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I. FOREWORD

This handbook is designed to acquaint LUMS faculty with the policies and practices of the University that they are expected to uphold. It is meant to be a guide instead of a legally binding contract between LUMS and its faculty. It goes into effect on the date of its publication on the University portal, and supersedes all previous versions.

This version borrows heavily from faculty handbooks provided by RICE University, New York University, University of California, Berkeley, and Duke University. This was a deliberate decision that allowed us to adopt standards from an eclectic mix of institutes of higher learning, and to aspire to the best practices and highest code of ethics across the world.

The handbook clearly expresses the relationship between individual faculty members and the University, and articulates the University's expectations of the faculty as a collective group. It provides an overview of the faculty's rights and privileges, the policies that govern their appointment and promotion, the conditions under which they work, and the benefits and services they enjoy. The electronic version of the handbook is available on the **portal**. The handbook references several policies, but does not list them in their entirety. Members of the faculty should, therefore, visit the hyperlinks on the portal to read the full text of all policies that apply to them.

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II. HISTORY

The Lahore University of Management Sciences (LUMS) has aspired to shape the intellectual milieu of the country since its inception in 1985. Over the years, it has built a formidable reputation as a leading institute of higher learning, and made sizable contributions towards scholarship and research in several disciplines. Its commitment to teaching excellence and growth has helped it mushroom into an assemblage of schools offering varied specializations across the sciences and humanities, and drawn a diverse mix of students each year.

LUMS graduates are not just successful professionals, but also conscientious citizens driven to contribute to society. They graduate with more than just heads full of knowledge; they leave the University with the conviction that they must galvanize their communities to give back, and enrich their workplaces and societies.

The University owes much of this culture and vision to Syed Babar Ali – a philanthropist, bureaucrat, and titan of industry – who founded LUMS in 1985. A short trip to Harvard Business School in 1973 had left an indelible impression on Ali, and he had returned to Pakistan fixated with the idea of opening a university of the same caliber in the country. With this in mind, on November 7, 1984, he mobilized ten leading public and private sector corporations of Pakistan into incorporating the University's sponsoring body, the National Management Foundation (NMF). Four months later, on March 8, 1985, the Government of Pakistan granted the NMF a charter authorizing it to establish degree-granting programmes, and to set up other schools under the aegis of the "Lahore University of Management Sciences."

Syed Babar Ali guided LUMS through its formative years, and presided over an ambitious period of building and expansion. His resilient efforts and connections with the global academic community and world leaders have made LUMS a leading South Asian university. Today, he serves as the Pro Chancellor, and remains a devoted mentor and guide for its faculty, staff, and students.

As the sponsoring body, the NMF Board of Governors exercises fiduciary responsibility for the University's operations and infrastructure. It owns all land and university buildings, and ensures that the university has the financial stability necessary to maintain them. The Board is made up of high-ranking executives and entrepreneurs who form a crucial link between the University and the business world. Their involvement gives our student unprecedented access to members of the business community.

The Board of Trustees is the policy-making body of the University. Its principal functions are to review the operations of the University, and to set long-range strategy through broad policy guidelines. LUMS functions on a no-profit, no-loss basis, and the Board ensures adherence to this principle through its activities. It is composed of a diverse array of businessmen, academics, and representatives of the government.

Through their complementary efforts, the two boards have guided the University through the processes of establishing its schools. The LUMS Business School, now the Suleman Dawood School of Business (SDSB), first opened its doors to a batch of MBA students in 1986. The MBA programme employed the case methodology of teaching, adapted from premier business schools all over the world and customized through the introduction of local cases. This approach allowed students to scrutinize the challenges and constraints facing actual companies, and engage in lively discussions geared towards problem solving in the real world. The first class graduated in 1988 and was rapidly placed in national and multinational companies, while others went on to become successful entrepreneurs. The programme has maintained its high standards, producing top business graduates every year since inception.

In 1994, LUMS initiated the BSc Honours Programme. Two years later, it formed the School of Arts and Sciences (SAS) to administer undergraduate programmes. The SAS initially housed Computer Science (both BSc and MS), Economics, Social Sciences, and Mathematics majors, and the Accounting and Finance minor. The Accounting and Finance minor later developed into a major. In 2002, a five-year integrated BA-LL.B degree was launched by the School of Arts and Sciences. The humanities department, and later school, oversaw some of the most popular majors at LUMS. Economics, for instance, prevailed as the major of choice for hundreds of graduates for decades. The department owes this popularity to its faculty's innovative and engaging approach towards teaching, and their persistent efforts to redefine the critical and cultural axes of research in their field.

In response to increasing academic diversity and expansion over the years, LUMS established additional schools. The Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) oversaw the Humanities and Social Sciences programmes. Today, MGSHSS offers a BA (Hons) in English, History, and Anthropology/ Sociology, a BSc in Economics, and Politics, and a joint Economics and Politics degree. The undergraduate programme in Accounting and Finance was moved to SDSB, where an undergraduate degree in management sciences was added.

The Syed Babar Ali School of Science and Engineering (SBASSE) was established in 2008 to offer a novel opportunity to students in Pakistan to study the basic and engineering sciences without boundaries. Initially undergraduate programmes in Biology, Chemistry, Computer Science, Electrical Engineering, Mathematics, and Physics were established. From the outset, the school aspired to be the harbinger of a paradigm shift for science and education in the country. In a few short years since its inception in 2008, it has garnered a reputation for world-class education and research.

In 2013, the law programme was moved from MGSHSS to the recently established Sheikh Ahmad Hassan School of Law, which now offered the Bachelor of arts & Bachelor of Law (honours programme). The teaching methodology at SAHSOL encompasses a critical, comparative approach that broadens students' perspectives and sharpens their analytical skills. The faculty, drawn from a rich community of practitioners, grounds them with an understanding of the interplay between law and policy, and real-world applications of their craft.

Over time, LUMS also initiated Masters programmes in Economics, Computer Science, and Electrical Engineering, and PhD programmes in Computer Science, Computer Engineering, Mathematics, and Management. In 2002, an Executive MBA programme was added to its catalogue of courses to facilitate mid-career managers and entrepreneurs. LUMS also offers a wide range of executive courses through the Rausing Executive Development Centre (REDC), which was established in 1994 with support from the Rausing family of Sweden. The Centre has maintained its position as one of the finest institutes offering executive education in Pakistan.

In October 2015, the University embarked on another massive project to explore the establishment of a LUMS School of Education. It was proposed that the envisioned school of education would operate at the crucial nexus of research, policy and practice with a curriculum featuring extensive field engagement that produces graduates poised to direct and reimagine education reform in the country. This graduate programme in education will be launched in Fall 2018.

The university continues to foster ambitious plans for the future, and remains committed to building new programmes and pushing pedagogical frontiers in relevant, emerging fields.

III. MISSION AND VISION

Vision

To become an internationally acclaimed research university that serves society through excellence in education and research.

Mission

LUMS aspires to achieve excellence and national and international leadership through unparalleled teaching and research, holistic undergraduate education, and civic engagement to serve the critical needs of society.

It seeks to accomplish this mission as a unified institution with cutting-edge research, a modern and rigorous curriculum and socially responsible outreach to the nation and region.

A University of the Future

- A research university dedicated to advancement and creation of new knowledge;
- A place for holistic undergraduate experience and strong graduate education;
- A diverse community with a distinctive commitment to ethics, tolerance, and social responsibility
- Engaged with the society and a change agent for economic growth and development.

IV. UNIVERSITY GOVERNANCE AND STRUCTURE

On March 3rd, 1985, the President of the Islamic Republic of Pakistan promulgated an order (President's Order No. 25 of 1985) for the establishment of the Lahore University of Management Sciences. This was published in the Gazette of Pakistan.

The LUMS Charter, granted on March 31st, 1985, determines its governance and operations.

A. LUMS Governance

1. The Chancellor

The President of the Islamic Republic of Pakistan is the Chancellor of LUMS.

2. The Pro-Chancellor

The Pro-Chancellor is appointed by the Chancellor in consultation with the Board for such period and on such terms and conditions as the Chancellor may determine. When present, the Pro-Chancellor chairs the meetings of the Board of Trustees.

Mr. Syed Babar Ali is the Pro-Chancellor of LUMS.

3. Board of Trustees

As provided for in clause 13(1) of the LUMS Charter, the general supervision and control of the affairs, and the power to lay down the policies of LUMS vests in a Board of Trustees whose composition is provided for in the Charter. Current appointees are listed in the table below.

Sub-clause	Composition as per Charter	Appointee
(a)	Rector/ Chairman of the Board	Mr. Abdul Razak Dawood
(b)	Vice Chancellor	Prof. Dr. S. Sohail H. Naqvi
(c)	One Vice Chancellor of a university located in Lahore, nominated by the Chancellor	Prof. Dr. Fazal Khalid , VC UET, Lahore

(d)	Four persons nominated by the Board of the National Management Foundation	1. Dr. Parvez Hassan 2. Mr. Hyder Ali 3. Ms. Saima A. Khawaja 3. Mr. Osman Khalid Waheed
(e)	One Judge of the Lahore High Court, nominated by the Chief Justice of the Court	Justice Syed Mansoor Ali Shah
(f)	Chairman, University Grants Commission, or his nominee not below the rank of a Member of the Commission	Prof. Dr. Naveed A. Malik, VC Virtual University
(g)	President of the Federation of Pakistan Chambers of Commerce and Industry	Mr. Zubair Fareed Tufail
(h)	Principal, Pakistan Administrative Staff College, Lahore	Mr. Azmat Ali Ranjha
(i)	One Dean nominated by the Rector in consultation with the Vice Chancellor, who acts as Secretary of the Board	Prof. Dr. Martin Lau
(j)	Not more than three persons, prominent in the field of management sciences because of their experience and achievements, nominated by the members referred to in clauses (a) to (i) and approved by the Chancellor	1. Mr. Shahid Hussain 2. Mr. Shahzad Saleem

B. The Administration

The University has a well-defined hierarchy that clarifies the role of each member of the administrative staff and their relationships with the academic units. The different administrative departments work together along with the academic units as well-oiled cogs to ensure the smooth functioning of the university

The Vice Chancellor is the chief academic and administrative officer of the university, responsible for the implementation of the decisions of the Board and the execution of the programs of the University in accordance with the guidelines and policies formulated by the Board. The Deans of the Schools are the administrative and academic heads of the respective schools, while the Chief Operations Officer is the head of Finance, HR, Information System and Technology, and all other operational departments of the university. The Deans, COO, and administrative heads of departments report directly to the Vice Chancellor. Department chairs and associate deans report to the deans of their academic schools.

Faculty members normally discuss their appointments, duties, and performance with the head of their department (or associate dean or dean, in the case of some professional schools). Faculty members also have occasion to work directly with other administrative officials, for example, with the Registrar and his staff on enrollment of students, recording of grades, or scheduling of exams.

All administrative units are committed to facilitating the educational staff in achieving the University's academic vision and mission, and maintaining a tradition of excellence.

C. The Faculty and the Faculty Senate

Taken from the **LUMS Governance Structure Policy** *[Currently Under Review]*

Faculty Plenary

The faculty participates in university governance both directly, in general faculty meetings (or Faculty Plenary), and indirectly, through elected representatives on the Faculty Council. The Vice Chancellor presides at meetings of the general faculty, which take place at least four times a year. Typically, before coming to the Faculty Plenary, proposals for action by the faculty pass through both the Faculty Council and the University Council, either or both of which may make recommendations.

When the Faculty Council is formed, two senior administrative staff members are appointed, one of whom retires after one year.

Responsibilities of Faculty Plenary

The Faculty Plenary decides matters related to educational quality assurance; it delineates graduation requirement and curriculum changes, and approves candidates for LUMS degrees. While the plenary may deliberate and vote upon other matters, its proposals for issues that lie outside its purview are not binding unless approved by the Vice Chancellor or Board of Trustees.

Composition of Faculty Plenary

The following categories of faculty members have the right to attend and vote in general faculty meetings:

- Full-time Professors
- Associate Professors
- Assistant Professors
- Full-time Professors of Practice
- Full-time Associate Professors of Practice
- Executives in Residence
- Writers in Residence
- Poets in Residence who are employed full-time at LUMS
- Full-time Lecturers
- Teaching Fellows and Research Fellows who have served LUMS for two or more consecutive years in these positions
- Full-time Visiting Faculty, Full-time Visiting Professors, Full-time Visiting Associate Professors, Full-time Visiting Assistant Professors who have served for two or more consecutive years in these positions at LUMS

An appointment as adjunct faculty does not carry voting privileges. Adjunct faculty and other non-voting faculty can attend the Faculty Plenary as guests.

Faculty Council

The Faculty Council provides a forum for faculty to participate in faculty governance through its elected representatives.

Responsibilities of Faculty Council

As an elected body which broadly represents the faculty, the Faculty Council considers a wide range of problems and policies primarily related to academic matters, including all proposals for establishing new degree programs, and establishing or modifying curriculum and graduation requirements. It also serves as the primary advising body to the Vice Chancellor on policy decisions and matters affecting the faculty.

The Faculty Council may initiate studies and examine proposals submitted by members of the faculty. In order to carry out its functions, the Faculty Council requires full access to pertinent information (financial, budgetary, personnel, admissions, etc.) held by the various administrative departments of the university. If the Faculty Council and the Vice Chancellor disagree about the pertinence of information the Vice Chancellor is legally empowered to override the judgment of the Faculty Council. When the information is of a sensitive nature, the Faculty Council must take appropriate precautions to limit distribution. It is expected that most University matters will continue to be studied by University Committees and the University Council.

Composition of Faculty Council

The Faculty Council is composed of twelve full-time faculty members, six of whom are elected by the faculty to serve only on the Faculty Council and six elected to serve on both the Faculty and University Councils. The distribution across ranks and schools is as follows:

- Three faculty members from the cohort of full-time associate professor, full-time associate professor of practice, full-time professor and full-time professor of practice (one from each school) serve on both the Faculty Council and University Council, and three faculty members elected in the same manner and from the same cohort serve only on Faculty Council.
- One full-time assistant professor is elected (in rotation from SDSB, SHSSL, and SSE) to serve on both the University Council and Faculty Council, and two full-time assistant professors (one each from the remaining two schools) are elected in the same manner, to serve only on Faculty Council.
- Two faculty members-at-large from the cohort of full-time associate professor, full-time associate professor of practice, full-time professor, and full-time professor of practice are elected to serve on both the Faculty Council and University Council. One full-time faculty member-at-large (from the cohort of full-time assistant professor or the cohort of full-time associate professors, full-time associate professors of practice, full-time professors and full-time professors of practice) is elected in the same manner, to serve only on Faculty Council.

All elections (except for the very first election of the Faculty and University councils) are for terms of two academic years. (For details, see "Bylaws of the Faculty Council of the Lahore University of Management Sciences.")

In elections for Faculty Council positions, the "voting faculty" is composed of all those members of the faculty who have the right to vote in Faculty Plenary.

Faculty Council Standing Committees

The Faculty Council maintains four permanent committees:

- The Policy Committee makes recommendations on all faculty-related policies and changes in such policies.
- The Committee on University Standing Committees recommends candidates to the Vice Chancellor for appointments to University Standing Committees.
- The Appeals and Grievances Committee hears appeals regarding promotion and tenure, and other complaints of a more serious nature.
- The Elections Committee conducts elections to the Faculty Council and University Councils.

Bylaws of the Faculty Council

Article 1: Organization

A. Election Procedures for Members

1. Nominations of Candidates

When a Faculty Council member's term expires, the entire voting faculty is notified and supplied with nominating petitions. Any eligible faculty member may be nominated by the filing (within a specified time interval) of a properly executed nominating petition. This requires the signatures of five members of the voting faculty, plus the acceptance of the nominee. Vacancies on the Faculty Council created by any reason other than the expiration of a full term are filled by action of Faculty Council (with or without an election by the entire voting faculty). If only one candidate is nominated for a given position, then that candidate is declared elected, without balloting.

The terms of elected members are staggered. One half of the elected members retire each year. Six members (chosen randomly by the Committee on Elections following the procedure described under Article I.A.2 below) retired one year after the first elections to the Faculty Council. In all subsequent elections, each member is elected for two years.

2. Voting Procedure

For the first elections to the University Council and Faculty Council, the Vice Chancellor's Office notified the voting procedure. Subsequently, the voting procedure may be adopted or changed by following the procedure for 'Amendments to the Bylaws'. In the first elections of the Faculty/ University Councils, three members elected to both the Faculty Council and University Council from the cohort of (i) associate professors, associate professors of practice, professors and professors of practice, and (ii) faculty-at-large, retired at the end of first year, and three members elected only to the Faculty Council from the cohort of (i) associate professors, associate professors of practice, professors and professors of practice, and (ii) faculty-at-large retired at the end of the first year. Thus assistant professors elected to the Faculty Council and/ or University Council in these first elections retained their seats for two years. Of the remaining nine members, six retired at the end of the first year.

Vacancies in elected faculty seats on University Council or any seat on Faculty Council are filled by action of Faculty Council.

B. Officers, Duties, and Terms

From among its members, the Faculty Council elects a Speaker to serve as its presiding officer. The Speaker names a Deputy Speaker, and a Secretary (a member of the staff). The Speaker may appoint Faculty Council standing or ad hoc committees as needed, with approval from the Faculty Council. The Faculty Council may elect other officers as it deems necessary.

1. Speaker

The first fall meeting is convened by the most senior faculty member (in terms of employment at LUMS), and the first item of business is the election of a Speaker. All members serving on the Faculty Council are automatically nominated for the position of Speaker of the Faculty Council. Following the election, the Speaker assumes the chair, and as presiding officer conducts all meetings during the year in accordance with these Bylaws.

2. Deputy Speaker

The Speaker annually appoints a Deputy Speaker to act in the Speaker's stead when necessary.

3. Secretary

The Secretary to Faculty Council keeps minutes of all meetings of the Council and distributes them to Council members in a timely manner. There is no verbatim reporting of remarks and discussions, except when the Council deems this advisable, nor are professional titles recorded. The Secretary deposits a complete set of minutes to the University Archives at the end of each academic year. The Secretary shall produce issues of Proceedings of Faculty Council (to include minutes and other appropriate information) when instructed by the Council, and distribute these to the entire faculty.

C. Meetings

1. Schedule

In the fall semester the Speaker announces meeting dates for the year. They are held approximately every four weeks. Advance notice of each meeting is mailed to all members either by the Speaker or the Secretary.

2. Quorum for Faculty Council

A majority of the members constitute a quorum for the transaction of business at a regularly scheduled meeting. The affirmative vote of the majority of those members present is necessary for the passage of any resolution or motion, unless otherwise stated in these Bylaws.

3. Order of Business

The order of business at meetings of Faculty Council is as follows:

- The meeting is called to order by the Speaker;
- Previously distributed minutes of the last meeting are approved or amended;
- Unfinished business;
- Report of Special Committees;
- Reporting of Standing Committees;
- New business;
- Adjournment.

4. Proceedings of the Faculty Council

- Minutes: The minutes of the meetings of Faculty Council are to be distributed to the faculty in the Proceedings of Faculty Council.
- Letters from Faculty:

Letters for publication in the Proceedings by faculty members on any subject of interest or concern to the faculty are welcome. Letters are to be sent to the Secretary of Faculty

Council. The Faculty Council exercises editorial authority if necessary, but letters will be printed as submitted or not at all. Authors must headline their letters in centered capitals and identify themselves in capitals on the last line of the letter, unless they request that their names be withheld, in which case NAME WITHHELD must appear in place of the name. All letters must be signed and dated in the space outside the typescript.

- **Meetings Announcement:**

The Proceedings announce the time and place of the next meeting of the Faculty Council. All faculty members are welcome to attend Faculty Council meetings as guests. Any faculty member who wishes to address Council or bring an issue before Council is invited to contact the Speaker or any member of Council in advance.

Article II: Committees

A. Policy Committee

The Committee is appointed by the speaker who also determines its membership and tenure. The committee examines proposals on faculty-related policies (e.g. leave policies, appointment and tenure policies, faculty disciplinary policies etc.) and makes recommendations.

B. Appeals and Grievances Committee

The membership of the Appeals and Grievances Committee consists of those members of Faculty Council who do not also serve on the Promotion and Tenure Committee. The Committee is called to action by its Convener who is appointed annually by the Speaker. Faculty appeals or grievances should be addressed to the Convener. The Convener of the Committee may assign members of the Committee to subcommittees to consider individual cases. This Committee receives two types of cases:

- **Appeals.** Faculty may appeal to the Committee concerning whether proper university procedures have been followed in decisions on promotion and tenure and in any other matter where the concern is whether proper university procedures have been followed.
- **Grievances.** Faculty may file a grievance with the Committee regarding any matter of concern except decisions on promotion and tenure, which are subject to review only in regard to procedure.

In the case of accusations that might warrant severe sanctions, including dismissal, consideration of a case by this Committee will precede a second stage of review by the Disciplinary Committee, described in the "Faculty Disciplinary and Appeals Policies and Procedures". The final action of the Committee in any case is a report and/ or recommendation to the Dean/ Vice Chancellor as appropriate (see "Faculty Disciplinary and Appeals Policies and Procedures"), and a copy is sent to the Speaker of the Faculty Council and to the Appellant or Grievant.

C. Elections Committee

The Elections Committee is appointed annually by the Speaker to conduct elections of members of Faculty Council, and any general faculty special committees. It may recommend changes in election procedures and handle other business as Council may request.

D. Committee on University Standing Committees

The function of this committee is to present to the full Faculty Council recommendations for faculty membership on the various university standing committees for the coming year. In considering candidates, the committee makes use of names submitted by department chairs and current committee chairs, gathered and forwarded to the Council by the office of the Secretary to the University Council. After review by the full Faculty Council at a regularly scheduled meeting with the insertion of any changes, these recommendations are forwarded to the Vice Chancellor via

the Secretary of the University Council. Normally, this procedure takes place in the spring semester. Recommendations for staff membership on standing committees are handled administratively.

Article III: Amendments to the Bylaws

All amendments to the Bylaws relating to procedures within Faculty Council are submitted to the membership of the Council at a regular meeting after circulation of any proposed amendment with the advance notice of the meeting. The Secretary incorporates any revisions or changes arising from discussion or action at the meeting into the wording of the proposed amendment. Final action is taken by mail vote of all members of Council or by vote at the next regularly scheduled meeting of Council.

D. University Committees

University Standing Committees

University Standing Committees serve as a university-wide platform, allowing faculty members to interact with colleagues in other departments and schools to resolve a plethora of issues related to the various functions of the University.

Faculty members are appointed by the Vice Chancellor on recommendation from the Committee on University Standing Committees. This Committee seeks nominations for assignments to particular committees from deans, associate deans (in the case of professional schools), and department chairs. It also polls faculty members directly with respect to their preferred committee assignment. Some committees also include undergraduate and graduate students, and alumni, who are nominated by the associations that represent those groups.

While all committees perform a consultative and advisory role, most also have specific ongoing tasks. The University has the following standing committees, not including the Dean's Council and the Faculty Council:

1. [Admissions Committee](#)
2. [Accessibility Committee](#)
3. [Appeals Committee](#)
4. [Campus Safety and Security](#)
5. [Convocation Committee](#)
6. [Conservation Committee](#)
7. [Disciplinary Committee](#)
8. [Examination and Standing](#)
9. [Financial Aid](#)
10. [Graduate Programme Council](#)
11. [Housing Committee](#)
12. [Library Committee](#)
13. [Physical Planning and Space](#)
14. [Research Council](#)
15. [Sports Committee](#)
16. [Teaching and Learning Committee](#)
17. [Undergraduate Curriculum](#)
18. [Graduate Program Council](#)

The current list of University Committees for the academic year 2016 – 17, and the details of members and conveners are available on the portal at [University Standing Committees](#).

University Admissions Committee (TORs)

The Admissions Committee is nominated by the Faculty Council (FC) and approved by the Vice Chancellor (VC) of LUMS. Two to three faculty members from each of the four schools serve for a term of one year on the Committee to ensure fair representation. The Dean of Student Affairs, Registrar, and HoD Admissions also serve on the committee as ex-officio members.

The committee sets the minimum eligibility criteria for undergraduate admission applications, and makes decisions about the tentative admissions calendar, testing, and all other pertinent issues.

As a policy making Committee, its primary charges are:

- To provide oversight in recruitment and admission methods and policies of the university through the informed participation of the faculty in the process of devising said policies. This includes gathering appropriate data to determine the effectiveness of existing policies and admissions procedures, and proposing changes to these policies to ensure that incoming students have adequate academic abilities to handle the LUMS programme.
- To assist the staff of the Admissions Office in the evaluation of applications for admission to the University, and to select from the pool of applicants the most suitable candidates to fill the stipulated number of places available in any year.

Accessibility Committee

Mandate

The Committee is mandated to formulate and recommend policies and processes concerning the rights and well being of the LUMS community, especially persons with (visible and hidden) disabilities working at and/ or studying at LUMS.

Persons with disabilities include those who have short-or long-term physical, mental, intellectual, or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinder their full and effective participation in society on an equal basis with others.

These impairments include but are not restricted to:

Mobility or Physical Impairments	The physical capacity to move, coordinate actions, or perform physical activities is significantly limited, impaired, or delayed and is exhibited by difficulties in one or more of the following areas: physical and motor tasks; independent movement; performing basic life functions. The term includes severe orthopedic impairments or impairments caused by congenital anomaly, cerebral palsy, amputations, and fractures.
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Visual Impairment	An impairment in vision that, even with correction, adversely affects an individual's performance. The term includes both partial sight and blindness.
Hearing Impairment	A permanent or fluctuating impairment in hearing that adversely affects an individual's performance, despite amplification. A hearing loss above 90 decibels is considered deafness, while a hearing loss below 90 decibels is classified as a hearing impairment. This category includes both.
Learning Disabilities	Neurologically-based processing problems that interfere with learning basic skills such as reading, writing, and math, as well as higher level skills such as organization, time planning, abstract reasoning, long or short term memory and attention. These include dyslexia, dysgraphia, dyscalculia, dyspraxia, ADHD, etc.
Other Medical Conditions	These are medical conditions that hinder effective functioning and require reasonable accommodations such as Diabetes, Lupus, Chronic Depression, Anxiety, PTSD, etc.

The Accessibility Committee advises and assists in promoting and facilitating a barrier-free campus for any person at LUMS who requires accommodations in order to accomplish relevant tasks.

In addition to the above, the Committee:

- Serves as the first point of contact on campus for persons with temporary injuries and permanent disabilities;
- Guides faculty, academic staff, and administrative staff on how to facilitate students with disabilities;
- Provides recommendations to the Admissions Department on testing accommodations required by applicants with disabilities;
- Monitors the progress of compliance with and implementation of accessibility related policies, procedures, and standards at LUMS;
- Coordinates with different departments to ensure that students with disabilities are facilitated throughout their academic years at LUMS;
- Promotes awareness of legal, social and organizational issues and challenges, along with their solutions, in the domain of accessibility; and
- Aims to facilitate knowledge and dialogue with governmental and non-government organizations across the country and internationally, in order to improve the rights of people with disabilities within Pakistan, particularly in Education.

The Committee is chaired by a member of faculty, and includes representatives from the student body, faculty members (from every school), the Office of Student Affairs, Information Systems and Technology, Facilities and Engineering, and Assistive Technology Officers.

The Committee meets as and when required, but no less than once a semester. It reports to the Vice Chancellor.

Disciplinary Committee

For disciplinary matters involving students, there are two Disciplinary Committees; one for the graduate students of SDSB, and the other for the remaining students. There is one Disciplinary Appeals Committee. These Committees comprise faculty members and administrators.

The purpose of the Disciplinary Committees is to regulate student behaviour, and discourage improper conduct by imposing previously agreed upon penalties on students found guilty of breaches in discipline. The Committee seeks to ensure that all disciplinary matters are dealt with fairly and promptly, and the accused student has ample opportunity to present his/ her side of the case. The Committee is authorized to ask for additional evidence that it deems pertinent to the case from all parties involved.

When the Disciplinary Committee (DC) assesses a case, the accused student is informed through a letter that he or she may appeal the decision. These appeals are handled by the Disciplinary Appeals Committee (DAC).

Disciplinary Appeals Committee

When the Disciplinary Committee (DC) assesses an alleged breach of discipline, the accused student is informed through a letter that he or she may appeal the decision. These appeals are handled by the Disciplinary Appeals Committee (DAC).

In some cases, the faculty or HOD who brought the case before the DC may also wish to appeal the decision. The DAC does not have jurisdiction over such appeals.

Conditions for Appeal

The purpose of DAC is not to reopen all the DC cases anew. Instead, it is a procedural review that evaluates a case only if one or more of the following conditions are met:

- If the students were not given adequate opportunity to present their side during the DC proceedings;
- If the investigators who assessed the case were biased; or
- If new and compelling evidence has surfaced that was not available at the time of DC's investigation.

Procedure for Appeal

In order to appeal the DC's decision, the appellants must provide a written statement that clearly demonstrates how one or more of the above conditions apply to their case. Any supporting evidence may also be submitted along with this petition. The petition should be submitted to the Office of Student Affairs.

Appeal Screening and Rejection

The LUMS faculty has unanimously agreed upon penalties for various offences. The DC awards the specified penalties appropriately. Disagreement with the penalty is therefore not sufficient grounds for appeal.

The academic and non-academic code of conduct for LUMS students is extensively explained in the student handbook, and students found in violation of this code are deemed fully responsible for the consequences of their actions. Hence, the financial or personal implications of the DC penalty are not sufficient grounds for appeal.

All received petitions go through an initial screening process. Petitions are entertained only if at least one of the conditions mentioned in the "conditions for appeal" is met.

Appeals Review Process

DAC members who have the relevant documents, witnesses, and evidence at their disposal meticulously investigate screened appeals. The appeals process is mainly a procedural review of evidence and appellants are rarely called to the DAC meetings.

As a result of its deliberations, the DAC may increase, decrease or uphold the punishment assessed by the DC.

Point of Contact for Appellants

The appellants, their advocates and/ or guardians should refrain from contacting the DAC members or convener directly. Such contact can be seen as trying to unduly influence the DAC proceedings and can therefore hurt the appellant's case.

Appellants and their guardians may contact the OSA staff or the Dean of Student Affairs if clarification is needed regarding the appeals process or its implications.

Campus Safety and Security

The Campus Safety and Security Committee represents and acts in the interests of all four schools at LUMS. The Committee is nominated by the Faculty Council (FC) and approved by the Vice Chancellor (VC) of LUMS.

It is a university-standing committee consisting of faculty and ex-officio members. Faculty members are appointed for a term of one year, with two to three members from each school. The ex-officio members are Director GAS, Manager F&E, and Representative OSA.

The Committee responds to the prevailing security situation in the city/country to ensure a safe working environment for the LUMS community. Its primary charges are:

- To provide faculty oversight to ensure implementation of the LUMS Security Policy Statement, given below:

The Campus Safety and Security Committee at LUMS is based on the philosophy that the University and its community is given a secure and safe environment for working, studying, teaching, and research. During this time, when security of educational institutions is considered to be of paramount importance, there is a need to analyze, discuss, and formulate the best plan for the execution of the safety and security of the university and its community.

- To provide community oversight of Security & Safety assessment methods and policies of the university through the informed participation of faculty.
- To review and finalize all policies related to Security & Safety. This includes, as appropriate, making recommendations for policy changes to ensure that the University and its community have the safest environment possible. To assist the Security Staff in the smooth functioning of Security Policies with the aim of providing a secure environment, and to determine all issues related to strength, weapons, and equipment and their deployment.

Convocation Committee

The primary responsibilities of the Convocation Committee are to:

- Recommend the schedule for annual convocation and graduate night dinner;
- Coordinate the arrangements of convocation in consultation with Registrar Office, OSA, GSA, Marketing and other stake holders;
- Recommend the keynote speaker, venue, and program of convocation ceremony and graduate night dinner;
- Recommend the design of invitation cards and medals for the convocation ceremony and graduate night dinner;
- Recommend the overall budget and different vendors for all arrangements for the convocation ceremony and graduate night dinner;
- Recommend the involvement of staff in conducting the convocation ceremony and graduate night dinner;
- Recommend the list of invitees for guests and faculty procession;
- Provides solutions for other issue related to the planning and conduct of the annual convocation as referred to the committee.

Conservation Committee

The Conservation Committee, Sarsubz, is tasked with the evaluation and recommendation of environment and sustainability initiatives at LUMS. It covers the physical, biological, social, geological, chemical, economic, and aesthetic dimensions of workings at LUMS, and works towards creating a sustainable institutional model for the University by maintaining and ensuring ecological balance, economic growth, and social progress. The Committee acts as an advisory body; it does not have the authority to introduce binding policies and measures for the University's operational departments. It actively engages the faculty, staff, and students in discussions on proposed measures.

The Conservation Committee's primary responsibilities are:

- To increase awareness of environmental and social issues, and assist the LUMS community in undertaking all decisions with a conscious evaluation of sustainability and conservation; and
- To strive to make the LUMS community a leading example of an effective, environmentally conscious campus and to serve as a source of information for other institutions of higher learning.

The conservation committee carries out its responsibilities in the following domains:

- Education and Research: The Committee provides input in curriculum and integrates sustainability research with co-curricular activities on campus.
- Operations: It works with university operations related to Buildings, Climate, Dining Services, Energy, Grounds, Purchasing, Transportation, and Waste and Water.
- Planning, Administration and Engagement: It covers activities related to Coordination and Planning, Diversity and Affordability, Human Resources, Investment and Public Engagement.

The committee members serve for a standard term of one academic year and include the Heads of Facilities and Engineering, General Administration, and HR as permanent members.

Examinations and Standing

The committee on Examinations and Standing is charged with the following duties:

- To interpret and enforce the academic regulations of the university and to approve exceptions to them as circumstances warrant;
- To review periodically studies of these regulations with the purpose of improving them, simplifying them, and eliminating contradictions and inequities; and
- To review each student's record at the time of graduation and recommend to the faculty outstanding students to be granted degrees cum laude, magna cum laude, or summa cum laude.

Financial Aid Committee

The Financial Aid Committee has representation from all four schools, and is nominated by the Faculty Council (FC) and approved by the Vice Chancellor (VC) of LUMS. This is a University Standing Committee consisting of faculty and ex-officio members. Two to three faculty members from each school are appointed for a term of one year. The ex-officio members are the Dean of Student Affairs, HOD Financial Aid, and HOD Admissions.

The committee reviews and finalizes the following with respect to the LUMS Undergraduate and Graduate programmes each year:

- Financial need assessment criteria for applicants and students of all degree programmes;
- Policies and procedures regarding fee waivers, student loans/ assistantships and scholarships; and
- Any other issues related to financial aid need assessment policies.

As a policy making Committee, the primary charges of the Financial Aid Committee are:

- To provide faculty oversight to ensure implementation of LUMS Financial Aid Policy Statement, which is as follows:

Financial Aid at LUMS is based on the philosophy that admissions must be independent of the student's ability to afford LUMS tuitions. LUMS provides tuition fee waivers and interest free loans to students on the basis of their financial need, assessed by the LUMS Financial Aid Committee. Efforts are geared towards providing maximum financial assistance to all eligible students, given the resources available to the University.

- To provide faculty oversight in financial need assessment methods and policies of the university through the informed participation of faculty.
- To provide recommendations on policies related to financial aid disbursement including fee waivers, scholarships, and student loans. This includes, as appropriate, making recommendations for policy changes to ensure that all successful students are getting enough financial aid to stay at LUMS. This also includes gathering pertinent data to assist university management in determining the effectiveness of our financial aid program.
- To assist the staff of the Financial Aid Office in the evaluation of applications with the aim of providing necessary financial support in the best possible way.

Housing Committee

The aim of the LUMS housing committee is to ensure a safe, healthy, and enriching environment in the on-campus and off-campus residential areas of LUMS. Residential facilities for students do not come under the purview of the committee.

The members of the housing committee comprise faculty and ex-officio representatives from Administration. These members are people who, regardless of their school, are genuinely interested in the housing needs of the LUMS community, and are willing to work on a volunteer basis to meet those needs.

The LUMS Housing Committee comprises at least seven members in addition to ex-officio members. Ex-officio members of the committee include Director GAS, Head of HRD, and Housing Officer. The members and Convener of the committee are appointed by the Vice Chancellor.

Members are nominated at the beginning of each academic year. The term of office of these nominations is one academic year, and no Committee member can serve more than three consecutive terms. Members of the LUMS Housing Committee who do not attend any meeting of the Committee in any six-month period forfeit membership of the Committee and are replaced.

The Committee's primary functions are:

- To ensure a secure, convenient, and child-friendly living environment for the resident faculty.
- To review and recommend amendments to university policy and practice related to the provision and management of on-campus and off-campus housing including guest houses and other residential facilities for visiting or full-time faculty members in order to ensure transparency and improve housing management. The committee may request information from administrative departments for deliberation on policies related to the faculty housing.
- To conduct hearings of complaints from faculty housing residents regarding violations of the Rules and Regulations for LUMS Faculty Housing Residents. The committee may recommend action to appropriate authority for resolution of such complaints.

Library Committee

The Library Committee is a policy making body. Its charges are:

- Devising a vision for the library conforming to the university's/ faculty's expectations;
- Resource generation;
- Library development;
- Recommending library budget;
- Collection development (purchase of books, subscription of journals/ databases); and
- Approval of library rules and regulations.

There are four library committee meetings in an academic year to set guidelines for specific issues.

- October/ November meeting: Staff sets the main agenda and approves subscription of journals and electronic databases.
- December/ January meeting: Staff sets the main agenda, deliberates plans for mid-year resource generation, and reviews library development projects.
- February/ March meeting: Staff sets the main agenda, discusses library objectives, and approves estimates for planning and budgeting.
- May/ June meeting: Staff sets the main agenda, and plans library development.

Physical Planning and Space Committee

This committee provides advice on the maintenance and development of teaching and learning spaces at the university. The committee focuses on three key aspects: analyzing data related to utilization of teaching resources, analyzing existing inventory of teaching resources and, recommending additions or changes in teaching resources.

The Committee is mandated to:

- Analyze the effectiveness of existing teaching and learning facilities available at the university through quantitative analysis (including enrolled student vs. class room capacity data);
- Recommend changes to optimize the allocation of teaching resources;
- Analyze data on which resources are over-utilized and which resources are underutilized (including numbers and types of teaching facilities, capacity, configuration, equipment, etc.);
- Develop procedures to facilitate planning and decision-making on development and maintenance of teaching facilities;
- Regularly analyze up-to-date inventory of the teaching and learning space, including a review of current condition of furniture and equipment, and recommend upgrades if needed;
- Collect feedback on which teaching resources are more favorable (including assessment of classroom structure/ configuration vs. ability to interact with the students, multimedia vs. white board/ black board placement, particularly in small classrooms);
- Review and recommend any proposed alterations (whether funded locally or centrally) that affect teaching and learning space, in particular alterations that may have an impact on other academic programs or units; and
- Interact and consult with stakeholders as necessary.

Research Council

The purpose of the University Research Council (URC) is to identify and recommend those baseline policies that will be applicable to research endeavors of the faculty.

It is charged with:

- Advocating for and promoting a research culture at LUMS;
- Developing standardized policies and guidelines to promote quality research;
- Serving as an advisory group to the Vice Chancellor and other members of the academic administration including Deans in areas related to research;
- Acting as a University Standing Committee in reviewing and recommending new research policies and changes in existing ones; and
- Preparing a brief, written report on the year's activities of the URC at the end of each academic year and submitting copies of the reports to the Vice Chancellor of the University and to the Faculty Council.

The University Research Council membership is recommended by Faculty Council and finalized by the Vice Chancellor. Four faculty members each from SBASSE, MGS HSS, and SDSB, and one from SAHSOL comprise the URC. The VC convenes it. 50% of the URC members are rotated annually using a predefined formula.

The quorum is formed with 60 percent of members present (rounded up to the nearest whole number). Decisions are made on a consensus basis among all the members present. If a disagreement persists between the members on a particular issue, the Council may unanimously decide to resort to a different method for resolving the problem, such as majority voting. The URC meets at least once a quarter. More meetings may be scheduled if necessary. Members must inform the Convener well in advance if they are not able to attend a meeting.

All meeting minutes are hosted on a university provided space such as the portal.

Sports Committee

The aim of the LUMS, Sports Wellness & Recreation department is to enrich the lives of the University community through participation in sport and physical recreation.

Its members comprise student representatives from SLUMS, faculty, and staff.

It is managed by the LUMS Sports and Recreation Committee composed of seven members, including the Head of Sports, Wellness and Recreation Department. The VC appoints the other six members, one of whom is nominated by SLUMS, and a maximum of five chosen from the pool of faculty at SBASSE, SDSB, MGS HSS, and SAHSOL. These members are nominated at the beginning of the academic year for a one-year term and are not allowed to serve more than three consecutive terms. The functions of the LUMS University Sport, Wellness and Recreation Committee are:

- To formulate and recommend policy for the provision, delivery, staffing, and management of sport, physical recreation, and other activities to encourage participation in sport and physical recreation at LUMS;
- To determine the distribution of funds allocated to the department;
- To advocate for the development of sport and opportunities for physical recreation at LUMS; and
- To advise the decision-making bodies on the maintenance and installation of physical resources and infrastructure like playing grounds, sports complex, and water-sports facilities.

The Committee meets no less than twice each semester. Meetings are held during the regular term, outside of study hours. Members of the LUMS, Sport Wellness and Recreation Committee who do not attend at least one meeting of the Committee in any six month period forfeit membership of the Committee and are replaced.

Learning and Teaching Committee

LUMS established the Learning and Teaching Committee (LTC) to oversee academic quality in taught courses in the Schools of Business (SDSB), Law (SAHSOL), Humanities and Social Sciences (MGS HSS), Science and Engineering (SBASSE), and the School of Education (SE).

The LTC enables the University to maintain and improve academic standards and to foster high quality in learning and teaching related activities. It is mandated to support and coordinate a culture of effective learning and teaching at LUMS, to facilitate the optimal and innovative use of instructional methodologies and technologies, and to liaise closely with the School of Education in fulfilling this mandate.

The LTC's mission is to foster excellence in teaching, to strengthen the students' academic experience, to promote an inclusive learning environment, and to encourage co-curricular engagement.

It envisages LUMS as a leader in the development and use of effective and innovative methodologies and technologies in learning and teaching.

The Committee seeks:

- To promote a culture of best practices in learning, teaching and assessment;
- To promote dialogue between faculty and students in the development and enhancement of the student learning experience;
- To communicate and disseminate best practices and initiatives in learning and teaching across the University and to make recommendations on their implementation;
- To foster and explore opportunities for collaboration in the areas of learning and teaching within and outside LUMS; and
- To design induction and development programmes for faculty and staff in the areas of learning, teaching and assessment.

The LTC must have representation from all schools. The Dean of each school nominates one member for the LTC, and members in turn, nominate one School's representative as their Convenor. These nominated members are joined by a Student Council LTC representative, and the Manager of the Quality Enhancement Cell, with the latter serving as an ex-officio member.

Hence, the Committee is composed of the following eight members:

1. Convenor
2. SDSB LTC Representative
3. MGSB LTC Representative
4. SAHSOL LTC Representative
5. SBASSE LTC Representative
6. SE LTC Representative
7. Ex-Officio: Manager, Quality Enhancement Cell
8. One Student Council LTC Representative

The quorum of the Committee is formed with three members.

The SE Representative serves as the Secretary of the Committee. If the LTC Convenor is unavailable or unable to attend a meeting of the LTC, he/ she asks another member to convene the meeting, failing which any member of the LTC present at the meeting may be chosen to preside over the meeting by a majority of the members of the LTC present.

Attendance is mandatory for all Committee members. In case of non-availability, members must inform the Committee before the meeting via email and nominate a representative in their stead.

LTC meets at least once per Semester. The Convenor LTC or the Secretary to the LTC may call additional meetings.

The Secretary sends notice of the time and place of each meeting to each member and invitee by e-mail within a reasonable time prior to the date of meeting. Minutes of every LTC meeting are recorded. The Secretary circulates the minutes to all members of the committee after seeking approval from the Convenor. Relevant excerpts may be shared with invitees, if required.

The Vice Chancellor must be kept informed by the Convenor of the activities following each LTC meeting.

LTC members may not disclose information of a confidential nature, including but not limited to deliverables and documentation, to any stakeholder before the official disclosure of the draft version for input and/ or comments. These Terms of Reference will be reviewed every year or as required by change of law or practice. Any changes to this procedure must be approved by the same entities or persons who provided initial approval.

Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee (UGCC) consists of the Convener and at least nine faculty members appointed by the Vice-Chancellor before the start of a new academic year. The four schools, MGSB, SDSB, SBASSE, and SAHSOL are represented by at least two faculty members from each school. The Registrar of the University and the Dean of Student Affairs serve as ex-officio members of the UGCC.

The members and Convener serve terms of one year. No member of the UGCC is allowed to serve for a period exceeding three consecutive years.

The UGCC convenes at least three times in the course of an academic year. It may not convene when LUMS is in recess.

The broad mandate of the UGCC is to recommend policy on all matters that have a bearing on the undergraduate program at LUMS. These include but are not limited to:

- Reviewing proposals for all new majors and forwarding recommendations to the Faculty Council.
- Reviewing proposals for all new minors and forwarding recommendations to the Faculty Council.
- Reviewing proposals involving extensive or substantive modifications to existing majors
- Reviewing proposals involving extensive or substantive modifications to existing minors.
- Reviewing proposals for joint majors and interdisciplinary majors.
- Reviewing proposals for new courses that have a direct bearing on University Core Courses, such as Introduction to Writing.

The UGCC also recommends policy on all matters pertaining to:

- Distribution Requirements – In-Group and Out-Group Requirements
- Directed Coursework including Senior Projects, Independent Study, Research projects, Internships
- Pre-Requisites, Co-Requisites, and Anti-Requisites
- Cross-Listed Courses
- Courses that are repeated
- Transfer of Credits
- Academic Performance including Grading Policy
- Make-up Policy for Graded Instruments
- Academic Standing including Separation and Probation
- Academic Honors

Graduate Programme Council (GPC)

Terms of Reference

- The broad mandate of the council is to revise & recommend policy on all matters that have a bearing on the graduate programs at LUMS.
- The council reviews any recommendation in structural and curricula change of a graduate programme and recommends/ approves the change to further university approval committees (Faculty Council and Faculty Plenary).
- The rationale and feasibility of all new graduate programmes is presented and debated in the GPC. Upon approval, the programmes are recommended for further university approvals.
- The council reviews and finalizes uniform graduate programme policies to be included in the graduate handbooks in accordance with national and international recognition authorities.
- The Council acts as the examinations and standing committee for graduate programme students (and oversees separation, time-barred cases, and appeals). Any exceptions are debated and approved through the examination and standing committee role of GPC.
- The council decides all matters pertaining to academic standings, awards and honours.

Council Composition, Meeting Pattern and Quorum Requirements

- The Graduate Programme Council (GPC) consists of a Convener, all Graduate Programme Directors and faculty members announced by the Vice-Chancellor before the start of a new academic year.

- Graduate Programme Council 2017 includes:
 - Convener
 - Director PhD Mgmt., SDSB
 - Director MBA Programme, SDSB
 - Director EMBA Programme, SDSB
 - Graduate Programme Coordinator Economics, MGSBSS
 - SBASSE Graduate Programme Coordinator, SBASSE
 - Other Faculty members as announced by the VC
 - Registrar, Ex-officio
 - RO, Ex. Officio / Secretariat of the Council
 - QEC, Ex-officio
- The term of the Convener and members of the council are one year.
- The GPC convenes twice in a term or more if needed.
- The GPC does not convene when LUMS is in recess. However, if needed, a GPC meeting can convene with prior notification during the semester breaks.

The minimum quorum requirement is a presence of at least half the members.

V. FACULTY RIGHTS, PRIVILEGES AND RESPONSIBILITIES

Faculty members enjoy a great measure of professional autonomy. Collectively, they have a primary role in deciding who will teach, what will be taught, and what students will be expected to learn; and they play an important role in institutional governance. Individually, they have considerable freedom in pursuing their scholarly and educational work. Faculty members also have a number of rights and privileges, including the right to academic freedom and, for those who have earned it, the privilege of tenure. But faculty autonomy, rights, and privileges are combined with professional responsibilities; and this combination of rights and responsibilities shapes to an important degree the roles of faculty members.

LUMS makes decisions concerning the appointments and promotions of faculty members, the assignment of teaching and other academic duties, the support and sponsorship of scholarly research, and the granting or withholding of benefits and the imposition of burdens without regard to political, social, or other views not directly related to academic responsibilities.

Adjunct faculty are essential to the university's efforts to diversify its teaching staff and engage the most qualified professionals to interact with students and give them a "real world" perspective in the applied dimensions of various disciplines. The university prizes their viewpoints, and provides full support to the adjunct staff.

A. Academic Freedom

Universities exist to create and disseminate knowledge. Most of the time new knowledge is born out of a rejection or re-interpretation of received knowledge. At LUMS, special care is taken that the academic freedom to explore new areas of knowledge is not explicitly or implicitly hindered or compromised. It ensures that faculty members cannot coerce students into accepting or rejecting knowledge on account of their position of authority. Students are free to accept or reject ideas based on their own reasoning. Since free expression can be deeply disturbing, none of us, whether inside or outside of the academy, is immune to the temptation to suppress offensive speech by force, censorship, or intimidation. It is accordingly incumbent on each individual associated with the university -- whether as student, teacher, administrator or trustee -- to exercise the vigilance and self-restraint without which freedom of expression cannot flourish.

B. Academic Responsibilities

The faculty members are citizens, members of a learned profession, and officers of an educational institution. When they speak, or write as citizens, they should be free from institutional censorship

or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should be aware that the public might judge their profession and their institution by their utterances. Hence, they should always be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

Faculty at LUMS are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial material that has no relation to their subject. The distinction between education and advocacy is instructive in this regard. It is appropriate for faculty to engage in discussions of controversial matters that are relevant to their disciplines while engaging in the education of students. This will not be construed as limiting the faculty member's right to determine what materials are relevant to the objectives of a course.

The university supports the full freedom of all faculty members to teach in the classroom. The faculty is subject to the strictures associated with usual academic custom, usage, and case law as well as to those requirements specified in the university's master syllabi. Such freedom customarily includes the right to select those materials and teaching methods consistent with the relevant master syllabus approved by departmental faculty and deans, and provided by the university.

All faculty members are entitled to full freedom to conduct professional or scientific research. Faculty are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.

The academic responsibilities of a faculty member at LUMS can be broadly classified into 1) Course planning and review 2) Teaching responsibilities 3) Use of teaching resources, 4) Student advising, 5) Service to the University, and 6) Research.

1. Course Planning & Review Processes

The academic year at LUMS comprises three semesters, of which Fall and Spring are regular 16-week semesters and Summer is an optional 8-week semester. Faculty members have the opportunity to accept summer teaching assignments based on their individual preference and/ or departmental requirements but they are not obligated to do so. It is important to note that summer teaching cannot count towards the faculty's regular teaching load.

The academic calendar is published by the Registrar's Office and includes several dates of particular importance to the faculty, such as the starting and ending dates of classes, holidays and rescheduled classes in lieu of those holidays, the last date students may add or drop a course, the final exam week and grading deadlines for each semester.

Academic planning is a rigorous process that requires continuous involvement of the faculty, school and department coordinators, and the Registrar's Office. This is why the schools and departments are expected to initiate this process well in advance of the semester and determine

which courses should be offered in the upcoming academic year in order to fulfill the requirements of their students as set by the majors and minors.

This exercise typically begins at the start of the Spring semester each year with faculty meetings at the stream level in which the Program Director reviews the courses from the previous semester. In these meetings, faculty members are encouraged to discuss problems encountered, students' feedback, peer reviews, and next steps. Course offerings for the next year are based on the overall curriculum requirements of a major as well as of the wider student body. This means ensuring a selection of courses spread out over the various levels from 100 to 400.

Proposing a New Course

Proposals for new courses should first be discussed at the departmental level, for example, the program director, departmental colleagues, those in other departments with similar interests, and the department chair, who must consider the overall curriculum obligations. All new courses require the approval of their respective streams and of the School's Academic Review Committee. The steps required to get approval for offering a new course are as follows:

- Determine the title and level of the course (e.g., Introductory 100-level, Advanced 400-level etc.) using the Guide for the respective stream available with the Program Coordinator in each department.
- Create an outline of the course, keeping in line the guidelines for a standard course outline document (see section 2.4).
- Contact the relevant program director to explain the rationale for the new course, discuss how it relates to the existing courses being offered in the department, and ensure that it does not duplicate any existing offerings.
- Once approved by the program director, the course is then presented to the faculty in the respective stream and their feedback is incorporated. Obtaining approval from the stream faculty may require several iterations.
- After all new courses have been approved by their respective streams, they are sent to the School's Academic Review Committee for a final approval. This must be done through the Course Request Form (RO-RC) before March 1. The Academic Review Committee comprises the department chair, all program directors in the department, and faculty representatives from each stream. This committee reviews all courses to make sure that the course outline contains all required components, the course description and course objectives are clearly outlined, and the depth and breadth of the course matches the criteria set by the Levels Guide. It analyses the course content and methodology to ensure that Course Learning Objectives are mapped with Programme Learning Objectives, and appropriate credit hours are awarded for each course, given the workload.
- The ARC also ensures that the courses will complement, not duplicate, the existing course offerings, and approves cross listing with other streams. The ARC has the discretion to reject any course that does not meet the requirements set by the department, stream and/or the HSS Levels Guide.

- The course review process for Fall & Spring courses is completed by March 15, and the approved courses are communicated to the RO through a departmental course memo.

Review of Existing Courses

All schools/ departments are expected to review their existing courses at the end of each semester. This process is divided into three different categories depending on the frequency of course offering, and types of revision etc. as given below.

- Previously existing courses that have not been taught for a number of years, or are being taught for a fourth time tend to be significantly outdated and must be reviewed by the School's Academic Review Committee. The School ARC approves the updated and redesigned course reoffering and sends it to the RO in the departmental course memo.
- If revision is needed to the course content, course level, or grading breakup, the revised course is treated as a new course and follows the approval process for offering new courses as outlined in the above section. However, minor editing of course titles, change in prerequisites, or slight revisions in the reading list can be approved by the program director/department chair and do not need to be reviewed by the ARC.
- An existing course being taught by a faculty member for the first time is also treated as a new course and follows the approval process for offering new courses as outlined in the above section.
- Course reserves including the course outline, course pack and course files are available with the school's academic departments. The faculty can use it for their reference and understanding.

Administrative Considerations:

- After the internal and ARC review of new and existing courses, Schools and departments share their planned courses with the Office of the Registrar (RO) in the form of a School/ Department memo. The Course Memo defines course level, name, capacity, sections, pre-requisites, co-requisites, anti-requisites, instructor, credit hours and cross listing of each course offered by the department.
- All schools follow a rigorous process to ensure that a sufficient number of courses are offered to cater to University demand. About 70% of courses offered by a school in a regular semester are rolled forward with adjusted capacity and instructors.
- The Office of the Registrar collates the departmental course memo information and compiles a Master Memo. The [Policy on Course Memo Compilation \(Draft\)](#) explains this further. The Master Memo is verified by the School/ Departments and is then shared with the students for Career/ Course Planning.
- Office of the Registrar generates the Semester Schedule as per the Information in Master Memo and the [Semester Schedule Guideline \(Draft\)](#).

- The faculty may request their respective school's academic departments to schedule courses on specific days or timings between 8:00 a.m. and 6:00 p.m. Every effort will be made to honor the request of a faculty member for a specific time slot. The specific venue-related needs for courses are accommodated upon adjunct faculty request. The entire process is facilitated through the RO.
- The RO allocates venues to the classes based on their enrolment in Phases 1 and 2. The classrooms are communicated to faculty/ students after Phase 2, two weeks prior to the commencement of classes.
- The faculty is required to compile and submit the course pack to their respective school's academic departments a month before the start of each semester. Course packs are forwarded to the Library and to the Photocopier (from where students can purchase them). The faculty is also required to upload the course pack and the course outline on LMS so that all course materials are available at one place.
- In case of text books purchases, the faculty is required to submit book orders to the Library bookstore for timely procurement of books with a minimum lead time of four weeks. The faculty must provide the author's name, book title, edition, publishing company, and ISBN. Suggestions and recommendations for new library materials, and any library-related queries, may also be addressed to the bookstore representative mentioned in the list of directory.
- The faculty is required to select the course TAs for their respective course section prior to the start of the semester. The TAs shall aid the faculty in effective class conduction by marking class participation, taking attendance, grading the objective part of the quizzes/exams, whose grading component weighs not more than 40% of the total grade. All schools have their own TA's selection policies that guide the faculty on the selection criteria and administrative procedures.

2. Teaching Responsibilities

2.1 Class Meetings

It is the responsibility of the course instructor to reach the class venue five minutes prior to the scheduled class time and close the sessions on time. Sessions which run beyond the scheduled timing hamper students' ability to reach their next classes on time. The course meeting time cannot be changed without the approval of the appropriate dean, department chair, director, or center director.

If a faculty member is unable to meet a class due to an illness or unforeseen event, students should be notified immediately and the department coordinator should be requested to arrange a make-up session as soon as possible. The program director and department chair must be informed and approve of any anticipated long absence (one week or more of missed classes or a number of intermittent absences) and arrangements must be made for classes to continue during that absence. Classes can only be rescheduled after verification of clash-free slots.

2.2 Office Hours

In addition to regular classroom hours, faculty members (including Adjunct faculty) are expected to be available for consultation with students. The number of open office hours should be equal to at least 1 hour per week for each credit hour taught. These office hours may be regularly scheduled and/or by appointment and should be distributed throughout the week to accommodate the variety in students' course schedules. During final examination week and course enrolment cycles, additional office hours may be necessary as students may need more time for consultation. Faculty members are expected to display their office hours on their office door and in the course outline.

2.3 Course Outline

The course outline is a very important document that serves as a contract between faculty members, students and the university. Every faculty member must upload their approved course outline on LMS and Portal well before the enrollment cycle begins each semester. They must also provide a copy of the course outline to students in each class at the first scheduled session.

The Standard Course Outline Template is available at the following link: [Course Outline Template](#). While course outlines may differ slightly in appearance and organization, there are several components that must be included based on common practice across LUMS. These include:

- The instructor's office location, office hours and contact information.
- A statement of course goals and learning objectives
- An overview of the modules of the course arranged by weeks or by days. This schedule lists due dates of major assignments, tests, examinations, and official holidays.
- An overview of course grading policy including grade scale, evaluation criteria, a list of graded assignments and categories along with their individual weightage, and policy on missed/late work submission.
- Reference to the university policy and procedure on academic honesty in the Student Handbook.
- An overview of course policies such as attendance, academic integrity, class behavior etc.

2.4. Midterm Examination

Examinations conducted during a semester are known as midterm examinations. Midterms are considered an in-class activity for the undergraduate programme and no schedule is published for them by the Registrar's Office. The dates of the midterm examinations should be notified at the start of the semester by the faculty member and included in the course outline shared with the students.

In certain cases it will be necessary to involve the Registrar office for setting the time and location for the midterm exam to be conducted. This maybe required for:

- Large classes requiring multiple rooms for conduction of examinations
- Classes having multiple sections that hold a combined examination
- Midterm examinations that require a period of time larger than regular class duration
- Midterm examinations that are to be conducted at any time other than the scheduled class time

In all of the above cases the instructor/ department forwards a request to the Registrar's Office well ahead of time to specify the location of the examination and the time. It is the responsibility of the instructor/ department to notify the students of the date/ time and location for the examination.

Faculty members have the primary responsibility for proctoring and grading examinations, and for uploading the marks through Zambeel Grader tool. They must make a new exam with different questions each semester. They may not use exam questions from any commercial or non-commercial (test bank) materials. Past exams are available online on the Library's webpage for student's review, so it is critically important to draft a new exam with different questions for each exam period. Please refer to the TA Policy and the Examination Policy for operational details.

If a new faculty member is teaching a course for the first time, he or she must share with students some exam formats so they know what to expect. This format is shared in the first week of the semester. It describes the exam, and includes details like the instructor's general approach, page or word limits.

Exams have to be prepared by the faculty and TA involvement in exam preparation is strictly prohibited. TAs are not authorized to grade the exams. TAs may only grade the objective portion of the exams and quizzes totaling not more than 30% of the total course grade.

For graduate programmes, the detailed schedule is published by the respective school's programme managers covering all aspects of the evaluative components including exam weeks and dates upon the start of every semester. There is no pre-set mid-term week for the undergraduate programme. For graduate programs, all the class and exam details are published in detail prior to the start of each semester.

Types of Examinations

- Closed Book Examinations:** The student is expected to complete the examination without the help of any outside material.
- Examinations allowing assistive materials:** In certain cases, the faculty member may allow students to bring additional material such as an A4 hand-written sheet of paper. It is important that the faculty member clearly specify exactly what material the student can bring to the examination, so that there is no ambiguity on the matter.
At least a month before the exam period begins, instructors must provide students with written notice of exactly what materials can be used.

- c. **Take-Home Examinations:** A take-home examination requires advanced planning on the part of students and faculty, so it is important that a faculty member clearly states it in the course outline. In such cases the student is allowed to consult outside resources while completing the examination within the time stipulated.

2.5. Administering The Exam

The faculty member is required to administer the exam by him/ herself and is required to be present during the entire examination period. Any queries related to the exam paper are to be answered by the respective faculty members only. In case of large classes or those whose exams are scheduled in multiple classrooms, it is necessary for the faculty member in consultation with the department to have additional proctoring resources available to administer the examination. For details please refer to the TA Policy and the Examination Policy.

a. Deferred Exams

All students are required to take exams as per shared schedule, however, in case of extreme circumstances, an examination of a student maybe deferred by the office of student affairs on receipt of an application by the student or the faculty member.

2.6. Grading Guidelines

A faculty member is expected to define an unambiguous, standardized system for conducting quizzes, assignments & examinations so that the examination process is in line with LUMS' quality principles. It is the responsibility of a faculty member to ensure that examinations are carried out smoothly.

Grading Policy

At the start of the semester, the faculty member must configure the Zambeel grade book and define the number of instruments as defined below and their respective weightages. The faculty members formally evaluate students through appropriate instruments as specified in the course outline and configured on the system (Zambeel). These may typically include but are not limited to the following:

- Quizzes
- Assignments
- Projects
- Class participation
- Examinations

LUMS uses a letter grade system (A, B, C, D, F) with pluses and minuses (+, -) to designate student performance. The plus/ minus grading scale, in terms of GPA points, is as follows:

A+ 4.0
A 4.0
A- 3.7
B+ 3.3
B 3.0
B- 2.7
C+ 2.3
C 2.0
C- 1.7
D 1.0
F 0.0

The average is obtained by dividing the total number of grade points earned by the total number of grading credits attempted.

Further information on university's system of grading and an elaboration on the grade-point system is available in the respective programme(s) handbooks. The faculty must familiarize themselves with the grading section.

A+, A, A- (separate description required)

To earn the grade of "A," students will:

- Demonstrate superior knowledge and mastery of subject matter
- Submit written work that shows a superior level of research, insight, and understanding of the subject.
- Participate very actively and intelligently in class discussions.
- Demonstrate that, overall, their work is of superior quality.

B+, B, B-

To earn the grade of "B," students will:

- Demonstrate a broad comprehension of subject matter.
- Submit written work that shows a high level of research, insight, and understanding of the subject.
- Participate freely and effectively in class discussions.
- Demonstrate that, overall, their work is of high quality.

C+, C, C-

To earn the grade of "C," students will:

- Demonstrate satisfactory comprehension of subject matter.

- Submit written work that is acceptable and meets basic requirements.
- Remain attentive and take an acceptable role in class discussions
- Demonstrate that, overall, their work is of adequate quality.

D

To earn the grade of “D,” students will:

- Demonstrate a minimal or borderline comprehension of subject matter.
- Submit written work that is unsatisfactory in part.
- Participate little or not at all in class discussions.
- Demonstrate that, overall, their work is of inferior quality.

F

Students who earn the grade of “F,” do so because:

- They demonstrate an unacceptably low level of comprehension of subject matter.
- They submit written work that is unacceptable.
- They take little active interest in class discussions.
- They demonstrate that, overall, their work is not worthy of course credit towards the degree.

This standard grading scale helps in maintaining the highest standard while at the same time preserving the autonomy of the faculty in evaluating and assigning grades. The standard scale does not take away the faculty’s ability to assign grades as they determine. How the faculty arrives at the grade or average and weights assignments is up to the individual faculty member.

Grade confidentiality is an important part of a student’s right of privacy. All student grades are to be treated as confidential information shared only between the individual student and his/her faculty member. A student’s grade is not to be discussed with anyone other than the student and must not be posted/ communicated through any mode.

The course outlines must mention if the course deviates from the standard relative grading method.

Students’ work should be evaluated periodically throughout the semester and the feedback communicated in a timely manner. It is expected that all grading instruments will be returned to the students within 10 days of the due date. Grades must also be posted within these 10 days to allow students to measure their performance in class. Furthermore, a student’s final course grade should not depend on a single paper or exam. The final exam or paper should not count for more than half of the final grade.

Grading Deadlines

The faculty is required to inform the students about the weights assigned to the instruments for grading student performance in the course outline. Any cumulative deviation of more than five percent from the course outline is to be approved by the Department Chair and the Dean and is to be properly communicated to all students in advance of evaluations that employ that instrument.

The faculty is expected to create the course components on Zambeel as defined in the course outline, within the Add/Drop period of the new semester. It is up to the faculty member to decide whether to directly input the components' marks on Zambeel or download an excel file from Zambeel based on the created components. The faculty can maintain the components marks in an excel sheet and upload it back on Zambeel so that the assessment is visible to students within ten days of conduction of the instrument.

The absolute grading deadline for all subjects will be announced by the RO office each semester and is generally 10 days after the completion to the last final exam. The exception to this is for the case of graduating students whose grades deadlines will be separately announced by RO. Final grades are due within ten days of the date of the final exam of that subject. Grade reports for independent studies and any form of directed coursework must be turned in on LMS or Zambeel before the absolute grading deadline. The Registrar's Office sends an email to all faculty announcing the approaching due date, and provides a helpful guide to grading.

It is imperative that faculty members meet the deadline for posting grades, especially if they are teaching a class that has graduating seniors in it. All faculty members are also required to submit signed hard copies of grade reports to the department coordinator, who will file them in the office, and also send a copy to the Registrar's Office.

Grade Change

It is important to note that the instructor is the final authority on all grades and, except in extraordinary circumstances, has the responsibility for assigning or changing a course grade. A faculty member may need to change a grade after final grades have been submitted to the Registrar's Office, if there has been an error in the computation, transcription, or reporting of the grade. Good reasons for changing grades are limited to calculation errors and completion of assignments after the submission deadline has passed. No change of grade may be made on the basis of reevaluation of a student's work or the completion of additional assignments.

To request a change in grade, a grade change petition needs to be completed and submitted to the Registrar's Office after approvals by the Department Chair and Dean. The deadline to submit grade change petitions is 3 weeks after the absolute grading deadline for returning students, and 3 days after the absolute grading deadline for graduating students.

Incomplete Grades

An incomplete grade may only be awarded to students enrolled in either (1) Directed course work or (2) Senior project and thesis in case they are unable to complete the requirements for the course within the semester time frame.

- An "I" grade may be awarded if a student has completed 90% of the course work in the semester and the remaining is to be completed 4-6 weeks into the next semester.
- The requirements for the course in which an I grade has been awarded must be completed within the first six weeks of the next regular semester. This period excludes the summer semester.
- If the grade is still pending 6 weeks into the next semester, a reminder/ warning is sent to the department coordinator, instructor and student.
- Two weeks after the reminder/ warning is sent, an F grade is automatically assigned for the DCW in case the requirements are not complete. Accordingly, the semester GPA and CGPA are recomputed and a revised grades-slip is issued to the student.
- If the senior project is to be completed in two semesters, then the final grade for Sproj 1 and 2 is assigned after the completion of Sproj 2.

A detailed grading guideline and user manuals for Zambeel Gradebook and Grader (a custom application developed for the faculty to assist in grading) are available at:

- Grading Guideline Presentation
- Grader User Manual for Deans
- Grader User Manual for Faculty
- Grade Reopening SOP

For further details, refer to the Policy on Course Grading at LUMS (Draft), and the Policy on Grading of EMBA/ MBA.

2.7. Academic honesty and Integrity

A part of the overall LUMS mission is to inculcate a sense of honesty and academic integrity in all our students. It needs to be frankly admitted that this presents a serious challenge; our students often come from a milieu that does not prioritize these qualities beyond lip service. All faculty members should be prepared to devote some thought, effort and time to these goals.

Three aspects of meeting this challenge are: 1) Monitoring 2) Informing and Reasoning 3) Inspiring

In terms of monitoring, faculty must ensure that all evaluations (e.g., exams, quizzes) are properly designed and implemented. Arrangements should be made for invigilation where required, along with seating plans, multiple versions of exams etc. to discourage temptations. Students should be warned repeatedly of the consequences of academic dishonesty. Repetitive and predictable exams/ assignments that incentivize plagiarism/ copying and pasting/ rote learning should be avoided. Students should be briefly reminded of the LUMS norms of honesty and integrity before

evaluations. Workloads should evenly divided and balanced over the semester so as to avoid overwhelming work pressures at critical times. Students should regularly reminded of impending deadlines and where possible, large projects should be divided into smaller components with intermediate deadlines.

All faculty members should find the time to briefly remind students of the ethical arguments and reasoning concerning academic honesty and integrity. Students should be made familiar with the 'slippery slope' argument whereby small 'short cuts' lead to ingrained habits and then a prevailing culture of dishonesty. LUMS was established specifically to set a different norm to such cultures that prevail in a number of other institutions. Students also need to be reminded that crimes against academic honesty are not victimless. They victimize all honest students who achieve the same grade without cheating. When the unqualified person who has benefitted from cheating reaches the job market, all alumni become victims as the reputation of the university suffers. This closes opportunities for all alumni as recruiters change their expectations. Another victim is the cheater himself, who has failed to learn. In practically all cases, root causes of unfair means are underlying weaknesses in basic skills such as language, programming and mathematics. Faculty should make an effort to identify students with weaknesses earlier by grading efficiently and in a timely manner and encourage weak students to take corrective measures.

In terms of inspiration, LUMS must always have the ultimate goal of producing ethical leaders who act from internal conviction rather than fear of monitoring or external incentives. Honesty and integrity are a part of an upright and dignified human existence. In particular integrity (the opposite of which is expediency – rather than dishonesty) needs to be emphasized. Too many students take pride in giving faculty the 'answer that they want to hear' in essays, or its equivalent in other disciplines. The University should be the place where students learn to correct their errors in thinking and weak argumentation but not confuse these with honest differences in opinion and conviction. Students should also learn the difference between fulfilling procedural requirements and stepping stones (like deadlines) and producing flawed or shoddy work. In some cases, plagiarism is the outcome of a good student not having the integrity to put in the effort to produce first-rate original work.

All these matters are a part of the learning and teaching profession and faculty must be prepared to mention and work on these on the context of their particular disciplines.

2.8. Agenda for the first session

The faculty is required to review the course outline, grading scheme, schedule of activities and expectations and the academic calendar with the class. The faculty must make sure that these subjects are clearly elaborated and completely understood by the students since this is viewed as a contract between the students and the faculty for the entire semester. The following dates are to be clearly stated:

- Dates for the graded work submission along with the timeline
- Date of last class session

Students may not withdraw from the course any later than the date announced.

The faculty must also discuss all the course requirements and plans for the evaluation of students. These include the following:

- Whether there will be a final exam or final project (In case of an exam, its format and length must be clearly mentioned)
- Whether the final exam will be closed or open book (We strongly discourage limited open book exams where only certain materials are allowed because they are difficult to monitor.)
- The attendance policy
- The incorporation of class participation in the final grade
- The feedback that the instructor will provide on exams and papers
- Any other projects that will be included in the final grade

This information should be repeated during the second week of classes for the benefit of enrolled students who may have missed the first meeting.

2.9. Add/ Drop Period

The first week of classes is the “Add/Drop Period” during which students may add any course that they wish to take during the current semester. The student may also drop a course in this period. Following the completion of this period, no courses may be added to the schedule of the student.

The first week of classes is a normal instruction period during which students are expected to attend all classes. After students have enrolled in a course, they are required to attend classes until they drop the course or withdraw from it. The onus for making up the material covered in any class by a student who has not attended the class is on the student alone. Skipping classes in the Add/ Drop period does not constitute a course drop or withdrawal. The attendance and grading policy during the Add/ Drop period is clearly given in the course outline for each course and in the respective programme handbook. It is the faculty member’s discretion whether to count or discount attendance and CP of sessions conducted during the Add/ Drop period.

2.10. Drop Period

During a regular (Fall/ Spring) semester, a student may drop a course without it being recorded on their transcript during the first five weeks of the semester. This period is referred to as the drop period. Upon completion of the drop period and prior to start of the eighth week of the semester, a student may withdraw from a course following the required procedure as communicated by RO. A non-credit mark of “W” is given for withdrawals during this period. After the seventh week of the semester, the student may petition to withdraw from the course to the Office of Student Affairs. If a student unofficially withdraws from a course, a grade of “F” is awarded.

The university’s academic calendar lists various deadlines for students to add/ drop/ withdraw from courses. Programme handbooks provide additional details.

2.11. Last day of classes

On the last day of class, the faculty reminds students of all the information regarding exams that was presented in the first class. There can be no material change from the first week's instructions. Students are reminded of the exam format, the length of the exam and what materials, if any, may be used during the examination. Where appropriate, the faculty should announce whether calculators might be used.

Faculty members also re-affirm project paper deadlines. They describe the feedback procedure they intend to follow for the class, and set aside time for the course evaluation.

2.12. Reading and Review Week

The academic calendar provides for a reading and review week in the penultimate week of the semester. This period is intended to allow students sufficient time to prepare for final examinations, and is reserved for optional review sessions. During this week, no new course material is taught; and no graded quizzes or assignments of any kind are scheduled.

2.13. Final Examination

If held, the final exams must follow the official final exam schedule published by the Registrar's Office to avoid conflicts with other courses. The one-week period for final examinations at the close of the Fall and Spring Semester is published in the academic calendar. Changes to a scheduled final exam may not be made without prior approval of the Registrar's Office. This usually requires that every member of the class freely agree to the change.

The time slots for final exams are available upon the start of the first enrollment phase and are available on the LUMS portal under Registrar's Office. The exact schedule with venues is published closer to the final exams. Faculty members have primary responsibility for proctoring and grading examinations, and for running the marks through the Grader. Students should have an opportunity to review their performance on final exams and/or projects.

Seminar and Research Papers' Due Dates/ Extensions:

Final papers in seminars and other courses are due on the date announced in the academic calendar unless the faculty sets an earlier due date. Individual extensions for up to the maximum allowable days as listed on the Office of the Registrar's website may be granted by the faculty, provided the student submits an Individual Extension Form to the Office of the Registrar.

2.14. Student Course & Instructor Evaluation

Course/faculty evaluations are designed to strengthen teaching quality provided by university faculty. The evaluations are administered for each course every semester and are an important assessment tool used by the department chairs, academic deans, and center directors when considering the renewal of teaching contracts.

The evaluations are conducted online through Zambeel, during the last two weeks of semester. The results are then compiled by Office of the Registrar. The faculty members can access the evaluations in Zambeel in the Self Service tab, once they finalize their grades and they are posted by RO as per university process. The evaluation summaries and student comments are visible to them.

2.15. Course Files

Maintaining a complete record of a course taught in a semester in the form of a Course File is mandatory for all faculty members. A Course File should have a complete record of every activity that happens during the course. It is mandatory for faculty members to ensure that their course file contains a title page, change and distribution record, custodianship, content list, course outline (containing course description, learning outcomes, grading components and breakup), Copy of all homework assignments, quizzes, midterm examinations, any other grading instruments and final examination, Instructor course review report, assessment material, teaching material and student feedback.

Soft copies of all course evaluative components used in the semester must be submitted to the respective school's academic managers along with the faculty course review report upon closure of the semester. The data is to be uploaded over LMS for future record and reference.

The **Course File Policy** provides further details.

2.16. Non-academic issues

a) Concerns about Student's Well Being

As a member of the LUMS faculty, an instructor may be the first to notice when a student is in distress, whether reflected in repeated absences from class, missed deadlines, a noticeable change in hygiene or physical health, or comments or behavior suggesting the student is depressed, overwhelmed, or otherwise at risk. Because the faculty member holds a position of trust and authority, students who are having difficulties may be willing to seek help from the student counselor. The faculty member should use their judgement to bring such matters to the attention of the student counselor.

b) Auditing Courses

At LUMS, enrolled degree students may audit additional classes, with the permission of the faculty and respective School's Academic Department. Faculty should withhold permission to audit when the classroom is full or where the presence of auditors would be detrimental to the classroom experience of enrolled students. Auditors receive no transcript notation of their attendance in class; their attendance is simply for their own interest and education. From time to time, faculty members may get requests from co-workers or colleagues who would like to sit in on their course. While an occasional guest in the class is acceptable, those who attend a class regularly must be enrolled (on a seat-available basis) and pay the usual per-credit fee.

c) Disability Services

Some students at LUMS may have disabilities including physical disabilities, learning disabilities, attention disorders, chronic health conditions and psychological disabilities. Such students who present appropriate documentation to the Office of Student's Affairs are accommodated on a case-to-case basis. The most commonly approved accommodations are extended time on exams, classroom furniture accommodations, assistive technology, use of a note-taking service, and audio-recorded lectures. In most cases, the faculty is not notified if a student with a disability is enrolled in his/ her course. This is done to protect the student's confidentiality. In instances where it is necessary to inform a faculty member, the student will be consulted first and the minimum amount of information will be disclosed to identify an appropriate accommodation.

d) Substitute Faculty to Teach

On occasion, when a compelling reason necessitates the instructor's absence from the class, substitute faculty may be asked to teach a class with the approval of the respective Dean of the School. Such arrangements should be rare and, in every case, should be brought to the attention of the Schools' Academic Head as far in advance of the class as possible.

e) Use of Outside Guest Speakers

Although carefully chosen outside speakers may be useful tools in teaching classes, the deans request that instructors not make excessive use of such speakers. The students think most highly of a faculty member who develops an intellectual relationship with them.

3. Teaching Resources

3.1 Learning Management System

LUMS provides students and faculty with Sakai Learning Management System ("LMS"), a secure online environment developed by universities for online teaching and learning, course management, and collaborative learning.

Some of the key features of the LMS include:

- Course related information: syllabus, course calendar and sharing contact information;
- Teaching and learning features: course management and learning tools allow instructors to build and plan lessons, create and grade assignments, develop and offer tests and other assessments, and share files via a drop box;
- Learning resources: documents, presentations, web sites and video links;
- Communication and collaboration: email, announcements, discussion forums, live chat, polls, blogging, group projects, and scheduling advising appointments;

- Evaluation: assignments, tests, online and offline quizzes, surveys, grade books, end-of-term course evaluations, and plagiarism detection.

Before the semester commences, IST creates sites in the LMS for each course offered in the semester, and enrolls students in their respective course sites.

Typically, instructors use the LMS to share course materials, class schedules, as well as communicate deadlines and announcements. They also give assignments and assessments (both online and offline), and post results in the LMS gradebook.

Mandatory Use of the LMS:

As per LUMS policy, instructors must populate their course sites with at least the following:

1. Course outline
2. Syllabus
3. Teaching / reading material

The LMS can be accessed at <https://lms.lums.edu.pk>

3.2. Zambeel

Zambeel is another online resource to access information about class schedules, course enrollments, and, later on in the semester, submit quiz, assignment, mid-term and final grades. From Zambeel, the faculty can also access their student advisee information and their academic records (See Student Advising).

Instructors are required to create the course components on Zambeel as defined in the course outline, within the Add/ Drop period of the new semester. It is the discretion of an instructor to directly input the components' marks on Zambeel or download an excel file from Zambeel based on the created components.

3.3. Portal

The LUMS Portal is the definitive source of information for LUMS-wide academic policies and procedures, and various forms for students and Faculty, of which Faculty must be aware and be guided by in their work. It contains LUMS-wide policies, such as course outlines, Student Handbooks, and documents such as the directed coursework/senior project registration form, grade change request form etc.

3.4. Photocopying and Printing

The photocopying & printing services are available at the super store and can be reached at extensions 2519 and 2520.

3.5. Library

The Gad and Birgit Rausing Library offers many key resources and services for faculty, who may access it for course materials, reference materials & assistance. Faculty members have full library privileges during the semester they teach. Library hours are 8:30 a.m. – 2 a.m., Monday through Friday, and 10 a.m.-10 p.m. on Saturday and Sunday. The Library offers regular training sessions and workshops for using electronic resources, and is always ready to assist. Please refer to the section on the library.

4. Student Advising

Faculty advisors play a critical role in students' academic and non-academic careers at LUMS by helping them make thoughtful decisions based on a full understanding of the diverse options available to them. Each school has its own academic advising unit, supervised by the Dean, who is responsible for assigning faculty advisors to all students within their respective school. The academic advising unit assigns advisors for first-year students and any other students without a declared major. After a student declares a major, he or she is assigned a faculty advisor from their major department. This reassigning is usually handled at the departmental level.

Faculty members can view the list of their advisees by using Zambeel self-service. In the event of incompatibility, either the faculty member or the student may request a change. Providing accurate information to students is an important part of the advising process. Every faculty advisor is expected to be familiar with the academic policies and procedures of LUMS as given in the Student Handbook. Faculty advisors should also be familiar with the resources available to them should they require assistance with interpretation of academic policies and procedures or with creating an academic plan for their advisees, etc.

Faculty advisors are required to meet with their advisees at least once each semester to review the progress toward completing the proposed academic program and to discuss grades and other performance indicators. Any report of unsatisfactory work should be closely followed and special attention should be paid to students who are placed on academic probation. If needed, faculty members may refer their advisees to other institutional resources when academic, attitudinal, or other personal problems require intervention by other professionals e.g., Student Advising Unit, Office of Student Affairs, Department Program Coordinators, Student Counselor, etc.

4.1 Academic Advisement in Zambeel

Academic Advisement is an application available within Zambeel that tracks the requirements and policies that a student must satisfy in order to graduate. Faculty advisors can also track their advisees' degree progress by viewing a comprehensive report of their course history and their outstanding requirements.

Using the Academic Advisement tool, a faculty member can generate simulated advisement reports for their advisees based on various what-if situations. These reports compare a student's transcript against multiple careers, programs, plans and sub-plans.

5. Service to the University

Faculty members are expected to participate in the University Standing Committees that serve as the decision-making platforms of the University, and to share the necessary administrative work of their Departments, Faculties, and the University. Each year at the start of the Fall semester composition of the university standing committees is announced by the Office of the Vice Chancellor based on the recommendations received from the Faculty Council. During the academic year, the conveners of the respective standing committees hold meetings as required at which the attendance of all members of the committee is expected. In addition to the University Standing committees Departments and Schools may constitute other committees to facilitate their operations. All faculty members are expected to fully participate in all committees that they are members of and to undertake any tasks assigned to them by the committee in a timely manner.

Service to the University embraces service to the larger academic community, which is performed through reviewing academic publications, and sitting on editorial boards, granting councils, and other learned associations (besides other duties). At the end of the academic year, each Department Chair/ Dean carries out an assessment of service to the university by the faculty member as a part of the annual faculty performance review.

6. Research

Faculty members are expected to dedicate a reasonable amount of their time to original research and innovative or reflective scholarly or creative work consistent with their academic stream. They must make the results of such work available to the scholars and public through publications, lectures, and other appropriate means. Research is an integral part of academic activity and contributes in enriching the scholarly content of the teaching material.

Faculty members are expected to dedicate a reasonable amount of their time and efforts to original research and innovative or reflective scholarly work consistent with their academic stream. Ordinarily, a faculty member devotes 40% of their time to teaching, 40% to research and 20% to service. The final distribution can vary based on his/ her commitments as long as the Chair/ Dean is consulted about the changes. Faculty members are also allowed a maximum of 52 days per year for consulting activities.

There are two types of funding opportunities available to the LUMS faculty: one from the internal funding sources of the university, and the second from external sources. The Office of Sponsored Programmes and Research (OSPR) provides comprehensive support to the faculty, from the inception and submission of the research proposal for funding to the closure of the research project. OSPR also provides support in applying for Intellectual Property Rights (IPR) and copyrights for all scholarly and creative work.

The authority to approve a proposal, memorandum of understanding, contract, agreement or any other similar instrument rests with the Vice Chancellor. Faculty members are not allowed to enter into such arrangements on behalf of LUMS directly.

While conducting research, the faculty must maintain high standards of integrity. It is also important to follow the contractual obligations towards the funding agency when publishing research outcomes. Faculty members are required to identify themselves as members of LUMS and also acknowledge the support of the relevant sponsoring bodies such as LUMS if internal

funding (FTG, Startup Grant, etc.) was obtained, and other bodies if an external grant was awarded. In all publications, especially consultancy reports, the authors must explicitly communicate in writing that the views expressed are their own, and the advice provided draws on their personal expertise, and not the university's.

Carrying out research related activities at LUMS requires the use of general physical and administrative facilities of LUMS for which the university needs to be compensated. LUMS charges a financial overhead (indirect cost) from the externally funded programmes at the rate of 30/130 of the total project cost, unless otherwise restricted by the sponsor. In case of consultancy projects, overhead is calculated at the rate of 30/130 of the total consultant(s) fee.

Research at LUMS is managed through policies stated in the "Research Handbook". Faculty members are encouraged to visit the OSPR page on LUMS portal (<http://portal.lums.edu.pk/osp>) for further details.

C. Faculty – Staff Relations

Underpinning the University's academic functions and branches is an array of departments dealing with administration and maintenance that employ a tireless group of individuals. These staff members maintain and develop the library and laboratories, schedule classes and keep academic records, provide meals, regulate safety and security, and keep the campus immaculately clean and attractive. Their considerable efforts allow the university to function in the efficient, frictionless manner it is known for.

The staff members seldom have a say in designing the policies and procedures they implement. Despite this, they proactively predict and resolve problems that the faculty might face. Faculty members must treat them with the same respect and appreciation they extend to their peers, and resist burdening them with unreasonable or inappropriate requests. Faculty must not indiscriminately treat all members of the staff as their personal assistants, nor ask them to perform duties that do not fall within their job descriptions. Staff members may feel uncomfortable refusing extraneous tasks assigned by the faculty because of the inherent imbalance of power in their positions. The faculty must therefore take care not to exploit their perceived position of authority, and to treat staff fairly at all times.

D. Discrimination and Sexual Harassment

The complete policy is available on portal: [LUMS Sexual Harassment Policy](#)

Policy Statement

(1) Sexual harassment is prohibited at LUMS and constitutes a punishable offence under the LUMS Sexual Harassment Policy (the "Policy") and applicable law. The Protection Against Harassment of Women at the Workplace Act, 2010 (the "2010 Act").

2) Sexual harassment is demeaning to human dignity and is unacceptable in a healthy work and academic environment, specifically one in which scholarly pursuit may flourish. LUMS will not tolerate sexual harassment of any member of the LUMS Community, as defined in Clause 5, and will strive through education and deterrence to create an environment free from such behaviour on its premises.

(3) LUMS affirms the right of every member of the LUMS Community to live, study, and work in an environment that is free from sexual harassment. Behaviour constituting sexual harassment as defined in the Policy and the 2010 Act is incompatible with all recognized standards of professional ethics and with behaviour appropriate to an institution of higher learning.

(4) All persons entrusted with authority by LUMS have a particular obligation to ensure that there is no misuse of that authority in any action or relationship.

(5) LUMS recognizes its legal and moral responsibility to protect all of its members from sexual harassment and to take action if such harassment does occur. To these ends, LUMS has developed a Policy on, and procedures for, dealing with complaints of sexual harassment, including a range of disciplinary measures up to and including dismissal. LUMS has also established an educational program to prevent incidents of sexual harassment.

(6) LUMS prohibits reprisals or threats of reprisal against any member of the LUMS Community who avails of this Policy or participates in proceedings held under its ambit. Any individual or body found to be making such reprisals or threats will be subject to disciplinary action.

(7) The intention of this Policy and its procedures is to prevent sexual harassment from taking place, and, where necessary, to act upon complaints of sexual harassment promptly, fairly, judiciously, and with due regard to confidentiality for all parties concerned

(8) All administrators, deans, managers, department chairs, directors of schools or programs, and others in supervisory or leadership positions have an obligation to be familiar with, and to uphold, this Policy and its procedures, along with informing members of their staff about its existence and applicability.

(9) This Policy is adopted, among others, pursuant to the provisions of the 2010 Act. The Annexures to the Policy are an integral part of the Policy. (10) This Policy shall come into effect on November 1, 2014.

(11) This Policy shall supersede all other terms, conditions, agreements and arrangements at LUMS with respect to sexual harassment.

(12) References to Clauses are, unless the context otherwise requires, references to Clauses in or to this Policy.

Definitions

Unless the context otherwise requires, capitalized terms used in this Policy shall have the respective meanings given to them below:

“2010 Act” - The Protection Against Harassment of Women at the Workplace Act, 2010.

“Code of Conduct” – The meaning ascribed in Clause 4 (2).

“Competent Authority” – The VC or his designated representative.

“Inquiry Committee” – The meaning ascribed in Clause 7. “

LUMS” - Lahore University of Management Sciences.

“LUMS Community” – The meaning ascribed in Clause 5.

“Minor and Major Penalties” - The meaning ascribed in Clause 11.

“Ombudsman” – The Ombudsman appointed under the 2010 Act.

“Policy” – The LUMS Sexual Harassment Policy.

“VC” – The Vice Chancellor of LUMS

Understanding Sexual Harassment

(1) Sexual harassment is a reality which can occur in classrooms, offices, research laboratories, and t h e LUMS environment in general. Sexual harassment can range from visual signals or gestures, to verbal abuse, to physical contact along with hand or sign language to denote sexual activity, including persistent and unwelcome flirting. All the actions categorized as sexual harassment, when carried out physically or verbally, would also be considered as sexual harassment when carried out using electronic media, such as computers, mobile telephones, internet, and e-mails.

(2) Sexual harassment generally takes place when there is a difference in power or authority among the persons involved (Student/Teacher, Employee/Supervisor, Junior Teacher/Senior Teacher, Research Supervisee/Supervisor, Teacher/Research Assistant, and Teacher/ Teaching Assistant).. Its key elements are that the behaviour is uninvited, unwanted, and unwelcome. Notwithstanding the above, sexual harassment may also occur within a peer group (between Teachers of the same seniority level, Student/Student) and is deemed to have occurred if the key elements exist.

(3) LUMS employees and students must be aware of the need for freedom of inquiry and openness of discussion in its educational and research programs, where they must also strive to create and maintain an atmosphere of intellectual decorum and mutual tolerance, in which these essential features of academic life can thrive. LUMS cannot and will not guarantee that every idea expressed in its classrooms or laboratories will be inoffensive to all; pursued seriously, education and scholarship necessarily entail raising questions about received opinions and conventional interpretations. LUMS does guarantee, however, that credible accusations, such as those accusations coupled with either tangible evidence, witnesses, footage, of inappropriate sexual remarks or actions will be investigated promptly, thoroughly, and fairly.

(4) Once a person in a position of authority at LUMS has knowledge, or should have had knowledge, of conduct constituting sexual harassment, LUMS is exposed to liability. Therefore, any administrator, supervisor, manager or faculty member who is aware of sexual harassment and condones it, by action, would be held responsible for negligence towards maintaining a campus free from sexual harassment.

(5) Sexual harassment is ordinarily offensive sexual behaviour by persons in authority towards those who can be benefited or injured in an official capacity. Therefore, it is primarily an issue of

abuse of power. Sexual harassment is a breach of a relationship of authority and trust. It is unprofessional conduct and undermines the integrity of the relationship. Sexual harassment is coercive behaviour, whether implied or actual. In effect, it is unwanted attention and intimacy in a nonreciprocal relationship. Sexual harassment is a violation of professional ethics and is also against the law.

In General:

Harassment Defined

(1) Harassment is defined by Section 2(h) of the 2010 Act as any unwelcome sexual advance, request for sexual favours or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, admission and engagement.

(2) LUMS adopts the Code of Conduct, pursuant to Section 11 of the 2010 Act, as Annexure I.

(3) To facilitate the understanding of sexual harassment as per Clause 4 and this Policy, the following are offered as examples:

(a) Asking female students to meet supervisors/authorities in-charge out of the institution's premises with the promise of improvement in grades.

(b) Financial and sexual gratification from graduate students (PhD, M-Phil, Masters) by their supervisors.

(c) Intimidation of faculty/staff by students/colleagues in order to tarnish the reputation (character assassination) of faculty/staff.

(d) Harassment by senior students of junior students, or minority students.

(e) Unwelcome sexual advances – whether they involve physical touching or not.

(f) Asking female students to visit personal offices of their supervisors/authorities incharge after office hours to discuss their grades and assignments.

(g) Sexual epithets, jokes, written or oral references to sexual conduct, or gossip regarding one's sex life.

(h) Comments on an individual's body, comments about an individual's sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, or cartoons.

(i) Unwelcome staring, whistling, brushing against the body, sexual gestures, or suggestive or insulting comments.

(j) Inquiries into one's sexual experiences.

(k) Discussion of one's sexual activities (even if males are discussing this, it is done deliberately in front of female students or colleagues).

(l) Using derogatory and abusive language that refers to others' mother's or sister's or daughter's bodies.

- (m) Acts of sexual connotation relating to the same as a common usage in conversation.
- (n) Male head of department deliberately touching or hitting the body of female employee with a stationery item.
- (o) Male teacher referring to female bodies and reproductive cycles to embarrass female students during class lectures.
- (p) Ogling at female student's bodies.
- (q) Needy female students given financial support by faculty member in exchange for sexual favours.
- (r) Teacher telling vulgar jokes with sexual innuendos during classes.
- (s) Supervisors/teachers spending long hours locked away in office with a young female colleague or student.
- (t) A male student making vulgar comments about a female student on social media or verbally relating vulgar material about her to his fellow students.
- (u) Students sending written notes and emails with requests for intimacy in exchange for grades.
- (v) Character assassination of female teachers to gain political, academic, or financial gains
- (w) Female student initiating intimacy for benefits of grades, employment or finances.
- (x) Using vulgar language to address females (student, faculty and other employees).
- (y) To touch one's intimate parts in the presence of females without any reason.
- (z) Transferring a younger member of the faculty to another department against her will by the authorities as a punitive measure for not complying with undue requests for sexual favours.
- (aa) Threatening female students by using forged/fake documents and pictures to blackmail them into compliance. (bb) Anonymous letters/pamphlets/e-mails leading to defamation or character assassination of employees/teachers/students.

LUMS Community and Complaints Against the LUMS Community

- (1) For the purpose of this Policy, members of the LUMS Community are defined as:
 - (a) The Board of Governors, all administrative, research, teaching and non-teaching employees of LUMS, as well as students (including interns).
 - (b) Someone working at LUMS through a service provider that has a contract or arrangement with LUMS.
 - (c) Stakeholders such as students/employees seeking to join the LUMS Community.
- (2) A complaint of sexual harassment can be filed against any member of the LUMS Community.
- (3) The complainant can be anyone who is aggrieved by the conduct of any member of the LUMS Community when harassment takes place on the LUMS premises or in the context of LUMS-related activities on any other premise.

(4) If sexual harassment is proved against someone who is working at LUMS through a service provider that has a contract with LUMS, LUMS can, if the behaviour warrants it, prevent the accused from working at LUMS. However, LUMS does not have authority over the individual's work agreement with the relevant service provider.

(5) LUMS will inform all external agencies/service providers who do business on the LUMS campus of the existence of this Policy and LUMS shall also obtain undertakings from them that they shall ensure the implementation of this Policy within their organisations while providing services to LUMS.

(6) Students engaged in LUMS-sanctioned academic activities on premises off-campus (including placement, internship, practicum, and research) will have access to the provisions of the policies of the hiring or supervisory agencies, where such policies exist. Students at off-campus placements may seek advice from the Inquiry Committee.

Assurance of Fair Treatment

1) It is mandatory to treat all complaints and identity of complainants as highly confidential throughout the process.

(2) The complainant, the accused, and any other parties to proceedings under this Policy are to be treated fairly. This may involve the making of special arrangements, two (2) examples of which are described below.

(a) Where the complainant at the time of making a complaint is either a student or instructor of the accused, LUMS may, in appropriate circumstances, after the accused has been informed that a complaint has been made, and after receiving recommendations from the Inquiry Committee, make arrangements with the appropriate administrator for certain work and examinations of the student to be supervised and evaluated by a neutral person.

(b) Where the complainant is a staff member whose performance is normally evaluated by the accused, the complainant is to receive fair employment treatment and protection from adverse employment-related consequences during the procedures of the trial. To that end, LUMS may, after the accused has been informed that a complaint has been made, and in consultation with the complainant, have the complainant's performance assessed by another administrator and where practicable temporarily reassign the complainant/accused until the complaint is resolved; or delay the complainant's performance appraisal and/or awarding of merit pay until the complaint is resolved, in which case subsequent payment for merit shall be retroactive to the date it would normally have been received, and mark-up shall be paid on the amount owed. These assurances shall also be offered to witnesses in a case.

(3) Should any special arrangement of the type described in Clause 6(2) above be required, the Inquiry Committee shall, after the accused has been informed that complaint has been made, make the request for the special arrangement of the appropriate LUMS administrator, and shall provide the administrator with any details of the complaint necessary to enable the administrator to decide what special arrangements are appropriate. The administrator shall treat in confidence all information provided by the Inquiry Committee.

The Inquiry Committee

(1) The Inquiry Committee shall comprise as follows:

(a) LUMS, acting through its Vice Chancellor (the “VC”), has constituted a standing Inquiry Committee to look into complaints of sexual harassment. The Inquiry Committee shall consist of three (3) members of whom at least one (1) member shall be a woman. One (1) member shall be from senior management of LUMS and one (1) shall be a senior representative of the employees/students or a senior employee/student of LUMS. The VC shall also designate the Chair of the Inquiry Committee from those appointed.

(b) Members will be appointed to the Inquiry Committee for staggered terms to provide for continuity of experience. These will be two (2) year terms. Shorter terms may be required occasionally to fill vacancies. No member shall serve for more than two (2) consecutive terms. Former members will be eligible for re appointment after a gap of two (2) years since the last appointment.

(c) The VC may consider reappointing at least one (1) member of the Inquiry Committee for two (2) consecutive terms for institutional continuity.

(d) In case a complaint is made against one (1) of the members of the Inquiry Committee that member should be replaced by another for that particular case. Such member may be from within or outside LUMS. The VC may also alter the composition of the Inquiry Committee on a case by case basis to address the valid objections of any of the parties involved in the inquiry.

(e) The VC may co-opt a person from outside of LUMS if there is ever a lack of suitable individuals within LUMS and if this person meets the criteria of an Inquiry Committee member. (2) The duties of the Chair of the Inquiry Committee include, but are not limited to, maintaining order during hearings, answering procedural questions, granting or denying adjournments, arranging for a permanent audio recording of the proceedings, which shall constitute the official record of those proceedings, and reporting decisions and recommendations of the Inquiry Committee to the Competent Authority. All these duties shall be undertaken in consultation with the other members of the Inquiry Committee. (3) Members of the Inquiry Committee will attend training by professionals in the field to learn about the particular sensitivities that surround issues of sexual harassment, the procedures that effect fair resolutions, gender equality, trauma management, and the penalties and sanctions appropriate to the various breaches of this Policy or violations of the law and deterrents to further such breaches or violations. This training will not deal with specific cases currently before the Inquiry Committee and is in no way meant to fetter the independence of any Inquiry Committee member to decide any case on the basis of the evidence presented in that case and according to his or her understanding and conscience.

(2) The duties of the Chair of the Inquiry Committee include, but are not limited to, maintaining order during hearings, answering procedural questions, granting or denying adjournments, arranging for a permanent audio recording of the proceedings, which shall constitute the official record of those proceedings, and reporting decisions and recommendations of the Inquiry Committee to the Competent Authority. All these duties shall be undertaken in consultation with the other members of the Inquiry Committee.

(3) Members of the Inquiry Committee will attend training by professionals in the field to learn about the particular sensitivities that surround issues of sexual harassment, the procedures that effect fair resolutions, gender equality, trauma management, and the penalties and sanctions appropriate to the various breaches of this Policy or violations of the law and deterrents to further such breaches or violations. This training will not deal with specific cases currently before the

Inquiry Committee and is in no way meant to fetter the independence of any Inquiry Committee member to decide any case on the basis of the evidence presented in that case and according to his or her understanding and conscience.

Powers of the Inquiry Committee

(1) The Inquiry Committee shall have the power: (a) to summon and enforce attendance of any person and examine him on oath; (b) to require the discovery and production of any document; (c) to receive evidence on affidavits; and (d) to record evidence.

(2) The Inquiry Committee shall have the power to inquire into the matters of harassment under this Policy, to get the complainant or the accused medically examined by an authorized doctor, if necessary, and may recommend appropriate penalty against the accused within the meaning of Clause 11.

(3) The Inquiry Committee may recommend for appropriate action against the complainant if allegations levelled against the accused are found to be false and made with mala fide intentions. Explanation: Allegations of sexual harassment made out of malice or intent to hurt the reputation of the person against whom the complaint is filed are considered complaints made with mala fide intentions. Making a mala fide allegation of sexual harassment knowing it to be false, whether in a formal or informal context, constitutes a serious violation of this Policy. However, a case that is not proved cannot be taken as a false claim or as an illustration of mala fide intention.

(4) The Inquiry Committee may, if deems fit, issue interim no-contact or other orders between the complainant and the alleged accused. LUMS can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required. (5) Decisions of the Competent Authority on the recommendations of the Inquiry Committee shall be binding and cannot be appealed within LUMS. They can be appealed before the Ombudsman.

Procedure for Holding Inquiry

(1) The Inquiry Committee, within three (3) days of receipt of a written complaint, shall: (a) communicate to the accused the charges and statement of allegations levelled against him, the formal written receipt of which will be given;

(b) require the accused within seven (7) days from the day the charge is communicated to him to submit a written defence and on his failure to do so without reasonable cause, the Inquiry Committee shall proceed ex parte; and

(c) enquire into the charge and may examine such oral or documentary evidence in support of the charge or in defence of the accused as the Committee may consider necessary and each party shall be entitled to cross-examine the witnesses against him.

(2) The Inquiry Committee will hear statements from the complainant(s) and accused, and the witnesses (as required) and examine any other documents and/or evidence as presented by the relevant parties.

(3) The Inquiry Committee has discretion to limit testimony and questioning of witnesses to those matters it considers relevant to the disposition of the case. The Chair of the Inquiry Committee also has the power to compel a witness to attend, and the complainant(s) and/or accused may request the Chair's aid in this regard.

(4) The Inquiry Committee has the right to acquire any relevant piece of evidence to further their understanding of the case and the relevant parties, witnesses, and administration are required to provide them with this documentation and/or evidence to facilitate the investigation.

(5) Following the hearing, the members of the Inquiry Committee shall deliberate in light of the guidelines mentioned in Annexure III hereto. The presence or absence of evidence cannot always be the sole criteria on which a judgment can be made, provided that the failure to provide evidence is justified in certain circumstances. The credibility of statements and context must be kept in mind during the deliberations. The Inquiry Committee members will reach a decision unanimously or by a majority after the deliberations. Where the complaint is found to be valid, the Inquiry Committee will recommend an appropriate penalty as prescribed by the Policy.

(6) The following provisions shall be followed by the Inquiry Committee in relation to inquiry:

(a) The statements and other evidence acquired in the inquiry process shall be considered as confidential;

(b) An officer in an organization, if considered necessary, may be nominated to provide advice and assistance to each party;

(c) Both parties, the complainant and the accused, shall have the right to be represented or accompanied by a representative, a friend or a colleague;

(d) Adverse action shall not be taken against the complainant or the witnesses;

(e) The Inquiry Committee shall ensure that LUMS or the accused shall in no case create any hostile environment for the complainant so as to pressurize her from freely pursuing her complaint; and

(f) The Inquiry Committee shall give its findings in writing by recording reasons thereof.

(7) The Inquiry Committee shall submit its findings, recommendations, and final decisions to the Competent Authority within thirty (30) days of the initiation of inquiry. This written report shall record the reasons for the decision, including any note of dissent. If the Inquiry Committee finds the accused to be guilty it shall recommend to the Competent Authority for imposing one (1) or more of the penalties provided in Clause 11.

(8) Appeals against Minor and Major Penalties shall be conducted as per Clause 11 of the Policy.

(9) The Competent Authority shall impose the penalty recommended by the Inquiry Committee under Clause 11 within one (1) week of the receipt of the recommendations of the Inquiry Committee.

(10) The Inquiry Committee shall meet on regular basis and monitor the situation regularly until they are satisfied that their recommendations subject to decision, if any, of the Competent Authority and Ombudsman, appointed under the 2010 Act, have been implemented.

(11) In case the complainant is in trauma LUMS will arrange for psycho-social counselling or medical treatment and for additional medical leave.

(12) LUMS may also offer compensation to the complainant in case of loss of salary or other damages.

(13) Where any procedural matter is not provided in this Policy, the Inquiry Committee may, after hearing submissions from the parties, and guided by the principles of fairness, and by the letter and spirit of the 2010 Act, establish any appropriate procedure.

(14) Objective documentation of the proceeding of the Inquiry Committee should be maintained by audio/video recording, and high confidentiality of the records and other such material shall be upheld at all times.

(15) All parties will bear their own costs related to the proceedings. The Inquiry Committee will not order or recommend the payment of costs, including any legal costs, of the proceedings to any party.

(16) Closed hearings shall take place as a rule.

(17) LUMS shall prohibit reprisals or threats of reprisal against any member of the LUMS Community who formally or informally avails of this Policy as there is a possibility of further victimization or hindrance in the launching of complaints. LUMS prohibits threats or actions against anyone who participates in proceedings held under its ambit.

(18) Retaliation or any other action against the complainant is to be taken seriously under the provisions of this Policy. All allegations of retaliation would be investigated formally under the purview of this Policy, and if substantiated, would result in appropriate disciplinary action.

(19) The complainant may also request informal proceedings provided in Annexure I and II to this Policy.

Other Guidelines

(1) All persons who allege sexual harassment under the provisions of this Policy and the 2010 Act must be advised to contact the Inquiry Committee. This provision will ensure that all such complainants will have access to a common source of consistent and expert advice and that reliable data may be gathered on the incidence of discrimination and harassment in the LUMS Community. In the event a complainant is reluctant to contact any member of the Inquiry Committee, the complainant may contact a colleague or instructor, or the employment supervisor, manager, Department Chair, Dean or VC. It will be the responsibility of the individual contacted to report the case to the Inquiry Committee without identifying either the complainant or the alleged offender and to ask for advice on procedure and policy from them to effect a solution, if a solution is deemed necessary.

(2) A staff member (e.g. from the Human Resource Department or the Shaikh Ahmed Hassan School of Law) may be appointed to assist the Inquiry Committee with their work. This work may include responsibilities such as organizing meetings and/or hearings, acting as a liaison between the Inquiry Committee and the other parties involved, record keeping, making and updating a database to track the processing of complaints, and ensuring appropriate awareness raising about the issue of sexual harassment at LUMS.

(3) Confidentiality shall be enjoined on the Inquiry Committee and those who are working with them. This does not preclude the discreet disclosure of information in order to elicit the facts of the case, or to implement and monitor properly the terms of any resolution. In the event that the complaint is prima facie valid and the complainant wishes to keep the complaint confidential and not proceed with any kind of complaint resolution then the entire peer group/department of the

accused, such as fellow teachers or students of the same batch, shall be required to attend workshops/trainings that address the general, not specific, issue of sexual harassment and why sexual harassment is harmful, if the Inquiry Committee so requires and deems appropriate.

(4) The Inquiry Committee and their support staff will be subject to administrative disciplinary action for inappropriate breaches of confidentiality on their part.

(5) The complainant and the accused may at any stage of any of the procedures outlined in this Policy be represented and/or accompanied by another person of her/his choice.

(6) Teaching, research, and non-teaching staff who participate in the procedures outlined in this Policy shall be given release time to consult with the Inquiry Committee and attend formal hearings pertaining to their cases. Students will be assisted in adjusting schedules as necessary to attend their formal hearings.

(7) Should the Inquiry Committee believe at any time that the health or safety of members of the LUMS Community is at risk, they may notify the Director of Security Services and the appropriate administrative officer of LUMS. In a situation where there is threat to either of the two (2) (complainant and accused) or the members of the Inquiry Committee, the campus security services and resident officer/director security of the campus shall need to be alerted.

(8) No one shall be compelled to proceed with a complaint.

(9) All staff and students of LUMS should receive orientation/introduction at the commencement of their association with LUMS with respect to inter alia, sexual harassment, reporting, preliminary actions to be taken, confidentiality. The staff and students should be provided with basic information such as names, titles and contact information of those persons or the office designated to receive complaints, and where victims can report sexual harassment. Moreover, the teachers, staff, administration should be competent to handle situations where if a complainant does not know where to report an incident, or does not feel comfortable reporting directly to the designated person, then they can report the incident to any person on campus that they trust and that person can then guide the complainant and facilitate reporting of the complaint for resolution.

Penalties, Sanctions, and Remedies

(1) If the Inquiry Committee finds the accused to be guilty it shall recommend the imposing of one

(1) or more of the following penalties to the Competent Authority: (a) Minor penalties: (i) censure; (ii) withholding, for a specific period, promotion or increment; (iii) stoppage, for a specific period, at an efficiency bar in the time-scale, otherwise than for unfitness to cross such bar; and (iv) recovery of the compensation payable to the complainant from pay or any other source of the accused;

(b) Major penalties: (i) reduction to a lower post or time-scale, or to a lower stage in a time-scale; (ii) compulsory retirement; (iii) removal from service; (iv) dismissal from service; and (v) fine to be given to LUMS. A part of the fine can be used as compensation for the complainant.

APPEAL AGAINST MINOR AND MAJOR PENALTIES

(1) Any party aggrieved by the decision of the Competent Authority/Inquiry Committee on whom Minor or Major Penalty is imposed may within thirty (30) days of written communication of decision prefer an appeal to an Ombudsman established under the 2010 Act.

(2) A complainant aggrieved by the decision of the Competent Authority/Inquiry Committee may also prefer appeal within thirty (30) days of the decision to the Ombudsman.

(3) The Ombudsman may, on consideration of the appeal and any other relevant material, confirm, set aside, vary or modify the decision within thirty (30) days in respect of which such appeal is made. It shall communicate the decision to both the parties and LUMS.

Procedure Where Complainants Are Unwilling To File A Written Complaint

(1) If the Inquiry Committee receives repeated allegations of offenses against the same person but each of the persons making allegations is unwilling to file a written complaint and appear as complainant, and if the circumstances are considered by the Inquiry Committee to be such that a complaint should be lodged, they will inform the VC and a fact finding initiative shall commence.

(2) The Inquiry Committee can summon potential witnesses in the context described in this respect and make all efforts to make the circumstances safer for anyone who may wish to come forward with a formal complaint. (3) If the Inquiry Committee finds evidence of sexual harassment but a formal complaint is not filed/processed, they will try to find solutions and take steps to make the environment harassment free. (4) Informal proceedings may also be initiated as provided in Annexure I.

Education for Prevention

(1) To ensure prevention of sexual harassment on campus, LUMS should develop programs to educate and counsel its staff, faculty and students as well as provide written material for reference. Education is essential to sensitizing the LUMS Community in order to eliminate sexual harassment on campus. This may be done in multiple ways that include, but are not limited to the following.

(2) This Policy shall be:

(a) available on the LUMS website in English and Urdu

(b) be a part of the package (in English and Urdu) that all new employees/students receive

(c) displayed in prominent locations on campus in English and Urdu

(3) The names of the members of the Inquiry Committee shall be made visible/accessible to the LUMS Community through its website and other methods of prominent display.

(4) LUMS shall invite members from the Sexual Harassment Watch1 , or such other or similar group, to conduct awareness raising sessions on sexual harassment for the LUMS Community.

(5) LUMS shall endeavour that its relevant members (such as members of the Inquiry Committee, and HR personnel) attend a training to educate themselves on sexual harassment and the laws. Once trained, designated HR personnel shall be made responsible for educating all personnel/staff/faculty that enter the LUMS employment. This will be an ongoing activity.

(6) All departments at LUMS must disseminate and display information on what constitutes sexual harassment, how to respond to it and what to do when someone asks for advice about sexual harassment.

Consensual Relationship Within The LUMS Community

In contrast to sexual harassment conduct, personal relationships among consenting adults of the LUMS Community that do not breach the social and cultural norms of the society and occur outside LUMS's working or academic environment are, in general, a private matter. However, under this Policy it is highly inappropriate for any member of the LUMS Community to establish an intimate relationship with a student, subordinate or colleague on whose academic or work performance he or she will be required to make professional judgments. This Policy requires that the individual may not involve themselves in such conduct as the professional responsibility for supervision or oversight would be affected in case such an intimate relationship develops during the working relationship. Relationships with a difference in power and authority can seriously affect the institutional working as well as the credibility of all concerned.

Records With Registrar

(1) All notes and records arising from procedures of an informal or formal resolution of a case of sexual harassment under this Policy shall be maintained in a permanent confidential file, with the Registrar, at LUMS.

(2) The notes/records referred to in Clause 16 (1) above shall be maintained by the individual appointed to assist the Inquiry Committee. No one apart from this person and the Inquiry Committee shall have access to the see records, except as otherwise instructed by the Inquiry Committee.

Appeal Mechanism

Any party not satisfied with the Inquiry Committee's decision in a case taken up by it may appeal to the Ombudsman (see Annexure IV hereto).

Review Mechanism

This Policy shall, in light of the records maintained under Clause 16, be reviewed every year to evaluate whether the mechanisms/procedures/remedies under the Policy are successful and what actions may be implemented by LUMS to further achieve the objectives of decreasing/eliminating sexual harassment.

The complete policy is available on portal: [LUMS Sexual Harassment Policy](#)

E. Amorous Relationships

LUMS is committed to providing a safe and intellectually engaging environment for its faculty, staff, and students. Although the institute cherishes and upholds principles of freedom and self-determination, it may curtail a degree of personal autonomy when it comes to consensual amorous relationships in which there is a disparity of power between the two parties involved. Relationships between faculty and students, and between faculty and teaching or research

assistants for whom the faculty member is directly or indirectly responsible, are ethical violations and may be subject to disciplinary action. It is within the university's rights to penalize such amorous relationships with severe sanctions like suspension or dismissal.

There are several compelling reasons for this policy. For one, faculty members may have involuntarily manufactured assent in a seemingly consensual relationship by virtue of their power over their subordinates. Hence, if a student or assistant feels uncomfortable or incapable of refusing a faculty member's advances because of his or her position, then consent becomes meaningless. Even truly consensual relationships may be seen as exploitative or unfair by third parties, creating situations in which festering perceptions of favoritism provoke complaints. The faculty member is held culpable for such a situation, and must actively endeavor to avoid it.

F. Public Affairs

The LUMS Communications Office provides comprehensive communications strategies and services to strengthen and cement the university's reputation as a leading institute of teaching and research. Our staff works incessantly to build relationships with local and national media outlets, to ensure that our community's achievements are appropriately celebrated in the media. It responds to interview requests from journalists and provides logistical support for such meetings. Professionals from the Marketing department work closely with faculty members to inform external and internal audiences about developments in their work, and provide media liaisons to widely disseminate news.

The office also handles community relations, marketing, and multicultural community outreach. It selects and publishes articles that augment the public's understanding of the university's work and culture. To ensure that a lack of experience or media savvy does not discourage younger faculty members from publicizing their work, the communications staff provides advice on how to manage such interviews. It is also tasked with formulating crisis response strategies that would enable the university to deal with a reputational threat appropriately.

Besides actively directing media coverage about LUMS, the communications staff also tracks and archives articles and news reports written about the university, its faculty, and students. These archives serve as comprehensive records of the institute's history, curated from eclectic sources. They are available to faculty members upon request.

The faculty is expected to assist the Communications Office in pursuance of these goals. All faculty members are responsible for speaking and writing with accuracy and with respect for the opinions of others. When writing for a publication, or speaking to a reporter, they must disclose whether they are acting as advocates of the university, or expressing their personal opinions.

VI. CORE VALUES AND STANDARDS OF CONDUCT

While rules and regulations are critical for an institution's operative efficiency, its set of values is what defines its culture and gives it a distinct character. Some of these values find their expression in various policies of the institution, but many remain unstated. They are, however, central to an institution's functions and are reflected in the behavior of its constituents; the faculty, students, staff, other university officials and the members of the Board of Trustees. The LUMS community has defined them as Core Values and has vowed to uphold these principles in all spheres of its operations, including teaching, research, interpersonal behaviour and overall governance. The LUMS Core Values not only guide us in our day-to-day operations, but are also integral to how we approach and define policies, rules, and standard operating procedures. The Core Values are applicable on an individual as well as a collective basis.

A. Core Values and Guiding Principles

Taken from the LUMS Values and Ethics Policy:

- | | |
|---------------------|---------------|
| 1. Merit | 5. Diversity |
| 2. Integrity | 6. Excellence |
| 3. Academic Freedom | |
| 4. Tolerance | |

All of these values are equally important to LUMS and hence there is no rank ordering. These values reinforce each other.

Merit

This value entails that potential or demonstrated professional competence of a person in the relevant domain will carry primary weight in decisions at LUMS regarding his/her induction, stay, promotion and exit. Professional competence includes knowledge, skills as well as the attitude of an individual. There will not be any discrimination based on ethnicity, gender, religious or political beliefs, etc.

Integrity

Personal and professional honesty and integrity is a value that is essential to LUMS. Integrity allows members of an organization to trust and rely on each other and, hence, work as an efficient and effective organization.

Academic Freedom

Universities exist to create and disseminate knowledge. Most of the time new knowledge is born out of a rejection or re-interpretation of received knowledge. At LUMS, special care is taken that the academic freedom to explore new areas of knowledge is not explicitly or implicitly hindered or compromised. It ensures that faculty members cannot coerce students into accepting or rejecting knowledge on account of their position of authority. Students are free to accept or reject ideas based on their own reasoning.

Tolerance

Tolerance means listening, understanding and respecting the views of others that are different from one's own. Tolerance goes hand in hand with academic freedom. The value of tolerance is crucially important for an academic institution and enhances creativity and free flow of ideas.

Diversity

Diversity means creating and maintaining an environment where people of different beliefs, cultures, nationalities, religion, color, gender, etc. feel at home and work together. There is no implicit or explicit harassment of some groups and there is no notion that one group is superior to the other. Diversity is valued in universities as creativity is many times seen to be spurred when diverse cultures, frameworks, world views, etc., meet.

Excellence

Excellence entails striving for the best in all activities at LUMS. This value is important as it sets certain expectations and standards that the LUMS community wishes not only to uphold but also to go beyond. This spirit ensures a dynamic and positive work environment and also helps people achieve their highest potential.

B. Standards of Faculty Conduct

The LUMS faculty plays a crucial role in protecting and preserving the Core Values of the University. As members of this learning community, faculty members are expected to demonstrate the highest standards of professionalism, excellence, mutual respect, academic freedom, and tolerance for diversity. These principles are comprehensively defined in the following section, drawn primarily from the "1966 Statement on Professional Ethics" and subsequent revisions of June, 1987, issued by the American Association of University Professors. They comprise ethical prescriptions affirming the highest professional ideals. These ideals are aspirational in character, and represent objectives toward which faculty members should strive.

1. "Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although

professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

2. "As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
3. "As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. "As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. "As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom."

Teaching and Students

Ethical Principles: "As teachers, the professors encourage the free pursuit of learning of their students. They hold before them the best scholarly standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom." (AAUP Statement, 1966; Revised, 1987.)

The integrity of the faculty-student relationship is the foundation of the University's educational mission. This relationship vests considerable trust in the faculty member, who, in turn, bears authority and accountability as mentor, educator, and evaluator. The unequal institutional power inherent in this relationship heightens the vulnerability of the student and the potential for coercion. The pedagogical relationship between faculty member and student must be protected from influences or activities that can interfere with learning consistent with the goals and ideals of the University. Whenever a faculty member is responsible for academic supervision of a student, a personal relationship between them of a romantic or sexual nature, even if consensual, is inappropriate. Any such relationship jeopardizes the integrity of the educational process. In this section, the term student refers to all individuals under the academic supervision of faculty.

Types of unacceptable conduct:

1. Failure to meet the responsibilities of instruction, including:

- arbitrary denial of access to instruction;
- significant intrusion of material unrelated to the course;
- significant failure to adhere, without legitimate reason, to the rules of the faculty in the conduct of courses, to meet class, to keep office hours, or to hold examinations as scheduled;
- evaluation of student work by criteria not directly reflective of course performance;
- undue and unexcused delay in evaluating student work.

2. Discrimination, including harassment, against a student on political grounds, or for reasons of race, color, religion, sex, sexual orientation, gender identity, ethnic origin, national origin, ancestry, marital status, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), or service in the uniformed services or, within the limits imposed by law or University regulations, because of age or citizenship or for other arbitrary or personal reasons.

3. Violation of the University policy, including the pertinent guidelines, applying to nondiscrimination against students on the basis of disability.

4. Use of the position or powers of a faculty member to coerce the judgment or conscience of a student or to cause harm to a student for arbitrary or personal reasons.

5. Participating in or deliberately abetting disruption, interference, or intimidation in the classroom.

6. Entering into a romantic or sexual relationship with any student for whom a faculty member has, or should reasonably expect to have in the future, academic responsibility (instructional, evaluative, or supervisory).

7. Exercising academic responsibility (instructional, evaluative, or supervisory) for any student with whom a faculty member has a romantic or sexual relationship.

Scholarship

Ethical Principles: "Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their

primary responsibility to their subject is to seek and to state the truth as they see it. To this end professor devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry." (AAUP Statement, 1966; Revised, 1987.)

Types of unacceptable conduct:

Violation of canons of intellectual honesty, such as research misconduct and/or intentional misappropriation of the writings, research, and findings of others.

The University

Ethical Principles: "As a member of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of the work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions." (AAUP Statement, 1966; Revised, 1987.)

Types of unacceptable conduct:

1. Intentional disruption of functions or activities sponsored or authorized by the University.
2. Incitement of others to disobey University rules when such incitement constitutes a clear and present danger that violence or abuse against persons or property will occur or that the University's central functions will be significantly impaired.
3. Unauthorized use of University resources or facilities on a significant scale for personal, commercial, political, or religious purposes.
4. Forcible detention, threats of physical harm to, or harassment of another member of the University community, that interferes with that person's performance of University activities.
5. Discrimination, including harassment, against University employees on political grounds, or for reasons of race, color, religion, sex, sexual orientation, gender identity, ethnic origin, national origin, ancestry, marital status, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), or service in the uniformed services or, within the limits imposed by law or University regulations, because of age or citizenship, or for other arbitrary or personal reasons.
6. Violation of the University policy, including the pertinent guidelines, applying to nondiscrimination against employees on the basis of disability.
7. Serious violation of University policies governing the professional conduct of faculty, including but not limited to policies applying to research, outside professional activities, conflicts of commitment, clinical practices, violence in the workplace, and whistleblower protections.

Colleagues

Ethical Principles: "As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debts and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution." (AAUP Statement, 1966; Revised, 1987.)

Types of unacceptable conduct:

1. Making evaluations of the professional competence of faculty members by criteria not directly reflective of professional performance.
2. Discrimination, including harassment, against faculty on political grounds, or for reasons of race, color, religion, sex, sexual orientation, gender identity, ethnic origin, national origin, ancestry, marital status, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), service in the uniformed or, within the limits imposed by law or University regulations, because of age or citizenship or for other arbitrary or personal reasons.
3. Violation of the University policy, including the pertinent guidelines, applying to nondiscrimination against faculty on the basis of disability.
4. Breach of established rules governing confidentiality in personnel procedures.

The Community

Ethical Principles: "Faculty members have the same rights and obligations as all citizens. They are as free as other citizens to express their views and to participate in the political processes of the community. When they act or speak in their personal and private capacities, they should avoid deliberately creating the impression that they represent the University." (U.C. Academic Council Statement, 1971.)

Types of unacceptable conduct

1. Intentional misrepresentation of personal views as a statement of position of the University or any of its agencies. (An institutional affiliation appended to a faculty member's name in a public statement or appearance is permissible, if used solely for purposes of identification.)
2. Commission of a criminal act which has led to conviction in a court of law and which clearly demonstrates unfitness to continue as a member of the faculty

C. General Conduct

LUMS is committed to providing each student an environment that is conducive to learning and free inquiry. This requires that there be appropriate conditions and opportunities in the classrooms and on campus. The members of the LUMS Community (students, faculty, and staff) are expected to conduct themselves with dignity, and show proper respect for one another. The

university fosters the attitude that every person brings unique qualities, talents and dignity to the university, and that every individual deserves to be treated with respect and decency. The code of conduct concerns a wide range of activities from interpersonal behavior to maintaining and enhancing the academic and professional values of the university.

The primary purpose of regulations and discipline in a university is to protect the wellbeing of the community and to advance its educational mission by defining and establishing certain norms of behavior. Actions which make the atmosphere intimidating, threatening or hostile to individuals are therefore regarded as serious offences. Abusive behavior, harassment - verbal or physical - which demeans, intimidates or injures another because of his or her personal characteristics or beliefs is subject to university disciplinary sanctions.

1. **Maintaining Decorum:** All members of the LUMS community share the responsibility to cultivate a comfortable and congenial environment at LUMS. Students are expected to maintain proper decorum and etiquette, and adhere to accepted local, social norms while interacting with their peers, faculty members, guest speakers, and the staff at LUMS. It is also expected that faculty members will not encroach upon the legitimate space of students and staff and will allow normal interactions to continue without any hindrance.
2. **Personal Safety:** Actions that threaten or endanger in any way the personal safety or security of others are regarded as serious offenses.
3. **Keeping the Campus Clean:** All members of LUMS community have a shared responsibility to keep the campus clean. This means no littering on campus, inside or outside classrooms.
4. **Smoking:** Smoking is strictly prohibited in the entire Academic Block including the main entrance area, the Pepsi Dining Centre, the Library Building, and the REDC.
5. **Eating and Drinking:** Eating and drinking can only be carried out in designated areas in the Pepsi Dining Centre and in open areas. Food and drinks, with the exception of water, are not allowed in classrooms, discussion rooms, computer labs, and the Library.
6. **Visiting Guests:** It is the responsibility of the members to ensure that the security rules, regulations and behavioral norms of the University are not violated by their guests.
7. **Dress:** All members of the LUMS community must dress with decency and propriety, according to the cultural and social norms of our society. There is no prescribed uniform in the university, but community members are expected to conform to local norms of dressing.
8. **University Property:** The protection of University property is the shared responsibility of all members of the LUMS community.
9. **Disruptive Behavior:** Every LUMS community member has the right to a reasonably quiet environment in the classrooms and on campus.. The university expects all members to respect this right and to be aware of the impact of their activities on their fellow members.
10. **Racial or Ethnic Bias and Sexual Harassment:** Expressions of racial, religious or ethnic bias directed at individuals or groups, and sexual harassment jeopardize the sense of community and civility in the environment. These are also incompatible with the maintenance of academic freedom on campus. Members of the university community are

encouraged to report promptly complaints of racial, religious or ethnic bias and of sexual harassment.

11. **Identification Cards:** Identification cards (Smart Cards) are issued to all members of the University community and are intended for campus use only. Members of the community are asked to carry their cards while on campus. ID cards are non-transferable and must be presented on request to authorized University representatives.
12. **Illegal Drugs and Alcoholic Beverages:** Heroin, cocaine, marijuana, hashish, alcoholic beverages, and other substances referred to as "controlled dangerous substances" are strictly prohibited anywhere on campus.
13. **Off-campus conduct:** The interaction of LUMS community with the people, institutions, professional societies and corporations outside of LUMS, is an important aspect of LUMS mission and activities. In all such interactions, where LUMS students, faculty and staff are representing LUMS, their conduct on and off campus is a reflection of LUMS core values, and influences the development of the LUMS image. The members of the LUMS community are expected to behave professionally and in keeping with LUMS core values and quality standards, while representing LUMS at professional conferences, seminars and meetings, as well as in social delegations and excursion trips sponsored by LUMS.

D. Faculty Discipline

The faculty of the University is a community characterized by personal interaction and mutual trust. Standards for faculty conduct, therefore, need to be defined to give clarity to faculty in respect of expected conduct. Accordingly, when such standards of conduct are broken, disciplinary action must be taken if the community is to be sustained. At the University, the Deans of the Schools are responsible for ensuring adherence to the University's standards for faculty conduct. The Faculty Disciplinary Policy ([link](#)) defines conduct which does not meet such standards. It also sets out disciplinary actions and procedures which may be initiated if these standards are not met by faculty.

E. Student Discipline

Any matter that may result in a disciplinary action against a student is referred to the relevant disciplinary committee. The Office of Student Affairs serves as secretariat of the committee. For disciplinary matters involving students there are two Disciplinary Committees: one for the graduate students of SDSB and the other for the remaining students. All students are afforded an opportunity to defend themselves against any allegation made and to present their point of view. The Disciplinary committee consists of faculty representatives from each school who meet regularly to ensure that all disciplinary matters are addressed expeditiously.

In case the student is not satisfied with the decision of the disciplinary committee they may file an appeal with the Disciplinary appeals committee. The Committees are responsible for the administration of the stated rules and regulations governing general conduct, for assessing

reported violations by students, and, when necessary, for assigning and recommending appropriate penalties.

F. Resolution of Complaints and Grievances

Informal Procedures

The University encourages open and honest communication between members of the community. Most conflict and differences of opinion can be resolved by the individuals directly confronting issues and jointly exploring alternatives. In addition, there are a variety of resources available to individuals who may be called upon to assist in informal conflict resolution. These are, in the case of students and faculty: The Faculty Advisors, the Heads of Departments, the Deans of the Schools and the Vice Chancellor, and in the case of staff, the supervisor or department head, or the Head of Human Resources.

Formal Procedures

In cases where conflicts cannot be mutually resolved, the University has established formal grievance procedures. For faculty related formal procedures see Faculty Disciplinary Policy, LUMS Governance Structure, Bylaws of Faculty Council, and Sexual Harassment Policy.

Academic Matters

A student with a grievance must first bring it to the attention of the faculty member(s) involved. If the grievance cannot be resolved in this way, the student may discuss the matter with the head of the relevant department. Further appeal may be made to the Dean of the School or the Vice Chancellor.

Nonacademic Matters Involving Students

Normally, an alleged infringement upon the rights or sensibilities of an individual, including complaints of discrimination by a student, must first be discussed with that student. If this is not possible, or does not lead to a satisfactory resolution, the matter is brought to the attention of the Head of the Department or Dean. If the matter is not resolved through discussion or through formal action, a complaint is made in accordance with the normal disciplinary procedures.

Nonacademic Matters Regarding Faculty, Staff, or Administration

Normally, an individual who has any concern about, or complaint against, a member of the faculty, staff, or administration regarding nonacademic matters, including complaints of discrimination, must first discuss the concern or complaint with the individual involved. If this is not possible, or does not lead to a satisfactory resolution, the person, in the case of a faculty member, appeals to the Head of the Department and, in the case of a member of the University staff or administration, to the head of the office. Further appeal, if necessary, may then be made to the concerned Dean or the Vice-Chancellor for matters pertaining to faculty, professional library staff, and professional research and technical staff, or to the Human Resources Manager for all other staffs. All complaints are investigated promptly.

If the matter is such that a direct discussion of it with the individual involved and/or with his or her Head of the Department or office head does not seem appropriate (because, for example, the concern or complaint is of a personal or private nature), an initial discussion may be sought directly with the Dean, the Vice-Chancellor, or the Human Resource Manager as appropriate.

Concerns or complaints about nonacademic matters can often be resolved on an informal basis. Whenever an individual wishes to make a formal complaint, however, he or she needs to review the appropriate rules or handbook and then contact the Dean, the Vice Chancellor, or the Head of Human Resources to implement the formal review process.

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VII. FACULTY APPOINTMENTS, PROMOTION, AND TENURE

Introduction

The reputation and standing of a university are determined by the quality of its faculty, and consequently, the appointment, retention, and development of premiere quality faculty are of highest priority. This document outlines the policies and procedures governing appointment, promotion, and tenure decisions at LUMS as they apply to all members of the faculty. The appointment and promotion procedures at LUMS are designed to privilege the knowledge and judgment of senior scholars within the candidate's field, with the understanding that scholars are uniquely positioned to evaluate the quality of colleagues' work within their field.

Except for changes due to policy revisions, the procedures by which candidates are evaluated should remain consistent over time, irrespective of faculty or administrative turnover. This document is intended to provide continuity and structure to the appointment and promotion process, and serve as official guidelines for all individuals participating in the appointment and promotion processes.

As much as possible, it is important that the process be applied uniformly across departments. The AP&T committees recognize that both the nature of scholarship and the venues that are used to communicate it vary widely from discipline to discipline. It is expected that the AP&T processes across disciplines will be essentially similar.

Confidentiality is important at all stages of the review process. Unless specified otherwise within these guidelines, all persons involved in a promotional review must hold in strict confidence all discussions and materials related to the review, including but not limited to the letters of both internal and external reviewers, letters of recommendation from deans and Chairs, testimony to the AP&T committees by deans, Chairs, and all deliberations of the AP&T committees. No person involved in the AP&T process should disclose to the candidate or to others what takes place at a Committee meeting at any time. The VC may share the recommendations of the MC/ BoT with the respective deans.

Implementation

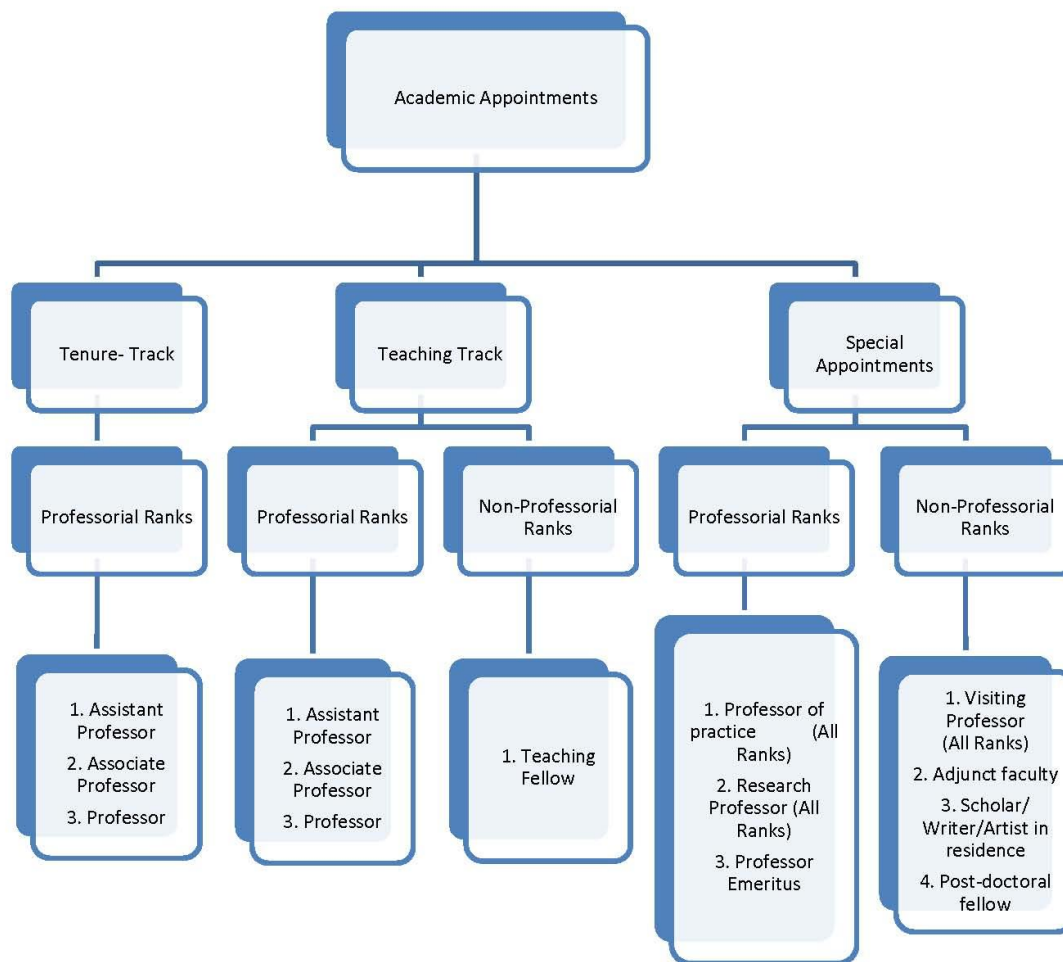
The policies and procedures laid out in this document are for faculty hired on tenure track, teaching track, contract or on special appointments. Faculty on termless contracts, who were hired under contracts and policies that predate the adoption of this policy will be encouraged to apply for tenure or promotion, but are not bound by the timelines and other procedures stipulated in this document. Instead, faculty on termless contracts, hired prior to the adoption of this policy are governed only by the terms of their existing contracts with the University.

A. Positions for Appointment and Promotion

Overview

The university may appoint academic staff on:

1. **Tenure Track.** All tenure track appointments are in professorial ranks at the Assistant Professor, Associate Professor, or Professor level.
2. **Teaching Track.** These appointments may occur either in the professorial ranks or non-professorial ranks. Within the professorial ranks, candidates may be appointed to the Assistant Professor, Associate Professor or Professor level. In the non-professorial ranks, candidates may be appointed to the position of Teaching Fellow.
3. **Special Appointments.** Special Appointments may occur either in the professorial ranks or non-professorial ranks. Within the professorial ranks, candidates may be appointed as Research Professor (all ranks), Professor of Practice (all ranks), or Professor Emeritus level. In the non-professorial ranks, candidates may be appointed to the level of Visiting Faculty, Adjunct Faculty, post-doctoral fellow or scholar/writer/artist-in-Residence.



Faculty Responsibilities and Areas of Assessment

For appointment and promotion to a higher rank, a candidate is evaluated in terms of effectiveness in three principal areas:

1. Teaching and mentoring
2. Research, scholarship or creative work
3. Professional service through university or professional society committee/council service, advising and other duties.

Distinction in the first two, constitute the chief basis for appointment and promotion for faculty on tenure track. Even though teaching may be more difficult to evaluate than scholarship, research, or creative work, it is not of secondary consideration in the overall evaluation.

Teaching track appointments within the professorial ranks prioritize teaching, mentoring, and university service over research and scholarship, though teaching track faculty are encouraged to pursue scholarship to the extent necessary to remain current in their field.

Non-professorial rank appointments and special appointments rarely involve responsibilities in all three areas.

Teaching

Teaching is a principal function of the faculty. It involves direct educational connection with students inside or outside the classroom, laboratory or studio, and includes such activities as classroom, laboratory or studio instruction, seminars, independent study project supervision and supervision of graduate and postdoctoral research. It also includes advising undergraduate and graduate students.

University reviews will carefully evaluate a candidate's record of excellence in teaching, using both peer reviews and student evaluations. In addition, the teaching evaluation will consider the quality of thesis and project supervision, as well as contributions to the development of curriculum and courses, and use of technology. For professional disciplines, peer evaluation may include evaluation of a faculty member's teaching ability outside the traditional classroom lectures.

For faculty members who have contributed to teaching beyond classroom instruction or project/thesis supervision, (including textbook authorship or research in education) performance will be assessed according to measures of impact such as adoptions, citations, awards, and stature of publishers and publications.

Research, Scholarship & Creative Work

Scholarship refers to creative work that significantly contributes to knowledge and practice within the candidate's field of expertise. The university will assess a candidate's research, scholarship and creative work according to objective measures, including external reviews.

In assessing a candidate's achievements in research, scholarship and creative work, the factors that will be taken into consideration include significant publications in books, journals, case journals, conference proceedings and other scholarly outlets, and peer-reviewed funding and substantial improvements or innovations in professional practice.

Various committees will assess publications according to objective measures of impact, including adoptions, citations, awards, reviews, reputation of journals and stature of publishers. Quality, rather than the quantity of work, will be the overriding factor for promotion as well as tenure.

Service

A demonstrated record of service is required for all faculty members. The shared governance model embedded in the tenure/teaching track system requires collegiality and good citizenship treating all members of the University community (faculty, staff, students) with respect. He/she must demonstrate compassion and willingness to cooperate and work harmoniously with others, while maintaining independence of thought and action. An individual's effectiveness as a teacher, as a leader in a professional area, and as a human being is therefore of great importance. Most notably, faculty members must exhibit intellectual breadth, emotional stability and maturity of thought. The university seldom grants tenure and/or promotion to the level of Associate/Full Professor to candidates with an unsatisfactory record of service.

The university considers service to department, school, university, industry, national and international agencies and professional organizations/societies/institutions in its assessment of the candidate's service record. The university places special emphasis on service that raises the university's local or global visibility and supports its key mission and strategic direction.

The university expects candidates for promotion to professor to have made contributions to the university through service at the departmental, school or university level. Service in the profession will be assessed according to objective measures of impact such as citations, awards, commendations and level of appointment.

Professorial Ranks

Tenure Track

Assistant Professor

To be appointed as an Assistant Professor on Tenure Track, the candidate is required to have a Ph.D./relevant terminal qualification from a recognized institution and excellent written communication skills as well as excellent presentation skills. An assistant professor should be demonstrably competent in his/her field of expertise and should have indicated a serious commitment to teaching, but an extensive reputation in the field is not yet expected. As the assistant professor continues in this rank an effort to increase knowledge and improve teaching ability should be demonstrated, and professional presentations should be made through papers to professional organizations, through publications, or through other creative work.

Assistant professors are appointed for an initial contract of four years, with the "Mid-Probationary Period Review," described in detail in section 6.5, for grant of a second 4-year contract occurring in the third year.

Associate Professor

The candidate for Associate Professor should offer evidence of knowledge of developments in the field of expertise and a continued interest in improving teaching methods. Appointment or promotion to this rank represents an expectation on the part of the department, school, and university that the individual will continue to make sound contributions to teaching and learning. It should be made only after careful investigation of the candidate's promise in scholarship, in teaching, and in leadership and learning. Initial appointment at the level of Associate Professor may be made with or without tenure. In case the appointment is without tenure, tenure review will happen at the end of the candidate's third year of employment. (See section 6.3) It is expected that an Associate Professor shall already have shown a basic general understanding with regard to a large part of the discipline. Associate Professors are eligible to serve on Department, School, and University level appointment, promotion & tenure committees, although they are ineligible to vote on cases of promotion to full Professor.

Professor

24. A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge. It is expected that the professor will continue to develop and mature with regard to teaching, research, and other qualities that contributed to earlier appointments. Consideration for this appointment should include particular attention to the quality and significance of contributions to the candidate's field; to the sensitivity and interest in the general

problems of university education and their social implications; and the candidate's ability to make constructive judgments and decisions in regard thereto. It should be kept in mind that the full professors are likely to be the most enduring group in the faculty and are those who will give leadership and set the tone for the entire University.

25. Initial appointment at the level of Professor may be made with or without tenure. Contracts for appointment to Professor without tenure are for a maximum of four years, with tenure review taking place at the end of the candidate's third year of employment. (See section 6.3) Professors are eligible to serve on department, school, and university level appointment, promotion & tenure committees, and are the only faculty members eligible to vote on cases of promotion to full Professor. Professor is the highest professorial rank at the university.

Teaching Track

Assistant Professor

The option of appointment of Assistant Professor on teaching track will in general be available to those who either have a terminal degree/equivalent professional qualification, or 8-10 years of teaching/industry experience after a master's degree/equivalent professional qualification and excellent written communication and presentation skills.

An assistant professor should be competent in their field and should be committed to teaching, but it need not be expected that an extensive reputation in the field has been acquired. As the assistant professor continues in this rank, he/she should demonstrate an effort to increase knowledge and improve teaching ability.

Assistant Professor on teaching track hold four year contracts, which may be renewed subject to formal reviews that take place at the school level during the final contract year of each contract period.

Associate Professor

Normal expectation for appointment to Associate Professor is a terminal degree/equivalent professional qualification along with 7-8 years teaching experience as Assistant Professor, or equivalent relevant industry experience. The candidate for Associate Professor should offer evidence of knowledge of developments in the field of expertise and an interest in improving teaching methods. The candidates' record of teaching, curriculum development, pedagogical scholarship, and/or relevant industry experience will be carefully assessed prior to appointment. Appointment or promotion to this rank represents an expectation on the part of the department, school, and University that the individual will continue to make sound contributions to teaching and learning. It should be made only after careful investigation of the candidate's promise in teaching, leadership and learning. Initial appointment at the level of Associate Professor may also be made.

It is expected that an Associate Professor shall have demonstrated substantial knowledge with respect to his/her academic discipline. Associate Professors are eligible to serve on department, school, and university level teaching-track appointment & promotion committees, although they are ineligible to vote on cases of promotion to full Professor.

Associate Professors on teaching track hold four year contracts, which may be renewed by the Dean of the School, subject to formal reviews that take place at the school level during the final contract year of each contract period.

Professor

A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge. It is expected that the professor will continue to develop and mature with regard to teaching, research, and other qualities that contributed to earlier appointments. Consideration for this appointment should include particular attention to the quality and significance of contributions to the candidate's field, sensitivity and interest in the general problems of university education and their social implications, and ability to make constructive judgments and decisions in regard thereto.

Normal expectation for appointment to Professor is a terminal degree/equivalent professional qualification and an additional 8-10 years of teaching experience at the Associate Professor level. It should be kept in mind that the full professors are likely to be the most enduring group in the faculty and are those who will give leadership and set the tone for the entire university.

In all other cases they will hold four year contracts, which may be renewed subject to formal reviews that take place at the school level during the final contract year of each contract period.

Appeals

Candidates may appeal a negative committee decision with respect to extension of contract or promotion at any time in process not later than six weeks after the candidate has been notified. The appeal is with the dean if the application is rejected at the department level, and with the VC if it is rejected at school or university level.

Candidates may also appeal decisions by writing to the Faculty Council not later than six weeks after the candidate has been officially notified that contract is not being extended or promotion has not been awarded. This review, which is conducted by the Appeals and Grievances Committee of the Faculty Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for renewal of contract or promotion. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Vice Chancellor, who subsequently decides what action to take.

Special Appointments

Professor of Practice

Appointment to the rank of Professor of Practice or Associate Professor of Practice is for practitioners who have demonstrated a high level of expertise in fields of particular importance to LUMS. The process followed for these appointments is the same as that followed for tenure track appointments at the same rank. These appointments are intended for individuals who, by virtue of their credentials and extensive practical experience, bring distinctive insight and skill to teaching in various educational programs. Appointment is within the professorial ranks, and candidates must demonstrate a deep commitment to teaching and/or research.

Professors and Associate Professor of Practice hold four year contracts. These contracts are renewable and based on performance, as assessed through annual reviews. The appointment

letter for those hired with this title must include a description of their teaching duties and other responsibilities. It should also describe the procedures to be used for their annual review and evaluation.

Research Professor (All Levels)

Appointment as a Research Professor at the level of Assistant, Associate or Full Professor is for researchers required by the university for a specific task or on a specific funded project, through which their salary would be paid. The process followed for these appointments is the same as that followed for tenure track appointments at the same rank. These faculty members are not assigned any teaching responsibility nor are they expected to participate in any administrative activity.

Professor Emeritus

The university may appoint full professors who retire in good standing to the status of Professor Emeritus. The university may also appoint distinguished retired full professors from an institution of comparable or higher reputation to the status of Professor Emeritus. This honorary status is permanent and does not confer teaching, research, or service responsibilities. The university may provide the Professor Emeritus with office space, clerical assistance, lab space, and other facilities on the basis of need and ability. The university may appoint a Professor Emeritus to teach courses, conduct projects, or assume administrative duties. The letter of appointment will contain the terms and conditions of the supplemental appointment. Those chosen as Professor Emeritus may not hold down a salaried position elsewhere.

Non-professorial Ranks

Visiting Faculty

Visiting appointment of a faculty member are limited to persons who hold primary positions elsewhere, usually at another University/Institute, etc. Contracts may be granted for a maximum period of two years and are renewable. Individuals of distinction having assistant/associate/full professorial or equivalent rank at institutions of equivalent or higher standing than LUMS may be appointed at equivalent visiting professorial ranks.

Teaching Fellow

This is an entry level position for individuals who have a bright prospect for a career in academia. Teaching Fellows hold a master's degree or its equivalent and are working towards a doctorate or professional degree pursuant to a career in academia. Teaching fellows are eligible to apply for appointment as Assistant Professors upon the attainment of a doctorate / professional degree, in accordance with the individual's review schedule. While there is no guarantee of appointment as an Assistant Professor upon the attainment of a doctorate degree, the aptitude and qualifications of an applicant should be carefully assessed during the appointment process for the Teaching Fellow position.

Teaching Fellows would be appointed for an initial period of three years, during which they would be expected to proceed for their doctoral studies or complete requirements for their ongoing doctoral studies.

Adjunct Faculty

Members of the adjunct faculty do not have permanent positions, and are hired to teach courses at the university on a part-time basis each semester. They are not limited to working only at LUMS, do not have administrative responsibilities and, in general, are not expected to perform research. Appointments will only be made for one semester, but may be renewed. Faculty members may be appointed as adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor.

Scholar/ Writer/ Artist in Residence

Practitioners in fields of particular importance to LUMS may also be appointed as Executive-, Writer-, or Poet-in-Residence. Appointments to Executive-, Writer-, or Poet-in-Residence are for a maximum of four years and are renewable.

B. Roles and Responsibilities

Origination of cases of appointment, promotion and tenure occurs either at the departmental level for schools that do have a departmental structure or at the school level in the absence of a departmental structure. The most important stage of the review process occurs at the level where appointment, promotion, and tenure cases originate.

The Candidate

Appointment

The candidate is responsible for providing an up to date CV along with a list of referees to the Departmental Search Committee (DSC) to be considered appointment in the department / school. Any application received by any other person in the university is to be forwarded to the DSC. Candidates who are invited to interview on campus will be expected to deliver a seminar of at least one-hour duration on a topic relevant to their area of scholarship.

Promotion & Tenure

Once a Chair has informed a candidate of the department's intention to conduct a review for promotion, and he or she consents, the candidate will prepare his/her dossier in accordance with guidelines provided for in this document. While it is the responsibility of the candidate to prepare their dossier, it is important to note the responsibilities of the Chair outlined later in this document.

The Department

In schools having a departmental structure it is expected that the department faculty typically has the most extensive knowledge of the candidate's work and the most relevant expertise to evaluate it. It is here that the quality standards are most effectively applied. Ideally, if the departments execute their responsibilities fully and correctly, the vast majority of cases that are forwarded with a positive recommendation will be approved. If a candidate does not qualify for appointment or promotion, it is preferable that the recommendation to not award promotion be made at the level of the department.

Departmental Search Committee (DSC)

Once the departments are fully staffed it is expected that faculty position vacancies would occur only occasionally due to retirement or departure of a faculty member or provision of additional faculty lines by the university. Once this steady state operation is reached the process of

recruitment of a new faculty member would be managed by an ad-hoc Department Search Committee which would be a committee set up to solicit and process candidates for the open faculty position. The DSC solicits applications, evaluates applicants, and recommends successful candidates to the Chair for further consideration.

The search committee would normally consist of at least three members, including a minimum of two whose areas of scholarship relate to that of the open position. The appropriate Chair appoints faculty to the DSC in consultation with the school's dean. Both the dean and Chair serve as independent reviewers to the committee, and may not serve as voting members of the committee. If the department is small, the Chair may participate in the search process, though he/she may not participate in the DSC report or recommendation. If a school does not have a departmental structure, the search committee will be formed at the school level by the dean.

If the department is small or intends to hire faculty with interdisciplinary expertise, the DSC may draw members from other departments or schools of the university. If the university lacks a sufficient number of relevant faculty to serve on the committee, the Chair may extend the DSC committee membership to faculty members from universities of equal or higher standing.

During the formative years of a department the Chair in consultation with the dean of the school, may establish a standing DSC consisting of at least three faculty members who would perform all functions of the search committee and would obtain review of experts in the areas of scholarship of the faculty candidate, as required.

Appointment

The DSC constructs a recruitment plan for the department's available positions, including an advertising and outreach strategy, and solicits applications for open positions. Advance planning and strategic recruitment is encouraged in order to attract a competitive and robust candidate pool. The DSC may invite candidates to apply for open positions.

After soliciting applications, the DSC compiles a dossier of all eligible candidates, which consists of all necessary documentation in line with the department's specific application procedures. All applications must include letters of reference.

The DSC short-lists candidates to invite to campus for in-person interviews, arranges the visit program, and takes responsibility for all communication between the university and candidate. The program for appointment candidates' campus visit shall include (at a minimum) interviews, a seminar presentation by the candidate, and time for interaction between the department and the candidate. As an alternative to the visit, the DSC may conduct the interviews through Skype or any other electronic means.

Following the interactions, the DSC shall meet to discuss the candidates' impact, and to evaluate the strength of the candidate's dossier. The DSC will vote on whether to recommend the candidate's appointment, and will delegate one member to write a written report elaborating on the committee's decision.

Any committee member whose vote did not align with the committee's official recommendation may opt to submit a minority report, either in support or against the candidate's appointment. All minority reports are included in the candidate's dossier.

The committee shall forward its report and the dossier (including the candidate's application, written notes from the candidates' interviewers, and any minority committee reports, if applicable) to the Chair.

Department Promotion and Tenure Committee (DPTC)

The DPTC is a department level committee formed by the Chair in consultation with the Dean. It makes recommendations on mid probationary review, promotion and grant of tenure to faculty members. The DPTC recommends successful candidates to the SAPTC for further consideration. Schools without a departmental structure will not have DPTCs, and the SAPTC will serve as the starting point for matters of tenure, review, and promotion of existing faculty.

The committee consists of three to five faculty members at the Associate / Full Professor level who serve a 3-year term. The appropriate Chair shall appoint the members in consultation with the school's dean. Both the dean and Chair serve as independent reviewers to the committee, and may not serve as voting members of the committee. For cases of promotion to Professor, only the vote of Professors may count. For cases of grant of tenure, only the vote of tenured faculty may count.

If the department is small or if the candidate has a joint appointment with other departments or schools, the committee may draw members from other departments or schools within the university. If the university lacks the relevant faculty to constitute a full committee, the Chair may extend the DPTC committee membership to senior faculty members from universities of equal or higher standing.

Promotion and Tenure

For each case, at the conclusion of the deliberations, a member of the Committee, referred to as the Convener, will be assigned by the Chair the task of authoring an "Executive Summary" of the committee deliberations. The final draft of the Executive Summary, including a record of each vote without the name of the specific Committee member attached to it, should be approved by the Committee and added to the dossier in electronic form and forwarded to the Chair.

Chair

The Chair is responsible for informing candidates about appointment and promotion processes, including the candidate's role in the review and the expected schedule for each stage of the review. The Chair should also make a reasonable effort to ensure that the candidate has fully understood the process and that any potential confusion or misunderstanding has been resolved.

Appointments

The Chair will receive a written report and recommendation from the DSC regarding the strength of any candidate who has been interviewed on campus for a position within the department. If both the DSC and Chair issue a negative recommendation for the candidate's appointment, the Chair will then inform the candidate.

If either the DSC and/or the Chair issues a positive recommendation for the candidate's appointment, the Chair will write a summary of the case and forward the candidate's dossier and all additional materials to the SAPTC for further consideration.

The SAPTC reviews the case and forwards its recommendations to the dean.

If both the SAPTC and the dean decline to recommend the candidate for appointment, the application will be rejected and the Chair will notify the candidate.

In all tenure track and teaching track cases (professorial ranks only) the dean will forward the case along with his/her summary recommendation as well as the recommendation of the SAPTC to the VC for final review and decision.

Promotion & Tenure

The Chair should explain clearly to the candidate the expectations for meeting university-wide standards of quality and productivity in scholarship, research, or other creative work, in teaching, and in professional service both within and outside the University. For Assistant Professors, this information should be provided to the candidate at the time of employment, reiterated at each performance review, and again communicated to the candidate prior to review for promotion or contract renewal. At annual performance reviews, the Chair should give Assistant Professors feedback about their progress toward achieving tenure and suggest constructive measures that will help address any existing deficiencies. At the beginning of all meetings concerning promotion, the Chair should remind the faculty of the confidential nature of the entire review process.

For tenure candidates, the Chair is also responsible for the preparation of the candidate's external dossier. Although he or she may delegate work to others, the Chair must oversee the process and ensure the full dossier is complete and in compliance with university guidelines. The Chair will ensure that concise, uniform dossiers in electronic form with recommendations of the external reviewers and Chair are available to be forwarded to the dean, DPTC, and SAPTC for consideration.

The School

School Appointment, Promotion & Tenure Committee (SAPTC)

The SAPTC is a school-level standing committee with responsibility for the review of all appointment, mid probationary review, tenure and promotion cases for the school.

The SAPTC must have a minimum of five faculty members at the Associate / Full Professor level, each of whom serves a three-year term. The dean shall appoint the members. The dean and Chair serve as independent reviewers to the committee and may not serve as voting members. For cases of promotion to Professor, only the votes of Professors may count.

If necessary in order to constitute a full-sized committee, the SAPTC may draw members from other schools within the university. If the university lacks a sufficient faculty qualified to serve on the committee, the Dean may extend the committee membership to faculty from universities of equal or higher standing. Membership of the SAPTC may include senior faculty including those on termless contracts but who have not been through the tenure process.

Appointments

The SAPTC reviews any appointment candidate who has been recommended for appointment by the DSC and/or relevant Chair. The SAPTC reviews the candidate's dossier and all additional documents, and then votes whether to support the candidate's appointment. The SAPTC then makes a report and sends its recommendation with the dossier and all documentation to the dean for further review. Any committee member whose vote did not align with the committee's official

recommendation may opt to submit a minority report, either in support or against the candidate's appointment. All minority reports are included in the candidate's dossier.

Promotion & Tenure

For each case, at the conclusion of the deliberations, a member of the SAPTC will be assigned by the dean the task of authoring an "Executive Summary" of the committee deliberations. The final draft of the Executive Summary, including a record of each vote without the name of the specific Committee member attached to it, should be approved by the Committee and added to the dossier.

The Dean

Appointments

The dean will receive a written report and recommendation from the SAPTC regarding the strength of any candidate whose dossier the committee has evaluated. If both the SAPTC and dean issue a negative recommendation for the candidate's appointment, the Chair will then inform the candidate.

For all teaching track and special appointment positions (Except adjunct faculty), if either the dean and/or the SAPTC delivers a recommendation in support of the candidate's appointment, the dean will forward the candidate's dossier and any additional documents to the VC for final evaluation. In the case of adjunct faculty, the final appointment will be made by the Dean.

For all tenure track appointments at the level of Assistant Professor, if either the Dean and/or the SAPTC delivers a recommendation in support of the candidate's appointment, the dean will forward the candidate's dossier and any additional documents to the VC for final evaluation.

For all tenure track appointments at the level of Associate or Full Professor, if either the dean and/or the SAPTC delivers a recommendation in support of the candidate's appointment, the dean will forward the candidate's dossier and any additional documents to the Vice Chancellor.

Promotion & Tenure

Once a case has been reviewed by a department and forwarded to the school, the dean will then seek evaluation of the candidate and recommendation from the SAPTC. The dean may also request letters of assessment from faculty in the candidate's department. Such letters will be treated in confidence and will be included in the dossier when it is forwarded to the VC. Should letters be received by the dean from others, whether solicited or not, copies of such letters will be sent by the dean to the DPTC.

Upon completion of the review by the SAPTC, the dean will write a confidential memorandum to the vice chancellor. This memo will describe his or her evaluation of the candidate and will assess the potential impact of the promotion on the long-range goals of the school and the University. It will be added to the dossier and sent to the VC's office.

Occasionally, a dean may disagree with the recommendation of the SAPTC. This may occur when a dean feels that a candidate whom the department supports is not qualified for appointment or promotion; or conversely, a dean may feel that a candidate should be reviewed by the university when the department feels otherwise. The dean will in all cases forward the dossier to the vice chancellor along with a confidential letter of recommendation.

The Vice Chancellor

The Office of the Registrar (RO) is the custodian of all policies and procedures relating to faculty appointment, promotion, tenure, and retention at the university. The Registrar's Office is responsible for circulating policies to all academic staff and their respective units.

The VC conducts the final review of all matters pertaining to appointment, promotion & tenure, prior to approval by the Management Committee (MC) and ratification by the Board of Trustees(BoT). In making decisions regarding appointments, promotion or tenure, the Vice Chancellor may call on other persons who might provide information considered vital to a fair and thorough review before transmitting them to the MC.

All candidates who are reviewed by the SAPTC, whether successful or unsuccessful, will be notified by the VC of the decision. This communication is made immediately following the VC's decision and precedes the formal approval of the MC/BoT. Unsuccessful candidates will be informed by the Vice Chancellor of their right to an appeal which may only be on procedural grounds.

MC / Board of Trustees

Appointment

For all cases of appointment with tenure or appointment to full Professor (with or without tenure), final approval of a candidate's appointment lies with the MC to be ratified by the BoT. After the VC considers the candidate for appointment, the VC will deliver a formal recommendation to the MC who will then vote to either approve or reject the candidate's appointment. Decisions of the MC will be forwarded to the BoT for ratification.

Promotion

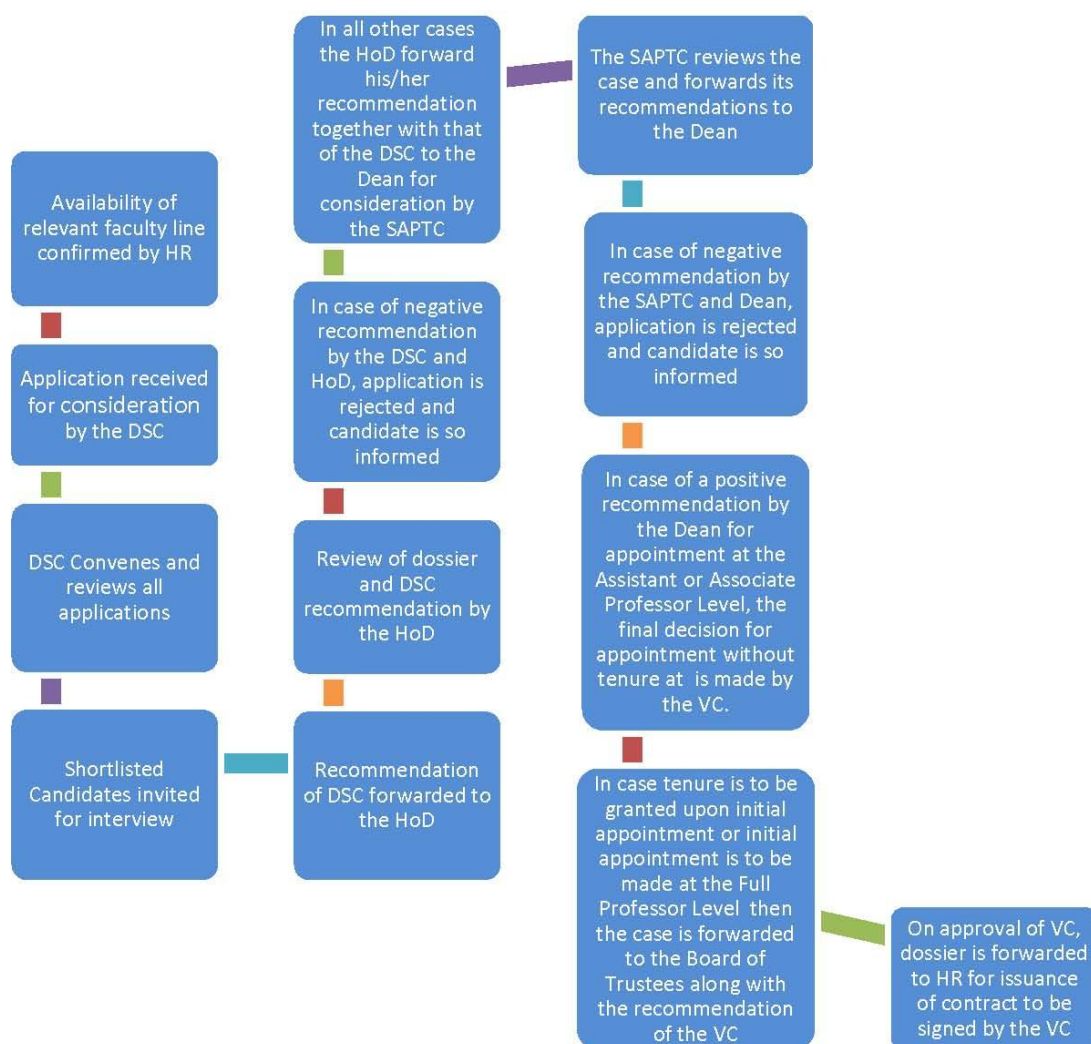
For all cases of tenure track promotion, or of a teaching track candidate's promotion to full Professor, final approval of a candidate's appointment lies with the Board of Trustees. After the VC considers the candidate for promotion and/or tenure, the VC will deliver a formal recommendation to the MC, who will then vote to either approve or reject the candidate's promotion. Decisions of the MC will be forwarded to the BoT for ratification.

B. Appointment Processes

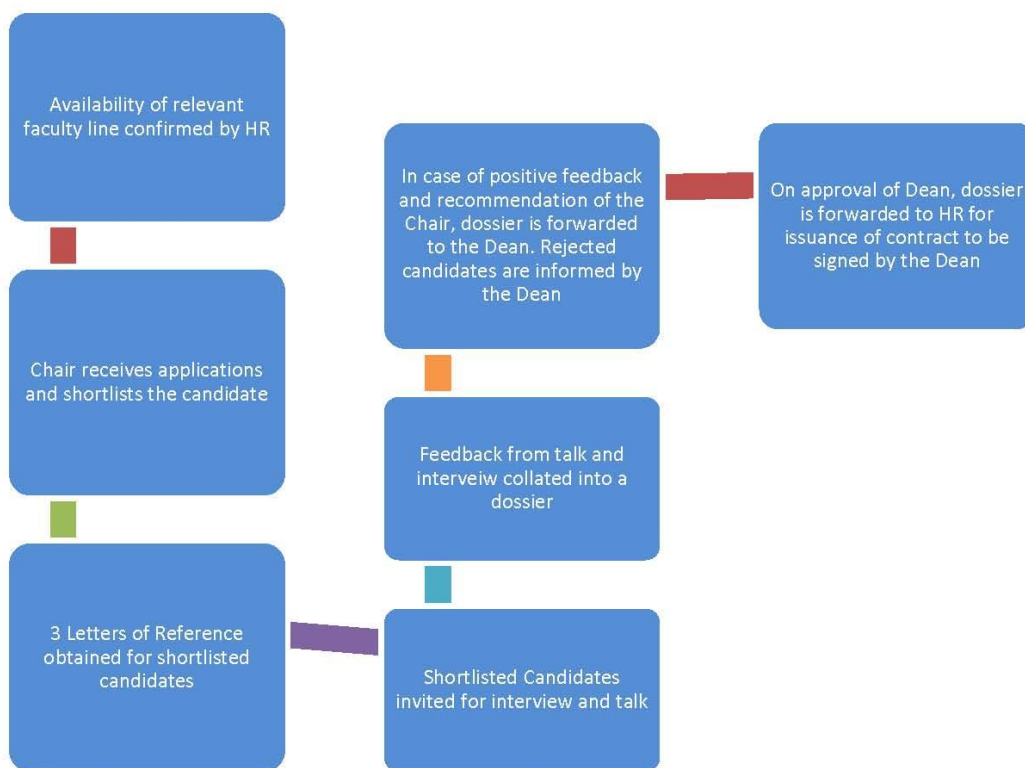
Approval for Appointment Position

The university's annual budget, as approved by the Board of Trustees, includes the number of lines for professorial and non-professorial rank academic staff on tenure track, teaching track and special appointments. Any appointment of an academic staff member may only be made against an approved line. The Vice Chancellor will allocate available positions between the schools based on anticipated needs and university priorities. Each dean may thereafter allocate the school's budgeted positions among the various departments, based on the needs and priorities of the school and each department.

Standard Appointment Process for (Professorial Rank) positions



5.3 Standard Appointment Process for (Non-Professorial Rank) positions



Summary of Appointment Processes, Procedures and Signing Authority

The process to be followed for appointments to be made in the professorial and non-professorial ranks is outlined in Section 5.2 and Section 5.3 respectively. The offer letter and the employment appointment letters employ a standard format and are generated by the Human Resource division.

Academic Staff Position	Appointment Approving Authority	Signing Authority of Offer Letter	Signing Authority of Employment Appointment Letter
Professional Ranks			

Assistant/ Associate Professor (Teaching Track, Tenure Track or Research), Assistant Professor of Practice	Vice Chancellor	Dean	Vice Chancellor
Associate Professor (Tenured)/ Professor (Tenure Track)/ Professor (Tenured)	MC/ Board of Trustees	Dean	Vice Chancellor
Professor Emeritus	MC/ Board of Trustees	Not Applicable	Vice Chancellor
Non-Professional Ranks			
Teaching Fellow	Dean	Not Required	Dean
Visiting Professor (All Ranks)	Vice Chancellor	Dean	Vice Chancellor
Adjunct Faculty	Dean	Not Required	Dean
Scholar/ Writer/ Artist in Residence	Dean	Not Required	Dean
Post-doctoral Fellow	Dean	Not Required	Dean

D. Tenure and Promotion Processes for Faculty on Tenure Track

Definition of Tenure

Tenure is an arrangement whereby an Associate Professor or Professor, maintains his/her professorial appointment until retirement, resignation, dismissal for cause, or termination due to the discontinuation or reduction of a program. Tenured faculty members are entitled to continued institutional support for teaching and scholarship, and they enjoy equitable compensation and benefits.

Academic tenure allows faculty members to teach, research, or inquire into areas that might be politically or commercially controversial without fear of dismissal. The process of exploring and

expanding frontiers of knowledge often challenges the established order. Therefore, tenure's value extends beyond the mere protection of individual faculty members. Tenure assures society that the faculty's first priority will remain the pursuit of truth and knowledge.

The granting of tenure does not preclude a faculty member from further review of performance.

Eligibility for Tenure

All non-tenured appointments in the tenure-track are eligible for tenure. New appointments at the associate professor and professor rank can be with tenure or without tenure, and can be moved to tenured positions on meeting tenure requirements.

The conferral of tenure represents a long-term commitment by the university and requires tenure candidates to demonstrate both a track record of proven excellence, and promise for continued distinction. Relevant benchmarks for tenure evaluation, therefore, include the extent to which the candidate's work has advanced his/her field; reflects growing professional development; is perceived as valuable by experts in the field; and demonstrates potential for increased contribution to the discipline's body of knowledge.

Tenure Clock

The "tenure clock" is the schedule for the probationary period after which a tenure track faculty member in the professorial ranks is required to apply for tenure. A standard tenure clock spans eight years that are divided in two parts. New tenure track appointments are made at the initial professorial rank of Assistant Professor.

An initial appointment of a faculty member on tenure track is made through grant of a first contract for four years. A mid-probationary review (MPPR) occurs during the third year of the first contract and upon successful review at the end of the third year of the first contract, the faculty member is awarded a second contract of four years. If the review is not successful, the fourth year of the first contract will be the terminal year. The official tenure application and review occurs during the Assistant Professor's third year of the second contract or one year prior to the expiration of the second contract. Assistant professors are promoted to the rank of associate professor on award of tenure.

During the third year of their second contract (or seventh year after initial appointment), Assistant Professors are required to undergo review for tenure. Assistant Professors who receive tenure are promoted to Associate Professor after the completion of their contract; for those who do not receive tenure, the eighth year will be the terminal year, unless the candidate is granted the option to reapply for tenure. This extension is granted at the sole discretion of the university.

If the candidate is granted the option to reapply for tenure, the university will extend his/her contract for a two-year term upon expiration of the second contract. The second tenure review must take place within two years of the first application for tenure review. If tenure is not granted the second year of the extended contract will be the terminal year.

Deviations from Standard Tenure Clock

Professor or Associate Professor without Tenure

Rarely, a scholar or researcher with experience may be appointed to tenure track at the Associate Professor or Professor level. These appointments are made typically when considering qualified senior level individuals without significant experience in academia, or those candidates returning to academia after some break. The period of contract of a professor or associate professor without tenure shall be for a maximum of four years.

Professors or associate professors without tenure may be reviewed for tenure during the first three years of the period of contract. If they are not conferred tenure by the end of the third year, the fourth year will be the terminal year, unless the candidate is granted the option to reapply for tenure. This extension is granted at the sole discretion of the university. If the candidate is granted the option to reapply for tenure, the university will extend his/her contract for a two-year term upon expiration of the contract. The second tenure review must take place within two years of the first application for tenure review. If tenure is not granted the second year of the extended contract will be the terminal year.

The time frame in which a faculty member is to apply for tenure is specified in the contract awarded.

Prior Professorial Experience

When an individual who has served at other institutions at a professorial rank is employed at LUMS, prior service at other institutions will not be counted in the tenure clock.

Leave of Absence

An approved leave of absence from LUMS without pay is not counted in the tenure clock if, due to the nature of the leave, the faculty member is unable to continue the pursuit of normal scholarly activities during that period. The tenure clock would also be stopped for a period of one-year during the period of maternity leave. Extension in the tenure clock must be requested in writing at the time the leave is requested. The VC in consultation with the dean will determine how such a leave will affect the timing of the review for promotion and the terms of the contract. All leaves from which normal research activities are continued will count towards the tenure clock.

Request for Early Tenure Review

Early reviews are encouraged only in cases where candidates are making unusually rapid progress and have already shown high accomplishments. To be successful, the case must be very clear and compelling. If the department wishes to put forward a candidate early, it should make a proposal in writing to the dean, summarizing the reasons, prior to initiating the review process.

In determining whether to conduct an early review, the department will examine the CV, teaching record, and other materials the candidate chooses to present. Should the department decide that the candidate's scholarship lacks sufficient justification for early tenure review, it will reject the request for an early tenure review and explain the reasons for its decision to the candidate. The candidate's tenure review will proceed under the standard timeline in accordance with his/her contract and tenure clock.

If the department feels the request for early review is warranted, it may agree to start the tenure review process at the request of the candidate.

Performance Review of faculty

Annual Review

All faculty members participate in annual review of their performance by completing the electronic self-evaluation forms following which their performance is reviewed by the respective Chairs/Deans.

Review of Tenured Faculty

Other than annual salary reviews, tenured associate professors receive a review by their chair every three years; a more detailed review by a review committee is also carried out in their ninth year at associate status. Other than annual salary reviews, tenured full professors are reviewed in detail by a review committee every five years. The review committee will be constituted at the department or school level by the Dean of the School in consultation with the Vice Chancellor.

The Dean may waive the review for faculty members who have submitted a letter of retirement or resignation. The Dean of the School may grant an extension of up to one year when circumstances place an undue burden on the faculty member or department to complete the review during the scheduled year of review.

Preparation of the Dossier:

The following information must be included in the dossier to be prepared by the candidate to be reviewed on the tenure track system and promoted on the teaching-track system:

Cover letter to the Chair/Dean that succinctly highlights accomplishments in research (do not list publications), teaching, service to LUMS as well as societal impact, if any. Accomplishments outside these categories may also be highlighted. For teaching, applicants should prepare a table listing all courses taught (semester by semester)

along with percent contribution, student enrollment in each course and the associated instructor evaluation score (score out of 5).

Updated curriculum vitae that includes list of publications in journals, conferences and books, cases, research grants and role in each, travel grants, awards and honors, and invited seminars at conferences and institutions. Also include in CV consultancies, patents filed, invention disclosures, and companies formed.

A comprehensive Google Scholar / Scopus/Web of Science report listing all publications along with number of times each contribution was cited.

Teaching statement describing teaching philosophy, innovations in teaching methodology (if any), and courses developed. Other notable achievements in enhancing quality of pedagogy may also be highlighted in this section.

Research statement describing past accomplishments, ongoing work and future research activities. Also list past and ongoing collaborations, along with the number of undergraduate and graduate students supervised and their placements.

Service statement elaborating how the applicant has contributed to institutional building as well as impacting the society. List all conferences and workshops organized, associations with scientific journals and/or funding agencies, and service to them as reviewer.

Names and contacts of at least six referees working in the applicant's research area including those who have worked, collaborated, and/or supervised the applicant are to be provided at the time of tenure review. External referees are not required for mid-probationary review. [For promotion to associate professor all referees must be at a rank of Associate Professor and above; similarly, for promotion to full Professor, all referees must also be at the same rank. Referees from research institutes or corporations with ranks equivalent to academic ranks are also acceptable.

Mid Probationary Period Review

The employment of tenure track Assistant Professors consists of two consecutive contracts, each of four-year duration. The first contract is awarded at the time of employment and the second is awarded following a successful review of work done during the first contract period. During the third year of the first contract, the Assistant Professor undergoes a Mid Probationary Period Review (MPPR) to evaluate his/her progress towards tenure and determine whether his/her contract will be extended for the following 4 years.

This MPPR will take place no later than the spring semester of the candidate's third year of the first four-year contract period. Assistant professors whose contracts are not renewed will be entitled to complete the fourth year of their contract but lose the right to participate in faculty searches. Candidates will be notified in writing of the decision regarding contract renewal no later than six months prior to the completion of their contract.

All candidates, regardless of when they are hired, must be reviewed for their first contract period no later than their third year by DPTC & SAPTC; and must be reviewed for tenure no later than their seventh year (with appropriate account of leaves).

In preparation for the MPPR, the faculty member must prepare a dossier to inform the committees' evaluation of his/her scholarship, teaching performance, and service. The requirements of the MPPR dossier are the same as that of the internal dossier required for tenure and promotion decisions. External reviews are not required for the MPPR.

The decision to award a second four-year contract to an assistant professor is a major commitment. Consequently, the review process must evaluate the candidate's performance in the same categories of scholarship, teaching, and service as are addressed when a candidate is reviewed for tenure. The review process must also respect the legitimate expectations of the candidate and reflect the informed judgment of his or her peers (normally the tenured and senior members of the department). Since the period of evaluation is less -- typically two and one half years for a contract review versus six and one-half for a tenure review-- the expectation for demonstrated research and achievements is far less than what is expected for the grant of tenure.

The option of non-renewal is not meant to compromise the integrity of the normal probationary period, for the university well understands that creativity is not easily assessed and need not arrive on a fixed schedule. However, the same general standards and principles should apply; the decisive criteria are the quality and impact of the work to date and that the candidate is making reasonable progress toward tenure. The materials required for review of a tenure-track contract

renewal are thus of the same kind as for a tenure review and they should be assembled by following the same steps described in the previous sections. The only exception is that external reviewers are not required. There may, however, be cases where a department feels that the review would benefit from an external opinion. In such cases, the same guidelines for selecting and communicating with external reviewers as for a tenure review apply. The appointment of an internal reviewer is also optional.

Committee Recusal

Under certain conditions, specific members of the appointment, promotion & tenure committees should be recused from considering all or part of a specific case:

A member who serves on more than one committee may vote no more than once on any case, and must be recused in other committees.

A member of a committee who is the candidate's Department Chair has already made his/her recommendation, contained in the dossier, and therefore should abstain from voting and deliberations in the committee, but may answer other committee members' questions as needed.

A member of a committee who has a conflict of interest or who feels he or she may not be able objectively to evaluate the candidate has the responsibility to disclose the nature of the conflict to the Dean or the Vice Chancellor prior to deliberations and, if deemed appropriate, will be recused from deliberations and voting.

The membership of all committees should be available to all candidates before the Chair or dean forwards the dossier to the respective committees. If a candidate believes there is a potential conflict of interest or asserts an improper bias involving a member of a committee, the candidate must raise it prior to deliberations on the case so that Chair or dean can evaluate the claim and act appropriately.

Updates and Late Submissions to the Dossier

It is likely that over the course of the review, candidates' submitted information may change. Examples could include notification of a decision to publish a book manuscript, the receipt of an award, or the achievement of a government research grant. Late materials such as these may be included in the candidate's dossier by forwarding them through the Chair and dean to the appropriate promotion & tenure committee. The various promotion & tenure committees may decide at its discretion when to cut off the inclusion of late materials.

Substantive Guidelines for Evaluation

The departmental evaluation of the candidate's dossier should base its recommendation on the following issues, as appropriate.

1. What is the quality and impact of the candidate's scholarship or creative work? Is the work original and innovative? Are the questions addressed in the research important and has the candidate made substantive contributions to answering them?
2. How has the candidate influenced the understanding or practice of his or her discipline(s)? How has the work of the candidate been recognized in the profession? Has the candidate established a national or an international reputation in his or her chosen field(s) of research or creative work?

3. Has the individual been involved in leadership activities and service in professional organizations in his or her field(s)? What has been the candidate's impact within the external professional communities, nationally and internationally?
4. How does the candidate compare with others in the field, both at LUMS and at other institutions, at a similar stage in their careers?
5. What has been the individual's teaching performance, and what is their potential for improvement? This evaluation should, among others, be based on the following: student teaching evaluations, departmental evaluations, letters from students, prizes and awards for teaching, record in mentoring graduate and undergraduate students, implementation of new courses, novel deployment of information technology for teaching, and curriculum development.
6. Has the candidate made useful contributions to service in the LUMS Community and in the external professional community?
7. Does the candidate strengthen the department, the school, and the university and if so, how?
8. What is the reason for believing that if promoted, the candidate will continue to be a creative scholar, a proficient teacher, and an interactive member of the LUMS community? It is useful to remember that tenure and promotion are not granted as a reward for past achievements. They are given with the anticipation that the promise suggested by the record of scholarship, teaching, and service to date will be fulfilled many times over in the future.
9. The increasing prevalence of multi-authored publications and scholarly works presents a special challenge in assessing candidates for tenure and/or promotion. In preparing a dossier, the department should pay particular attention to ascertaining and documenting the specific quantitative and qualitative contributions of the candidate to multi-authored works. Documentation of the individual's contributions can (and probably should) include several approaches, including a specific statement from the candidate addressed to this question. In soliciting outside letters of reference, specific question should be raised about identifying the candidate's creative and conceptual contributions to joint work. In the interest of obtaining a penetrating assessment of the candidate's contributions to collaborative work, it may be appropriate to target some number of reference requests to collaborators and co-authors, with the context of a sufficiently rich list of outside references.
10. Has the candidate exhibited good citizenship and role modeling? Is he/she a good team player willing to take on additional responsibilities when the need arises? Does he/she possess a positive attitude? How would you describe his/her behavior towards his/her colleagues?

Documentation of the individual's contributions can (and probably should) include several approaches, including a specific statement from the candidate addressed to this question. In soliciting outside letters of reference, specific question should be raised about identifying the candidate's creative and conceptual contributions to joint work. In the interest of obtaining a penetrating assessment of the candidate's contributions to collaborative work, it may be

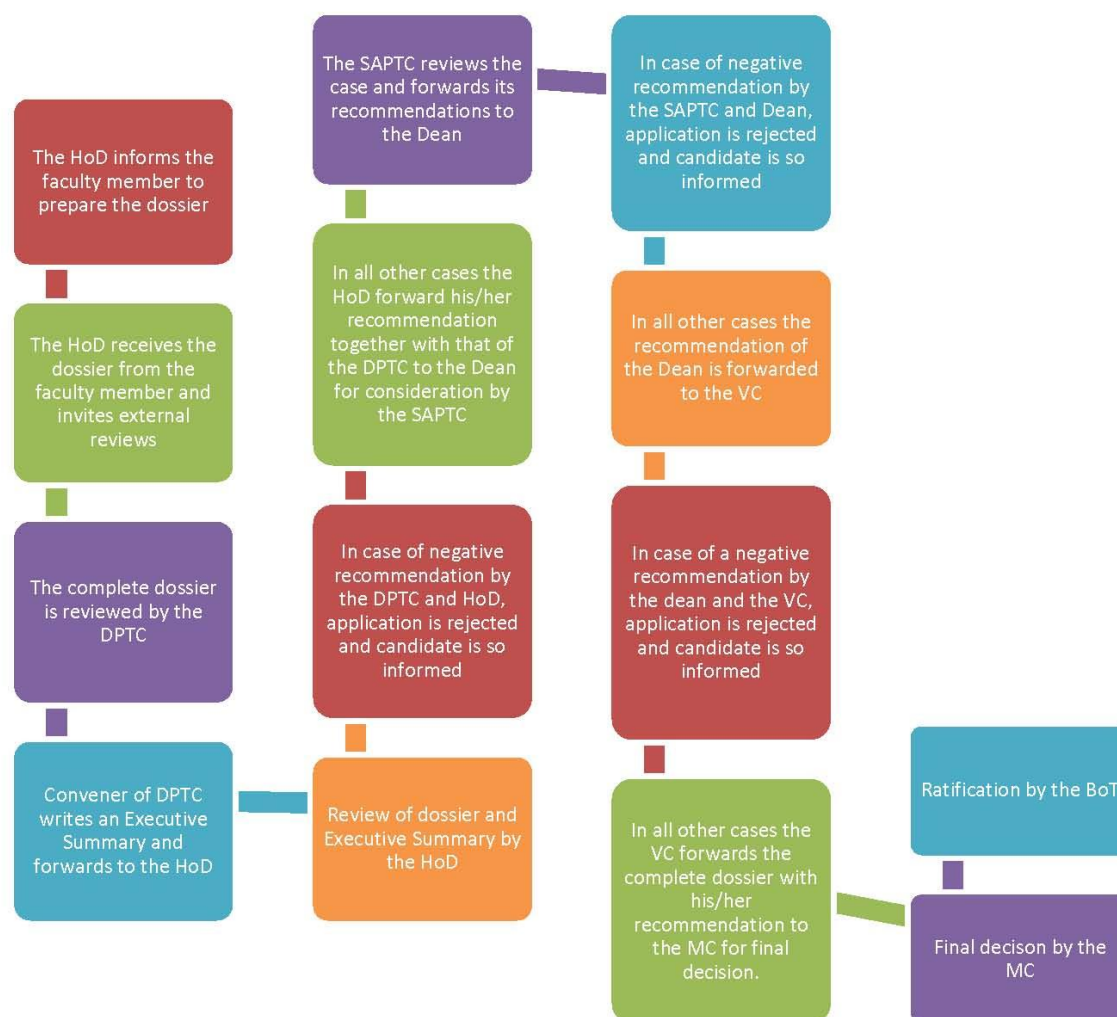
appropriate to target some number of reference requests to collaborators and co-authors, with the context of a sufficiently rich list of outside references.

Meeting Minutes

Minutes of all DPTC and SAPTC meetings will be recorded and included in the candidate's dossier. All committee minutes should remain confidential and will be retained by the Chair of respective committees and housed within the office of the VC or the respective Dean, as is most appropriate.

Minutes of all DPTC and SAPTC meetings will be recorded and included in the candidate's dossier. All committee minutes should remain confidential and will be retained by the Chair of respective committees and housed within the office of the VC or the respective Dean, as is most appropriate.

6.9 Standard Tenure & Promotion Process



For greater detail on the individual roles and responsibilities of various parties at different points along the appointment timeline, see Section 4

The standard promotion and/or tenure review process is described in detail below:

1. The candidate compiles his/her dossier and submits it to the Chair. The Chair adds the candidate's external reviews to the dossier, confirms the dossier's completed status and compiles the dossier in electronic form.
2. The Chair forwards the dossier to the Department Promotion and Tenure Committee (DPTC) which evaluates the strength of the candidate's case for promotion and/or tenure. After a thorough discussion, the DPTC will vote whether to approve the candidate's promotion. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a minority report. The report of the DPTC is forwarded with the candidate's dossier to the Chair.
3. The Chair conducts a thorough review of the case and if either the Chair or the DPTC has recommended the candidate for promotion, the Chair will forward the candidate's dossier to the Dean for processing by the SAPTC. In case both the Chair and the DPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
4. The SAPTC evaluates the strength of the candidate's case for promotion and/or tenure. After a thorough discussion, the committee will vote whether to recommend the candidate's promotion and/or tenure. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a minority report. The report of the SAPTC is forwarded with the candidate's dossier to the Dean.
5. The Dean conducts a thorough review of the case and if either the Dean or the SAPTC has recommended the candidate for promotion, the Dean will forward the candidate's dossier to the VC for further processing. In case both the Dean and the SAPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
6. In case of promotion only to the level of Associate Professor (teaching track only), the final decision on the case is made by the VC and communicated to the school.
7. For all cases of award of tenure or appointment to full Professor, final approval of a candidate's appointment lies with the MC as ratified by the Board of Trustees. The VC conducts a thorough review of the case and if either the VC or the dean has recommended the candidate for promotion/award of tenure, the VC will forward his/her recommendation, together with the completed dossier and all recommendations to the MC for consideration. In case both the VC and the dean have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.

Effective date of Tenure

Tenure for a faculty member becomes effective only after the MC has approved the Vice Chancellor's recommendation for tenure

Appeals

Candidates for promotion may appeal a negative committee decision at any time in process not later than six weeks after the candidate has been notified. The appeal is with the dean if the application is rejected at the department level, and with the VC if it is rejected at school or university level. If the candidate feels that the process has not been followed, he may appeal

decisions by writing to the Faculty Council not later than six weeks after the candidate has been officially notified that promotion has not been awarded. This review, which is conducted by the Appeals and Grievances Committee of the Faculty Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for promotion. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Vice Chancellor, who subsequently decides what action to take.

Timelines for Dossier Submission and Processing

Tenure Review

Times for dossier submission and further processing for tenure and/ or promotion to Associate or Full Professorship are as follows:

Submission From	Submission To	Deadline
Candidate	Chair	June 30
Chair	DPTC	August 31
DPTC	Chair	October 15
Chair	Dean	October 31
Dean	SAPTC	November 30
SAPTC	Dean	January 31
Dean	Vice Chancellor	February 15
Vice Chancellor	Management Committee	April 30
Management Committee/ BoT	Vice Chancellor	June 30

Midterm Review

Spring Semester prior to the review:

Action	Date
Candidate begins to compile dossier	March 1

Dossier completed and forwarded to the Chair	March 25
Department decides whether to alert the dean and candidate of a weak case.	April 5
If Department proceeds with review, the Chair solicits names for external reviewers from candidate.	April 15
Chair sends out preliminary requests to external reviewers.	May 1-May 15
Departments send letter and materials to external reviewers.	June 15

Fall Semester of the review:

Action	Date
Deadline for external reviewers' responses.	October 1
Dossier with external reviewers complete.	October 15
DPTC votes, if outcome is positive, Chair forwards full dossier to dean accompanied by a written recommendation and a summary of the DPTC's deliberations.	November 1
Dean asks SAPTC to review dossier.	November 15
Dean, after reviewing full dossier including the DPTC and SAPTC's recommendation, forwards it to Office of the Vice Chancellor	December 1

E. Contract Renewal and Promotion Processes for Faculty on Teaching Track

Eligibility for Promotion

All faculty members on teaching track at the Assistant Professor level who meet the eligibility conditions for appointment as Associate Professor as outlined in section 3.4.1.2 may prepare their dossier and submit it to the Chair of the Department or Associate Dean, as the case may be, for

consideration. Faculty members at the Associate Professor level are required to meet the eligibility conditions for appointment as Professor as outlined in section 3.4.1.3.

It may be noted that each case will be considered on merit, following the process outlined in this document. Meeting the eligibility criteria for appointment at the next level does not confer any right of promotion.

Deviations from Standard Eligibility Requirements

Prior Professorial Experience

When an individual who has served at other institutions at a professorial rank is employed at LUMS, prior service at other institutions will not be counted for meeting the eligibility conditions.

Performance Review of faculty

Annual Review

All faculty members participate in annual review of their performance by completing the electronic self-evaluation forms following which their performance is reviewed by the respective Chairs/Deans.

Review for Extension of Contract

Faculty on teaching track are provided 4-year contracts, which are to be reviewed in the final year of the contract. The review process should be completed six months prior to the completion of the contract.

Faculty members in their fourth year of contract will be required to complete the electronic self-evaluation form for contract renewal, following which their performance will be reviewed by the respective Chairs and Dean.

Preparation of the Promotion Dossier:

Faculty members on teaching track who wish to be considered for promotion would prepare their dossier in accordance with the guidelines provided in Section 6.5, providing all information that is applicable.

Committee Recusal

Policy noted in Section 6.7 is applicable to teaching-track cases as well.

Updates and Late Submissions to the Dossier

Policy noted in Section 6.7.1 is applicable to teaching-track cases as well.

Substantive Guidelines for Evaluation of Promotion Cases

The departmental evaluation of the candidate's dossier should base its recommendation on the following issues, as appropriate.

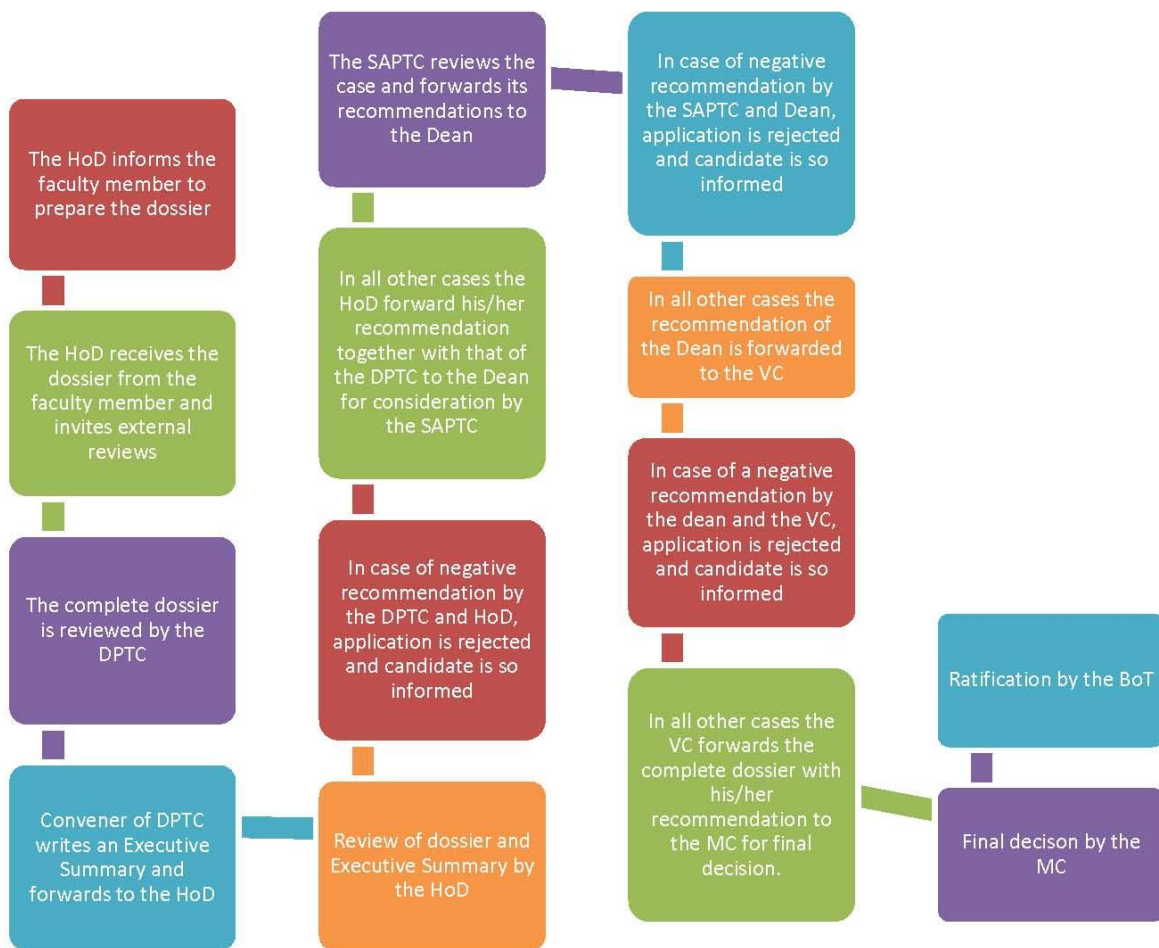
1. How has the candidate influenced the understanding or practice of his or her discipline(s)? How has the work of the candidate been recognized in the profession? Has the candidate established a national or an international reputation in his or her chosen field?

2. Has the individual been involved in leadership activities and service in professional organizations in his or her field(s)? What has been the candidate's impact within the external professional communities, nationally and internationally?
3. How does the candidate compare with others in the field, both at LUMS and at other institutions, at a similar stage in their careers?
4. What has been the individual's teaching performance, and what is their potential for improvement? This evaluation should, among others, be based on the following: student teaching evaluations, departmental evaluations, letters from students, prizes and awards for teaching, record in mentoring graduate and undergraduate students, implementation of new courses, novel deployment of information technology for teaching, and curriculum development.
5. Has the candidate made useful contributions to service in the LUMS Community and in the external professional community?
6. Does the candidate strengthen the department, the school, and the university and if so, how?
7. What is the reason for believing that if promoted, the candidate will continue to be a proficient teacher, and an interactive member of the LUMS community? It is useful to remember that promotion is not just granted as a reward for past achievements. It is given with the anticipation that the promise suggested by the record of teaching, and service to date will be fulfilled many times over in the future.
8. Has the candidate exhibited good citizenship and role modeling? Is he/she a good team player willing to take on additional responsibilities when the need arises? Does he/she possess a positive attitude? How would you describe his/her behavior towards his/her colleagues?

Meeting Minutes

Minutes of all DPTC and SAPTC meetings will be recorded and included in the candidate's dossier. All committee minutes should remain confidential and will be retained by the Chair of respective committees and housed within the office of the VC or the respective Dean, as is most appropriate.

7.6 Standard Promotion Process



For greater detail on the individual roles and responsibilities of various parties at different points along the appointment timeline,

The standard promotion process is described in detail below:

1. The candidate compiles his/her dossier and submits it to the Chair. The Chair adds the candidate's external reviews to the dossier, confirms the dossier's completed status and compiles the dossier in electronic form.
2. The Chair forwards the dossier to the Department Promotion and Tenure Committee (DPTC) which evaluates the strength of the candidate's case for promotion. After a thorough discussion, the DPTC will vote whether to approve the candidate's promotion. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a minority report. The report of the DPTC is forwarded with the candidate's dossier to the Chair.
3. The Chair conducts a thorough review of the case and if either the Chair or the DPTC has recommended the candidate for promotion, the Chair will forward the candidate's dossier to the Dean for processing by the SAPTC. In case both the Chair and the DPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
4. The SAPTC evaluates the strength of the candidate's case for promotion. After a thorough discussion, the committee will vote whether to recommend the candidate's promotion. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a minority report. The report of the SAPTC is forwarded with the candidate's dossier to the Dean.
5. The Dean conducts a thorough review of the case and if either the Dean or the SAPTC has recommended the candidate for promotion, the Dean will forward the candidate's dossier to the VC for further processing. In case both the Dean and the SAPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
6. In case of promotion only to the level of Associate Professor on teaching track, the final decision on the case is made by the VC and communicated to the school.
7. For all cases of teaching track candidate's promotion to full Professor, final approval of a candidate's appointment lies with the MC as ratified by the Board of Trustees. The VC conducts a thorough review of the case and if either the VC or the dean has recommended the candidate for promotion/award of tenure, the VC will forward his/her recommendation, together with the completed dossier and all recommendations to the MC for consideration. In case both the VC and the dean have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.

Effective date of Promotion

Promotion of a faculty member becomes effective only after grant of approval by the relevant office or forum, and its subsequent communication by the Vice Chancellor.

Appeals

Candidates for promotion may appeal a negative committee decision at any time in process not later than twenty calendar days after the candidate has been notified. The appeal is with the dean if the application is rejected at the department level, and with the VC if it is rejected at school or university level.

Candidates may also appeal decisions by writing to the Faculty Council not later than twenty calendar days after the candidate has been officially notified that promotion has not been awarded. This review, which is conducted by the Appeals and Grievances Committee of the Faculty Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for promotion. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Vice Chancellor, who subsequently decides what action to take.

Timelines for Dossier Submission and Processing

Tenure Review

Timelines for dossier submission and further processing for promotion to Associate or Full Professorship are as follows:

Submission From	Submission To	Deadline
Candidate	Chair	June 30
Chair	DPTC	August 31
DPTC	Chair	October 15
Chair	Dean	October 31
Dean	SAPTC	November 30
SAPTC	Dean	January 31
Dean	Vice Chancellor	February 15
Vice Chancellor	Management Committee	April 30
Management Committee/ BoT	Vice Chancellor	June 30

Renewal of Contract

For contracts expiring on Dec 31st/ spring semester prior to the review:

Action	Date
Candidate initiates self-evaluation	February 1
Self-evaluation completed and forwarded to the Chair	February 20
Department decides whether to alert the dean and candidate of a weak case.	March 5
If Department proceeds with review, the DPTC convenes and conveys its recommendations to the Chair	April 15
Chair forwards recommendations of the DPTC, along with his observations to that SAPTC	April 25
Dean, after reviewing the case, including the DPTC and SAPTC's recommendation, makes the final decision with respect to renewal of contract	June 15

Fall Semester of the review:

Action	Date
Candidate initiates self-evaluation	August 10
Self-evaluation completed and forwarded to the Chair	August 31
Department decides whether to alert the dean and candidate of a weak case.	September 5
If Department proceeds with review, the DPTC convenes and conveys its recommendations to the Chair	October 15
Chair forwards recommendations of the DPTC, along with his observations to that SAPTC	October 25
Dean, after reviewing the case, including the DPTC and SAPTC's recommendation, makes the final decision with respect to renewal of contract	December 15

F. Dismissal/ Termination of Appointments, Sanctions and Suspension

Resignation

Faculty members who intend to resign at the end of the academic year should submit a written notification to the Vice Chancellor of the university with a copy to the dean and Chair of their intention no later than April 15 of the year of resignation, or thirty days after receiving written notice of the terms of reappointment, whichever comes later.

Dismissal

Legitimate Causes for Dismissal

Dismissal of faculty members may only occur for cause. Adequate cause for dismissal must be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or scholars. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights under Pakistani law.

Examples of behavior that in their most serious form may directly and substantially detract from the professional capacities of faculty members in their roles as teachers and scholars are fiscal malfeasance, unauthorized absence from the university, plagiarism, dishonest research, and sexual harassment of the students, faculty, or staff of LUMS.

Hearing Process

A faculty member will be dismissed for cause only after he or she has had an opportunity for a formal hearing by a faculty panel convened for the express purpose of considering dismissal for cause. The VC or his/her delegate will initiate consideration of dismissal by presenting to the speaker of the elected Faculty Council a written statement of the allegations, framed with reasonable particularity that, if established, would justify dismissal.

The University Faculty Council, in consultation with the Vice Chancellor, will establish the procedure to be followed during dismissal hearing, and any subsequent changes in that procedure affecting the authority of the Vice Chancellor or Board of Trustees must be approved by the Vice Chancellor or the Board. The speaker will ensure an opportunity for a dignified, careful, and fair hearing in which:

1. Written notice will be given to the faculty member of the administration's allegations against him or her.
2. The faculty member will be considered fit in his or her capacity as a teacher or scholar until proven otherwise.
3. The confidentiality of the proceedings will be guaranteed and the privacy of the faculty member will be respected.
4. An unbiased panel composed solely of faculty members will be chosen.
5. An opportunity will be given the faculty member to be present throughout the hearing, to confront and question witnesses, and to give information in his or her favor. The hearing panel will reserve the right, at any time before, during, or after the formal hearing, to meet in closed session outside the presence of the parties or their representatives.

Following the hearing, the panel will weigh the evidence and give to the Vice Chancellor a written report, containing both its findings and its recommendations. The Vice Chancellor, after reaching a decision, will inform the MC/Board of Trustees.

Other university policies may be established from time to time, such as the currently existing policies on sexual harassment and scientific misconduct that provide for a range of potential sanctions and a committee to review allegations against a faculty member. A hearing held in accordance with the sexual harassment policy will substitute for the dismissal hearing required in this policy as described in this section.

Suspension Pending Final Decision

Pending a final report by the hearing panel, the administration may suspend the accused faculty member, for example, by placing the accused on administrative leave or assigning him or her to other duties in lieu of leave-only if continuance threatens harm to other persons, to the accused, or to university property. A faculty member who has been suspended pending a hearing will continue to receive full salary throughout the period of suspension. A suspension that is not followed either by reinstatement or by the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

Sanctions Other than Dismissal

If the behavior of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a sanction, then the matter would be dealt with as specified in the Faculty Disciplinary Policy.

Termination

All faculty members on teaching or tenure track appointments or with a special or contractual appointment can be terminated as per the provisions of their appointment agreement/contract or under circumstances related to the fitness in their professional capacities as teachers following a due evaluation process.

Termination because of a Reduced or Discontinued Program or Academic Unit

The university may terminate the employment of a faculty member because it has in good faith decided to discontinue or reduce a program, department, or other academic unit of the university. Such decisions are the final purview of the Board of Trustees and will be communicated by the Vice Chancellor first to the unit involved and then to the University Faculty Council or all faculty in the absence of a Faculty Council.

Financial Exigency

Tenure may be terminated in a situation of university-wide financial exigency. Financial exigency is declared only under conditions set forth by the Board of Trustees and communicated through the Vice Chancellor to the University Faculty Council or all faculty in the absence of a Faculty Council. If there is need to terminate a faculty member's tenure for reasons of financial exigency, the university will provide letters of recommendation to the tenured faculty member.

Exemptions and Revisions

The University, its officers, or any other person or entity associated with them shall have no liability whatsoever for any losses, damages, claims, legal costs, or other expenses that a person may suffer or incur, whether directly or indirectly (including any loss of profit or damage to reputation) by reason of any proceedings instituted or measures taken pursuant to these procedures.

These procedures may be revised by the University from time to time in its absolute discretion provided that any revision or amendment in the procedures shall not apply to any proceedings that have commenced or affect the validity of any decision or anything done prior to the revision.

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VIII. FACULTY DEVELOPMENT

LUMS expects its faculty to routinely engage in professional activity of a scholarly nature, and to augment and redefine the existing bodies of knowledge in their respective disciplines. While there is no articulated policy regarding the minimum number of research projects or publications that all faculty members must engage in, the university encourages them to push themselves to a great degree. To avoid unnecessarily encumbering faculty with the administrative and financial aspects of research work, it supports the faculty through a number of different offices.

The Office of Sponsored Programmes and Research (OSPR) is one such office, which actively pursues its mandate to promote a culture of research at LUMS. It regulates internally sponsored research activities at the University, and acts as a liaison between external funding agencies and the faculty. It also creates dashboards to categorize and disseminate information, maintains a web-based customized application to facilitate grant administration, and procures, manages, and transfers research equipment.

The University ensures that restrictive policies do not stifle opportunities for research by granting teaching and service awards, and designing a generous faculty leave policy. Both these steps are geared towards giving faculty members the resources and time to evolve and make substantial progress in their fields.

A. Faculty Leave Policy

Taken from new [Faculty Leave Policy](#)

Purpose

As defined in the statement of Principles of Leaves of Absence:

“Leaves of absence are among the most important means by which the teaching effectiveness of faculty members may be enhanced, their scholarly usefulness enlarged, and an institution’s academic program strengthened and developed. A sound program of leaves is therefore of vital importance to a college or university, and it is the obligation of faculty members to make use of available means, including leaves, to promote their professional competence. The major purpose is to provide opportunity for continued professional growth and new, or renewed, intellectual achievement through study, research, writing, and travel. Leaves may also be provided in appropriate circumstances for projects of direct benefit to the institution and for public or private service outside the institution.”

Faculty Presence on Campus

Faculty on academic year contract are required to devote full-time to their LUMS responsibilities during the entire period of the academic year, starting on the first day of Freshman orientation and concluding 10 months from that date. In fulfilling their obligations, faculty members are expected to have a substantial presence on campus during the academic year, and may be absent from the campus for greater than 10 days, only if they are on an approved leave.

Unauthorized absence from the university may lead to sanctions against the faculty member, including dismissal from service.

Leave Programs

1. Leaves from teaching responsibilities are provided by the University to permit members of the faculty to participate in activities that will upon their return to LUMS:

- a. Enhance their competence as scholars and teachers.
- b. Utilize the special expertise of faculty in programs of broad interest (for example, programs sponsored by professional societies or by the government).

2. Leaves are also granted for medical reasons, and care of parental charges.

3. LUMS has limited resources at its disposal and, other than maternity leaves, the right to apply for a leave does not grant the faculty member the right to receive approval for the leave. The faculty member is also required, other than in an emergency, to apply for a leave well in time and proceed on leave only after approval of leave by the university.

4. The contract of faculty members who proceed on leave without approval or who fail to return after completion of the sanctioned leave period, will be expired and they will have to go through the standard procedure of re-employment. As detailed in the sections following, depending upon the type of leave availed, such faculty member may be legally obligated to refund LUMS for the salary obtained during the period of leave.

Types of Leaves

Sabbatical Leaves

1. Sabbatical leave of one-year is granted by the university to meet either or both of the following aims :

- a. To provide time for research or other professional or creative activity;
- b. To provide time for improvement of instructional materials and techniques or their administration.

Eligibility for Sabbatical Leaves:

2. In order for a faculty member to apply for a sabbatical leave it is necessary that the following conditions be met:

- a. The applicant is a full-time teaching track, tenure-track or tenured faculty member at the rank of assistant, associate or full professor, or an administrator holding academic rank.
- b. The applicant is a full-time member of the faculty for six full years.
- c. Leaves of absence without pay and any leave of duration greater than one month are excluded from the time required to qualify for a sabbatical leave.
- d. The time counted towards the sabbatical leave begins to accumulate from the first day of work as a regular faculty member, in case of a first award and from the next appointment semester, in case of an applicant who has already availed a sabbatical leave.

3. Research and extension personnel paid wholly from other than University funds are not eligible to apply for sabbatical leaves.

4. A sabbatical leave cannot start during a semester.

5. In as much as the faculty member on leave is still considered to be a full-time employee, all LUMS regulations and benefits shall apply to the recipient while on sabbatical leave.

Procedure:

1. The processing of a sabbatical leave application is initiated by the faculty member wishing to proceed on sabbatical, who submits a completed application form to the Department Chair within the specified deadline. The justification of a sabbatical leave is determined primarily on the basis of a written proposal outlining the nature of the program to be undertaken and the benefits to the individual and to the University that may reasonably be expected.

2. A sabbatical leave must be planned by the faculty member well in advance to the date of departure to allow the Department to review the application carefully. The faculty member is required to submit a sabbatical application form through the department chair, at least twelve months prior to the proposed date of departure. The sabbatical leave application form needs to be filled out with care and is expected to contain complete justification for the proposed activity, including a substantive plan in some detail explaining the nature of the project, location of the proposed activity as well as projected goals, indicating how the leave will promote the faculty member's professional development and benefit LUMS. The faculty member may not take up additional employment during the sabbatical leave period, except to the degree and terms and conditions specifically approved by LUMS.

a. For applicants intending to take the Spring Semester off as the first semester, applications for sabbatical leaves should reach the department chair by the last Friday of January of the prior year. Notification of the action on the grant shall be made not later than the first Friday in May following the request for sabbatical.

b. For applicants intending to take the Fall Semester off as the first semester, applications for sabbatical leaves should reach the department chair by the last Friday of September of the prior year. Notification of the action on the grant shall be made not later than the first Friday in December following the request for sabbatical.

c. The importance of early application and early notification for the University and for the individual faculty member cannot be overemphasized. Applications received with less than the lead time indicated may be accepted, but the disadvantages of risking later notification or lower priority rating should be recognized.

3. It is the responsibility of the department chair to evaluate the proposal's consistency with departmental needs and objectives, and to indicate to the dean the rating of the project and the manner proposed to absorb or fill the vacancy thus created. Normally, one is not granted a sabbatical leave for teaching courses elsewhere that are regularly taught at LUMS.

4. The dean will forward the sabbatical leave application, together with the recommendations of the department chair, for review to the School Appointments Promotion and Tenure Committee (SAPTC). Recommendations of the SAPTC will be forwarded to the Dean of the School. The dean may consult with the faculty member about the plan and may make suggestions for modifications.

Proposals may be rejected because of lack of merit or low priority or may be deferred because of staffing and/or budgeting problems. The applicant shall be notified of the action at each level of administrative review.

5. For tenure track faculty, the tenure clock will continue during the sabbatical. Most faculty is on 10-month academic year appointments, with a July 1 contract renewal date. While the salaries of 10-month faculty are paid over the full 12 month period, workload is assigned only during the fall and spring semesters of the academic year. To make it convenient for faculty on 10-month academic year appointments, half the appointment year (1st July to 31st December or 1st January to 30th June) is interpreted as one semester.

6. The final recommendation of the dean on the sabbatical leave application, along with a copy of the sabbatical leave application will be forwarded to the Vice Chancellor. Any exceptions concerning the terms and conditions of a sabbatical leave require the approval of the Vice Chancellor.

7. The sabbatical leave may not be combined with any other leave and the faculty member is required to rejoin the department on completion of sabbatical leave.

Rejoining:

Faculty returning from sabbatical will notify the head of department on the date that he/she physically rejoins LUMS. In case the sabbatical period completes during summer, the faculty member is expected to be back at LUMS at least two weeks prior to the start of the fall semester. The faculty member must submit a detailed report to the departmental chair with a copy to the dean, summarizing sabbatical activities within 90 days of rejoining. The report should include a summary of the activities for the year, along with copy of a book, article, or papers submitted or written during the leave period. A presentation to the general school community may be appropriate. The quality of the leave accomplishment will be taken into account at the time of the next salary review in evaluating the total contribution of the faculty member to the school.

Post Sabbatical Service Requirement:

A faculty member who is awarded a sabbatical leave has a legal obligation to return to active University service immediately upon completion of the sabbatical leave. Following their return to the university, the faculty member is required to remain at the university for a period that is at least equal to the period of sabbatical leave. Failure to return to regular University employment immediately after sabbatical leave for a period at least equal to the period of the sabbatical leave shall create an obligation on the part of the appointee to refund the entire salary received for the period of a regular sabbatical leave. The university shall have the right to deduct the amount due from any funds of the faculty member at the university including the Provident Fund. The refund requirement will be reduced in proportion to the length of the time served.

Short Leaves for Academic Purposes

It is understood that a faculty member may be absent from campus for a period less than ten days for academic purposes including travel for conferences, workshops, seminars, research collaboration visits, etc., for which they will make suitable arrangements for make-up classes or alternate instructors during a semester. Any short leave for academic purposes of 10 days or longer, however, must be taken with the explicit written consent of the Dean. The faculty member going on short leave for academic purposes must submit a work plan providing details of the

proposed activity along with a justification and itinerary to the Head of the Department for onward recommendation to the to the dean for approval. For tenure track faculty, the tenure clock will continue during the short leave period.

PhD Study Leave for Teaching Fellows

Full-time teaching fellows who have served at LUMS for at least two years may apply for PhD study leave to their respective deans through their department chairs. On the recommendation of the chair their respective deans, taking into consideration the strength of the proposal submitted and availability of budget for the requisite purpose, will make a recommendation to the Vice Chancellor regarding grant of PhD study leave granting the faculty member three years of basic salary on the condition that they successfully complete their PhDs and rejoin their departments thereafter.

Six months prior to the expected date of completing their PhD, teaching fellows must notify their department chair so that their case of appointment is processed by their respective school. Teaching fellows awarded PhD study leave have a legal obligation to immediately upon completion of their PhD return to the university and serve for a period of at least three years. Teaching fellows failing to complete their PhDs or rejoin the university within 5 years of taking leave are legally obligated to refund the entire salary obtained by them from the university.

Leaves without Pay

Professional Leave

Faculty members may be allowed leave without pay, at the discretion of the university on case to case basis for professional purposes, after every three years of continuous service as a regular faculty member. Application for leave without pay should be submitted at least six months prior to the proposed date of departure. A leave without pay may be granted, provided the university is satisfied that the purpose for which a faculty member is seeking leave will enhance his/her professional capabilities in line with the interests of the university. The university, however, reserves the right to sanction such leave for faculty member consistent with his/her work requirements. Examples of such leave requests may include but are not restricted to leaves for setting up start-ups, leaves to work for a commercial entity for a limited period of time, fellowships or leaves for government service. Leaves without pay for a period less than one year would be granted by the dean of the school on the recommendation of the department chair.

Request for extensions beyond one year leave without pay, requires careful consideration by the department chair. The faculty member has an obligation to assist the Department in finding replacement instructors for his or her courses. Leaves for government service are a special case, and may be extended, at the discretion of the university, for the full term of the service, up to a maximum of three years. All cases of leave without pay for a period greater than a year require the approval of the Vice Chancellor.

For tenure track faculty, the tenure clock will continue during the leave period

Personal Leave

Faculty members may be allowed leave without pay for personal reasons, after three years of continuous services for a maximum duration of one year. A leave without pay may be granted, on case to case basis to faculty by the dean on the recommendation of the department chair. Once

again, faculty members applying for Personal leave shall inform the department Chair / associate dean / dean, of this leave at least six months prior to their leave plan.

All leaves without pay (Professional or Personal) will not be treated as service period for accumulated benefits or to claim seniority of service. Faculty members shall inform the department chair / associate dean / dean, of this leave at least six months prior to their leave plan with the appropriate recommendation from department chair, and approval by the dean.

For tenure track faculty, the dean of the school shall make the determination regarding stoppage of tenure clock during the leave period.

Medical & Maternity Leaves

Medical Leave

Faculty members requiring leave to recover from their own or their immediate family's serious illness can request for medical leave which will be dealt by on a case-by-case basis by the department chair.

Maternity Leave

The University is committed to supporting faculty members to balance their employment and family commitments. Maternity leave is applicable to all permanent and long-term contract female faculty members. Faculty is eligible to apply for maternity leave of up to twelve weeks. Under normal circumstances, a maternity leave application should be submitted to the department chair at least three months in advance. Leave can start anytime during six weeks prior to the expected delivery date. However, in case of medical complication, leave can be taken as advised by the doctor. The approval would require submission of valid medical certificate by competent medical authority. If the faculty member is unable to return to work after the completion of her maternity leave due to complications arising out of pregnancy (to be certified by the competent medical authorities) the period of absence in excess of the maternity leave will be considered medical leave and be subject to the provisions governing medical leave.

Faculty members proceeding on maternity leave may, within 3 months, request to stop the tenure clock for a period up to one year, which would be allowed.

Paternity Leave

Fathers are eligible for 10 working days of paternity leave

Implementation

a. This policy would be implemented starting July 1, 2015

Roles and Responsibilities:

Faculty Member

a. Submission of Request for leave within the time lines specified, prior to expected date of departure from the university b. Ensure that they are eligible to apply for the leave requested. c. Return to active duty at LUMS immediately upon completion of leave period. d. Submit reports as required for the type of leave availed

Department Chair's Office

- a. Confirm that the faculty member is eligible for the type of leave applied.
- b. Ensure that the leave form is completed properly and all supporting documents are attached.
- c. Ensure that adequate arrangements are made to deal with the absence of the faculty member requesting the leave.
- d. Ensure that sufficient budget is available to cater to the requirements resulting from the expected absence of the faculty member.
- e. Write a succinct memo to the Dean listing the budgetary impact of the proposed leave on the department's operations and provide recommendations regarding the leave application.

SAPTC

- a. Review the Sabbatical proposal submitted by faculty along with the recommendations of the Department Chair
- b. Evaluate the relevance of the proposal to the faculty's teaching and research at LUMS.
- c. Forward its recommendations to the Dean.

Dean's Office

- a. Review leave application along with the recommendations of the department chair and make a determination regarding the leave application.
- b. Recommend and forward all cases of leave without pay for a period greater than a year to the VC Office for approval.
- c. Inform the faculty member regarding the result of the leave application.
- d. In case the leave application is approved to forward a copy of the approval to the VC Office.
- e. Inform the VC office of any changes to the leave status or duration.
- f. Inform the VC office on resumption of duty by the faculty member.

VC Office

- a. Approve all cases of leave without pay for a period greater than a year, sabbatical leaves, PhD leaves.
- b. Forward a copy of the leave approval information to the HR Office.
- c. Inform HR office regarding resumption of duty by the faculty member.

HR Office

- a. Record leave information in the requisite software
- b. Inform Finance and Accounts Office regarding stoppage of salary during period of leave without pay

c. Inform Finance and Accounts Office regarding payment of salary following resumption of duty by the faculty member after period of leave without pay

Exemptions and revisions

The University, its officers, or any other person or entity associated with them shall have no liability whatsoever for any losses, damages, claims, legal costs, or other expenses that a person may suffer or incur, whether directly or indirectly (including any loss of profit or damage to reputation) by reason of any proceedings instituted or measures taken pursuant to these procedures.

These procedures may be revised by the University from time to time in its absolute discretion provided that any revision or amendment in the procedures shall not apply to any proceedings that have commenced or affect the validity of any decision or anything done prior to the revision

B. Travel

Complete policy can be found on this link: [LUMS Travel Policy](#)

LUMS Travel Policy

Travel approval will be as per the University policy. Indent needs to be raised for all travels. All travel authorization forms should include cost of hotel, rent a car, mode of travel and miscellaneous expenses which includes daily allowance.

Domestic Travel Policy

Mode of Travel

a. Domestic travel entitlements for modes of travel for Faculty/ Staff are listed below according to their categories.

b. Mode of travel for Faculty/ Staff requires prior approval of Vice Chancellor, Dean, Head of Department and as applicable in the university matrix. The mode of travel which is economically most appropriate will be selected and entitlements may vary according to an employee's job contract.

c. If an employee opts to travel by road in his/her own car, fuel expenses will be reimbursed to them at a rate of Rs. 12/ km. d. For category-3 special permission from Head of Department will be obtained while availing the facility of traveling by Air (in case of emergency only).

Entitled Domestic Travel for Category 1

Designation	By Air	By Train	By Road
VC Deans Associate Deans Department Chairs Professors	Economy Class	A/C Sleeper	Own Car Rent a Car A/C Bus

Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD			
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Entitled Domestic Travel for Category 2

Designation	By Air	By Train	By Road
Deputy Managers Assistant Managers Lecturers Teaching Fellows Project Research Teaching Assistant Research Assistant	Economy Class	A/C Sleeper	Rent a Car A/C Bus (*Subject to approval of Dean/ HOD)

Entitled Domestic Travel for Category 3

Designation	By Air	By Train	By Road
Administrative Staff Support Staff Senior Officer Officer	Economy Class	A/C Sleeper	Rent a Car A/C Bus (*Subject to approval of Dean/ HOD)

2. Accommodation Entitlement

- a. Accommodation entitlements are set according to the prevalent market trends. The University reserves the right to change Accommodation Entitlements¹ according to the current market trends and hotel rates.
- b. Accommodation arrangements will be made by the concerned secretarial/ support staff of the department as per their entitlement listed in the categories.
- c. When hotel stay is "Bill to Company" it means that Hotel will send direct bill to LUMS. Hotels will be instructed to send only the accommodation per night bill. Foods and misc bills will be accommodated through daily allowance. Employees will do the payment by themselves through daily allowance entitlement.
- d. If a group of individuals are traveling as a team they are required to stay at the same place as per entitlement for the objective of efficient resource utilization and management of travel expenses. Wherever appropriate they are advised to utilize the option of twin accommodation to accommodate junior staff within the same hotel. e. If the stay is arranged at own expense, 35 % of the entitlement of lowest applicable rates within respective entitlement shall be admissible to all categories.

Domestic Accommodation Entitlement for Category 1

Designation	Hotel Entitlement/ Equivalent
VC Deans Associate Deans Department Chairs Professors Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD	Equivalent Five star hotel/ Four star hotel

Domestic Accommodation Entitlement for Category 2

Designation	Hotel Entitlement/ Equivalent
Deputy Managers Assistant Mgrs Lecturer Teaching Fellows Project Research Teaching Assistant Research Assistant	Equivalent Four star hotel/ Three star hotel

Domestic Accommodation Entitlement for Category 3

Designation	Hotel Entitlement/ Equivalent
Administrative Staff Support Staff Senior Officer Officer	Equivalent three star hotel or motel

Daily Allowance Entitlement Daily Allowance (per diem):

Daily Allowance covers meals, laundry, ironing and other incidental expenses.

a) The table of daily allowance entitlement is given below.

b) Employees may choose to take the daily allowance as an entitlement or get reimbursed for the daily allowance at actual.

c) The employee may take the daily allowance as an advance and later claim full entitlement but all receipts will be required (within the entitled limit). In case the employee does not opt for the official accommodation and makes personal accommodation arrangements, s/he will be provided 35% daily allowance (without any time limitations) and no receipts for utilization of daily allowance will be required. If the receipts are required and are not provided, the advance will be charged to the employee's personal account. If an employee's expenses exceed the entitled daily allowance, the additional amount will be charged to employee's personal account.

d) Full daily allowance will be admissible only if it involves an overnight stay. i. If the total Travel duration is less than 6 hours, NO daily allowance shall be admissible. ii. If total Travel duration is more than 6 hours but less than 12 hours, 50 % of the daily allowance shall be admissible. iii. If total travel duration is 12 hours or more, full daily allowance shall be admissible.

Domestic Daily Allowance Entitlement for Category 1

Designation	Daily Allowance
VC Deans Associate Deans Department Chairs Professors Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD	Up to Rs. 3,000

Domestic Daily Allowance Entitlement for Category 2

Designation	Daily Allowance
Deputy Managers Assistant Mgrs Lecturer Teaching Fellows Project Research Teaching Assistant Research Assistant	Up to Rs. 2,400/-

Domestic Daily Allowance Entitlement for Category 3

Designation	Daily Allowance
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Administrative Staff Support Staff Senior Officer Officer	Up to Rs. 1,800/-
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Approval and Procedure for Domestic Travel

- a) Approval for the domestic travel has to be obtained by the authorized supervisor on Forms T-12 and T-23.
- b) Forms T-12 and T-23 will be completed by the employee at least three (3) working days in advance from the date of travel. After completion the form will be sent to the Travel Office with other relevant details.
- c) All travel costs and cash advances made by the University in the first instance will be charged to the personal accounts of the employee and recognized as an advance against travel. These advances will be adjusted after receipt of Travel Claim Form T-34 along with supporting documents and declaration form5.
- d) The Departments will be responsible for checking entitlements, making reservations and bookings according to the entitlement and other details provided by the employee and finally handing over relevant documents to the employee.
- e) All travel arrangements for the employee will be made by the Travel Office of the University to take advantage of the corporate discounts available to the University and to ensure a safe trip for the employee. The travel status will be confirmed by the Travel Office before issuance of tickets and other reservations.
- f) After issuance of tickets and confirmation of arrangements, payment of cancellation charges will be the responsibility of the employee unless the tour is cancelled or postponed by the University.
- g) An employee can only take a travel advance if he is traveling for more than three days. He is eligible to take up to 80 % of the entitled daily allowance in advance and the remaining daily allowance will be provided after the employee's return from the trip and provision of Travel Claim T-34 and remaining documents.
- h) After return to the University if the employee has any outstanding dues, s/he may complete the Travel Claim Form T-34 and submit it to the Finance and Accounts Department within Seven (7) days of the date of return along with original receipts, cash memos, bills, boarding pass and used tickets to receive payment and adjustment of advances.
- i) In case of default in submitting Travel Claim Form T-34 and/or supporting documents within the specified time period, amount of advances paid by the University both in cash and expenses will be adjusted from the monthly salary.

Local Commutation during Domestic Travel

- a) Pick and drop service from the destination in Lahore is available for all employees. If the service is not provided, they are entitled to claim reimbursement of expenses.
- b) Employees are advised to utilize the hotel's pick and drop service in the visiting city if it's the most economical mode of transport.
- c) In case the pick and drop service is not provided or the daily schedule is such that the pick and drop cannot be used, rental car facility/cab service may be used.
- d) Rent a Car will charge employees directly. Employee will bear this expense through "Local Commutation Allowance".
- e) For category 1 rental cars shall be used from the Travel Desk. Rest all categories will utilize cab service/ public transport.
- f) Any personal use of the transportation will be not be reimbursed.
- g) Door-To-Door Cab Service is available for Secretaries to Office Coordinators and Custodian Staff but requires prior approval of Head of Department.
- h) Employees will be reimbursed for local commutation expenses for maximum 10 days according to the table given below. Provision of receipts/tickets is essential for reimbursement. Proper proof of commutation is required. Further this allowance is applicable for official commutation only. If there is more than one employee at the vicinity; they are required to pool in for commutation.

Local Commutation Allowance (Domestic):-

Per day: 1 day

Allowance: Up to Rs. 1200

International Travel Policy

Mode of Travel

- a) For international travel, all categories are subject to the permission of Vice Chancellor. The mode of travel which is economically most appropriate will be selected and entitlements may vary according to an employee's job contract. Visa fee will be reimbursed upon submission of relevant documents.
- b) The entitlements for International modes of travel for faculty staff are listed below.
- c) Foreign traveling will be arranged via direct route.
- d) For Category 3 special approval is required from VC. Entitled International Travel for Category 1

Entitled International Travel for Category 1

Designation	By Air
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VC Deans Associate Deans Department Chairs Professors Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD	Economy Class
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Entitled International Travel for Category 2

Designation	By Air
Deputy Managers Assistant Mgrs Lecturer Teaching Fellows Project Research Teaching Assistant Research Assistant	Economy Class

Entitled International Travel for Category 3

Designation	By Air
Administrative Staff Support Staff Senior Officer Officer	Economy Class

Accommodation Entitlement

- a) The table of accommodation entitlement is given below.
- b) Accommodation arrangements may be made by the respective Departments but should be the most economical deal not exceeding the accommodation entitlement limit mentioned in the table below.
- c) By hotel stay it means that this entitlement is for the accommodation per night. Foods and misc bills will be accommodated through daily allowance.

d) In case the employee does not opt for the official accommodation and makes personal arrangements, s/he will be provided only 35% accommodation entitlement of lowest applicable rates.

e) If a group of individuals are traveling as a team and prefer to stay at the same place, for the objective of efficient resource utilization and management of travel expenses, wherever possible and appropriate, they are advised to utilize the option of twin accommodation.

f) All foreign visits on the University account shall be recommended by the authorized supervisor and approved by the Vice Chancellor. A proposal for each visit shall clearly state the purpose of the tour and complete details of itinerary.

g) Period of stay shall be based on the dates of the official assignment. If period of stay is longer than fifteen (15) days, it requires the prior approval of the Vice Chancellor.

h) If the hotel accommodation is arranged by the Travel Office, the hotel bill will be adjusted against the entitlement of the employee.

International Accommodation and Entitlement for Category 1

Designation	For UK and USA (\$)	For All Other Regions (\$)
	Hotel Stay	Hotel Stay
VC Deans Associate Deans Department Chairs Professors Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD	Up to 250	Up to 220

International Accommodation and Entitlement for Category 2

Designation	For UK and USA (\$)	For All Other Regions (\$)
	Hotel Stay	Hotel Stay
Deputy Managers Assistant Mgrs Lecturer Teaching Fellows Project Research Teaching Assistant Research Assistant	Up to 200	Up to 180

International Accommodation and Entitlement for Category 3

Designation	For UK and USA (\$)	For All Other Regions (\$)
	Hotel Stay	Hotel Stay
Administrative Staff Support Staff Senior Officer Officer	Up to 150	Up to 120

Daily Allowance Entitlement

Daily Allowance covers meals and incidental expenses such as laundry and ironing.

- The table of daily allowance entitlement is given below.
- Accommodation arrangements may be made by the respective Departments but should be the most economical deal not exceeding the daily allowance entitlement limit mentioned in the table below.
- In case the employee does not opt for the official accommodation and makes personal arrangements, s/he will be provided 35% of daily allowance entitled and receipts for utilization of daily allowance will be required.
- The employee may take the daily allowance as an advance and later claim full entitlement but all receipts will be required. If the receipts are not provided, the advance will be charged to the employee's personal account.
- If the hotel accommodation is arranged by the Travel Office and the bill includes meals, laundry and ironing expenses, they will be adjusted according to the employee's daily allowance entitlement. If an employee's expenses exceed the entitled daily allowance, the additional amount will be charged to employee's personal account.

International Daily Allowance Entitlement for Category 1

Designation	Daily Allowance (\$)
VC Deans Associate Deans Department Chairs Professors Associate Professors Assistant Professors Directors/ Sr Mgr/ Mgr HOD/ Acting HOD	Up to 50

International Daily Allowance Entitlement for Category 2

Designation	Daily Allowance (\$)
Deputy Managers Assistant Mgrs Lecturer Teaching Fellows Project Research Teaching Assistant Research Assistant	Up to 50

International Daily Allowance Entitlement for Category 3

Designation	Daily Allowance (\$)
Administrative Staff Support Staff Senior Officer Officer	Up to 25

Approval and Procedure for International Travel

- a. Prior approval for the international travel needs to be obtained. The travel is recommended by the authorized supervisor and approval is obtained by the Vice Chancellor on Form T-1 and T-2 .
- b. Form T-1 and T-2 will be filled in by the employee at least fifteen (15) working days in advance from the date of travel (more time will be required if visas are to be obtained). This form is then sent to the Travel Office with relevant documents.
- c. Travel arrangements will only be made by the Travel Office of the University to ensure a safe/satisfactory trip for the employee and to take advantage of the corporate discounts available to the University.
- d. The Advance of an International Travel will be paid to the individual as per the entitlement and the days officially specified for him/ her. All travel advances should be calculated on the number of days of the conference and the daily allowance allowed.
- e. The Travel Office will be responsible for checking entitlements, and making bookings according to the itinerary and other details provided by the employee and finally handing over relevant documents to the employee.
- f. Information to the employee about any variations regarding entitlements, availability of flights or seats will be the responsibility of the Travel Office.
- g. The travel status will be confirmed by the Travel Office before issuance of tickets and other reservations (if it is made by the Travel Office).

h. After issuance of tickets and confirmation of arrangements, payment of cancellation charges will be the responsibility of the employee unless the tour is cancelled or postponed by the University.

i. Re-confirmation of travel reservations from the travel agents is the responsibility of the employee.

j. An employee is eligible to take 100 % of the entitled daily allowance in advance before proceeding on Travel.

k. Travel Claim Form T-34 should be submitted to the Finance and Accounts Department within fifteen (15) days of travel along with original receipts, cash memos, bills, boarding pass and used tickets for payment and adjustment of advances. Declaration form5 must also be signed and attached.

l. In case of default in submitting the Travel Claim Form and supporting documents within the specified time period, amount of advances paid by the University both in cash and expenses will be adjusted from the monthly salary.

Local Commutation during International Travel

a. Employees will be reimbursed for local commutation expenses for maximum 10 days according to the table given below. Provision of receipts/tickets is essential for reimbursement.

b. Employees are advised to utilize the hotel's pick and drop service in the visiting city if it's the most economical mode of transport

c. When the hotel's pick and drop service is not available, the employees should use the most economical local transport like subway, bus or tram.

d. Any personal use of the transportation will be not be reimbursed. e. Proper proof of commutation is required. Further this allowance is applicable for official commutation only. If there is more than one employee at the vicinity; they are required to pool in for commutation.

Local Commutation Allowance (International):-

Per day: 1 day

Allowance: Up to 25\$

Official Travel Expenses

a. Official telephone calls will be reimbursed at actual after approval by the authorized supervisor.

b. Two telephone calls of three minutes each made to home by the employee during the entire period of visit will be reimbursed

C. Teaching and Service Awards

The LUMS administration is cognizant of its employees' unwavering dedication and work ethic, and aims to reward faculty and staff members who exhibit extraordinary loyalty to the institution. A teaching and service award is given to employees upon completing ten, twenty, or thirty years of continuous employment service with LUMS. The University strives to retain professors committed to teaching excellence by providing a collegial atmosphere that its faculty values. A professor's retention for such prolonged periods is not just a validation of the University's attempts, but is also usually indicative of thoughtful and attentive pedagogy, innovation in methods of instruction, or effective student mentoring on the faculty member's part.

The award carries an honorarium and a shield, and marks the faculty's service milestones. The HR department collaborates with the VC to establish a cutoff date for the calculation of tenure. Historically, this date has fallen around the end of the first quarter of the financial year, but it may change from year to year. The financial components of the awards are listed below:

Length of Service	Award
10 years	One basic salary or Rs. 25k (whichever is higher) with a ceiling of Rs. 35k
20 years	One basic salary or Rs. 55k (whichever is higher) with a ceiling of Rs. 75k
30 years	One basic salary or Rs. 75K (whichever is higher) with a ceiling of Rs. 400k

D. Research Support

I. Office of Sponsored Programmes and Research

The Office of Sponsored Programmes and Research (OSPR) actively pursues its mandate to provide support to LUMS faculty in their research endeavours. It acts as a bridge between LUMS faculty and external funding agencies, along with managing internally sponsored research activities at LUMS. OSPR also assists in bringing funding opportunities to the attention of faculty members and then coordinates with all the stakeholders in routing and tracking research proposals and awards.

Recently a Technology Transfer Wing (TTW) has been established at OSPR. The mission of TTW is to promote the development of technologies at LUMS into products for the benefit of the public at large while generating the resources for the support of research

and education at LUMS. Through its TTW, formal support mechanisms are being established to provide legal, administrative and financial support required in the patent and commercialization process to LUMS faculty in order to ensure that their focus remains on the research and innovation aspect, leaving the legal and administrative matters for the TTW team. OSPR provides support to faculty in copyrighting their creative work.

II. Grants Application Management & Execution System (GAMES)

GAMES (<http://games.lums.edu.pk/>) is a web based customized application to facilitate efficient research and grants administration at LUMS. It is accessible to the LUMS community through their LUMS login ID and password. The primary objective of GAMES is to make the grants application process paperless, efficient, streamlined, and transparent. GAMES will assist the LUMS community in staying updated about funding opportunities, applying for new grants, monitoring the application status of the existing grants, hassle free resource hiring, availing bridge finance facility, and using other related project management features. Furthermore, the application will facilitate change requests, submission and resubmission of the deliverables and seeking ethics approval from the Institutional Review Board (IRB). GAMES is designed to provide timely email announcements of the grant/ project status updates. Moreover, it will enable the users to manage their research work and time track their deliverables.

The GAMES will allow the Deans and Department Chairs to approve/ reject/ return applications and obtain information about sponsored research projects of their respective schools and departments. OSPR staff will be providing support to the users to ensure that the grants management system is operated in a proficient manner.

III. The Dashboards of OSPR

OSPR has been assisting key stakeholders in adding sense to the raw data. It has made an effort to aid higher management in making informed decisions and ensuring that it remains focused on the pursuit of University's research vision and mission. The following dashboards were created over the past couple of years by team OSPR:

- Key Research Statistics
- Publications
- Admissions
- Faculty Teaching Load

The main objective of this activity is to assess the numbers, converting them into information, and presenting them in the most concise and meaningful way so that the efforts of researchers are spotlighted. These dashboards have been instrumental in identifying key performance areas and indicating the trends over the past few years. The trends can be monitored by year, by school, and by department, and even the individual researcher level. Links of the dashboards have been shared with the Deans and the respective Chairs for their review and feedback. Currently the dashboards showing Key Research Statistics and Publications are updated monthly, and the Faculty Teaching Load dashboard is updated once a semester. The Admissions dashboard has been discontinued as the data is directly processed and presented to the respective stakeholders by the Admission Office itself.

IV. OSPR Policies

1. Routing of Externally Sponsored Programmes

All academic and research activities (except for REDC) in which an external agency is involved are required to be routed through the OSPR. These include, but are not limited to: Externally funded research proposals; Unrestricted grants; Travel grants; Sponsored conferences / workshops / seminars; Consultancy assignments; Instructional and service activities; Contracts; and Agreements and arrangements related to sponsored and externally funded activities. OSPR is responsible for ensuring that all proposals routed through it conform to sponsor guidelines and LUMS policies, and if funded, the projects comply with sponsor requirements and applicable LUMS policies and procedures. An in-house legal counsel reviews and advises on the proposal or contract if the OSPR determines a need thereof. Final approval on a contract or agreement is given by the Vice Chancellor (VC) or his designated authority.

The policy may be accessed at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/1-%20Routing%20of%20Externally%20Sponsored%20Programmes.pdf>

2. Management and Administration of Sponsored Programmes

LUMS expects its faculty members to devote a reasonable amount of their time to original research and innovative or reflective scholarly or creative work consistent with their academic stream. They must endeavor to make the outcome of such efforts accessible to the scholarly and general public through publications, lectures, and other appropriate means. The preparation and submission of a research proposal is directed by the Principal Investigators (PIs) and facilitated by the OSPR. Preparation and submission of a proposal includes activities such as the identification of an appropriate sponsor, use of any application forms specific to a sponsor, preparation of the technical and financial content (budget) of the proposal and correspondence with the sponsors. The OSPR may be contacted for assistance in identifying potential sponsors and securing any sponsor application materials and for protection of IP/Copy Right, and thereafter, for commercialization of the product that may result as a result of the sponsored activity. Researchers may not undergo any contract with any third party on behalf of the University directly. The authority to approve or enter into agreements lies solely with the Vice Chancellor (VC) or his designated authority.

More details on different research types, grant expenditure and management, are available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/2-%20Management%20and%20Administration%20of%20Sponsored%20Programmes.pdf>

3. Research Misconduct

It is the primary responsibility of the individual researcher to ensure the high standards of quality, integrity and research conduct. In situations where a case of research misconduct is reported, the OSPR is responsible for initiating the required inquiry process.

The policy on research misconduct is available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/3-%20Research%20Misconduct.pdf>

4. Research Equipment Procurement, Management, Transfer and Disposition

The purchase of research equipment is governed by the sponsor guidelines and the respective LUMS' research policy. LUMS policy encourages that all special purpose equipment be shared by researchers to the maximum extent possible, however this shared use must not contradict with the terms and conditions under which the equipment was acquired and interfere with the work for which the equipment was acquired.

The policy is available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/4-%20Research%20Equipment%20Procurement,%20Management,%20Transfer%20and%20Disposition.pdf>

5. Intellectual Property Policy

The University owns any and all Intellectual Property provided that such IP is conceived: during a research or other assignment given to researcher pursuant to a research project, grant or contract, or any other University administered program; utilizing University resources or other contributions of the University (use of University residential facilities allotted to researcher shall not be considered for this purpose); and by the researcher but the University has not entered into a research grant or contract agreement with express provisions to the contrary.

The University shares the net revenues generated from the commercialization or licensing of IP with the originators. The details can be found in the relevant policy. In an event of originating an invention, originators shall promptly and in writing disclose and assign each invention (except for traditional scholarly output) to the TTW.

More details on Intellectual Property & Commercialization policy are at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/5-%20Intellectual%20Property%20and%20Commercialization.pdf>

6. Conflict of Interest for Researchers and Consultants

A conflict of interest exists where an outside activity or an economic or personal interest of a LUMS investigator competes with or diminishes the interest of the University or interferes in such an investigator's performance of duties on behalf of the University. A conflict of interest also occurs when the outcome of a decision that has to be made in the

best interest of the University conflicts with the personal or economic interest of the investigator.

The policy on the procedure of conflict of interest may be accessed through:

<http://portal.lums.edu.pk/OSP/Research%20Forms/6-%20Conflict%20of%20Interest%20for%20Researchers%20and%20Consultants.pdf>

7. LUMS Overhead Policy

Carrying out research related activities at LUMS requires the use of general, physical, and administrative facilities of LUMS for which the university needs to be compensated. Thus, LUMS charges a financial overhead (indirect cost) from the externally funded programmes at the rate of 30/130 of the total project cost, unless otherwise restricted by the sponsor. In case of consultancy projects, overhead is calculated at the rate of 30/130 of total consultant(s) fee. This policy is applicable to all externally sponsored research and consultancy projects.

While the bulk of the overhead amount from research projects is directly retained by the university and included in the total revenue earned, a portion of the funds is distributed to the relevant school to support seeding of research activities, with the remaining funds being placed with the Principal Investigator (PI) for his/ her academic and research use. Details of the distribution can be found in the relevant policy. In case of consultancy projects, overhead is transferred wholly to the University.

More details on overheads and utilization of overhead account are available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/7-%20LUMS%20Overhead%20Policy.pdf>

8. Bridge Financing

Bridge Financing is temporary financing of a project from institutional resources for smooth running of operations. In case of temporary delays in receiving funds from a sponsor, a PI may apply for bridge finance in order to ensure continuity of an ongoing sponsored program. Funds for bridge finance may be made available through PI's own overhead account, school overhead account or Vice Chancellor (VC) pool in the same order of preference. In case, bridge finance is requested from a source other than PI's own overhead account, justification for doing so must be given by the PI. In case, bridge finance is requested from VC pool rather than school overhead account, justification for doing so must be given by the relevant Dean. These funds can be used for all classes of expenditure to be incurred as per project's original budget except for the salaries of PI and Co-PI; non-urgent equipment, non-availability of which does not cause delay in submission of any deliverable of the project; and overhead. Approval of bridge financing is subject to the funds available and final approval by the VC. It is to be noted that funds of any other externally sponsored project cannot be used for bridge finance purposes.

For more details on availing bridge finance facility, policy may be accessed through:

<http://portal.lums.edu.pk/OSP/Research%20Forms/8-%20Bridge%20Financing.pdf>

9. Institutional Review Board

LUMS Institutional Review Board (IRB) is responsible for overseeing all research activities that involve the use of human subjects and animals or issues related to biosafety. Research studies involving purchase or use of animals require approval from IRB to ascertain that they are handled, treated, kept and euthanized in as humane a manner as possible.

For more details on seeking IRB approval please see:

<http://portal.lums.edu.pk/OSP/Research%20Forms/9-%20Institutional%20Review%20Board.pdf>

10. Faculty Initiative Fund

The LUMS Faculty Initiative Fund (FIF) is an internal funding mechanism that awards competitive grants up to Rs. 1,000,000 to the LUMS faculty. These grants are intended to aid faculty members to develop innovative projects and benefit from new research initiative opportunities in order to enhance the research endeavours of the university. An FIF grant is awarded as a seed money to enable the faculty to work on advanced research projects that would attract national and international collaborators/sponsors.

For more details on FIF, policy may be accessed through:

<http://portal.lums.edu.pk/OSP/Research%20Forms/10-%20Faculty%20Initiative%20Fund.pdf>

11. Faculty Travel Grants

The FTG is an internal funding mechanism that awards competitive grants to full-time regular faculty for participation in research related international events such as conferences, seminars, symposiums, workshops and research collaborations. The purpose of the FTG is to encourage presentation of research papers and research collaborations by LUMS faculty in the International arena.

For more details on FTG, policy may be accessed through:

<http://portal.lums.edu.pk/OSP/Research%20Forms/11-%20Faculty%20Travel%20Grant.pdf>

12. Startup Grant

Start-up Grants are the first grants given to full-time regular faculty hired on the tenure track or as tenured faculty. These grants are awarded by the Deans of respective schools. Budgetary allocations for startup grants are made at the beginning of the financial year for all schools in consultation with the VC Office. The amount to be made available to a new faculty member is decided by the Dean, ensuring that sufficient funds are available for remaining faculty expected to be hired during that financial year. The amount available to the new faculty member as a startup grant is communicated in the offer letter.

For more details on Faculty Startup Grant please see:

<http://portal.lums.edu.pk/OSP/Research%20Forms/12-%20Startup%20Grant.pdf>

E. Consulting Policy

This policy is currently being redrafted. The existing policy is below:

This policy is available on the following link on the portal: [Consulting Policy](#)

Objective

Leading universities world over recognize that though professional consulting services their resident expertise can be gainfully used to assist institutions and individuals in the public, private and not-for-profit sectors. In return, apart from financial benefit, academic institutions enrich their reservoir of knowledge and forge mutually beneficial long-term relationships with their clients. Like any relationship, however, such engagements have to be skillfully and carefully managed and the interests of the academic institution, the individuals involved, and the clients have to be protected. This chapter spells out the key issues involved in ensuring that professional consulting offered by the University will adhere to the highest standards and be governed by a consistent set of policies regarding the process of such activity.

Consulting Typologies Opportunities for consulting arise at various times and the assignments can take various forms depending on the nature of the assignment and the client. Broadly, such assignments may be classified as follows:

Specific Problem Solving Such assignments can vary considerably in duration ranging anywhere from a couple of weeks to a couple of years and involve one or multiple disciplines. Depending on the client they may involve the submission of a final report and / or a final presentation or in some cases not involve a formal report though frequent communications of some type may be necessary. They may also use just a single consultant from the University or a team comprising several faculty members.

Broad Reviews Operationally, this is a variation of the first typology but no specific problem is identified by the client who just seeks a professional review of some facet of his organization and in case the consultant finds something amiss, he / she may be asked to recommend some solutions or changes.

Policy Making Sometimes, the federal or provincial governments may seek professional assistance on any number of areas with a view to formulating or re-formulating policies. Usually, in such cases the University faculty is a part of a larger group comprising individuals from a wide spectrum of society e.g. educationalists, politicians, bureaucrats, other professionals, etc.

Board Directorships

The University faculty can be asked to serve as members of board of directors of organizations in any of the three sectors i.e. private, public or not-for-profit. Such an involvement is mostly confined to attending board meetings and any other policy level action that any board member may be requested to perform. While the typologies may have many significant differences depending on the task and client, one major difference between the first two and the latter two is in the nature of financial rewards. The first two categories offer faculty and the University to charge a professional fee for their contribution while the latter two generally do not. Government policy

making could involve financial compensation but is usually not paid for in cash but may present the opportunity to make a broad impact on society. Board directorships can be paid or unpaid but any financial rewards are probably going to be minimal. Where the assignment involves token compensation it would not be categorized as “consulting.”

Entitlement

Faculty members are allowed fifty-two (52) full working days as consulting time during the course of the academic year.

Policy

University consulting policy is binding to the University faculty. Furthermore contravention of this policy may lead to disciplinary action against the faculty member

Compensation Rules

1. The compensation rules and the University deductions on consulting income apply to all fulltime faculty members.
2. Where the consulting contracts have been formally or informally entered into prior to joining the University, these must be declared at the time of entering into contract with the University.
3. A reduced rate of overheads could be negotiated on these contracts.
4. These rules do not apply to adjunct and part time faculty. However, if the adjunct or part time faculty makes use of the University's facilities for their consulting assignments, they too would be required to pay towards the overheads.
5. Compensation for consulting assignments is mutually agreed upon by the client and the lead faculty or the faculty team involved.
6. Broadly, pricing for consulting assignments can either be through a monthly retainer, daily professional fee or agreed upon lump sum for the assignment depending upon the nature of the assignment and the client.
7. A team leader should be nominated when accepting a team assignment, and all team members clarify the compensation terms including individual proportions before beginning a team assignment.
8. During the course of an assignment it is quite likely that the relative efforts will be different from those planned in which case the faculty involved are expected to respect such contributions and mutually agree on the relative shares.
9. If a consensus cannot be evolved, the team leader will decide on the relative shares.
10. The university retains 30% of the net consulting income earned by faculty. The faculty's share is calculated by subtracting from the contract fee, the 'out of pocket' expenses and then dividing the balance by 1.3.
11. Where the University is a direct client and has to contract the services of the faculty, the 30% deduction by the University will be waived. The University can negotiate a lower contract fee which

adjusts for the zero deductions on such contracts. In case of consultancy projects, overhead is transferred wholly to the University.

More details on overheads and utilization of overhead account are available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/7-%20LUMS%20Overhead%20Policy.pdf>

Permissible Consulting Load

The Head of Department has to keep track that the time spent on consulting is within the allowed limits. 2. For the summer, if the faculty wishes to spend any significant time in consulting, special permission has to be sought from the Dean. 3. The Dean may allow trade off between academic years – more consulting in one (1) year and less in subsequent years.

Co-ordination: The consultant will submit a periodical progress report to the client on mutually agreed terms. The same is mentioned in Clause 4 of the Consultancy Agreement (CForm 2).

Confidential Information

The consultant will treat any information provided to him / her by the client as confidential during the term of the agreement and vice versa. A time frame may be agreed between the client and the consultant after the expiration of the contract during which confidentiality of information will be maintained. If there is a need to share information with a third party during this period, the same will be done with the written consent of the consultant / client (Ref: C-Form 2: Clause 7).

Competition

The consultant may offer his / her services to other clients during the term of the agreement provided that they are not in direct competition with the client (Ref: CForm 2: Clause 8).

Liability

Neither of the parties will be liable to each other for any loss or cost incurred directly or indirectly during the term of the agreement or arising from the agreement at a later date other than by willful misconduct or gross negligence of either party. In the event of willful misconduct or gross negligence by the consultant, his / her liability is to be limited to the proportionate amount of payment received by the consultant at that date (Ref: C-Form 2: Clause 10).

Non-Agency

The consultant does not have the authority to bind the University to any contract (Ref: C-Form 2: Clause 11).

Termination

Certain events such as bankruptcy, insolvency or winding up of either party will entitle the other party to terminate the agreement immediately by provision of written notice to the other party. Written notice of three (3) months has to be given to the party in breach which grants a cure or remedial period. If the default continues thereafter then the other party may terminate the agreement by further written notice to the defaulting party (Ref: C-Form 2: Clause 14).

Applicable Law

The law of Pakistan has been nominated as the applicable law. Lahore is named as the sole seat of arbitration and the courts of Lahore are to exercise exclusive jurisdiction over any arbitration proceedings, as the contract will be made and performed at Lahore. This provision has been made so that in case of a dispute under the agreement, if the client initiates proceedings, he / she will be able to do so only in Lahore. By virtue of this, the client is denied action against the consultant in any other court of Pakistan (Ref: C-Form 2: Clause 19, 20, 22).

Disclaimer Clause

In all submissions and presentations emerging from the consulting assignment, the consultants have to identify themselves as faculty members of the University but make it clear that the views expressed and the advice provided is purely in their personal capacity. The following disclaimer needs to be present in their submissions: "The views expressed in this report / papers are the authors / consultants alone and do not, in any way, represent the view of the Lahore University of Management Sciences and the Lahore University of Management Sciences does not accept any responsibility or liability in relation thereto.."

Approval and Procedure for Consulting

1. Consulting assignments usually take two routes in coming to the University.
2. First, an institution or an individual may approach any administrative head (Vice Chancellor, Dean, Head of Department, etc.) or any other member of the faculty and ask for assistance in any of the categories of consulting.
3. The person is approached as a member of the institution or because he knows the faculty member personally. In such cases, the person approached can recommend directly to the prospective client, the persons who would be suitable for the assignment. He / she can also elicit interest in the assignment by informing the faculty about the proposed assignment.
4. Depending on the nature of the assignment and its importance for the University, the Vice Chancellor or the Deans may also form one or more team to work on the assignment.
5. Second, an individual representing an institution may approach a faculty member directly because he / she recognizes the faculty's expertise in the area that needs help.
6. In such cases, the faculty member will inform the relevant Dean and get the approval before commencing work. For multi-functional issues the Dean may form a team or in certain cases ask the initiating faculty to form a team.
7. Formal permission to undertake a consulting assignment is required in all cases.
8. A Consultancy Approval Form (C-Form 1) has to be submitted to the Dean for approval with Head of Department recommendations before entering into a contract with the client.
9. When a consulting assignment involves a financial compensation, a formal contract in the form of Consultancy Agreement (C-Form 2) must be signed with the client before starting an assignment.

10. Departure from this format is allowed provided all the clauses of the specimen contract are included.

11. All payments related to the contract must be handled through the University. Payments by the clients would be made to the account of the University, which in turn would make payments to individual consultants after appropriate deductions.

12. Departure from this practice would require express approval of the Vice-Chancellor.

13. The role of the Accounts Department is primarily to facilitate the transactions between the client and the consultants and to make deductions for the university overheads and expenses.

14. It is mandatory for the proposed agreement to be reviewed by the Head of Finance and Accounts prior to its execution to ensure that the payment structure and invoicing mechanism is satisfactory.

15. Normally the Accounts Department must release payments to the consultants within ten (10) days of the receipt from the client.

16. If there were any reasons for withholding or delaying payment, the consultants would be informed in writing with a copy to the Dean.

17. In the event where the client delays payment as agreed under the terms of the contract, the Accounts Department will, on the advice of the consultants, write to the client and follow up to ensure that contractual payments are made in time.

18. If the client procrastinates (without a plausible reason) the Accounts Department can initiate legal proceedings on the advice of the consultants and the approval of the Dean.

19. In the event of a dispute between the client and the consultants regarding the fulfillment of the contract (such as quality of work or delay in the completion of work etc.) the Dean can be approached for arbitration or for pursuing any legal course of action.

Contract Research and Commissioned Studies Contract research and commissioned studies have a consulting component but it is clear from the outset that the deliverable of the assignment would be a recognizable research output for instance a chapter in a book, an edited volume or research papers and publications. The faculty members may combine their research interests and supplement their incomes if they can find sponsors who will support their research. Sometimes the sponsors approach the faculty directly because of their professional reputation and standing. The consulting rates charged for such work are usually not comparable with the normal consulting rates.

Policy

1. Any time spent on contract research and commissioned studies is not treated as “consulting” and therefore the fifty-two (52) days a year limit placed on consulting will not apply here.

2. Deliverables should be clearly recognizable as research output.

3. Typically the University’s overheads will not apply but expenditure on consumables, materials and other direct costs will be charged.

4. Sponsorship rates may at times be comparable with consulting rates. In such cases University overheads will be built into the budget when seeking sponsorships.

Approval of Contract Research and Commissioned Studies

1. The Consultancy / Contract Research Approval Form (C-Form 1) must be submitted for approval to the Head of the Department and the Dean.
2. A formal contract must be signed with the client along the lines of the contract in CForm 2
3. There is no limit on the number of days the faculty member can work on contract research but the Head of Department and the Dean should be satisfied that other responsibilities do not suffer and must give their approval on the consulting / contract research approval form.

Other External Programs

All programs that complement the programs at the University and provide positive externalities are permitted. There are two types of external programs:

1. External Programs with Financial Benefits
2. External Programs without Financial Benefits The following types of assignments may be categorized as "Other External Programs":
 1. Membership of government committees
 2. Membership of a task force
 3. Membership of the board of trustees or board of governors of a University
 4. Membership of a selection board of a University or college
 5. Membership of Board of Directors of a company
 6. Supervision of a PhD student registered in another University
 7. Acting as an external examiner for a MS / M Phil / PhD thesis

Policy

1. Honoraria for "Other External Programs" are subject to the 30% deduction on account of "University overheads".
2. A faculty member who receives any compensation for assignments undertaken under this head must inform the Accounts Department of the payment received.
3. The Accounts Department will make appropriate deduction from the monthly salary bill.

Approval of Other External Programs

1. All such assignments require approval from the Head of Department and the Dean.
2. The assignments could involve substantial commitment in term of time and University resources.
3. The Head of Department and the Dean have to feel comfortable that;
 - a. The assignment is consistent with the needs of the University

- b. The demand on the faculty and other resources at the University are within reason
- c. The time commitment is within the limits allowed for consulting in a year
- d. The benefit to the University compensate for the resources that are committed to the assignment.

Programs not permitted or outside the purview of this policy

Programs that are not permitted are those that are either competitive with the programs at the University or have negative externalities for the University. The arbiter for this would be the Dean or the Vice Chancellor. Teaching (voluntarily or otherwise) in schools, tuition centers, colleges or universities falls in this category. Another example is executive training programs. These programs are handled through the Executive Development Center and the appropriate rules and procedures are those that apply for EDC programs. Similarly, refereeing for academic journals is an external assignment, is almost always voluntary and makes demands on faculty time. Yet these are not only permitted but also encouraged. Another example of external assignments, which fall outside the ambit of this document, is working for family businesses or for social, religious and political organizations. If faculty members are to commit significant amount of their time to such activities, permission from the Vice Chancellor is required. The system works on an honor code. Faculty members will judge themselves whether their time commitment to these external activities is notional or substantive.

Approval for programs outside the purview of this policy

If any faculty member intends to take assignments, as are mentioned in this section, formal permission needs to be acquired from the Dean and the Vice Chancellor.

F. Outside Work and Conflicts of Commitment

This policy is currently being redrafted. The existing policy is below:-

This policy is available on the following link on the portal: [Outside Activities of Faculty Policy](#)

Background

This policy statement provides guidance on outside activities of faculty and faculty fellows, which may create conflict of interest situations and/or have the potential to impact the reputation of the University. More importantly, it is intended to provide maximum protection for faculty members by instituting prior review and approval procedures to assist them in making sound judgements when faced with such situations.

Consulting, advising, and other services to outside organizations, including industry and government, often constitute very desirable activities for faculty. These services can provide mechanisms for enriching the professional experience of faculty and thereby broadening their background for instruction and research. The university also has a responsibility to share

knowledge, expertise, and research results to help improve products, services, and processes that can benefit the society and the marketplace. In many instances, the best means of affecting such a change requires active participation of researchers as advisors or consultants.

External activities of this type must not interfere with the principal activities of faculty members related to preparing courses, teaching, counseling students, serving on committee and administrative assignments, and conducting

research. These activities are best carried out in an environment that encourages the free flow of ideas and preserves academic freedom. In certain situations, there may be a potential for conflicts of commitment and/or interest.

The university community needs to be aware of situations that may compromise the image of the university, have the appearance of a potential conflict of interest or commitment, or actually constitute a conflict of interest. The University expects all faculty members to conduct their outside activities in a manner which reflects well on themselves, their professions, and the University. Participation in such activities must enhance the professional development of faculty members and enhance the public recognition and prestige of the University.

When performing outside activities sponsored by private interests, negotiating with companies, forming a company for commercial purposes, serving in an advisory capacity, or engaging in any other activity in which a conflict of interest and/or commitment might arise, it is the responsibility of faculty members to protect:

1. The good name of the University. External associations with companies, organizations, or government agencies in research, advisory, or consulting capacities must be guided by the prudence to protect the good name of the University.
2. The public interest. When external funds are involved in the support of research, the University's accountability requires that the faculty demonstrate particular sensitivity to resolving any conflicts of commitment/ and or interest.
3. The integrity of research, scholarship, or other creative work.
4. The academic freedom and economic rights of fellow faculty, staff, and students.
5. The primacy of the students' educational interests. The involvement of students in research must be governed not only by the legitimate needs and objectives of the research project, but also and primarily by consideration of the students' own educational goals. Faculty must not exploit the work of students or other researchers.

Conflicts of Commitment

Conflicts of commitment may arise when there are competing demands upon the time and energy of a faculty member as a result of outside activities that could interfere with the faculty member's ability to meet his or her responsibilities to the University. The University expects that a faculty member's outside activities and interests will not interfere with his or her primary obligations to the University, which are teaching, research, scholarship, producing other creative work, or other obligations to the University.

Specific, university standards for defining the proper balance are not feasible, but experience indicates that full-time faculty members have difficulty carrying out their primary activities as a

faculty member if they spend more than the equivalent of one day a week on outside activities such as consulting or activities requiring the exercise of significant managerial responsibilities on behalf of an outside organization.

Travel to professional meetings and conferences are desirable but must not conflict with the primary duties of the faculty member at the University. Where class schedule will be affected by faculty travel to professional meetings, faculty should coordinate their travel, before commencing the trip, with their department heads.

Certain activities in the public service area contribute to public recognition and enhance the prestige of LUMS as an outstanding and contributing institution. In cases, where extensive service of a public nature is contemplated (e.g. a lectureship, Governmental Policy committee work, service to a professional society, running of public office, etc.) the department heads and deans should be notified and appropriate arrangements made.

Faculty members who cannot satisfactorily discharge their obligations to the University as a result of their outside activities should consider a part-time appointment or a leave without pay.

G. Conflicts of Interest

This policy is currently being redrafted. The existing policy is below:-

This policy is available on the following link on the portal: [Conflict of Interest Policy](#)

All University employees are expected to perform their responsibilities diligently, legally, honestly, in good faith, in accord with principles of loyalty and fidelity to LUMS, and in furtherance of LUMS' mission of education, research and scholarship. Employees who have an actual or potential conflict of interest in performing their duties for the University have an obligation to disclose the conflict in writing in a timely fashion, so that the University can determine how best to avoid or manage the conflict. Employees must be sensitive to situations that may pose a conflict of interest or the appearance of a conflict of interest so that they are perceived at all times as objective, ethical, free from bias or undue influence, professional and fair in performing their duties. A conflict of interest exists where an outside activity of the employee competes with or diminishes the interest of the University or interferes with the employee's performance of duties on behalf of the University. A conflict of interest also occurs when the outcome of a decision that should be made in the best interest of the University conflicts with the personal or economic interest of the employee. Among such decisions that may present conflicts are those determining or recommending the use of suppliers or vendors, the use of University resources, or the use of one's own work time. To avoid a conflict of interest, employees must not be in a position of making or participating in the making of a decision as part of their University responsibilities if the personal or economic interest of themselves, members of their families or others with whom they have a personal relationship (including outside organizations) may be directly affected by the outcome. An employee may not participate, directly or indirectly, in decisions involving a benefit (such as employment, promotion, compensation, work assignments, supervision, other working conditions, or purchasing or use of goods, services or equipment) for those persons or entities in a personal relationship with the employee, including the following:

1. Family members, defined as being a spouse, a person with whom the employee has an intimate relationship, persons related by blood, adoption or marriage to the employee (including children, grandchildren, parents, siblings, aunts, uncles, cousins, nieces, nephews and their spouses), and persons residing in the same household,
2. Persons or entities with a business or professional relationship with the employee,
3. Any company or other entity in which the employee or a family member has an ownership interest of 5% equity or Rs.100,000, whichever is less (excluding such interests held through mutual funds for which the individual has no control over the investment decisions of the fund), or any entity for which the employee serves as an officer, partner, director, or employee, and
4. A company or entity with which the employee has a consulting or other business relationship and that seeks to do business with LUMS.

In order to avoid a conflict of interest or the appearance of a conflict, the definition of “relationship” covered by this policy should be interpreted expansively. In considering whether a relationship falls within this policy, employees should disclose the facts in writing pursuant to this policy and seek guidance. This policy is meant to provide general guidance, but the existence of an actual or apparent conflict usually depends on the facts and circumstances of the particular situation. Employees who have concerns about a conflict or potential conflict or are uncertain as to the impact or appearance of their activities should always consult with their supervisor or the director of Human Resources prior to engaging in the activity. Other University policies that govern or provide guidance on various issues relating to conflicts of interest should also be consulted if applicable.

Particular Issues of Potential Conflict

Gifts and Gratuities

Employees should not accept any personal gifts, favors or hospitality that reasonably could be viewed as influencing their decision-making processes or compromise their judgment in actions affecting the University. Gifts of promotional items that are routinely distributed by vendors to customers and are of de minimus value (Rs. 1000 or less) may be accepted. Gratuities or gifts of money, cash equivalents or securities (other than those for the benefit of the University and processed according to University policies and procedures) may not be accepted at any time.

Business Events and Meals

Employees may accept ordinary business courtesies, such as payment for a meal or an invitation to an event, if the value is reasonable and not excessive. If a vendor or supplier offers to pay for or reimburse an employee for an employee’s reasonable costs of transportation, lodging and/or meals as part of the employee conducting University business, the employee should first discuss the matter with the employee’s supervisor to be sure that there is no actual or apparent conflict of interest in accepting such payment and whether it may be more prudent for the University to pay such expenses under all of the facts and circumstances. Even if such payments for travel for employees are appropriate, employees may not accept such payments for their family members or other traveling companions.

Service on Outside Boards and with Outside Entities

Service on outside boards and entities or participation in professional, charitable or civic organizations outside the University may mutually benefit the organization, the community and the University. An employee must always remember, however, that his or her primary obligation is to the University, and an employee must avoid any situation where the nature or amount of outside activity could, either directly or by appearance, impair the employee's impartiality or effectiveness in performing University responsibilities. Professional activities generally related to the employee's position at the University, such as participation in conferences, workshops or symposia as a speaker, organizer or attendee or participating in an advisory or visiting committee, would not ordinarily present a conflict of interest as long as such matters do not unreasonably detract from the employee's fulfilling his or her job duties or conflict with the University's objectives or goals. Other outside activities, including non-partisan public service activities, generally are not part of an employee's job and should not, except on an occasional basis, be carried out during normal working time or involve the use of University resources, unless the employee is asked to perform such service by the University or the University has approved such activity. Even in connection with the most worthy outside activities, employees should be sure that they do not state or imply that they are speaking for the University. Consulting arrangements (with or without pay) or other outside business interests where there is a risk of an actual or potential conflict of interest must be disclosed in writing to and discussed with one's supervisor. (Issues of conflict of interest and commitment in such consulting arrangements for faculty are discussed in greater detail in Faculty Policy No. 205-08.)

Process for Disclosure and Resolution of Conflicts

For faculty with actual or potential conflicts of interest or commitment, the process set out in Faculty Policy No. 205-08 should be followed. For all other employees, an individual with an actual or potential conflict of interest should make a timely, full and truthful disclosure in writing of all relevant facts and circumstances so that the University can adequately evaluate the conflict and determine the appropriate management plan. If an actual or potential conflict of interest arises (or if facts and circumstances change relating to the management of a conflict), the employee must make an immediate written disclosure. The disclosure should be to the employee's immediate supervisor, who may also seek guidance from the Provost, or the director of Human Resources. (Actual or potential conflicts involving the Vice Chancellor, Provost, deans, or senior administrators shall be reported to the Board of Trustees) The supervisor and the employee should craft an appropriate written plan to manage any conflict (which may include disqualification of the employee from the particular decision), and the supervisor must review the nature of the conflict and the proposed plan with and obtain the approval in writing of the supervisor's manager on the handling of the conflict. Any issues involving an actual or potential conflict of interest that cannot be satisfactorily resolved at that level or about which the manager wishes guidance must be referred to the Provost for appropriate resolution. The Provost or directors may implement more extensive reporting and disclosure requirements for operations under their oversight or control.

H. Intellectual Property

Taken from draft OSPR policy [Intellectual Property & Commercialization Policy](#)

Purpose of Policy

The purpose of this policy is to set forth the guidelines that define the rights and obligations of LUMS faculty, staff, students and sponsors with regard to Intellectual Property (IP) which results from research or academic activities.

The policy aims to guide researchers in the following areas:-

1. Understanding IP;
2. Disclosure of IP;
3. Ownership of IP;
4. Management of IP; and
5. Distribution of income from commercial use of IP.

Scope of Policy

This policy is applicable to IP that results from research activities carried out using LUMS resources whether from a sponsored or internally funded project.

Basic Objectives

LUMS is dedicated to teaching, research, and dissemination of all new knowledge generated within the University community. Thus, the basic goal of policies that govern the disposition of IP generated at LUMS is to promote the progress of science and technology and to ensure that discoveries, inventions and creations generated by the faculty, staff, and students are utilized in ways most likely to benefit the public. At the same time, it is recognized that the University must assist its faculty and other researchers in properly disclosing their scholarly work, in complying with applicable laws and formal agreements, and in gaining the protection available under local and international laws governing patents, copyrights and trademarks. The basic objectives of the policies set forth in this document include the following:

1. To create an environment that encourages and expedites the dissemination of discoveries, creations, and new knowledge generated by the faculty and other members of the campus community for the greatest public benefit;
2. To protect the traditional rights of scholars to control the products of their scholarly work;
3. To protect the rights of sponsors who are financing research activities wholly or partially, and wish to utilize IP owned by LUMS or its faculty members;
4. To ensure that the commercial results, financial or otherwise, are distributed in a fair and equitable manner that recognizes both the contributions of the inventors or developers and the University;
5. To ensure that IP and other products of scholarly research and teaching are made available to the public through an efficient and timely process of technology transfer; and
6. To encourage research and scholarship without regard to potential gain from royalties or other such income.

A member of the LUMS community encountering any instance(s) of departure from these objectives should communicate them in writing to the Director of Office of Sponsored Programmes and Research (OSPR).

Policy Statement

The University owns any and all Intellectual Property provided that such IP is conceived: during a research or other assignment given to researcher pursuant to a research project, grant or contract, or any other University administered program; utilizing University resources or other contributions of the University (use of University residential facilities allotted to researcher shall not be considered for this purpose); and by the researcher but the University has not entered into a research grant or contract agreement with express provisions to the contrary.

The University shares the net revenues generated from the commercialization or licensing of IP with the originators. The details can be found in the relevant policy. In an event of originating an invention, originators shall promptly and in writing disclose and assign each invention (except for traditional scholarly output) to the TTW.

More details on Intellectual Property & Commercialization policy are on the portal.

IX. FACULTY WORKING CONDITIONS

LUMS strives to provide an exhaustive infrastructure of support for its faculty members, and to nurture a space that is both comfortable and intellectually stimulating. It supports the work of its faculty in a variety of ways. In addition to the space, funds, equipment, and clerical assistance that it provides through its departments and schools, LUMS maintains libraries, computing and networking facilities, and other university-wide programs to assist and protect the faculty. Although many of these facilities have existed from the outset, they have matured and multiplied over the years to accommodate an ever-increasing arsenal of resources. With the advent of the School of Science and Engineering, the library has acquired subscriptions to several new journals, broadening in scope to include those covering scientific research. Purpose-built labs have cropped up across several departments on campus to cater to expanding faculty interests, and support staff and departments have proliferated. LUMS continues to add to the resources available, and encourages faculty members to give feedback on their development.

The university also regulates many aspects of a faculty member's work, not just to sustain the interests of the university but also to conform to federal, state, and local laws and regulations. By regulating research and consulting work, protecting intellectual property, clearly identifying conflicts of interest, and outlawing nepotism and the use of drugs, the university hopes to cultivate an environment that is safe and generates peace of mind for all faculty members.

A. The Library

The Gad & Birgit Rausing Library at Lahore University of Management Sciences serves as a centre for information and knowledge for the faculty, researchers and students through its wide range of collections, competent staff, high quality infrastructure, and innovative services. Currently the library has a collection of over 260,000 books and documents, 150,000 online books, 2500 Audio Visuals, CDs & DVDs, and subscription to 350 print journals. It also provides campus-wide as well as off campus access to over 35,000 full-text online journals published between the 1800s and the present. The library maintains press clippings from leading national newspapers on 51 broad subject areas related to Pakistan's business and economy. It also indexes more than 25 major Pakistani business & social science periodicals in the Pakistan Periodicals Index database.

Library Relationship and Circulation

On joining the university, every faculty member becomes an ex-officiate member of the library. They only need to deposit a filled-in relationship form at the circulation desk. The library relationship form is provided by the HR Department upon hiring. It is also available online at <https://library.lums.edu.pk/library-forms-library>. The LUMS smart card enables the faculty to carry out circulation transactions (issue/ return of books). The Windows login and password are used to access the library portal (<http://libraryportal.lums.edu.pk/>) that enables users to reissue books online, place book purchase requests, reserve an item currently issued to another library member, and view detailed information of library account. Faculty can borrow a maximum of 30

books for a semester. Books not reserved by another user can be renewed online, through the self-check machine, or by presenting them at the circulation desk. In case a book is lost, the faculty member can replace the same within 15 days or pay three times the current price.

Book Purchases and Subscriptions

LUMS bookshop purchases books and subscribes to print journals and e-databases directly from the publishers, through online bookstores and local booksellers. The faculty can order book(s) by sending an email to bookshop@lums.edu.pk, library@lums.edu.pk or nadeem.siddique@lums.edu.pk. Similarly journal subscription requests can be made to these emails.

Library Services

The library offers a variety of services to assist the faculty in their teaching and research. These include but are not limited to:

- **Course Guides:** The Library has developed these guides on all subject areas using the state of the art content management system, LibGuides. Library users are able to find their required contents on specific subject areas through a customized interface. Guides on all subject areas and their relevant courses have been developed and regularly updated by the relevant library staff.
- **Self-Check Service:** Self-check kiosk enables users to checkout/ check-in and to renew library material without any intervention of the library staff. This service saves the time and efforts of the users.
- **Digital Scanning Service:** Two digital scanners are available on both floors of the library. Users can digitize their required contents (within copyright limits). This service is environment friendly and saves time and paper.
- **Kindle E-Readers Issuance:** Kindle e-book readers have been made available for issuance (for Fourteen days). Kindles are pre-loaded with classics, fiction and course packs, and these readers are also configured to access more than 35,000 online journals and over 150,000 e-books.
- **Book and Article Alerts:** Alerts are sent to the concerned faculty according to their interest areas determined by the librarians during library orientation, and through the circulation of the list of subscribed journals. Lists of fresh arrivals are circulated to users and posted on the library portal at <https://library.lums.edu.pk/book-list>
- **Document Delivery Service:** If an article or a particular document is not available in the library, arrangements are made to acquire it from other libraries through interlibrary loan and international document delivery services.
- **Virtual Private Network (VPN):** It provides off-campus access to library's full-text resources at: <https://vpn.lums.edu.pk/+CSCOE+/logon.html>
- **Teaching Resource Center:** Teaching Resource and Circulation librarian (asif.bilal@lums.edu.pk) helps in getting instructor manuals, tutorials, Powerpoint

presentations, test banks, course outlines of other universities, student handouts, and solution manuals.

- **Reference and Research Support Services:** Specialized helpdesks have been set up to provide in-depth reference and research support. Users can visit these helpdesks, seek assistance through telephone, fax, and e-mail, and can also live chat with library professionals through the web chat facility at <https://library.lums.edu.pk/live-chat-library>. The Library also facilitates its patrons in searching for relevant literature in order to support their academic and research endeavors.
- **SMS alerts:** Library has initiated SMS alert service for its users. Now the users will receive SMS alerts from LUMS Library two days before due date of issued items.
- **Plagiarism Detection Support:** The Library facilitates LUMS faculty's access to online plagiarism detection service Turnitin. It provides training to use this tool and helps faculty member with interpreting similarity reports of the publications scanned through Turnitin. Mr. Waris Ali Arslan (waris.arslan@lums.edu.pk) can be contacted for any assistance in this regard.
- **Information Literacy Program:** It offers faculty the opportunity to invite subject librarians to introduce course-related library resources to students and faculty (either in-class or in the library). A forty-eight hour notice must be given through the library helpdesk to avail this service. SDSB, SBASSE & SAHSOL can contact Mr. Waris Ali Arslan, (waris.arslan@lums.edu.pk), and MGS HSS faculty can write to Mr. Muhammad Zeeshan, Senior Librarian (muhammad_zeeshan@lums.edu.pk). They may also send emails to the Library's universal email address (library@lums.edu.pk). The Library also arranges orientation sessions for new faculty.
- **Opening Hours:** Library timings are 08:30 am to 02:00 am from Monday to Friday, and 10:00 am to 10:00 pm on Saturdays and Sundays. The Library remains open around the clock during examination days. Library help desks on both floors provide proactive services from 08:30 am to 08:00 pm from Monday through Friday. It remains closed on public holidays.
- **Multimedia Services:** The Library provides access to audiovisual material including DVDs, CD-ROMs, and videos, which can be borrowed or watched in-house.. The services section is equipped with Cable TV, VCR, and CD/ DVD players.
- **Wireless LAN:** The Library is a WiFi enabled area that provides Internet connectivity to its fast growing smart phones, notebook, and laptop users.
- **Video Lecture Server:** It is used to provide access to video lectures, research documentaries, academic events, convocation and graduate night videos, etc. These videos can be accessed at <http://panopto.lums.edu.pk/Panopto/Pages/Default.aspx>. The IST department has a video recording facility for faculty and visiting dignitaries.

Organization of Collections

The Library is spread over two floors. The ground floor houses collections on Business, Computer Sciences, Pure Sciences and Engineering, as well as, popular books and magazines, theses,

graduate students projects, multimedia, course reserves, photocopiers, self-check machines, e-kiosk, digital scanner, digital access center, finishing corners, bookshop, and circulation counter. The first floor (Khalid Ishaque Wing) houses books on Economics, Humanities and Social sciences, Law, Politics, History, Languages and Literature, Rare books and the Oriental collection. It also has scholar's commons, research commons, digital scanner, photocopier, finishing corner and a reading area where hot beverages are allowed. The books and other reading materials are put into various sections according to the specific nature of the collections. The library uses the Dewey Decimal Classification Scheme to classify and shelve its knowledge resources. It starts from 000 and goes to 999 in decimal order.

Electronic Resources

The Library's electronic resources are growing at a fast pace. it provides access to a wide range of electronic resources including e-databases, e-journals and e-books that are accessible on campus and off campus through VPN. Some important resources are:

- SCOPUS - <http://www.scopus.com/> Scopus is the largest abstract and citation database of peer-reviewed research literature with over 20,500 titles from more than 5,000 international publishers. Scopus offers researchers a quick, easy and comprehensive resource to support their research needs in the scientific, technical, medical, and social sciences fields, as well as arts and humanities.
- Science Direct - <http://www.sciencedirect.com> It is a world's leading electronic collection of journals and provides access to the full text of the last ten years. Subject areas include business, management, mathematics, computer science, and economics
- Wiley InterScience - <http://www3.interscience.wiley.com> It has over 1400 leading journals. It covers the full spectrum of science, technology, engineering, medicine, business, social sciences, and the humanities.
- Springer Link - <http://www.springerlink.com> It is one of the world's leading online information services for scientific, technical, and medical books and journals. Over 1100 fully peer-reviewed journals are available with back files starting from different dates.
- Business Source Premier – <http://search.ebscohost.com> Business Source Premier is the most popular business research database, that features the full text of more than 2,150 journals. The full text is provided for journals published since 1886, and searchable cited references date back to 1998. Additional full text, non-journal content includes market research reports, industry reports, country reports, company profiles, and SWOT analyses.
- Cambridge Journals Online - <http://journals.cambridge.org> It is the Cambridge University Press' collection of nearly 200 leading journals across the sciences, social sciences and humanities.
- Informaworld - <http://www.informaworld.com> It provides access to over 1100 peer-reviewed research journals published by Taylor & Francis, Rutledge, Psychology Press and Informa Healthcare from 1997 to the present.

- Emerald - <http://www.emeraldinsight.com> Emerald provides full text of all 150+ Emerald online journals available, with full text back-files, many going back to 1990's, with abstracts going back in some cases to 1980's.
- Project Muse Journals: It offers full text access to current content from prestigious humanities and social sciences journals. It provides full text access to more than 147888 articles from 406 scholarly journals by more than 100 publishers.
- Informs Journals - <http://journals.informs.org>: It has 12 scholarly journals including the flagship journals Operations Research and Management Science. It provides full text access to current four years' content.
- IEEEExplore - <http://ieeexplore.ieee.org>: IEEEExplore provides full-text access to 132 IEEE and 45 IEE journals, magazines, transactions and conference proceedings as well as active IEEE standards.
- ACM Digital Library - <http://portal.acm.org>: ACM digital library includes full-text articles from all ACM journals and magazines – from 1985 through the current issues, and ACM conference proceedings for the same period.
- American Chemical Society (ACS) - <http://pubs.acs.org>: It provides full text access to more than 40 ACS journal titles, some of which date as far back as the 1800s. American Physical Society (APS) - <http://publish.aps.org>: APS is an authoritative source of physics information. It provides full text access to all APS material from 1893 to present.
- Mathscinet - <http://www.ams.org>: It is a comprehensive database covering the world's mathematical literature. It indexes and abstracts journals, books, and proceedings in mathematics from 1940 to the present.
- JSTOR - <http://www.jstor.org>: It is an online archive database with complete back files of over 1100 journals covering business, economics, mathematics, law, humanities, social sciences, and education.
- LEXISNEXIS - <http://www.lexisnexis.com/hottopics/lnacademic/>: It provides access to more than 3.5 billion public records including state and federal case law; codes and statutes; court documents and extensive secondary materials.
- Questia Digital Library - <http://www.questia.com>: This online library that provides 24/7 access to the world's largest online collection of over 67,000 books, and 375,000 journal articles in the humanities and social sciences.
- EBRARY E-contents Platform: It offers an increasing selection of more than 20,000 e-books in business, economics, computers, engineering and technology.
- Project Muse E-Books- <http://muse.jhu.edu>: It provides full text access to more than 5300 e-books from various publishers in the area of humanities and social sciences.
- McGRAW - Hill Digital Engineering Library: The Digital Engineering Library offers access to a selection of more than 4,000 engineering articles including classics from world renowned McGraw-Hill publications.

- McGRAW - Hill Access Medicine: McGraw-Hill's AccessMedicine.com is an online innovative resource that provides students, clinicians, and researchers with instant answers to their clinical questions from the most trusted sources
- World Bank E-Library: World Bank e-library is one of the most comprehensive collections in the area of social and economic development. It has more than 1,396 World Bank Publications and over 1,938 Policy Research Working Papers.
- IMF E-Library: The International Monetary Fund's (IMF) e-Library simplifies analysis and research with direct access to the IMF's periodicals, books, working papers and studies, and data and statistical tools. It provides information and perspective on macroeconomics, globalization, development, trade and aid, technical assistance, demographics, emerging markets, policy advice, poverty reduction, and so much more".

Information Retrieval System

The library is continuously introducing user-focused innovative information access and retrieval systems. The library is using state of the art Integrated Library System VIRTUA, which provides remote and free access to its library catalogue, secure access to user accounts, and other personalized services. Multiple access points are available for users to search and download full-text resources. They are:

- The Library Website (<http://library.lums.edu.pk>) provides a comprehensive gateway to a wide range of library materials, both online and in print. It is a primary source for information about library collections, services and facilities. User self-sufficiency and ease of access are promoted by designing a single, coherent, remotely accessible service.
- CHAMO Library Portal (<http://libraryportal.lums.edu.pk/>) provides access to library catalogue and secure access to patron accounts. Users can carry out many transactions like reissuing books online, reserving checked out items, viewing fine details, initiating book purchase requests, exporting bibliographic records, and reviewing, ranking and tagging of library items. Patrons can save a search query for future retrieval, set alerts by email, and use RSS for books and journals of their interest.
- Web Discovery Service (<https://search.ebscohost.com>) The Web Discovery Service searches seamlessly across a wide range of local and online resources including library catalog, online journals, e-books and other contents through one window interface.
- Course Guides: Library users are able to find their required contents on specific subject areas through a customized interface. Guides on all disciplines related to the courses offered at LUMS are developed and regularly updated by the relevant library staff.
- The Library mobile app: The app provides access to the library's resources and services on mobile devices. Library users can now access customized interfaces of library systems from their mobiles. This app can be installed from all major app stores (Android, iOS, and Windows).
- Full Text Linking from SCOPUS and Google Scholar: The Library has enabled full text linking of subscribed contents from the world's most popular search engine Google Scholar and the largest peer-reviewed indexing source SCOPUS. Users can get required full text while searching from these sources.

The Library is a pollution free area – no eatables, mobiles, loud discussion, and drinks (except soft water) are allowed in the library.

B. Information Technology

The Information Systems and Technology (IST) department is responsible for the academic and administrative computing facilities, and the electronic communication infrastructure at LUMS. The IST department facilitates every aspect of the faculty members' computing needs as much as possible, while they focus on achieving their academic and administrative goals at the university.

The information in this section briefs key services offered by IST, and includes web addresses for detailed information on specific topics.

1. Centralized IT Helpdesk and Website

The IST Helpdesk facility is located on the second floor of the Library Building. The function of the Helpdesk is to:

- Help the faculty members better understand and avail various IT related services at LUMS;
- Resolve IT related issues on campus-owned IT equipment in a timely manner;
- Assist in leveraging commonly used software applications as best as possible via group training and one-on-one sessions;
- Facilitate the purchase and provisioning of campus-owned computing hardware and software based upon approved university standards and policies.

Helpdesk staff is available from 8:30 am to 10 pm on weekdays, and from 9 am to 6 pm on weekends and holidays.

To contact the helpdesk via phone, faculty members can dial 4140 or 4150 from an office phone, or 042-35608000 x4140 or 4150 from a phone outside the campus.

The Help Desk can also be contacted online, by submitting a service request at <http://helpdesk.lums.edu.pk>, or by sending an email to helpdesk@lums.edu.pk. (The email will automatically create a ticket in the helpdesk software and send an auto reply containing the ticket number).

2. Access to the LUMS Network

Currently, IST is managing more than 9000 network nodes throughout the campus. Each faculty office and residence apartment provides high-speed connectivity to the Campus network and Internet. Wireless hotspots are provisioned in all the buildings, covered areas, male/ female hostels and in the student sitting area outside of the Khokha.

- Each faculty member is entitled to a desktop or laptop machine for his or her computing purposes.
- IST will help connect office computers and personal workstations from the faculty's on-campus residence to the network, if applicable.

- Faculty members may request additional computing resources, such as dedicated printers, scanners or more computers after approval of their Head of Departments, while complying with LUMS policies.
- Faculty members may also request temporary allocation of IT equipment through IST (provided that the equipment is available in the temporary allocation pool at that time).

There are a number of high-speed printers provisioned on the network as well. Each faculty wing has a printing facility conveniently located in the hallway and/ or by the departmental secretary's desk.

3. High-speed Internet

Reliable and effective Internet connectivity is critical for pursuing teaching and research endeavors on campus.

The Internet Infrastructure at LUMS offers high-speed (1 Gbps and rising) access to the Internet, as well as to PERN2 (Pakistan's Research Data Network) from offices, residence blocks, computing labs, auditoriums, as well as the LUMS Library.

4. Campus Email System

LUMS Email is hosted on Microsoft Office's 365 cloud services. An email account is created for each student, faculty, and staff member through LUMS email system. Email can be accessed using MS Outlook or with a web-based email client (OWA).

Email can be accessed by visiting the following webpages:

<https://outlook.office365.com> or <http://campusmail.lums.edu.pk>

The IST Helpdesk can be contacted for more information on specific email software, configuring, or mail quotas.

5. LUMS Learning Management System

To facilitate online faculty-student collaboration, LUMS has implemented Sakai, a world-class open source learning management system. Faculty members can create course websites for their students, and use the system for managing class assignments, creating blogs, uploading reading/reference material, etc. Course websites in Sakai are created at the beginning of each semester. The IT Helpdesk can be contacted for website creation request and assistance.

Sakai may be accessed at LUMS by visiting <https://lms.lums.edu.pk/portal>.

6. Zambeel (Campus Administrative System)

Zambeel is the name given to the PeopleSoft Campus Solutions information system. Zambeel enables students to enroll online in courses, and view their grades, transcripts, advisement status, and financial status. It is also used to evaluate courses at the end of the term, and to allocate hostels. Faculty members post student grades for all grading instruments (quizzes, assignments, projects, exams, etc.) as well as the final grade in Zambeel.

Each faculty member has an account on Zambeel created for them when they join LUMS. More details on Zambeel are available at <https://zambeel.lums.edu.pk/>, and the IST Helpdesk offers additional help on its various features if needed.

7. Access to SharePoint Collaboration Suite

The SharePoint collaboration suite offers users an online, password protected resource for document management, workflow automation, and end-user based content management. Community members such as faculty, staff, research groups, and event organizers can quickly create online project workspaces, blogs, and wikis. Setting-up and conducting online surveys are also extremely simple to do.

More details are available at <http://portal.lums.edu.pk>.

8. Video Conferencing Services

LUMS has conducted over 600 video conferences in the recent past with distinguished faculty across the globe. IST can help set up video conferences on-campus when the need arises. These services may be requested through the IT Helpdesk,

9. Lecture Capture

IST offers lecture capture and live webcast support to the LUMS community. Recorded lectures are available for online viewing within 30 minutes of the event itself. Recorded course lectures can also be added to the Learning Management System.

These services require advance scheduling at the moment. The IT Helpdesk must be contacted well in advance of the event so that proper arrangements can be made.

The LUMS recording server can be accessed for the lectures at:

<http://panopto.lums.edu.pk/CourseCast/Default.aspx>

10. General Purpose Computing Labs

There are a total of six general-purpose computing labs on campus. Five labs are operated on a 24x7 basis and the Trading Lab in SDSB is operated from 8:30am till 8pm. There is another lab located above the super store which is mostly being used by computer science students. These labs are used by students of all programs, and reserved from time to time by Registrar's Office and LUMS faculty for in-class teaching.

The labs are equipped with 350 high-performance computing workstations, hosting commonly used workplace productivity tools and specific course software as required by faculty.

11. Research Computing

Besides the general computing labs maintained by IST, there are several purpose-built research computing labs managed by academic departments at LUMS.

The department staff may be contacted directly for more information on research computing facilities within a particular department.

All the classrooms are provisioned with multimedia equipment ranging from digital projectors, audio systems, and computers. Some of the SDSB classrooms also have smart classroom technology through which all the multimedia equipment can be controlled from instructor's desk.

Labs with computers can also be reserved. All the general-purpose labs are equipped with multimedia projectors, multiple projection screens, and audio systems.

The Registrar's Office or IST Helpdesk at (helpdesk@lums.edu.pk) can be contacted to reserve a lab for a one-off teaching session or to schedule a weekly class session for the entire semester.

13. Access Control and Visitor Management

To improve access control and visitor management capabilities at its 100-acre campus, LUMS has invested in an industry-leading campus security and visitor management solution.

The LUMS Smart Card has become the official University ID and access control card for students, faculty, staff, and alumni.

The Smart Card provides its owner authorized access to key University facilities, including office blocks, student hostels, Library, computing labs, and the Sports Complex.

In case of any query, the card owner can contact the Security Office at the main gate or call +92-42-35608000 x2560, or send an email to vigilance@lums.edu.pk.

14. Telecommunications

Telephone services including voicemail are provided to faculty. The IST Helpdesk logs complaints, and deals with requests for phone connections. A person's extension on campus (office or on-campus residence number) is located at: <http://phonelist.lums.edu.pk>

C. Sponsored Research

The Office of Sponsored Programmes and Research (OSPR) actively pursues its mandate to provide support to LUMS faculty in their research endeavours. It acts as a bridge between LUMS faculty and external funding agencies, along with managing internally sponsored research activities at LUMS. OSPR also assists in bringing funding opportunities to the attention of faculty members and then coordinates with all the stakeholders in routing and tracking research proposals and awards.

Recently a Technology Transfer Wing (TTW) has been established at OSPR. The mission of TTW is to promote the development of technologies at LUMS into products for the benefit of the public at large while generating the resources for the support of research and education at LUMS. Through its TTW, formal support mechanisms are being established to provide legal, administrative and financial support required in the patent and commercialization process to LUMS faculty in order to ensure that their focus remains on the research and innovation aspect, leaving the legal and administrative matters for the TTW team. OSPR provides support to faculty in copyrighting their creative work.

More details are available with the Management and Administration of Sponsored Programmes.

Grants Application Management & Execution System (GAMES)

GAMES (<http://games.lums.edu.pk/>) is a web based customized application to facilitate efficient research and grants administration at LUMS. It is accessible to the LUMS community through their LUMS login ID and password. The primary objective of GAMES is to make the grants application process paperless, efficient, streamlined, and transparent. GAMES will assist the LUMS community in staying updated about funding opportunities, applying for new grants, monitoring the application status of the existing grants, hassle free resource hiring, availing bridge finance facility, and using other related project management features. Furthermore, the application will facilitate change requests, submission and resubmission of the deliverables and seeking ethics approval from the Institutional Review Board (IRB). GAMES is designed to provide timely email announcements of the grant/ project status updates. Moreover, it will enable the users to manage their research work and time track their deliverables.

The GAMES will allow the Deans and Department Chairs to approve/ reject/ return applications and obtain information about sponsored research projects of their respective schools and departments. OSPR staff will be providing support to the users to ensure that the grants management system is operated in a proficient manner.

Overhead Policy

Carrying out research related activities at LUMS requires the use of general, physical, and administrative facilities of LUMS for which the university needs to be compensated. Thus, LUMS charges a financial overhead (indirect cost) from the externally funded programmes at the rate of 30/130 of the total project cost, unless otherwise restricted by the sponsor. In case of consultancy projects, overhead is calculated at the rate of 30/130 of total consultant(s) fee. This policy is applicable to all externally sponsored research and consultancy projects.

While the bulk of the overhead amount from research projects is directly retained by the university and included in the total revenue earned, a portion of the funds is distributed to the relevant school to support seeding of research activities, with the remaining funds being placed with the Principal Investigator (PI) for his/ her academic and research use. Details of the distribution can be found in the relevant policy. In case of consultancy projects, overhead is transferred wholly to the University.

For funded research projects that generate overhead, the distribution of overhead income within the University is as follows:

University takes upon payment (LUMS share) 65%

The relevant School receives (Department share) 20%

The PI receives (Grantee share) 15%

In case of consultancy projects, overhead is transferred wholly to the University.

More details on overheads and utilization of overhead account are available at:

<http://portal.lums.edu.pk/OSP/Research%20Forms/7-%20LUMS%20Overhead%20Policy.pdf>

D. Nepotism

Taken from **Nepotism Policy**

Applies to all LUMS faculty and staff LUMS seeks to foster an environment where people are treated with respect and trust. Employment of family members may be problematic because such situations can create a conflict of interest, an appearance of favoritism, and increased potential for a hostile work environment. Because of these concerns, the University is sensitive to circumstances in which relatives of employees might be hired, transferred, or promoted to positions where one relative might have influence over any of the following: a relative's employment, performance review, salary administration, promotion, or other employment-related decisions. Further, employment of relatives in the same department is generally discouraged. If a relationship develops during the course of employment that would violate this policy, the University will work with the individuals involved to resolve the situation. In all cases, the needs of the University determine the resolution. The responsible supervisor should take measures in consultation with the appropriate dean and the head of the Human Resources. If an approved employment relationship exists where individuals work together in the same department, evaluation and recommendations concerning performance and/or salary will be accomplished at the next higher level of supervision. The University requires full disclosure of any relationship as defined below to Human Resources at the time of employment or at anytime that it occurs in the course of employment. Relationships covered in this policy include: spouse, parents, grandparents, brothers, sisters, cousins, children, grandchildren, aunts, uncles, nephews, nieces, and relatives by marriage.

E. Drug-free University

Illegal Drugs and Alcoholic Beverages

The following actions specific to contraband drugs, alcoholic beverages, and other intoxicating substances are considered a serious misconduct and a violation of the Code of Conduct at LUMS.

- a) Possession or consumption of opiates, cocaine, marijuana, hashish, alcoholic beverages, or other intoxicating substances.
- b) Offering to sell, obtain, or facilitate the availability of these substances.
- c) Being part of a group or circle of students in which the substances referred to in (a) are being consumed. It shall be assumed that such students possess or consume these substances, and shall be liable for the punishment of possession and use accordingly.

All students accused of ingesting intoxicating substances (including those found in a group where such activities were happening), will be allowed to present the results of a **tox screen urine test** by Shaukat Khanum Labs. Those with a clear test will be cleared and not be required to defend themselves in front of the DC.

All students found guilty of illegal use by the disciplinary processes at LUMS, will be required to show a tox screen urine test by Shaukat Khanum before being allowed to rejoin. This requirement is in addition to any other punishment given to them.

Section taken from the Revised Code of Conduct from Student Handbook: Undergraduate Student Handbook 16 - 17

F. Disability Accommodations

Accessibility and Disability Services

LUMS strives to provide an accessible environment for learning and life on campus. The Accessibility Office (AO) offers a variety of services to students with documented disabilities such as vision impairments, hearing disorders, learning disabilities, and mobility impairments. AO arranges for academic accommodations and support services that are individualized and flexible. Student documentation is reviewed and eligibility for service determined. AO staff members are trained and possess the knowledge needed to assist students and faculty on issues of academic adjustment, learning strategies, advocacy skills, and transition from high school to college and into employment. The faculty provides the opportunity for students with disabilities to identify their accommodation needs and works with them to make access to all educational experiences possible. AO will assist the classroom instructor to provide necessary accommodations. Any student with questions regarding academic performance and disability needs must contact the AO. The Accessibility Committee will make recommendations and referrals for testing and/ or for other available services after careful evaluation of the situation.

Eligibility for services is determined on an individual basis. Students must self-identify and make individual needs known to the AO. A documentation of the disability is required before further processing is possible.

Private consultations and confidential handling of documentation is our policy. Students receiving service have complete control over the disclosure of information to faculty and other offices. No record of services provided appears on the transcript documentation.

Specialized technology is available to increase access to oral and printed text. Training in the use of hardware and software adaptations is available in AO.

G. Campus Safety

The General Administration Services Department (GASD) is charged with the regulation of all matters pertaining to campus safety. Campus safety and security is of paramount importance to the institution. Although on-campus violence is rare, the University is adequately armed against potentially devastating contingencies, and requests faculty members to assist the department by following the guidelines and protocols established.

If faculty members observe unsafe or suspicious activity, they must report it to GASD promptly so that possible threats can be explored and extinguished in a timely manner. This includes, but is not limited to:

- Unattended items or unusual situations (luggage left in inappropriate areas, vehicles parked in no-parking zones, doors that are customarily locked remaining open after office hours);
- Chemical smells or fumes;
- Strangers eliciting information about campus security and shift changes, or expressing more than a casual or professional interest in the schools buildings and roads.

In addition to flagging potentially harmful activity, the faculty must never hurl threats, or otherwise abuse or intimidate other members of the community. Actions that endanger anyone's safety or make their continued presence on campus untenable will be considered serious breaches of the code of ethics that LUMS employees must uphold. These offences include:

- Any physical assault committed on the premises of the University;
- Unlawful damage to property;
- Intimidation by violence, by a threat of violence, or by property damage;
- Any other act that endangers human life, or threatens serious physical or psychological injury; and
- The possession, storage, use or threat of use on campus of firearms, ammunition or other weapons.

Any person found brandishing or concealing a firearm on University property will be held accountable for violating the University's rules and regulations. The possession of a weapons permit or any other form of legal authorization to hold the weapon will not deter the University from pressing charges against the offender. Only employees authorized by the University to carry a gun in order to secure the campus are exempt from this rule.

X. FACULTY BENEFITS, FACILITIES, AND SERVICES

The Human Resource Department at LUMS believes in the philosophy that a well-structured compensation plan can help motivate and attract existing and prospective employees. It is the responsibility of the Compensation and Benefits personnel to keep the dynamic job market in perspective, and ensure that the organization's policies and procedures are kept up to date. LUMS offers competitive remuneration packages to its academic and professional staff members. The Human Resource Department constantly maintains and implements Compensation and Benefits programmes at the University to bolster the continuous welfare and development of its workforce.

This section describes the most important of those benefits, including leaves, medical and other insurance plans, and other recreational opportunities for members of the faculty. To take advantage of these benefits, faculty members work closely with the Human Resource Department.

A. Fringe Benefits

The University has a sustainable, equitable, and non-discriminatory benefits programme that includes several forms of nonwage compensation for its faculty. The programme is designed to anticipate and meet faculty members' current and future needs in all spheres, to ensure that they enjoy a high standard of living, and are not distressed or distracted by basic requirements or medical costs. The insurance, benefits, and discounts offered cover a broad range of services.

The OSPR augments these benefits by giving out research awards to acknowledge and celebrate the scholarly achievements of faculty members. This allows the faculty to focus on its research objectives. The programme is one of the most competitive and comprehensive benefits schemes for faculty in Pakistan.

1. Faculty Leaves

Leaves from teaching responsibilities are provided by the University to permit members of the faculty to participate in activities that will upon their return to LUMS:

- a. Enhance their competence as scholars and teachers;
- b. Utilize the special expertise of faculty in programs of broad interest (for example, programs sponsored by professional societies or by the government).

Faculty members are required to apply for leaves as per the Faculty Leave Policy.

2. Research Awards

Various research awards are given to acknowledge scholarly achievements of faculty members.

The Office of Sponsored Programmes and Research (OSPR) actively pursues its mandate to promote a culture of research at LUMS, acts as a bridge between LUMS faculty and external funding agencies, and manages internally sponsored research activities at LUMS. The aim of OSPR is to ensure that all submitted proposals conform to sponsor guidelines and LUMS policies, and if funded, the projects comply with sponsor requirements and applicable LUMS policies and procedures. Sponsored research includes, but is not limited to, externally funded research proposals; unrestricted grants; travel grants; sponsored conferences/ workshops/ seminars; consulting assignments; service activities; contracts; agreements and arrangements related to sponsored and externally funded activities. Moreover, the OSPR also manages internal grants, which are provided by LUMS including Faculty Initiative Fund (FIF), Faculty Travel Grant (FTG) and Start-up Grants.

Recently OSPR has set up a Technology Transfer Wing (TTW) to provide help in filing copyright and patent applications. Through its TTW, formal support mechanisms are established to provide legal, administrative and financial support required in the patent and commercialization process to LUMS faculty in order to ensure that their focus remains on the research and innovation aspect, leaving the legal and administrative hurdles for the TTW team.

More details are available at: [Management and Administration of Sponsored Programmes](#)

3. Medical insurance

The University heavily subsidizes its faculty's medical costs, making the provision of basic medical care smooth and affordable for all teaching staff. These costs are calculated based on the current market value of healthcare in local hospitals. Faculty members are responsible for copayments if the cost of their treatment exceeds the amount the university has agreed to provide in this handbook. They are entitled to different insurance plans based on their rank. Details of these plans are given below:

Designation	Medical Plan
Professor	Plan A
Associate Professor	Plan A
Assistant Professor	Plan B
Visiting Faculty	Plan B
Teaching Fellow	Plan B

Contact person

Name: Sadia Anwar
Designation: Senior Officer
Department: Human Resource Department
Email: sadia.anwar@lums.edu.pk
Ext: 4450

4. LUMS Employees Contributory Provident Fund

All permanent employees are eligible to become members of the LUMS Employees Contributory Provident Fund Scheme. Details are below:

LUMS Employee Contributory Provident fund (LECPF) is a registered trust under Income Tax Rules, 2002. It is a post retirement benefit created by the employer for its employee, both employee and employers contribute to the fund at the rate of 10% of basic salary. When an employee resigns from LUMS, he/ she receives the entire sum along with profit in the form of a final settlement. All permanent employees of LUMS are members of LECPF. Members of LECPF can also obtain loan against their provident fund balance subject to the regulations of Income Tax Rules, 2002.

Contact person

Name: Jamal Sikandar
Designation: Assistant Manager
Department: Finance & Accounts
Email: jamal.sikandar@lums.edu.pk
Ext: 8149

5. University provided Accommodation

Faculty members have the opportunity to live in the clean, pollution free and safe on-campus accommodation, provided that space is available. LUMS offers its faculty members modern residential facilities, with a beautifully landscaped and serene environment for families. There are seven faculty residential blocks providing high quality one, two, and three bed apartments.

Apartments are designed to provide comfortable living and are equipped with multiple facilities, including hot water, cooking range, gas heater, air-conditioning, cable TV hook-ups, telephone lines, and shared storage space with parking facility. High-speed access to the campus network is also available for each faculty apartment.

Accommodation is also provided in Askari XI for Faculty Members on a space-available basis.

The process for applying for accommodation is as follows:

- The faculty member sends a request via e-mail to the General Administration & Services Department (contact details below).
- An Apartment Request Form, stating details of housing requirements is filled and sent to the General Administration & Services department
- Apartments are allocated according to the waiting list being maintained. Once an apartment is available, rent and other details are shared with the faculty member

- An apartment is allocated once confirmation is received from the faculty member and all formalities are completed

6. Moving Allowance

Reimbursement to the faculty members moving from abroad will be made as per the following Policy:

Items for Reimbursement	With Family	Single
Airfare	Two Tickets (One-way)	One Ticket (One-way)
Freight (upper limit)	USD 2200 (from outside Pakistan) Rs 35,000 (from outside Lahore)	USD 2200 (from outside Pakistan) Rs 35,000 (from outside Lahore)

- Full time faculty members at the rank of Assistant Professor and above are eligible for the reimbursement of moving expenses.
- Moving expenses will be reimbursed only if the faculty member returns to Pakistan or Lahore to join LUMS directly.
- Economy class airfare, on most direct route will be reimbursed on actual basis up to a certain limit mentioned in the offer letter.
- The payment will be made in equivalent Pak Rupees. Faculty member should stay a minimum period of one year with LUMS; otherwise the expenditure will be apportioned.
- If any individual carries books on behalf of LUMS, the expenditure on those books will be reimbursed on actual basis in addition to above limits; however, if the books are for personal use, there will be no additional compensation

7. Tuition Remission for Dependents

LUMS provides eligible dependents of its faculty and staff a remission of undergraduate tuition during their study at the university as per the Faculty-Staff Dependents Tuition Remission Policy.

8. Employees' Old-Age Benefits Scheme

All faculty members are eligible for Employee Old-Age benefits except adjunct faculty.

This scheme is operated under the Employees' Old-Age Benefits Act, 1976, and covers employees working in industrial, commercial and other organizations.

Details are available in the EOBI policy.

9. LUMS Daycare

LUMS recognizes the challenges faced by working parents with regard to childcare. Therefore, by having a daycare centre in the facility we hope to relieve our employees of their concern for children during their hours of work.

Our aim is to provide childcare for our employees through a dedicated team in a loving and secure environment for their children. The Human Resource Department (HRD) at LUMS processes all enrollments and deals with all queries, issues, and grievances regarding the Daycare Centre. Parents are requested to approach HRD for all issues before contacting the Centre.

Details are available at: [LUMS Daycare Handbook](#)

Contact person

Name: Sadia Anwar
Designation: Senior Officer
Department: Human Resource Department
Email: sadia.anwar@lums.edu.pk
Ext: 4450

10. Discounts

The LUMS community can avail discounts at various restaurants and retail outlets on the LUMS discount panel.

The details on LUMS Benefits can be found on the website of Human Resource Department

Contact person

Name: Minahil Khalid
Designation: Management Trainee Officer
Department: Alumni Affairs
Email: minahil.khalid@lums.edu.pk
Ext: 4408

B. Compensation Policies

LUMS offers attractive remuneration packages that are competitive with the local market and comparable to those offered at educational institutes abroad. It is vigilant about keeping intramural politics out of the decision-making process, and rewards faculty members generously for their commitment to the institute.

An employee usually receives multiple forms of compensation beyond base pay. Medical insurance packages partially or completely alleviate the financial burden of medical conditions and emergencies, paid annual leaves ensure sufficient time off for leisure and scholarly pursuits, and several bonuses, discounts, and travel allowances add to the amount earned. The University continues to strive to develop a compensation based on fairness and consistency.

LUMS delineates different salary ranges to account for differences in educational qualifications, experience, and discipline amongst faculty members of the same rank. An individual faculty member's salary is determined by all of the aforementioned factors, as well as current market conditions. Salary negotiations begin during the job interview, and come up from time to time during yearly appraisals and deliberations for promotion.

Annual Performance Appraisal:

The annual appraisals, or qualitative performance evaluations, heavily influence decisions about salary adjustments and merit based raises. The process starts on January 1 each year, and all faculty members who have joined LUMS on or before 31st December are a part of activity. Adjunct faculty is exempt.

The University has also set up a provident fund to provide for faculty members' long-term financial security. This fund is meant to complement personal savings and other forms of post retirement income, and may be en-cashed when an employee retires or resigns. This fund is subject to national income tax laws.

Since the Higher Education Commission of Pakistan (HEC) recognizes LUMS as a non-profit educational institution, the federal government has reduced full-time faculty members rebate from 75% to 40% through the Finance Act of 2013. They are now entitled to a 40% reduction/ rebate in tax liability.

More information about appraisals is available on the portal at "Faculty Appraisal Process 2016," and on the LUMS website at <https://appraisal.lums.edu.pk/>. The University uses the Faculty Scholarly Report Guide 2016 to regulate performance reviews.

Contact Persons:

Adnan Wahid
Assistant Manager HRIS
Adnan.wahid@lums.edu.pk
Ext: 4443

Adeel Masood
Assistant Manager
adeel.masood@lums.edu.pk
Ext: 8240

C. Facilities

1) Syed Maratib Ali Sports Complex

In an effort to tend to the physical well being of individuals at LUMS, the university offers an extensive range of modern sports facilities to its students, faculty, staff and alumni. The Syed Maratab Ali Sports Complex at LUMS offers the ideal environment to carry out numerous sporting activities like tennis, squash, gym, football, volleyball, cricket, basketball etc.

The following facilities are present in and around the Sports Complex:

- Indoor basketball court
- Floodlit outdoor basketball court
- Badminton courts
- Table tennis areas
- Squash courts with viewing galleries
- Outdoor, floodlit, all-weather tennis courts
- Gymnasiums for men and women
- Floodlit football pitches with changing rooms
- Grass cricket ground with changing room
- Meeting rooms for student clubs/associations

2) Coca Cola Aquatic Center

LUMS recently inaugurated the Coca-Cola Aquatic Center. The swimming pool is the first in Pakistan built according to the standards set by FINA (Fédération Internationale de Natation Amateur). The Office of Sports, Wellness and Recreation (SWR) has hired highly professional and dedicated staff to facilitate the entire Community of LUMS.

3) The Dining Block

The Pepsi Dining Centre (PDC), which covers an area of 14,000 square feet, offers a diverse range of food for meals and snacks at very reasonable prices. The first floor of the PDC accommodates food stalls from popular cafes from across the city. Other eating facilities on campus include Khokha (canteen) where edibles and everyday routine stuff are available to the students.

4) Super Store and ATM

The LUMS Super Store provides easy access to daily provisions including toiletries, snacks and medicines to individuals living on campus. Along with catering to the basic needs of the LUMS community, the super store also has an ATM facility for individuals' convenience.

5) Mosque

The campus also has a beautifully designed, community mosque, which is open 24 hours a day. Daily sermons are delivered in both Arabic and Urdu. The spacious mosque offers separate prayer facilities for men and women.

XI. Directories and Guides to Services

1) Information for New Joiners

Employee ID

Once you have signed your employment contract and submitted Personal Action Form, you are assigned an “Employee ID”. You can get this ID from the recruitment team in HRD (Room No. 411, Ext. 4433, 4412)

LUMS ID Card (Smart Card)

While on campus, you are required to carry your smart card for identification and for security purposes. Attendance is marked through smart card and this card will also help you in gaining access to campus facilities (Sports Complex, Library, etc.).

Procedure for Getting the LUMS ID Card (Smart Card)

- Please send your picture with white background to Ms. Sadia Anwar (Senior Officer, HRD), ID: sadia.anwar@lums.edu.pk, Ext. 4450. Within one to two days you can collect the smart card from Security Office.
- If you misplace your card please inform Ms. Sadia Anwar Ext. 4450 and the Security Office on Ext. 2560 immediately. Charges for replacement of the card will be charged from employee as per policy.

Email Account

Request for your email ID is generated after your joining. You are advised to change your password after the first login. To inquire about your email account, please contact Ms. Anam Siddiqui in HR on Ext. 4412 or Rabia Siraj on Ext. 4433.

Letter for Opening Bank Account

For direct salary transfer, you are required to have a bank account in one of the below mentioned banks. In case you do not have an account in one of these banks, kindly contact Mr. Ali Safdar (Ext. 4411) in the payroll section and he can assist you with opening a salary account.

- MCB
- Bank Al Falah
- Askari Bank

- Faysal Bank

In case you have not provided any bank details, kindly collect your salary pay order at the end of the month from Mr. Ali Safdar (Ext. 4411).

Parking Sticker

For security reasons, LUMS employees are advised to have LUMS car sticker on their cars and motorbikes. Due to the deprived security situation, LUMS has further tightened its security and employees are identified at the gate by the presence of car and motorbike stickers and LUMS ID Cards (smart cards). Stickers can be requested and collected from Mr. Riyaz Yusuf (Ext. 8332) or Mr. Muhammad Imran Asif, General Administration & Services Department (Ext. 2547). Stickers fall under these categories: Pick & Drop, Free Parking and Covered Parking (They cost Rs. 200 per month, and the University deducts the annual payment of Rs. 2400 at the beginning of the year). Employees have to provide a copy of their CNIC, photocopy of registration, bank letter (in case of lease), copy of Smart Card, and owner's CNIC and relation to employee. There is generally a waiting list for the covered parking.

Visiting Cards

Mr. Sohaib Ali (Ext. 8265) or Bilal Habib (Ext. 8248) in the procurement department are in charge of visiting cards, and guide all faculty members through the process.

2) Forms for New Faculty Members

Overview of Forms

FORMS	PURPOSE
Employee Database Form	The employee provides general, personal, demographic information, which is later entered in Human Resource Database.
Personal Action Form	The employee gets an ID by submitting this form. It helps in keeping the records of an employee. It has basic information regarding employment start and end date, and also serves as a joining report.
Library Relationship Form	The LUMS library is the first automated library in Pakistan; it is a state of the art facility with over 52,000 volumes of printed and electronic information. To get access to library, employees need to fill this form as soon as possible. After submitting this form, employees can access the LUMS library through their smart card.

Provident Fund Form (Set of 3 forms)	LUMS has a contributory provident fund where both employees and LUMS add 10% of the basic salary on monthly basis. The fund can be encashed at retirement or at the time of resignation.
Employee Old-Age Benefits Institution (EOBI) Form	By filling in this form employee can get himself registered to EOBI. It helps employees get their retirement benefits such as Old-Age Pension, Survivors pension.
Bank Account Opening Form	HR issues a letter to the employee for opening a bank account with the LUMS partnered banks.
Relationship Disclosure Form	The Nepotism Policy requires that all employees inform the HR department about their relatives (spouse, parents, grandparents, brothers, sisters, cousins, children, grandchildren, aunts, uncles, nephews, nieces, and relatives by marriage) working at LUMS.

3) Faculty Clearance

In order to streamline the internal processes and procedures, HR has updated the following Administrative Staff SOP & Form on HRD portal:

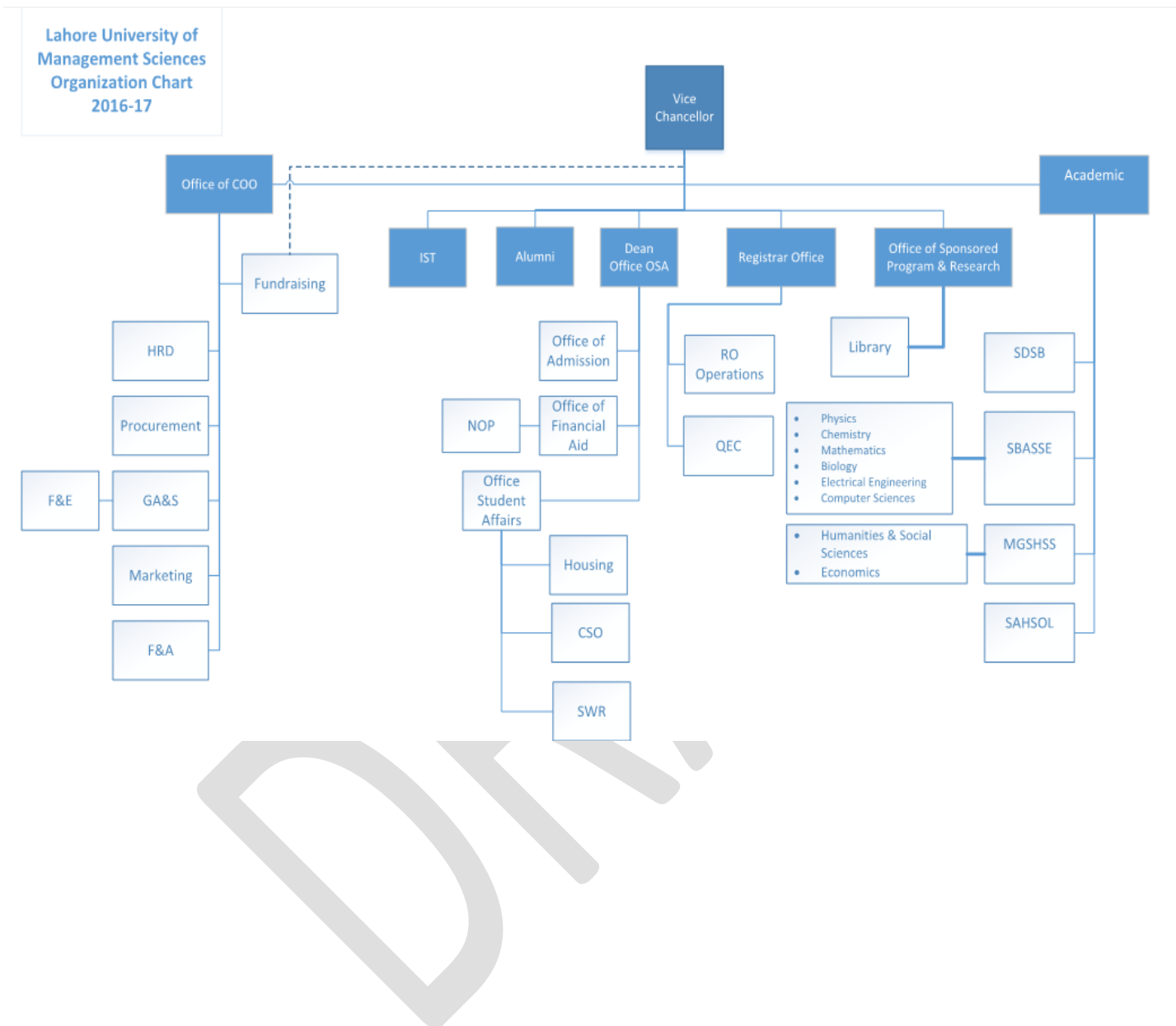
- SOP of Clearance Process
- Clearance Form

The following link contains the updates:

<http://portal.lums.edu.pk/HR/HRPolicies/Pages/HRFormsPolicy.aspx>

All our coordinators and concerned employees are requested to adhere to these updated SOP and form for smooth workflow.

4) LUMS ORGANIZATIONAL CHART



5) LUMS Map



Appendix: Directories and Guides to Services

Phone List	https://phonelist.lums.edu.pk/
Policies and Forms	http://portal.lums.edu.pk/Pages/policiesandforms.aspx
LUMS Website	https://lums.edu.pk/
List of Administrative Offices	https://lums.edu.pk/offices-lums
Human Resource Department	Portal: http://portal.lums.edu.pk/HR/default.aspx Website: https://hr.lums.edu.pk/
Office of the Registrar	http://portal.lums.edu.pk/RegistrarOffice/default.aspx
General Administration and Services	Portal: http://portal.lums.edu.pk/GeneralAdminServices/default.aspx Website: https://lums.edu.pk/general-administration-and-services
Information Systems and Technology	Portal: http://portal.lums.edu.pk/ist/default.aspx Website: https://lums.edu.pk/information-systems-and-technology
Office of Procurement	Portal: http://portal.lums.edu.pk/OfficeofProcurement/default.aspx Website: https://lums.edu.pk/office-procurement
Office of Sponsored Programmes and Research (OSPR)	Portal: http://portal.lums.edu.pk/OSP/default.aspx Website: https://ospr.lums.edu.pk/