer but people should feel empowered to take action if they feel uncomfortable. The key is to create a comfortable space to discuss and tackle issues. The medical school has its own policies but the current policies will apply to AUB MC in addition to the ones developed by the center. In the future the University may produce a handbook addressing various academic issues, such as research ethics and others, and these will be included in an ‘institutional integrity’ document. The deadline set at 90 days for sexual harassment and 30 days for grievance was set to prompt and encourage people to come forward. People may be reluctant to come forward because of lack of confidentiality. The Ombudsperson is an independent officer whose mandate is to keep information confidential. Students should be made aware of the possibility of confidentiality. Inquiries were made about how to deal with retaliation to possible complaints and how to make use of the ‘whistle blower policy’ as another possibility to come forward. The key is to properly advertise the Ombuds Office and plan a media campaign to make these policies known. There may be a need to bring in expert consultants to ‘train the trainers’. Suggestions were made to change the statement regarding accommodation of religious needs, which may insinuate the provision of prayer rooms and rescheduling of courses. Foreign faculty may not be familiar with Lebanese or US cultural and legal background and should be addressed accordingly. Eventually,

as cases arise, the exercise of assessing what constitutes harassment locally will be better defined and integrated in the policy. The community at large was consulted on these issues and the committee spent hundreds of hours gathering information and feedback from the community, discussing them, and including them in the documents. Issues that will need to be addressed will also include allegations made in bad faith and the role of supervisors in efficiently channeling complaints. The Title IX coordinator would be important in such cases. People that will serve on committees will receive special training; in addition to familiarity with policies and procedures, they will need to learn the fact-finding process.

Motion: Recommend approval of proposed policies (five) on grievance and harassment

Vote: 2013-04: motion approved (unanimous)

4. *Proposal for a new MSc. in Rural Community Development (FAFS) (See attachment)*

Prof. Shadi Hamadeh and Dr. Salwa Tohme presented the program rationale and explained that large amounts of funding is dedicated to development yet there are no academic programs that provide this specialization. He indicated that this program, which replaces the MSc. in rural extension, was reviewed and endorsed by international development organizations. Prof. Hamadeh explained that in the past ten years, the Environment and Sustainable Development Unit (ESDU) at FAFS implemented projects throughout the region in the amount of \$10 million USD. The unit has the necessary resources to carry the proposed program forward. He presented the program mission and explained that it accommodates holders of undergraduate degrees from various backgrounds. The curriculum has a total of 33 credits with thesis and non-thesis options. Based on a survey with students at AUB and the Lebanese University there is evidence that there is interest in the program. One faculty member will be recruited to lead the program. Prof. Safieddine, Chair of the Graduate Studies Board, indicated that a task force revised the program three times before it was approved by the committee. Dr. M. Salameh is a member of the Board. Discussion included praise for the program which can open doors for partnerships between various departments on campus and which will attract funds. Inquiries were made on whether students will follow emphasis tracks and whether the program will generate money. Governments from the region are expected to support nationals to enroll in the program. Furthermore, the unit is attracting enough funds that can be channeled to support students from the region. Issues related to English proficiency will need to be considered as part of the graduate studies support. None of the electives relate to energy, energy policy, or energy management. These courses can be added to the list of program electives once departments agree to offer the courses.

Motion: Recommend approval of new MSc. in Rural Community Development (FAFS)

Vote: 2013-05: motion approved (unanimous)

5. *Proposal for a new Executive Master in Healthcare Leadership (See attachment)*

Prof. Safieddine indicated that the Board of Graduate Studies formed a task force that reviewed the proposal and gave feedback benefiting from EMBA experience. The program was approved after revisions were made. Prof. Kassem Kassak presented the program rationale and explained

that its development is in line with the Faculty's five year strategic plan. Prof. Kassak stated the program objectives and explained how the need for such a program was assessed through consultations and surveys. He indicated that the program was developed in line with accreditation requirements and according to survey findings. The program includes 20 courses offered in block format with a total of 68 contact days. It is expected to attract 10 students in the first two years and accommodate up to 25 students thereafter. Requirements for acceptance are based on university requirements. Faculty from AUB and the region will contribute to teaching in the program. Discussion that followed highlighted the need for such a program. The Director of the School of Nursing explained that its Faculty is not represented in the Board of Graduate Studies and was not consulted during the development of the program. She indicated that Nursing is already offering training in administration and leadership and expressed interest in partnership between the Faculty she represents and FHS. Suggestions were made to reconsider the program under D UIP. The Provost indicated that priority is to organize such programs within one Faculty or between two Faculties; programs that don't fit under either are then considered by D UIP. The provost said that the Faculty of Medicine is represented in the Board of Graduate Studies and that adding a representative from the School of Nursing will necessitate an amendment to the Senate bylaws. A suggestion was made to consider offering the program as a joint program between the two Faculties. The task force consisted of faculty members from OSB and FM and gave very constructive feedback. Dean Nuwayhid indicated that there is a difference between inter-disciplinarity and joint programs. He explained that the program was conceived and planned as an interdisciplinary program taught by faculty members with various expertise. As for joint programs he indicated that the intention was to draw on resources and expertise from various Schools, and that concerns raised by SON will be addressed by including courses and engaging faculty. Dean Nuwayhid explained that this program will establish FHS as leader in healthcare management in the region. The President suggested adopting a full coordination mechanism between Faculties to make sure that it takes advantage of collegiate collaboration.

Motion: Recommend approval of new Executive Master in Healthcare Leadership (FHS)

Vote: 2013-06: motion approved (20-0-3)

Meeting was adjourned at 4:00 pm