

Faculty Handbook



National University
of Computer & Emerging Sciences
Islamabad

June 2025

VISION

To produce world-class professionals, who are responsible citizens and good human beings.

MISSION

To identify and attract the most promising students from diverse communities, to shape them into visionary leaders and world- class professionals.

To impart quality education to students, irrespective of their financial background ethnicity, gender or religion to create an inclusive society.

To promote research and scholarly activities to generate knowledge.

Disclaimer

The contents of Faculty Handbook supersede all policies, rules, regulations, procedures, requirements and conditions notified earlier. The University reserves the right to change any part or whole of this Handbook without notice or obligation.

In case of any ambiguity of non-existence of rules and regulations, the final authority for their interpretation and provision shall rest with the University whose decision shall be final and binding for all parties concerned.

Message from the Rector

As one of the leading institutions of Pakistan, we strive to go beyond the conventional education by implementing an educational strategy that prioritizes research and original thought to meet the challenges of the twenty-first century. We focus on our students' personal development as strongly as we do on their professional knowledge, abilities, and training for their future employment. The role of the faculty in this scenario is crucial in making the university a center of excellence.

Few professions require a code of ethics as strict as that of the teaching community, since the faculty are expected of raising and providing for a country's future generations. No matter how bright and accomplished they may be, a faculty member who lacks ethics is a liability rather than a strength. Quality education with ethical foundations contributes significantly in setting high standard of professional service that a nation expects.

Students are greatly impacted by the faculty behaviour. This adds to the responsibilities of faculty members who are looked up to as role models. Humility is exhibited by good role models who are expected to support and encourage others and give credit where it is due. Students grow and deepen their own values when they have role models who care about important issues and are prepared to put their convictions into action.

As faculty members what we expect from our students and staff are established by our own values, attitudes, and behaviour. We must conduct ourselves professionally which should reflect dignity, sense of pride, and mutual respect for each other.

Respected colleagues, you have all my trust and support to create an environment that should be conducive to learning and creativity to harness the potential of our young generation.

Dr. Aftab Ahmad

Rector

Preface

Teaching is a noble profession. A teacher has an immense and long-lasting impact on a student's life. This handbook provides guidelines for faculty members to facilitate them in meeting expectations for this noble profession.

Strong faculty is considered an asset for a university. Faculty teaches courses, imparts knowledge, provides mentorship to students, and offers career guidance to them. Faculty also conducts research, which leads to innovation.

This handbook has been compiled to provide proper guidance about procedures, rules, and guidance to the faculty. The book serves as a guideline for any faculty member. It is expected that faculty members of the University will take pride and honor in building the nation and contribute their role towards the important cause of socio-economic development.

The management will strive to offer a conducive and productive environment to all the faculty members where they can grow, nourish, and contribute their talent and ideas to develop the leaders for tomorrow.

Table of Contents

Message from the Rector	iii
Preface	v
I. Faculty Responsibilities	1
1. Teaching	1
2. Scholarship	3
3. Availability	3
4. Teaching Methodologies	4
5. Teaching Evaluation	5
6. Student Evaluation	5
7. Administrative Contributions	6
8. Summary	7
9. Teaching Assistants	9
II. Student Supervision	10
1. Supervision Load:	10
III. Research	11
IV. Responsibilities of the Heads of Departments and Heads of School	13
V. Code of Conduct	15
1. Dress Code	16
2. Social Media	16
VI. Code of Ethics and Conduct for Teaching Faculty	19
1. Integrity and Professionalism	19
2. Respect and Inclusivity	20
3. Commitment to Students	20

4.Ethical Research and Academic Contributions	21
5. Responsible Use of University Resources	22
6. Accountability and Disciplinary Compliance	22
7. Conflicts of Interest and Commitment	22
VII. Academic Rules and Regulations	23
1. Academic Sessions.....	23
2. Lectures	23
3. Course Design and Responsibilities	23
4. Office Hours.....	24
5. Course Outline/Handout Document.....	24
6. Textbook(s)	25
7. Course Folders	25
8. Class Timetable.....	26
9. Shared Courses	27
10. Course Completion	27
11. Examinations.....	27
12. Exam Moderation	28
13. Maintaining Attendance and Marks on Flex	28
14. Semester Work.....	28
15. Invigilation duty by the Faculty Member.....	28
VIII. Disciplinary Matters Relating to Students' Conduct.....	33
1. Disciplinary Action	33
2. Faculty Advisors	33
Students' Guidance.....	34
3. Medium of Instruction.....	34

4. Re-Scheduling of Classes	35
Re-Scheduled Classes in Lieu of Public Holidays	35
IX. Final Result	36
2. Grade Points	36
3. Change of Grade	37
4. Timely Announcement of Semester Results	38
5. Planning and Start of a Semester	38
X. Library and Laboratory Rules	40
1.Email Policy	40
Issuance of Accounts	40
2.Password Administration	40
3.Prohibited Uses	41
General Rules of Use	41
4. Expiry of Accounts	42
Employees Leaving the University	42
Employees Dismissed from the University	42
XI. Academic Operation Management	43
XII. Online classes	46
XIII. Plagiarism	47

I. Faculty Responsibilities

Appointments to regular/full time faculty of FAST-NUCES (National University of Computer and Emerging Sciences) are based on the achievement and promise of an individual's commitment to the complete integration of scholarship and teaching excellence. Faculty members are also expected to significantly contribute to the overall administration of the University including students, and the academic community.

1. Teaching

Faculty members are expected to strive for excellence in teaching activities. A list of the activities include, but are not limited to, lectures, seminars, laboratory sessions, and independent studies. Academic advising is a key responsibility; inclusive of the direction of final-year projects and theses. The faculty is required to be actively engaged in the academic advisory in order to provide students with the opportunity to study with recognized and reputed scholars.

In the conduct of courses/lectures, faculty members should:

- Be able to instruct students of all levels and across the spectrum of courses relevant to their areas of expertise.
- Demonstrate originality and relevance in the design of each course.
- Hold class meetings/lectures that are consistent with the course guidelines as approved by the university. The review by the concerned HoD is required in case of changes pertaining to the number of scheduled lectures or course content.
- Be prepared to reschedule class meetings or arrange for appropriate substitutes for missed classes. For example,

rescheduling may be needed to attend a professional conference, or illness, or to observe a religious event.

- Reasonable adjustments to be made for students with disabilities or who wish to observe religious holidays.

Expected qualities of all faculty members include:

- Possession of a firm knowledge base and competence in the relevant subject matter.
- Presentation of knowledge and subject matter with abilities of critical reasoning and critical thinking.
- Utilization of education technology and its implications as well as theoretical foundations derived from research.
- Application of applied knowledge with problem-solving strategies.
- Incorporation of curricula that are responsive to modern educational needs and reflect issues of evolution and change.
- Demonstration of sensitivity to students' academic needs.
- Comprehension of the use of language or understanding of how to effectively talk to and interact with students, on personal issues and academic concerns.
- Expression of respect for all human beings and the integrity of others, including those of diverse populations and cultures.
- Recognition of accountability, meaning acceptance of responsibility for actions and their impact on the immediate environment.
- Realization of the impact of moral issues on teaching behavior.
- Faculty members are expected to conduct themselves professionally and conform to University rules and regulations.

2. Scholarship

Faculty members are expected to demonstrate dedication to scholarship by:

- Conducting or collaborating in research and research scholarship related to a specific field of study.
- Developing independent programs of research that have a major impact on a specific field of study.
- Engaging in significant research and publication throughout their active careers in accordance with departmental requirements and academic standards.
- Participating in teaching and professional activities within their departments (Teaching loads can be adjusted to accommodate research activities).
- Conducting all research in conformity with the University policies and policies of external granting agencies (where applicable).

Application of these departmental standards will take into account the faculty member's need to adapt in the case of significant changes to the resources or support for scholarly activity. Despite their commitment to both scholarship and teaching, faculty members may, with the senior management's approval, occasionally or at different points in their careers, devote significantly more time to one of these pursuits than the other.

3. Availability

Members of the faculty are generally expected to be available

- To participate in the required Departmental/University meetings. Appropriate officials should be informed in case of

a missed activity due to personal, academic, or professional reasons/engagements.

- To provide students with advice throughout the academic year via regularly planned weekly appointments, office hours, or both, unless hindered by work-related obligations.
- To support their colleagues in the collegial conduct of the University business.
- To participate in the University-sponsored events.

4. Teaching Methodologies

Faculty members do not only disseminate and transfer knowledge and skills to students but they are also expected to create knowledge. At the University, faculty members are encouraged to develop their own teaching methodologies for the effective transfer of knowledge. They are advised to contribute to developing an elaborate process of developing teaching and learning strategies. The strategies thus developed are to be based on the four pedagogical theories:

- Behaviorism
- Cognitivism
- Constructivism
- Connectivism

Faculty members are also expected to demonstrate professionalism and contribute towards building characters. It is expected that each faculty member will strive to develop conceptual and problem-solving skills among students. To achieve this, faculty members are expected to impart knowledge through class discussions and problems, which nourishes the analytical skills of students.

5. Teaching Evaluation

As an expression of its commitment to maintaining excellence in teaching, the University conducts regular evaluations of its teaching effectiveness. Such evaluations will be used for the purpose of mentoring, recommendations for (or against) contract renewal/service regularization/job confirmation, and promotion.

6. Student Evaluation

Students are encouraged to assess the performance of the faculty in carrying out their academic responsibilities, at the end of each semester. These evaluations are conducted via Flex. Data gathered from these questionnaires may impact decisions made by the University regarding faculty promotion and salary increments. This data may also be used to help faculty members improve their teaching effectiveness.

The following points are significant about the evaluation process:

- Feedback is visible to the HOD, the Director, the Dean, the Registrar, and the Rector.
- It includes the use of appraisals solicited from students who are taught by respective faculty.
- It includes lecturing, facilitating small discussion groups and seminars, supervising independent studies or theses, laboratory teaching, research direction, and taking part in creative scholarship for graduate and undergraduate instruction.
- It covers classroom and laboratory instructions. It also indicates the efforts made by faculty members to maintain their subject expertise. Additionally, methods for developing innovative teaching strategies and pedagogical expertise are

assessed by keeping up with and supporting teachers' instruction through scholarly activities.

- Include any materials which the faculty member deems relevant to determine the effectiveness of teaching.

Evaluation results, based on the extent to which faculty members have met these standards, with reasoning and evidence, are disseminated by Departmental Heads.

The rights of both students and faculty members involved in the evaluation process are protected. Teaching evaluation shall be considered confidential and accessible only to those officially involved in the evaluation process. For the purpose of contract renewal or promotion, departments shall give every faculty member a fair chance to evaluate, defend, refute, and/or comment on any teaching evaluations that are part of their official record.

7. Administrative Contributions

They include all activities that benefit the department (such as student guidance and counselling, participation in different committees formed for running and streamlining campus operation and representing the University at different forums etc.,) the University, and the profession. All faculty members are expected to carry out tasks that are commensurate with their level of seniority, and the needs of the academic department. Faculty involvement in professional activities has a significant impact on their individual growth as well as the department's and university's reputation.

Course Coordination

If more than one faculty member is teaching different sections of a similar course, then it is pertinent to have synchronization and coordination among them. The role of the course coordinator is to

coordinate such courses. Course coordinators are assigned by the Head of the Department.

- Conduct routine meetings with faculty and guide them for proper completion of the course
- Ensure synchronization among all sections
- Prepare exam papers with mutual collaboration

Any other related task assigned by the HoD.

8. Summary

Faculty responsibilities include but are not limited to the following tasks:

- Preparing Lectures
- Conducting Lectures (Classroom hours/lectures)
- Observing Office Hours
- Preparing/Grading Examinations
- Submitting Results on Time
- Invigilation
- Attending/holding Official Meetings
- Participation in events, such as Convocation, Annual dinner, etc.
- Conducting Research and Publications.

Some faculty members are also asked to:

- Be student advisors
- Participate in an academic or extracurricular committee
- Be a Head of a Student Committee

- Strive for funding from relevant sources for Research/
Publication/Travel to read/present papers.

Faculty titles are determined by the responsibilities of the position that the faculty member holds, and not by personal preference, tradition, or other criteria. Ranks and ladders have been unambiguously defined.

9. Teaching Assistants

(TAs), usually graduate students, are expected to:

- Assist faculty by conducting tutorials/labs and grading assignments, quizzes, reports, and projects.

In their interactions with students, the TAs are expected to:

- Maintain a professional relationship with the students both in and outside the classroom.
- Act in a way that is considerate of the needs, demands, and responses of the students.
- Maintain standards; be firm, fair, and consistent in matters of student discipline.
- Treat all students with equal respect.
- Demonstrate to students a genuine interest in their learning progress and offer additional support during office hours.

II. Student Supervision

Student Supervision is an important role of faculty. Faculty members are expected to supervise students in the following roles:

- Final Year Project (FYP)
- MS Thesis /Project
- Ph.D. Thesis

During the supervision process, faculty members are expected to follow high-quality processes, which should ensure academic integrity and honesty. They are expected to strengthen research and inquisitive skills among students, wherever applicable. The supervision process should aim to achieve the highest academic standards. Faculty members should realize that student supervision is the first step towards innovation. HEC guidelines for supervision eligibility should be followed.

1. Supervision Load:

The University has a unit system in place for each component of supervision:

- Final Year Project: 4 points (max 7)
- MS Thesis/Project: 6 points (max 5)
- Ph.D.: 8 points (max 5)

At any point, the total number of points should not exceed 100 points.

To promote faculty members and encourage them to supervise, the head of the department may issue guidelines for a minimum load of supervision.

III. Research

Learning should never be stopped.

Another crucial task of a faculty member is research. A strong research-oriented faculty helps in improving the academic standards of the University, contributing towards HEC ranking, assisting in the graduating program, and contributing towards finding novel solutions for society. Research can also help faculty members in achieving high accolades.

It is desirable that all faculty members are engaged in research. Faculty members are encouraged to form research groups that can help them in promoting and exchanging research ideas.

A faculty member can contribute towards research in the following ways:

- Supervise students at BS/MS/Ph.D. level
- Publish in impact factor journals and leading conferences
- Submit research grant proposals to HEC, Ignite, and other funding agencies.
- Collaborate with other faculty members within the University as well as outside the University
- Participate in research talks and seminars
- Execute research projects
- File Patent for Innovative projects.

To help and promote faculty for research, the University has established the Office of Research Innovation and Commercialization (ORIC), with designated staff to answer all queries of faculty members and provide guidance. The ORIC also has different policies, awards,

and honorariums to promote faculty for research publications, funded research projects, travel grants, and patents. The University also provides research grants to assist faculty in their research.

High-quality academic standards, ethics, and HEC plagiarism policies should be followed in all the research documents.

IV. Responsibilities of the Heads of Departments and Heads of School

The Heads of Department should:

- Prepare a comprehensive annual report regarding the department's performance at the graduate and post-graduate levels, faculty research, and development.
- Prepare academic plans for the semester within the general guidelines laid down by the Director, decide the courses to be offered by the department; and notify all concerned.
- Assign courses and proper teaching load (including the teaching load undertaken for other departments).
- Assign duties and supervise staff and faculty in the department.
- Propose budget, infrastructural, and staff requirements of the department.
- Plan and work out technical details of equipment required to be set up and upgrade laboratories.
- Select and order equipment after scrutiny of quotations, within the approved budget.
- Recommend the recruitment of visiting faculty members for any remaining courses.
- Assist in the selection of faculty and staff for appointment/approval by the competent authorities.
- Liaison with relevant industry and employers.

- Market programs to prospective students and their institutions.
- Liaison with students concerning their problems.
- Perform any such functions, in addition to those listed above, which are necessary for the improvement of the University and the department.

The Head of School (HoS) provides coordination among different Heads of Department within a school. The HoS is also responsible to oversee different academic matters within the school.

V. Code of Conduct

The FAST-NUCES aims to prepare its students to meet the challenges of the 21st century, endeavoring to inspire in its students' intellectual diversity, self-motivation, critical thinking and inquiry, research-oriented approach, capacity for leadership, and community-oriented, ethically guided, high sense of professionalism. The University expects its students to strive towards the acquisition of attributes that befit the national objectives. These attributes, in turn, should be reflected in their everyday behavior, attitude, and dress.

Faculty members are expected to demonstrate appropriate conduct that would encourage and motivate students to reflect the same qualities and attributes. To achieve these goals, all faculty members and staff are expected to follow the code of conduct described below:

- Faculty members should refrain from conduct that might damage the reputation of the University. They must also avoid any behavior that may disrupt any academic program in the Campus.
- Faculty members should show tolerance, understanding, and respect towards others. As members of the University community, all faculty members should strive to learn from each other. They should focus on creating an atmosphere of positive engagement and mutual respect.
- It is essential to note that conversations and viewpoint exchanges stay within the bounds of decency and decorum. In the event of any misunderstandings with peers or the university administration, threatening behavior is not acceptable towards students, other faculty members, or employees of the University.

- Faculty members should be respectful to members of the opposite gender and refrain from any behavior that can be interpreted as ‘harassment’.
- It is the responsibility of all to keep the campus environment clean. Therefore, no littering or careless throwing of trash is permitted on the premises. The designated waste bins should be used for the purpose.
- All Campuses are No-Smoking areas.

1. Dress Code

Dignified formal dress according to social and cultural norms of our society.

2. Social Media

When it comes to social media use, faculty members at FAST-NUCES should adhere to certain guidelines to maintain professionalism and protect the reputation of the institution. While specific policies may vary from one university to another, here are some general recommendations for faculty members regarding social media:

Separate personal and professional accounts: Consider maintaining separate social media accounts for personal and professional use. This helps in distinguishing your personal opinions from official statements as a faculty member.

Exercise caution when discussing university matters: Be mindful of what you post about your university, colleagues, students, or any sensitive topics related to academia. Avoid disclosing confidential information, discussing internal conflicts, or making derogatory remarks about individuals or groups.

Be respectful and professional: Maintain a respectful and professional tone in your social media interactions. Engage in civil discourse and avoid engaging in heated debates or personal attacks.

Understand the public nature of social media: Remember that social media is a public platform, and your posts can be seen by a wide audience. Even if you have privacy settings in place, exercise caution since information can still be shared or screenshots can be taken.

Clearly identify opinions as your own: When expressing personal opinions, make it clear that you are speaking as an individual and not on behalf of your institution. Use disclaimers such as "These views are my own" to differentiate between personal and professional stances.

Respect copyright and intellectual property: Ensure that you comply with copyright laws and respect intellectual property rights when sharing content on social media. Always give credit to the original creators and seek permission when necessary.

Protect student privacy: Respect the privacy of your students and avoid sharing any identifiable information about them on social media without their explicit consent. Follow your institution's guidelines regarding student privacy.

Maintain a positive online presence: Use social media as an opportunity to showcase your expertise, research, and academic achievements. Share valuable and relevant content related to your field that can benefit both your colleagues and the wider community.

Regularly review and update your social media presence: Periodically review your social media profiles, posts, and privacy settings. Remove any outdated or inappropriate content and ensure that your online presence aligns with professional standards.

While using social media, faculty members should abide by moral, cultural, and religious standards. They should strive to represent this role in their social media activities as well.

- a. Postings from the faculty members should always be courteous.
- b. Posts on social media:
- c. Should not include confidential information about an individual, or an organization
- d. Should not reveal intellectual property owned by others
- e. Should not violate the Code of Conduct of the university
- f. Should not use someone else's images or written content without written permission and/or without acknowledgement.
- g. It is also important that the content is accurate and does not deliver unintended message on behalf of the University. Written permission must be taken before posting anything on behalf of the university. In case of a mistake, the revised content should be uploaded after due correction.
- h. Follow the rules related to the posting guidelines of online classes. Ensure to read them every time, as they can vary from class to class.
- i. Faculty members are not allowed to run social media spaces/pages as official handles of the University.

VI. Code of Ethics and Conduct for Teaching Faculty

At FAST-NUCES, faculty members serve as role models, mentors, and academic leaders, shaping the intellectual and moral development of students. This Code of Ethics and Conduct is designed to uphold the highest professional standards and ensure that faculty members contribute to a respectful, inclusive, and intellectually enriching university environment. The University will protect individuals who report violations in good faith from retaliation or harassment.

1. Integrity and Professionalism

1. Faculty members must perform their duties with honesty, integrity and accountability, ensuring that their actions align with the University's Vision and Mission to produce world class professionals and responsible citizens.
2. Faculty members must uphold academic integrity, ensuring high standards of quality in teaching, research and assessment. Fairness and impartiality should guide all academic and administrative decisions, avoiding conflicts of interest. Promote critical and analytical thinking among students.
3. Faculty should remain updated in their field of expertise and continuously enhance their knowledge through research and professional development.
4. FAST-NUCES is a non-political entity. Faculty members should refrain using University resources for personal political activities or to influence political outcomes.

5. Faculty should use social media responsibly, ensuring that their online presence aligns with the University's values of integrity, professionalism and ethical conduct. They are expected to uphold accuracy, respect, and discretion in their digital interactions, avoiding the spread of misinformation, unverified claims, or content that could harm individuals, colleagues, or the university's reputation. professional environment.

2. Respect and Inclusivity

1. Faculty must treat all students, colleagues, and staff with respect, dignity, and fairness, regardless of race, ethnicity, nationality, gender, religion, age, or disability.
2. Faculty members must ensure a harassment free academic environment and refrain from any form of gender harassment, including inappropriate language, behavior, or solicitation.
3. Faculty members must foster constructive dialogue and address disagreements professionally, without engaging in threatening, coercive or aggressive behavior.
4. Faculty should demonstrate understanding and compassion in their interactions with students, recognizing that academic and personal challenges may impact their performance. Feedback and assessments should be fair, supportive and considerate of individual learning needs.

3. Commitment to Students

1. Faculty must prioritize the intellectual and moral development of students, providing guidance and mentorship in both academic and ethical aspects of life.

2. Faculty should encourage students to express their ideas freely within the bounds of academic and ethical discourse.
3. Faculty should avoid favouritism, bias or undue influence in academic evaluations and ensure transparency in grading and assessments.
4. Faculty should provide students with reasonable access to their academic records while maintaining confidentiality.
5. Faculty should provide fair and objective feedback to students and colleagues, fostering a culture of constructive criticism and continuous improvement.

4. Ethical Research and Academic Contributions

1. Faculty must adhere to ethical research standards, ensuring proper citation, acknowledgment of contributions and integrity in data collection and reporting.
2. Faculty must conduct research with integrity, adhering to ethical standards and avoiding any form of research misconduct, such as fabrication or falsification of research.
3. Research involving human subjects must comply with ethical guidelines and obtain proper approval from the relevant institutional body.
4. Faculty should ensure that AI tools used in teaching, research and administration are transparent, fair and free from bias. They should also educate students on the ethical implications of AI.

5. Responsible Use of University Resources

1. Faculty members must use University resources responsibly, including IT systems, research facilities and classroom equipment.
2. Faculty members should contribute to maintaining a clean and professional academic environment, considering environmental sustainability.
3. Confidential University records, student's data, and sensitive information should be handled with discretion and compliance with data protection policies.

6. Accountability and Disciplinary Compliance

1. Faculty members must uphold the University's policies and ethical guidelines, ensuring compliance with all academic and professional regulations.
2. Faculty members are encouraged to report violations of ethical conduct observed among colleagues while maintaining confidentiality and professional decorum.

7. Conflicts of Interest and Commitment

1. Faculty must avoid situations where personal interests conflict with their professional/academic responsibilities to the University.
2. Any potential conflicts of interest, including financial interests, external employment, or personal relationships, must be disclosed to the appropriate University Authority.
3. Faculty should prioritize their primary commitment to the University and avoid activities that interfere with their teaching, research or administrative duties.

VII. Academic Rules and Regulations

1. Academic Sessions

Academic sessions include the spring semester, the fall semester, and the summer semester. The maximum duration of the Spring and Fall semester is 17 to 18 weeks, while the duration of the summer semester is approximately 8 weeks. The academic session is governed by the academic calendar issued by the University. A semester consists of 16 weeks of lectures, 1 week for makeup classes, and 3 weeks for final exams, which includes timeframe for checking of exam papers and declaration of results.

2. Lectures

The total lecture hours for a 3 CH course are 48. These include two sessional exams. Similarly, for a 4 CH course, 64 lectures are required, which includes two sessional exams as well. In case of 3+1 credit hours, they are required to conduct a lab session of 3 hours/week in addition to 48 hours of theory class.

3. Course Design and Responsibilities

Faculty members are primarily responsible for determining course content, choice of reading materials, and type and size of written and oral assignments. The expected characteristics for appropriate course and lecture design include originality and relevance. They are encouraged to create an environment within the classroom that supports free discussion, inquiry, and expression.

The faculty member is responsible for the assessment of the academic performance of the students in a particular course. To maintain an atmosphere conducive to learning, faculty members may take reasonable disciplinary measures. Faculty members must

evaluate student performance and conduct according to academic standards, not based on opinions of religious beliefs or political views and inclinations. Should any student feel that their performance was not judged solely on academic grounds or that the grade does not reflect the quality of work completed, he/she may appeal against any faculty member's decision through the Student Grievance Process.

4. Office Hours

Faculty members are expected to follow regular office hours in order to respond to students' queries and meet the departmental support activities requirements.

5. Course Outline/Handout Document

Faculty members should prepare and follow a Course Outline. On the first day of class, students should be given a Course Outline/Handout. The handout may include

- The name of the University
- Department where the course originated
- Title of the course
- Credit Hours
- Semester (for example, Semester: Spring 2010)
- Prerequisite (if any)
- Instructor's name
- Objective and description of the course
- Teaching Methodology
- Learning Outcomes
- Outline of the course

- Importance of attendance
- Grade distribution/percentages
 - Number of assignments/projects and quizzes
 - Weightage given to quizzes, assignments, projects, presentations, and reports
- Course textbook(s)
- Reference book(s)/reading material (optional).

6. Textbook(s)

The course instructors recommend textbooks and reference books to students. Accordingly, the course instructor must ensure that at least one copy of the textbook is available in the library. The faculty member should make sure that a copy of the textbook is provided if it is not readily available. The practice of providing handwritten notes should be discouraged.

7. Course Folders

Each faculty member is required to maintain a course folder of the respective course(s). Course folders could either be prepared physically or online (shared via google drive). The folders are to be prepared as per the format and instructions of the respective degree offering department. This is to maintain the record of subject related essential material, so it is readily available to the management. New faculty members find such Course Folders invaluable. Physical folders will be submitted to the Academic Office record at the conclusion of the semester through the relevant HoD, while electronic folders will be submitted online (google drive).

The concerned HoD may specify the format of the folder as per the rules of the accreditation bodies; however, in general the following format is followed:

- Course outlines (the handout given to students in the first class)
- A copy of all the quizzes administered during the semester
- A copy of all the assignments given to the students
- A copy of mid-semester exam papers
- A copy of the final exam paper
- A copy of all results (whenever a result is announced, whether a quiz or another exam, a copy is to be placed in the file).
- A copy of all weekly progress reports
- A copy of the attendance sheet at the end of each month
- A copy of final grades awarded to that class
- Best, average, and worst copies of the students' assessments.
- Any other document related to course and deemed important by the course instructor, is also to be placed in the course file.

A sample Course Folder can be obtained from the concerned department office.

8. Class Timetable

The class timetable is released by the department. Faculty members are expected to take their classes as per the timetable. However, in case of any emergency or conflict due to an official duty, a lecture can be rescheduled following the suggested guidelines:

- An official announcement should be made via the academic office to inform the students in advance. Both the LMS (Google classroom and Slate) can also be used for the announcements.
- A make-up class should be arranged through the academic office to avoid timetable clash.
- In case of a non-emergency, permission for rescheduling the class should be obtained from the head of the department.

9. Shared Courses

In some cases, a faculty member may be teaching a course, which is being taught by other faculty members in other sections. Shared courses require that similar course contents are covered across different sections and a uniform exam paper is prepared. These steps ensure that quality and uniformity exist across different sections of the course.

Shared courses are coordinated through course coordinators.

10. Course Completion

It is the responsibility of the faculty member to complete the course. All courses have course outlines, available from the department. Faculty members should complete the course coverage and ensure all standards of course quality are met.

11. Examinations

The University conducts mid and final examinations in the semester. Generally, for BS programs, two mid-exams of one-hour each are conducted, whereas, for graduate courses, one-mid of two hours is conducted. In addition, a final examination of 2-3 hours is conducted at the end of the semester.

Faculty members are expected to timely check the answer books. It is expected that the task of checking should be completed within five days of mid-exams and seven days of the final exams respectively. The graded answer books are shown to the students in order to enhance their learning and explain the reasoning behind the grading standards. A well-documented solution should be prepared by the instructor to be discussed with the students as well.

The examination date sheet is issued by the academic department.

12. Exam Moderation

Faculty members should get the exam paper moderated by the senior faculty members. List of the moderators is issued by the Head of the Department.

13. Maintaining Attendance and Marks on Flex

All faculty members are expected to keep the attendance of class lectures updated on flex. They should also update marks of exams, quizzes, and assignments regularly on Flex.

Flex should reflect the most updated attendance and assessments.

14. Semester Work

Faculty members are expected to compile and release the semester work at the end of the classes. The semester work should be updated before the start of the final examination (and immediately after the completion of classes) so that a student is informed about the academic progress and expected grade.

15. Invigilation duty by the Faculty Member

Invigilators are required to reach the Academic Office at least 15 minutes before the commencement of the final exam. Invigilators

should reach their designated examination rooms 10 minutes prior to the start of the exams along with the examination packet issued from the Academic Office. Examination packet contains:

- a. Question papers
- b. Answer sheets
- c. Extra Sheets
- d. Attendance sheet
- e. Seating plan

Invigilators are not to leave their designated examination room at any time during the exam. Invigilation has the highest priority. In case, the invigilator has to leave the examination room it should be ensured that the invigilation duty is handed over to a designated invigilation staff. Invigilation duties should not be handed over to the attendants.

Invigilators should ensure that seating plan is displayed on the notice board outside each examination room and students are seated accordingly. Invigilators should ensure that all students are seated 5 minutes prior to the start of the exam.

Invigilators should ensure that students leave their bags/books etc. at the front of the class, except for cases where the professor has allowed text books or notes to be used by the students during the exams. Invigilators should ask the students to check and remove any books/notes from their desks.

Students have also been instructed not to bring their mobile phones/ smart watches/ any electronic gadgets into the examination room. Invigilators should make announcement for mobile phones if brought in to the examination hall that, mobile phones must be switched off and be placed in front of the exam hall and can be put into bags and the same be placed at front.

Students have been instructed to bring their own stationery items and calculators. No student will be allowed to share any stationery item. The Invigilator may confiscate a calculator if it is being shared.

The answer booklets should be distributed and the students be asked to write their roll numbers and other necessary information on the answer booklets. This may be done 5 minutes before the commencement of the exam.

Students should use pen to write their answers. Pencils may only be used to draw diagrams or figures. Any student found using a pencil should be asked to use a pen.

The question papers should be distributed face down. Students should be asked to commence once all the question papers have been distributed. The students should be asked not to write anything on the question paper except for the roll number.

Students have been instructed to bring along their University ID cards & Exam Admit Cards. The attendance of the students should be marked soon after the commencement of the exam. During the marking of the attendance the identity of the students should be confirmed by crosschecking the student name, signature and the ID card. The invigilator should also ensure that the student is sitting at the designated seat.

Extra sheets should only be distributed when the answer booklet is completed. Extra sheets should not be distributed for rough work. Rough work should be done on the answer booklet. All extra sheets that are distributed have to be signed by the invigilator. All the extra sheets issued to the students should be noted down on the attendance sheet.

An examinee that arrives after the half time has passed, s/he will not be allowed to enter the examination room. Similarly, no examinee will leave the examination Hall within the first half from the start of

examination in case of Sessional and final exam. Students arriving late must be reminded separately to place the electronic devices in front of the examination hall.

Invigilators must announce at the start of the exam the following message. "Students desirous of using the washroom must use it before starting the paper. Use of washrooms during the exams is strongly discouraged.

Invigilators should announce the time at appropriate intervals. The start and end time of the exam should be written on the white board.

The faculty will not be requested to visit the examinations rooms for answering any queries in the question paper(s).

Invigilators should ensure that the extra sheets are stapled together 5 minutes before the conclusion of the exam. The Invigilator may disallow a student to leave the examination room 10 minutes before the conclusion of the exam even if the students has finished her/his paper.

The Invigilator should be at the front of the examination room when the exam is about to conclude. At the designated time the Invigilator should ask the students to stop writing and put down their pens.

Students may not leave the examination room during the last 5 minutes of the designated time. The Invigilator should ensure that the students remain seated whilst their answer sheets are collected. The students will be allowed to leave the examination room once all the answer sheets have been counted.

The Invigilator should clearly write the number of used and unused answer booklets on the envelope provided for the answer sheets and sign the envelope containing the answer sheets before handing them over to the staff in the Academic Office.

Invigilators are authorized to reprimand students found cheating or involved in any acts of indiscipline during the examinations. If a student continues even after being reprimanded twice s/he should be asked to leave the examination room. All incidents of cheating or indiscipline have to be immediately reported at the end of the exam by filling in the Post-Examination Report form. Any other issues/suggestions that help in the proper execution of the examinations should also be reported.

Invigilators should refrain from using mobile phone during invigilation.

VIII. Disciplinary Matters Relating to Students' Conduct

Students are:

- Free to disagree with any knowledge or opinion offered in any study course with sound justification, but recommended to reserve judgement on matters of opinion.
- Responsible for learning the content of the course in which they are enrolled.
- Protected through procedures against prejudiced or capricious academic evaluation.
- Responsible for upholding the academic standards in their performance as specified for each course in which they are enrolled.
- Expected to refrain from disruptive behaviors. If a student becomes disruptive, the faculty member may take disciplinary action(s) as per the University's rules to protect the learning environment.
- Responsible for respecting the rights of fellow students in the classroom.

1. Disciplinary Action

Details regarding the disciplinary issues can be seen in the *Students' Handbook*.

2. Faculty Advisors

Apart from academic and professional progress, the University lays equal emphasis on the personal growth of the students. For this

purpose, faculty advisors/academic counselors are assigned to different batches of students for personal counseling and academic guidance.

Faculty Advisors:

- Provide advice and guidance on academic or personal matters
- Help students to better understand themselves and others
- Encourage leadership among students
- Guide students to learn from their achievements and failures
- Advise students with their development and growth in a leadership role
- Approve courses, activities, and projects

Every time a student feels they need advice, direction, support, or assistance, they should speak with a faculty advisor. The university management values the regular, mutually agreed-upon interactions between students and their faculty advisors.

Students' Guidance

Academic advisors for students should post their daily office hours. The timing should be explained to the class at the beginning, and it should be posted outside each faculty member's office.

3. Medium of Instruction

English is the language of instruction and examinations for all courses (except language courses other than English where it may be different).

4. Re-Scheduling of Classes

In case of any unavoidable situation a class may be postponed and rescheduled. All classes are to be rescheduled only through the concerned department's office timetable coordinator/academic officer.

The department office should be informed before the cancellation of class so that necessary action can be taken. In case of preplanned activities (conferences, etc.), the concerned Head of Department should be informed, and formal permission sought beforehand. Faculty members should not reschedule any class on their own. A timely announcement should be made to the students to avoid inconvenience.

Re-Scheduled Classes in Lieu of Public Holidays

Classes may be rescheduled in lieu of federal holidays in the event that the minimum number of lectures have not been completed. These lectures should ideally be scheduled at free times during the workweek.

IX. Final Result

The faculty member must submit the final exam results and overall grades within seven days following the exam's conduction. All marked final exam answer books should be submitted to the academic office as well. Faculty members are advised to make sure that grade-related anomalies are fixed before submission. The Department Head should then countersign the results sheet.

1. Grading Policy

The following grading policy is to be followed:

Grade	Interpretation
A+, A, A-	Excellent
B+, B, B-	Good
C+, C	Adequate
D+, D	Poor
F	Fail
FA	Fail due to attendance shortage
I	Incomplete
W	Withdrawn
S	Satisfactory
U	Unsatisfactory
CN	Continue

2. Grade Points

The points for each letter grade are given as follows:

Grade	Points
A+	4.00
A	4.00
A-	3.67

Grade	Points
B+	3.33
B	3
B-	2.67
C+	2.33
C	2
D+	1.33
D	1
F	0

3. Change of Grade

The faculty is advised to exercise caution and make sure that the submitted results do not contain any anomaly. However, in case an error/omission is detected at a later stage, a grade may be changed as per the following:

1. Students can initiate the grade change request from their flex account within 14 days of final grade generation.
2. The grade change request will then be forwarded to the relevant faculty member. The request will be forwarded to the academic officer in case of visiting faculty.
3. The faculty member/academics officer can reject the request or add/update obtained marks of any assessment and forward the proposed grade to the HoD.
4. The HoD can approve/reject the request.

The interfaces are accessible through the following path:

- For Faculty members/Academics officers: Semester Operations > Faculty Operations > Grade Change Request

- For HoDs: Semester Operations > Faculty Operations > Approve Grade Change Request

4. Timely Announcement of Semester Results

All faculty members must adhere to the following timelines:

- Submit results of semester work by the end of classes.
- Announce the score obtained by each student in the 50% marks reserved for the semester work before the start of final exams.
- Any discrepancy in entry of marks or calculation must be corrected well in time.
- Change of grades must be rare. No change of grade will be allowed after the commencement of the subsequent semester.

5. Planning and Start of a Semester

The Departments would ensure the following before the start of each semester:

- Each course to be offered in the semester must be an approved course.
- Prior approval must be obtained before offering a new course. The title, contents and other details of the course should be submitted to the concerned HoD, who will review the information and send his recommendation through, the Director Academics, to the Dean for approval.
- Students should know the results of ALL courses taken by them in the previous semester(s). Their warning status should also be clearly known to them.

- Students who have received a warning should not register until their parent or legal guardian visits the campus and certify that they are aware of the child's or wards academic position.

X. Library and Laboratory Rules

All faculty members are entitled to avail the library facilities.

Faculty members can get the books issued for the whole semester. It is mandatory for all faculty members to return the books and get clearance from the library at the end of every semester. If necessary, library books can be reissued.

1. Email Policy

To conduct university business, promote collaborative work, and disseminate information to students, employees, and colleagues, the faculty and staff are given unrestricted access to the university's email system. Every message sent through this service carries the University's name and therefore it ought to be courteous, responsible, and professional.

Accounts are for individual faculty or staff member only and should not lent to family or friends. These accounts will occasionally be used to disseminate important employee announcements therefore all employees are expected to maintain their email account

Issuance of Accounts

Accounts are created for faculty and staff members from the first day of the employment. The concerned officer may also create additional accounts for users if required.

2. Password Administration

Users will receive account information and the default password for that account via campus email. Users are advised to change their password every 90 days.

3. Prohibited Uses

The University email forum is only for academic purposes, scholarly pursuits, and/or University-related businesses. Political, religious, racial, or offensive comments/opinions are not permitted on this forum.

The University email systems are not to be used for the following:

- Personal gain
- Chain letters (e.g., any communication which requests or demands the recipient forward the message to one or more individuals)
- Solicitations for contributions for non-University sponsored entities
- “Get rich quick” or pyramid schemes
- Deliberate denial, interference, or disruption of the University email service or that of any other agency
- Attempts to perform mass mailings to the entire campus (or a large subset of the campus) of a non-official nature, which has a negative impact on the daily operation of the University
- Any unlawful activity.

General Rules of Use

- No one shall deliberately alter or attempt to conceal a real return address or the place where a communication was originally sent.
- No one is allowed to purposefully obstruct another person from receiving email.

- No one shall deliberately set forth to intercept or receive, and/or view another individual's email without that user's consent.
- Email services must not be used for any form of harassment of a person or group. Report any instances to the information technology department if you believe you are receiving emails of this sort.

4. Expiry of Accounts

Employees Leaving the University

Accounts of the faculty and staff leaving the University, de-activate at the end of 7 days after the last day of the employment/date of Issuance of letter.

Employees Dismissed from the University

Accounts of the faculty and staff, dismissed from the University, de-activate with immediate effect.

XI. Academic Operation Management

FAST-NUCES has developed many software tools to support and manage its academic operations. Faculty members are obliged to develop an understanding of these tools and use these for conducting, managing, disseminating and reporting their academic delivery.

Faculty members also use online tools such as Zoom, Google classroom, Google Sheet, Microsoft Teams, and others for lecture delivery, group meetings, presentations, webinar, video conferencing or live chat to allow communication between students and the teachers.

Following tools are developed in-house and have general academic rules of the university built into these.

Academic Suite (Flex)

Flex system is a platform designed to enable the efficiently running the institution through digitization and automation of various academic and administrative operations. Flex plays the role of a data management system and allows you to complete jobs involving bulk data management flawlessly and quickly. A well-designed academic suite that reduces the workload of staff, helps both students and teachers to save time, enables cost reduction, and also enhances data security which eventually increases in our institution's cost-effectiveness and productivity.

Flex helps teachers to get information about students faster, easier and reduces their workload. It provides features such as student registration, attendance, class evaluations, grades, course feedback, and other assessment elements. In addition, it is also used to plan the

curriculum of students, record their presence and manage the needs of students in the university.

To get started you will need the web address, and to have a user account created for you.

The URL is: <https://flex.nu.edu.pk/>

Learning Management System (SLATE)

Sakai Learning and Teaching Environment (SLATE) is a full-featured system currently supporting technology-enabled teaching, learning, and collaboration needs for educational institutions and organizations. SLATE (LMS) is an open-source of endless possibilities, course management, and collaborative learning tool that serves faculty, students, and staff digitally. SLATE basically covers all functionalities of main academic and teaching processes as well as other related management or supporting processes.

SLATE is the campus's central collaboration and learning management system created to assist faculty and students by providing online tools for communication, assessment, content delivery, etc. It provides an online space where students access learning resources within course sites, participate in online activities, and communicate with faculty, staff and other students. Submit their course work assignments and deliverables; take their online quizzes and exams. All courses offered by the University have a corresponding course website. SLATE also contains community websites which are used to support a range of other teaching and learning activities.

To get started you will need the web address, and to have a user account created for you.

The URL is <http://slate.nu.edu.pk/>

NUMUN

NUMUN is a human resource management (HRM) system used for many HR functions including Leave management, Salary Slips, Annual Tax/income certificate, and Provident Fund etc.

The URL is <http://numun.nu.edu.pk/>

XII. Online Classes

In case of disruption of physical classes (e.g. due to COVID-19), campus management may request the faculty members to conduct online lectures for a specific duration. However, the online medium should only be used upon the instructions of the campus management.

Following are the suggested guidelines for online classes:

- Faculty members may use Zoom, Google, or any other medium suggested by the campus management.
- Faculty members should maintain regular interaction during online classes.
- Faculty members should turn on their cameras to make their appearance visible to the students.
- Lectures should be aided by supportive interaction such as a whiteboard or PowerPoint slides.
- Online lectures should be live. That is, recordings should not be played during the live online sessions.
- To facilitate students, faculty members should record their live lectures and upload the recorded videos on LMS.
- To cater to the network connectivity and electricity issues, it is desirable to conduct online classes from the University premises.

XIII. Plagiarism

FAST-NUCES abides by the HEC Plagiarism Policy. Any violations leading to the publication and support of plagiarized material are strictly prohibited. The cases of violations are dealt with as per the HEC guidelines.

Faculty members are advised:

- Not to be involved in plagiarism.
- To issue appropriate guidelines to students to forbid the usage of plagiarized material.
- To ensure that students (FYP/MS/Ph.D.) do not submit plagiarized work.
- To ensure that thesis and reports of students should comply with the Generative AI policy of the University and the HEC.
- To ensure that any part of the student assignment or report should not be generated using Generative AI based platforms.