

Habib University Faculty Handbook

(October 2019)

As revised April 2021

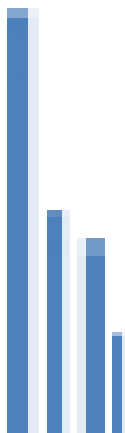


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1. Introduction

Founded in 2014 through a gift of US \$50 million by the Habib family, the single largest philanthropic gift to higher education in Pakistan's history, Habib University is the first American-style dedicated undergraduate college of liberal arts and sciences in the nation. The University is founded on the conviction that sustained private investment in higher education will have a profound and powerful transformative impact on Pakistan's human and institutional capacities. Through its innovative and distinctive interdisciplinary core curriculum, the Habib Liberal Core, which brings together science, arts, humanities and social sciences, Habib University enables its students to develop the critical understanding needed to solve complex contemporary societal challenges facing the nation, the region and the world. The University employs outstanding internationally trained faculty dedicated to ensuring that all qualified students, regardless of their ability to pay, achieve a world class education and have the opportunity to pursue a course of study of their choosing. In September 2018, the Dhanani family of Houston, Texas made a generous pledge of US \$10 million to endow the Dhanani School of Science and Engineering at Habib University, marking the first multi-million-dollar gift to the University from the Pakistani expatriate community.

1.1 The Vision, Mission and Values of Habib University

Vision Statement

To be a global leader and South Asia's preeminent undergraduate liberal arts and sciences university.

Mission Statement

Habib University's mission is shaping futures. The University accomplishes this mission by providing a demanding, contextually relevant and engaging world class liberal arts and sciences education to the most talented students, regardless of their financial capacity or any social considerations, thereby empowering them to build their futures, enrich their lives and become leaders in improving their country and the world.

Values Statement

Habib University's values are captured in the Arabic verb *Yohsin* (يُحْسِن), which is rooted in the core Islamic notion of *'ihsān*. A multidimensional concept, with no single word corollary in English, *Yohsin* entails measuring each person's worth not only by the depth of their knowledge or skills, but by the application of their knowledge and skills to both personal self-cultivation and perfecting the world. This core philosophy is reflected in Habib's five aspirational values for all community members: (1) strive for excellence, (2) do what is beautiful in all actions, (3) nurture passion, (4) respect all others, and (5) serve the community.

1.2 Accreditation

Habib University is recognized by the Higher Education Commission (HEC) of Pakistan and is Chartered by the Government of Sindh. In addition, various programs of the University are accredited by appropriate accrediting bodies. The Electrical and Computer Engineering Programs are accredited by the Pakistan Engineering Council (PEC) and the Computer Science Program is accredited by the National Computing Education Accrediting Council (NCEAC). The University is also currently seeking eligibility status to pursue U.S. accreditation through The New England Commission of Higher Education (NECHE).



THE SINDH GOVERNMENT GAZETTE

Published by Authority

KARACHI - MONDAY, OCTOBER 8, 2012

PART- IV

PROVINCIAL ASSEMBLY OF SINDH NOTIFICATION KARACHI, THE 8TH OCTOBER, 2012.

NO.PAS/ Legis - B-0 7 /2012 - The Habib University Bill, 2012 having been passed by the Provincial Assembly of Sindh on 7th June, 2012 and assented to by the Governor of Sindh on 28th September, 2012 is hereby published as an Act of the Legislature of Sindh.

THE HABIB UNIVERSITY ACT, 2012. SINDH ACT NO. XVI OF 2012.

AN ACT

to provide for the establishment of the Habib University at Karachi.

WHEREAS It is expedient to provide for the establishment of the Habib University at Karachi and to provide for matters ancillary thereto;

Preamble.

It is hereby enacted as follows:-

CHAPTER-1 PRELIMINARY

- I. (1) This Act may be called the Habib University Act, 2012.

Short title and commencement.

- (2) It shall come into force at once.
- Definitions.**
2. In this Act, unless there is anything repugnant in the subject or context -
- (a) "Academic Council" means the Academic Council of the University;
 - (b) "Affiliated College" means an educational institution affiliated to the University but not maintained or administered by It;
 - (c) "Authority " means any of the Authorities of the University specified in section 16;
 - (d) "Board" means the Board of Governors of the University
 - (e) "Chairman " means the Chairman of the Teaching Department;
 - (f) "Chancellor" means the Chancellor of the University;
 - (g) "College" means a college and includes an institution in which arrangement exist for imparting instructions in general, technical professional education or other disciplines of higher learning and such other subjects as may be prescribed;
 - (h) "Dean" means the Head of Faculty;
 - (i) "Director" means the head of a teaching or administrative division of an Institute;
 - (j) "Faculty" means an academic division within the University comprising of one or more Teaching Departments;
 - (k) "Foundation" means the Habib Foundation, a company limited by guarantee incorporated in Pakistan and registered at Karachi and licensed under section 42 of the Companies Ordinance, 1984;
 - (l) "Government" means the Government of Sindh;
 - (m) "Officer" means any of the Officers of the University specified in section 5;
 - (n) "Patron" means the Patron of the University;
 - (o) "prescribed" means prescribed by statutes, regulations or rules;
 - (p) "President" means the President of the University;
 - (q) "Professor Emeritus" means a retired Professor working in the University in an honorary capacity;

- (r) "Provost" means the Provost of the University;
- (s) "Registrar" means the Registrar of the University;
- (t) "Statutes", "regulations" and "rules" means respectively the statutes, regulations and rules made under this Act;
- (u) "Teaching Department" means a Teaching Department of the University;
- (v) "Teacher" means whole time teacher engaged as Professor, Associate Professor, Assistant Professor, Lecturer and such other persons as may be declared to be the Teachers;
- (w) "University" means the Habib University established under this Act;

CHAPTER-II THE UNIVERSITY

3. (1) There shall be established a University to be called the Habib University, consisting of the Patron, the Chancellor, the President, the Provost, the Deans, the Chairmen of the Teaching Departments and members of the Board, the members of the Academic Council and such other Officers as may be prescribed. **Incorporation.**
- (2) The University shall be a body corporate by the name of the Habib University, owned by the Foundation and shall have perpetual succession and a common seal and may sue and be sued by the said name.
- (3) The University shall be competent to acquire and hold property, both movable and immovable, to lease, sell or otherwise transfer any movable and immovable property which may have become vested in or been acquired by it.
- (4) The University shall be open to all persons of either sex or whatever religion, race, creed, color or domicile who are academically qualified for admission to the courses of study offered by the University and no such person shall be denied the privilege on such ground.
- (5) The University shall take measures to setup campus or campuses.
4. (1) The University shall be an autonomous body and shall have the powers to - **Powers and Functions of the University.**
 - (a) provide for instructions in such branches of learning as it may deem fit, and to make provision for the advancement and dissemination of knowledge in such manner as it may determine; provided that the faculty of medicine shall be established as per requirement of the Pakistan Medical and Dental Council;

- (b) affiliate itself or associate with other institutions and establish faculties and the Teaching Departments to discharge its functions and responsibilities for imparting education;
- (c) prescribe courses of studies and curricula;
- (d) admit and hold examinations and to award and confer degrees, diplomas, certificates and other academic distinctions to the persons who have been admitted to and have passed its examinations under prescribed conditions;
- (e) confer honorary degrees or other distinctions on approved persons in the manner as may be prescribed;
- (f) establish faculties, teaching departments, research institutes and other learning centers in any and all branches of learning and to provide and support other facilities for education, professional training and research;
- (g) affiliate and disaffiliate educational institutions and inspect colleges and other educational institutions affiliated or seeking affiliation with it;
- (h) cooperate with the other Universities and public authorities in such manner and for such purposes as per rules and regulations;
- (i) institute Professorship, Associate Professorship, Assistant Professorship and Lectureship and any other posts and to appoint persons thereto;
- (j) create posts for research, extension, administration and other related purposes and to appoint persons thereto;
- (k) institute and award fellowships, scholarships, exhibitions, bursaries, medals and prizes in such manner as maybe prescribed;
- (l) control the residence of the students of the University, to institute and maintain halls of residence and to approve or license hostels and lodgings;
- (m) supervise and control the discipline of the students of the University and the colleges, to promote the extra-curricular and recreational activities of such students and to make arrangement for promoting their health and general welfare;
- (n) demand and receive such fees and other charges; as it may determine;
- (o) enter into, carry out, vary or cancel contracts;
- (p) receive and manage property transferred and grants, bequests, trusts, gifts, donations, endowments or other contributions made to the

University and to invest any funds representing such property, grants, bequests, trusts, gifts, donations, endowments or contributions in such manner as it may deem fit;

- (q) undertake such research as it may determine in any and all branches of learning;
- (r) provide for the printing and publication of research and other works;
- (s) appoint members of various bodies and committees, as the Board may determine for academic and administrative activities;
- (t) appoint such officers and staff and prescribe terms and conditions and powers and duties of such officers and staff;
- (u) establish academic linkages and collaborative activities with other institutions for the betterment of academic standards; and
- (v) do all such acts and things, as may be requisite to further its objectives.

CHAPTER-III OFFICERS OF THE UNIVERSITY

5. The following shall be the officers of the University:-

Officers of the University.

- (a) the Chancellor;
- (b) the President;
- (c) the Provost;
- (d) the Deans;
- (e) the Directors;
- (f) the Chairmen of the Teaching Departments;
- (g) the Registrar;
- (h) the Director of Finance;
- (i) the Controller of Examinations;
- (j) the Internal Auditor;
- (k) the Librarian; and
- (l) such other persons as may be prescribed by regulations to be the officers;

6. (1) The Governor of Sindh shall be the Patron of the University.

Patron.

- (2) The Patron shall, when present, preside at the convocation of the University.

7. (1) The Patron may cause an inspection or inquiry to be made in respect of any matter connected with the affairs of the University and shall, from time to time, direct any person or persons to inquire into or carry out inspection of -

Visitation.

- (a) the University, its building, libraries and other facilities;
- (b) any institution, department or hostel maintained by the University;

- (c) the adequacy of financial and human resources;
 - (d) the teaching, research, curriculum, examination and other matters of the University; and
 - (e) such other matters as may be specified by him.
- (2) The Patron shall communicate to the Board his views with regard to the result of visitation and shall after ascertaining the views of the Board, advise the Board on the action to be taken by it.

The Board shall, within such time as may be specified by the Patron, communicate to him such action, if any, as has been taken or may be proposed to be taken upon the results of visitation.

- (3) Where the Board does not, within the time specified, take action to the satisfaction of the Patron, the Patron may issue such directions as he deems fit and the Board shall comply with all such directions.

Chancellor.

8. (1) The Chancellor shall be a person of eminence, known for his contribution in the field of knowledge of service to society and appreciated, for high moral and his intellectual caliber.
- (2) Subject to sub-section (1), the Chairman of the Foundation shall be the Chancellor of the University who shall be appointed by the Foundation for a period of four years on the terms and conditions as the Foundation may determine.
- (3) The Chancellor shall, in the absence of the Patron, preside at the convocation of the University.
- (4) Every proposal to confer an honorary degree shall be subject to confirmation by the Chancellor.
- (5) The Chancellor may remove any person from the membership of any Authority if such person -
- (a) has become unsound mind; or
 - (b) has been incapacitated or is unable to function as member; or
 - (c) has been convicted by a court of law in Pakistan of an offence involving moral turpitude.
- (6) If the Chancellor is satisfied that the proceedings of any Authority are not in accordance with the provisions of this Act, the statutes, the regulations or the rules, he may, after calling upon such Authority to show cause why such proceedings should not be annulled, by order in writing, annul the proceedings.
- (7) Should the Chancellor be incapacitated from acting as such due to absence or any other cause, the President or any person authorized by the Board shall exercise all the powers and perform all the duties and functions of the Chancellor.

- (8) The Chancellor may cause a visitation or inquiry to be made in respect of any matter connected with the affairs of the University and appoint such person as may deem fit for the purpose.
- (9) The Chancellor shall, on receipt of a report under sub-section (6) above, issue such directions as he thinks fit and the President will comply with such directions through the Board.
9. (1) The **President** shall be appointed by the Chancellor on the recommendations of the Board, for a period of four years, which may, in the discretion of the Chancellor, be extended, on such terms and conditions as the Chancellor may determine. **President.**
- (2) At any time when the office of the **President** is vacant, or the President is absent or is unable to perform the functions of his office due to illness or other cause, the Chancellor shall make such arrangements for the performance of the duties of the President as he may deem fit.
- 10.(1) The President shall be the principal executive officer of the University and shall be responsible for implementation of the provisions of this Act, the statutes, the regulations and the rules and execution of the policies and the programs of the University. **Powers and duties of the President.**
- (2) The President shall, in the absence of the Chancellor, preside over the meetings of the Authorities of which the Chancellor is the Chairman; **provided that the meetings of the Board shall be presided by the member elected from amongst the members present in the meeting.**
- (3) The **President** may, in any emergency, which in his opinion requires immediate action, take such action as he may consider necessary and shall, as soon thereafter as possible, report his action to the officer, authority or other body which in the ordinary course, would have dealt with the matter.
- (4) In particular, and without prejudice to the generality of the foregoing powers, the **President** shall also have the powers:
- (a) to create and fill temporary posts for a period not exceeding six months;
 - (b) to sanction all expenditures provided for in the approved budget and to re-appropriate funds within the same major head of expenditure;
 - (c) to sanction or re-appropriate an amount as fixed and revised by the Board from time to

time for an unforeseen item not provided for in the budget and report it to the Board at the next meeting;

- (d) to make such arrangements for the security of papers, grades and results as he may consider necessary;
- (e) to direct teachers, officers and other employees of the University to take such assignments in connection with teaching, research, examination, administration and such other activities in the University as he may consider necessary;
- (f) to appoint employees of such categories in respect of which powers have been delegated to him by the Board;
- (g) to delegate, subject to such conditions, if any, as may be prescribed, any of his powers under this Act, to an officer or other employee of the University; and
- (h) to exercise and perform such other powers and functions as may be prescribed.

Provost.

11. (1) The Provost shall be the Chief Academic officer of the University with overall responsibility for the academic and research program and shall be appointed by the Board on such terms and conditions as the Board may determine.
- (2) The Provost shall, subject to the statutes, regulations and rules, have powers to -
 - (a) direct the activities connected with the execution of programmes for instruction, training, research, demonstration and service; and
 - (b) direct teachers to take such assignment in connection with teaching, research, examination;
 - (c) appoint paper setters and examiners for all examinations of the University after receiving panels of names from the relevant Authorities; and
 - (d) perform such other functions and exercise such other powers as may be prescribed.

Registrar.

12. (1) The Registrar shall be a whole time officer of the University and shall be appointed by the Board on such terms and conditions as the Board may determine.

- (2) The Registrar shall -
- (a) be the custodian of the common seal and the academic records of the University; and
 - (b) perform such other duties as may be prescribed.
13. (1) The Director of Finance shall be a whole time officer of the University and shall be appointed by the Board on such terms and conditions as the Board may determine. **Director Finance.**
- (2) The Director of Finance shall -
- (a) manage the property, the finances and the investments of the University;
 - (b) prepare the annual and revised budget estimates of the University and present them to the Finance and Planning Committee and the Board;
 - (c) ensure that the funds of the University are expended for the purposes for which they are provided; and
 - (d) perform such other duties as may be prescribed.
14. The Controller of Examination shall be a whole time officer of the University and shall be responsible for matters connected with the conduct of examinations and perform such other duties as may be prescribed. **Controller of Examination.**
15. The Internal Auditor shall be a whole time officer of the University and shall be responsible for internal audit of the University. **Internal Auditor.**

CHAPTER-IV AUTHORITIES OF THE UNIVERSITY

16. The following shall be the Authorities of the University:- **Authorities.**
- (a) The Board of Governors;
 - (b) The Academic Council;
 - (c) The Boards of Faculties;
 - (d) The Boards of Studies;
 - (e) The Selection Board
 - (f) The Board of Advanced Studies and Research;
 - (g) The Finance and Planning Committee;
 - (h) The Discipline Committee;
 - (i) The Affiliation Committee; and
 - (j) such other Authorities as may be prescribed by the statutes.
17. (1) The Board shall consist of- **Board Of Governors.**
- (a) the Chancellor, who shall be its Chairman;
 - (b) the President;
 - (c) the Chief Justice of the High Court of Sindh or a sitting or retired Judge of High Court nominated by him;

- (d) the Chairman, Higher Education Commission or whole time member of the Commission nominated by him;
- (e) the Provost;
- (f) Secretary to Government of Sindh, Education Department or his nominee;
- (g) four persons of outstanding merit nominated by the Foundation;
- (h) Five persons of eminence representing various disciplines and professions nominated by the Chancellor in consultation with the President.

(2) The Registrar shall act as Secretary of the Board;

- (3) A nominated member shall hold office for a term of three years and shall be eligible for re-nomination on the expiry of his term.
- (4) The office of a nominated member shall become vacant if he resigns or fails to attend three consecutive meetings of the Board without sufficient cause or leave of absence or his nomination is changed by the Authority nominated him.

Powers and duties of the Board.

- 18.(1) The Board shall be the executive and governing body of the University and shall subject to the provisions of this Act and the statutes, exercise general supervision over the affairs and management of the University.
- (2) Without prejudice to the generality of the foregoing powers and subject to the provisions of this Act and the statutes, the Board shall have the powers -
 - (a) to hold, control and administer the property and funds of the University;
 - (b) to govern and regulate, with due regard to the advice of the relevant Committee, the finances, accounts and investments of the University and for that purpose, to appoint such agents as it may think fit;
 - (c) to consider annual and revised budget estimates and to re-appropriate funds from one major head of expenditure to another;
 - (d) to transfer and accept transfer of movable or Immovable property on behalf of the University;
 - (e) to enter into, vary, carry out and cancel contracts on behalf of the University;
 - (f) to cause proper books of accounts to be kept for all sums of money received and expended by the University and for the assets and liabilities of the University;

- (g) to receive and manage any property transferred and grants, bequests, donations, endowments and other contributions made to the University,
- (h) to administer any funds placed at the disposal of the University for specified purposes;
- (i) to determine the form, provide for the custody and regulate the use of the common seal of the University;
- (j) to provide the buildings, libraries, premises, furniture, apparatus, equipment and other means required for carrying out the work of the University;
- (k) to establish and maintain halls of residence and hostels or approve or license hostels or lodgings for the residence of students;
- (l) to institute Professorship, Associate Professorship, Assistant Professorship, Lectureship and other teaching posts or to suspend or abolish such posts;
- (m) to create, suspend or abolish such administrative, teaching, research or other posts as may be necessary;
- (n) to make appointments on the recommendation of the Selection Board to the posts of teachers, officers and such other cadres as may be determined by the Board;
- (o) to appoint Emeritus and Distinguished Professors on such terms and conditions as may be prescribed;
- (p) to confer honorary degrees on the recommendation of the Academic Council in accordance with the prescribed conditions;
- (q) to prescribe the duties of officers, teachers and other employees of the University;
- (r) to suspend, impose penalty and remove from service officers (other than the President), teachers and other employees in the manner prescribed;
- (s) to appoint members of the various Authorities in accordance with the provisions of this **Act**;
- (t) to propose statutes for submission to the Chancellor;
- (u) to consider and dispose of the regulations made by the Academic Council; provided that the Board may frame the Regulations on its own initiative and approve it after consulting the Academic Council;
- (v) to regulate, determine and administer all other matters concerning the University and, to this end, exercise all other powers not specifically mentioned in this Act and the statutes;

(w) to delegate any of its powers to an Authority or Officer or a Committee or Sub-Committee; and

(x) to perform such other functions as have been assigned to it under this Act, or may be assigned to it by the statutes.

Meetings of the Board.

- 19.(1) The Board shall meet at least three times in a year on the dates to be fixed by the President; provided that a special meeting may be called at any time on the direction of the Chancellor or on a requisition made by not less than four members of the Board to consider a matter of urgent nature.
- (2) Not less than ten clear days' notice of a special meeting shall be given to the members of the Board, and the agenda of the meeting shall be restricted to the matter for which the special meeting is called.
- (3) The quorum for a meeting of the Board shall be one half of its members, a fraction being counted as one.
- (4) The decision of the Board shall be expressed in terms of the views of the majority of the members present and if the members are equally divided, the Chairman of the Board shall have and exercise a casting vote.
- (5) Subject to sub-section (3), the members of the Board may take part in a meeting of the Board by using any communication equipment and the member shall be deemed to have participated in the meeting.**
- (6) A resolution in writing signed by the majority of the members of the Board shall be valid and effectual as if it had been passed in a meeting of the Board duly called and constituted.**

Academic Council.

20. (1.) The Academic Council shall consist of -
 - (a) the President who shall be the Chairman;
 - (b) the Provost;
 - (c) the Deans;
 - (d) the University Professors Including Emeritus and Distinguished Professors;
 - (e) the Chairmen of the Teaching Departments;
 - (f) three eminent persons known for their Intellectual caliber on international level, service to society or leadership in profession nominated by the Chancellor on the recommendation of Board;
 - (g) the Controller of Examination;
 - (h) the Registrar who shall act as its Secretary.
- (2) A nominated member shall hold office for a term of three years and shall be eligible for re-nomination on the expiry of his term.
- (3) The office of a nominated member shall become vacant if he resigns or fails to attend three

consecutive meetings of the Council without sufficient cause or leave of absence or his nomination is changed by the nominating Authority.

- (4) The quorum for a meeting of the Council shall be one half of the total number of members, a fraction being counted as one.

21. (1) The Academic Council shall be highest academic body of the University and shall, subject to the provisions of this Act and the statutes, have the power to lay down proper standards of Instruction, scholarship, research and examinations and to regulate and promote the academic life of the University.

Powers and duties of the Academic Council.

- (2) In particular, and without prejudice to the generality of the foregoing provisions, the Council shall have the powers -

- (a) to advise the Board on academic matters;
- (b) to regulate the admission of students to the courses of studies and examinations;
- (c) to propose to the Board, schemes for the constitution and organization of Faculties, Teaching Department, Institutes and Boards of Studies;
- (d) to consider or formulate proposals for the planning and development of teaching and research in the University;
- (e) to make regulations on the recommendations of the Board of Faculties and the Boards of Studies prescribing the course of Studies and the syllabi for all University examinations; provided that, if the recommendations of the Board of Faculties and Boards of Studies are not received by the prescribed date, the Council may, subject to the approval of the Board, continue for the next year the courses of studies already prescribed for an examination;
- (f) to recognize the examinations of other University or examining bodies as equivalent to the corresponding examinations of the University;
- (g) to frame regulations for submission to the Board;
- (h) to perform such other functions as may be prescribed by the statutes.

CHAPTER-V STATUTES, REGULATIONS AND RULES

22. (1) Subject to the provisions of this Act, Chancellor may, with the approval of the Board, make and promulgate statutes to regulate or prescribe all or any of the following matters, namely:-

Statutes.

- (a) terms and conditions of service of employees of the University including scales of pay, constitution of pension, Insurance, gratuity, provident fund, benevolent fund and other fringe benefits;
 - (b) terms and conditions of contractual appointment of teachers, researchers and officers;
 - (c) establishment of Faculties, Teaching Departments and other academic units and divisions;
 - (d) powers and duties of Officers and Teachers;
 - (e) conditions under which the University may enter into arrangements with other public or private organizations for purposes of Instruction, research and other scholarly activities;
 - (f) conditions of appointment of Professor Emeritus and Distinguished Professor.
 - (g) award of honorary degrees;
 - (h) standard of evaluation of efficiency and exercising disciplinary measures over the employees of the University;
 - (i) acquisition and administration of properties and investments of the University; and
 - (j) all other matters which under this Act are required to be or may be prescribed or regulated by the statutes.
- (2) The draft of statutes shall be proposed by the Board for the approval of the Chancellor who may refer them back to the Board for reconsideration.
 - (3) The Chancellor shall have the powers to assent to the statutes submitted to him for approval.
 - (4) No statute shall be valid until it has been approved by the Chancellor.

Regulations.

- 23. (1) Subject to the provisions of this Act and the statutes, regulations may be made for all or any of the following matters:-
 - (a) the courses of study for degrees, diplomas and certificates of the University;
 - (b) the admission of students to the University;
 - (c) the conditions under which students shall be admitted and shall become eligible for the award of degrees, diploma and certificates;
 - (d) the conduct of examinations;
 - (e) fees and other charges to be paid by students for admission to the courses of study and examinations of the University;

- (f) the conduct and discipline of students of the University;
- (g) conditions of residence of the students of the University or the colleges, including the levy of fees for residence in the halls of residence and hostels;
- (h) the approval and licensing of hostels and lodgings;
- (i) conditions under which a person should carry on independent research to entitle him to a degree;
- (j) the institution of fellowships, scholarships, exhibitions, medals and prizes;
- (k) the institution of stipends and free and half- free studentships;
- (l) the academic costumes;
- (m) the use of Library;
- (n) the formation of Teaching Departments and Boards of Studies; and
- (o) all other matters which by this Act and the statutes are to be or may be prescribed by regulations.

(2) The Regulations shall, with regard to the academic research and students' matters, be prepared by the Academic Council and shall be submitted to the Board which may approve them or withhold approval or refer them back to the Academic Council for reconsideration.

(3) A Regulation prepared by the Academic Council shall not be valid, unless it receives the approval of the Board.

24. The procedure for adding to, amending or repealing the statutes and the regulations shall be the same as that prescribed respectively for framing or making the statutes and regulations.

**Amendment and
repeal of Statutes
and Regulations.**

25. (1) The Authorities and the other bodies of the University may make rules consistent with this Act, the statutes and the regulations, to regulate the conduct of their business and the time and place of meetings and related matters:

Rules.

Provided that the Board may direct the amendment or the annulment of any rules, made by another Authority or body under this section:

Provided further that if such other Authority or body is dissatisfied with such directions it may appeal to the Foundation whose decision in the matter shall be final.

(2) The Board may make rules to regulate any matter relating to the affairs of the University which has not been specifically provided for by this Act, the statutes or regulations.

CHAPTER-VI THE UNIVERSITY FUND

University
Fund, Audit
and Accounts.

- 26.(1) The University shall have a Fund to which shall be credited its income from fees, donations, trusts, bequests, endowments, contributions, grants and all other sources.
- (2) Capital and recurrent expenditure of the University shall be met **out from its Fund and** contributions made by the Foundation including any other trust, Universities, associations, Societies or individuals and from the income derived from any other source.
- (3) No contribution, donation or grant which may directly or indirectly involve any immediate or subsequent financial liability for the University or which may involve an activity not included in the programs for the time being, shall be accepted without the prior approval of the Board.
- (4) The accounts of the University shall be maintained in such form and in such manner as may be determined by the Board and shall be audited each year within four months of the closing of the financial year of the University by a firm of Chartered Accountants appointed by the Board.
- (5) The accounts, together with the report of the Auditor thereon, shall be submitted to the Board for approval.
- (6) The Auditor's report shall certify that the report has complied with the standards of audit and certification laid down by the Institute of the Chartered Accountants of Pakistan

CHAPTER-VII GENERAL PROVISIONS

**Retirement from
service.**

27. An employee of the University shall retire from service at such age as may be prescribed by the statutes or regulations.

**Pension,
Insurance,
Gratuity,
Provident Fund
and Benevolent
Fund.**

28. (1) The University may constitute for the benefit of its employees in such manner and subject to such conditions as may be prescribed, schemes such as insurance, gratuity, provident fund and benevolent fund as It may deem fit.
- (2) Where any Provident Fund has been constituted under this Act, the provisions of the Provident Funds Ordinance, 1925, shall apply to such funds.

**Term of office of
members of
Authorities.**

29. When a member of a newly constituted Authority is appointed or nominated, his term of office, as fixed under this Act, shall commence from such date as may be prescribed.

30. (1) Any casual vacancy among the appointed or nominated members of any Authority shall be filled, as soon as conveniently may be, by the person or the body who appointed or nominated the member whose place has become vacant, and the person appointed or nominated to the vacancy shall be a member of such Authority for the residue of the term for which the person whose place he fills would have been a member:
- Provided that where a vacancy in the membership of an Authority, other than the Board, cannot be filled for the reason that the member was ex-officio, and the office has ceased to exist, or the organization, institution or other body, other than the University has ceased to exist or has ceased to function, or for any other circumstances which make it impracticable to fill the vacancy, the vacancy shall be filled in such manner as the Chancellor may direct in the recommendations of the Board.
- (2) The office of a nominated member shall become vacant if he resigns or fails to attend three consecutive meetings of the Authority without sufficient cause or leave of absence, or his nomination is changed by the nominating Authority.
- 31.(1) Notwithstanding anything contained in this Act, a person nominated or appointed to any Authority shall cease to be a member of such Authority as soon as he has ceased to hold the position by virtue of which he was nominated or appointed.
- (2) If a question arises whether any person is entitled to be a member of any Authority, the matter shall be referred to a committee consisting of the President, the judge of the High Court of Sindh, who is the member of the Board and a nominee of the Chancellor and the decision of the committee shall be final and binding.
32. The constitution, functions and powers of other Authorities for which no specific provision or insufficient provision has been made in this Act shall be such as may be prescribed by the statutes.
33. The Board, the Academic Council or other Authorities may appoint such Standing, Special or Advisory Committees, as they may consider advantageous in the performance of their functions.
34. Notwithstanding anything contained in this Act, the statutes set out in the Schedule, shall be deemed to be the statutes framed under section 22 and shall remain in force until they are amended or replaced by new statutes framed in accordance with this Act.
- Filling of casual vacancies in Authorities.**
- Disputes about membership of Authorities.**
- Constitution, Functions and Powers of other Authorities.**
- Appointment of Committee by the Authority.**
- First Statutes.**

Removal of difficulties.	35.	If any difficulty arises as to the first constitution or reconstitution of any Authority upon coming into force of this Act or otherwise in giving effect to any provision of this Act, the Chancellor may give appropriate directions to remove such difficulty.
Proceedings of Authorities not Invalidated by vacancies.	36.	No act, proceedings, resolution or decision of any Authority shall be invalid by reason only of any vacancy or defect in the constitution of, or in the appointment or nomination of any member of the Authority.
Bar of Jurisdiction.	37.	No court shall have jurisdiction to entertain any proceedings, grant any injunction or make any order in relation to anything done in good faith or purported to have been done or intended to be done under this Act.
Indemnity.	38.	No suit or legal proceedings shall lie against Government, the University or any Authority or an employee of Government or the University or any person, in respect of anything which is done or purported to have been done in good faith or Intended to, or has been done in good faith under this Act.

**THE SCHEDULE
FIRST STATUTES
(See section 34)**

Faculties.

1. (1) The University shall have the following Faculties:-
 - (a) Faculty of Science;
 - (b) Faculty of Health and Medical Sciences;
 - (c) Faculty of Engineering;
 - (d) Faculty of Information Technology;
 - (e) Faculty of Arts;
 - (f) Faculty of Agriculture and Agricultural Engineering;
 - (g) Faculty of Veterinary Medical Sciences;
 - (h) Faculty of Management Sciences;
 - (i) Faculty of Law;
 - (j) Faculty of Pharmacy;
 - (k) Faculty of Fashion Designing;
 - (l) Faculty of Humanities and Social Sciences;
 - (m) Faculty of Mass Communication;
 - (n) Faculty of Alternative Energy;
 - (o) any other faculty as may be prescribed by the statutes.
- (2) Each Faculty shall include such institutes, teaching departments, centers, or other teaching or research units as may be prescribed by the statutes.

2. (1) There shall be a Board of each Faculty consisting of -

**Board of
Faculties.**

- (a) the Deans;
- (b) the Professors, Associate Professors and Chairmen of the Teaching Departments comprised in the faculty;
- (c) one member of each Board of Studies comprised in the Faculty, to be nominated by the Board of Studies concerned; and
- (d) three teachers to be nominated by the Academic Council by reason of their specialized knowledge of subjects which, though not assigned to the Faculty, have in the opinion of the Academic Council, important bearing on the subjects assigned to the Faculty.

Ø The members, mentioned in clauses (c) and (d) of sub-section (1) shall hold office for three years.

③ The quorum for a meeting of the Board of a Faculty shall be one-half of the total number of members, a fraction being counted as one.

④ The Board of each Faculty shall, subject to the general control of the Academic Council and the Board, have the powers -

- (a) to coordinate the teaching and research in the subjects assigned to the Faculty;
- (b) to scrutinize the schemes of courses and syllabi proposed by the Board of Studies comprised in the Faculty, and forward them to the Academic Council along with its observations;
- (c) to scrutinize the recommendations of the Board of Studies comprised in the faculty, on the appointment of paper setters and examiners, (except for research and degrees examiners), to the President; and
- (d) to perform such other functions as may be prescribed.

3. (1) There shall be a Dean for each Faculty who shall be the Chairman of the Board of Faculty and shall be appointed by the President on the recommendations of the Provost.

Deans.

(2) The Dean shall hold office for three years.

(3) The Dean shall present candidates for admission to degrees, except honorary in the courses falling within the purview of the Faculty.

(4) The Dean shall exercise such other powers and perform such other duties as may be prescribed.

**Teaching
Department.**

4. (1) There shall be a Teaching Department for each subject or group of allied subjects as may be approved by the Academic Council and each Teaching Department shall be headed by a Chairman.
- (2) The Chairman of a Teaching Department shall be appointed by the President on the recommendations of the Provost.
- (3) The Chairman of the Teaching Department shall plan, organize and supervise the work of the Department in accordance with the provisions of this Act and shall be responsible to the Dean of the Faculty in which his Department is comprised, for the work of his Department.

**Board of
Studies.**

5. (1) There shall be a Board of Studies for each subject or group of subjects as may be prescribed by the regulations.
- (2) Each Board of Studies shall consist of -
 - (a) the Chairman of the Teaching Department concerned;
 - (b) all Professors and Associate Professors in the Teaching Department concerned;
 - (c) such University Teachers, other than Professors or Associate Professors, to be appointed by the Academic Council;
 - (d) three experts, other than University Teachers, to be appointed by the Provost.
- (3) The term of office of members of the Board of Studies, other than ex-officio members shall be three years.
- (4) The quorum for a meeting of the Board of Studies, shall be one-half of the total number of members, a fraction being counted as one.
- (5) The functions of the Board of Studies shall be -
 - (a) to advise the Authorities on all academic matters connected with Instructions, research and examinations in the subjects concerned;
 - (b) to propose curricula and syllabi for all degrees, diploma and certificate courses in the subject or subjects concerned;
 - (c) to suggest a panel of names of paper setters and examiners in the subjects concerned; and

- (d) to perform such other functions as may be prescribed by regulations.

6. (1) There shall be a Board of Advanced Studies and Research consisting of –

**Board of
Advanced
Studies
and
Research.**

- (a) the Provost, who shall be the Chairman;
 - (b) the Deans;
 - (c) three University Professors other than Deans to be appointed by the Board;
 - (d) three University Teachers having research qualifications and experience to be appointed by the Academic Council; and
 - (e) the Professors Emeritus.
- (2) The term of office of the members of the Advanced Studies and Research Board, other than ex-officio members, shall be three years.
- (3) The quorum for a meeting of the Advanced Studies and Research Board shall be one-half of the total number of members, a fraction being counted as one.
- (4) The functions of the Advanced Studies and Research Board shall be –
- (a) to advise the Authorities on all matters connected with the promotion of advanced studies and research in the University;
 - (b) to propose Regulations regarding the award of research degrees;
 - (c) to appoint supervisors for research students to determine the subject of their thesis;
 - (d) to recommend the names of paper setters and examiners for research examination after considering the proposals of the Board of Studies in this behalf; and
 - (e) to perform such other functions as may be prescribed by statutes.

7. (1) There shall be a Selection Board consisting of –

Selection Board.

- (a) the President who shall be the Chairman;
- (b) one member of the Board to be nominated by the Chancellor;
- (c) two persons of eminence to be nominated by the Board; provided that none of them is an employee of the University;
- (d) the Provost;
- (e) the Dean of the Faculty concerned;
- (f) the Chairman of the Teaching Department concerned.

- (2) The members of the Selection Board, other than ex-officio members, shall hold office for three years.
- (3) The quorum for a meeting of the Selection Board shall be four members.
- (4) No member of the Selection Board who is a candidate for the post to which appointment is to be made shall take part in such proceedings of the Selection Board.
- (5) In selecting candidates for the post of Professors and Associate Professors, the Selection Board shall, co-opt or consult three experts in the subject concerned and, in selecting candidates for other teaching posts, two experts in the subject concerned to be nominated by the President, from a standing list of experts of each subject approved by the Board on the recommendation of the Selection Board as revised from time to time.
- (6) The functions of the Selection Board shall be -
 - (a) to consider all applications for teaching and other posts received in response to an advertisement and shall recommend to the Board the names of suitable candidates for appointment to such posts;
 - (b) to recommend to the Board the grant of higher initial pay in a suitable case for reasons to be recorded in writing;
 - (c) to recommend to the Board the appointment of an eminently qualified person to a position in the University on the terms and conditions as may be prescribed;
 - (d) to consider all cases of promotion of academic staff and officers of the University and recommend to the Board the names of suitable candidates for such promotions; and
 - (e) that in the event of an unresolved difference of opinion between the Selection Board and the Board, the matter shall be referred to the Chancellor whose decision shall be final.

**Finance
and
Planning
Committee.**

- 8. (1) There shall be a Finance and Planning Committee consisting of -
 - a. the Chancellor, who shall be its Chairman;
 - b. the President;
 - c. four members of the Board, of whom at least two will be nominees of the Foundation;
 - d. the Director of Finance of the University who shall be the Member/Secretary.

- (2) The quorum for a meeting of the Finance and Planning Committee shall be three members.
- (3) The functions of Finance and Planning Committee shall be -
 - (a) to consider annual statement of accounts and revised budget estimate and advise the Board thereon;
 - (b) to review periodically the financial position of the University;
 - (c) to advise the Board on all matters relating to planning, development, finance, investments and accounts of the University;
 - (d) to prepare short term and long term development plans;
 - (e) to prepare staff and resource development plans; and
 - (f) to perform such other functions as may be prescribed by the statutes.

9. (1) The Discipline Committee shall consist of –

- (a) the President or his nominee;
- (b) the Provost;
- (c) two Professors to be nominated by the Academic Council;
- (d) one member to be nominated by the Foundation; and
- (e) the Teacher of Officer in charge of Student Affairs by whatever name called who shall act as Member Secretary.

**Discipline
Committee and its
functions**

- (2) The term of office of the members of the Committee, excluding ex officio members, shall be two years.
- (3) The quorum for a meeting of the Discipline Committee shall be three members.
- (4) The functions of the Discipline Committee shall be –
 - (a) to propose regulations to the Academic Council for the conduct of University students, maintenance of discipline and for dealing with cases of discipline; and
 - (b) to perform such other functions as may be assigned to it by the statutes or regulations.

10. (1) There shall be an Affiliation Committee consisting of –

**Affiliation
Committee.**

- (a) the President who shall be the Chairman;
 - (b) the Provost;
 - (c) one member of the Board to be nominated by the Board;
 - (d) two Professors to be nominated by the Academic Council.
- (2) The term of office of the members of the Committee, excluding ex-officio members, shall be two years.
- (3) The Affiliation Committee may co-opt not more than three experts.
- (4) The quorum for a meeting of or an inspection by the Affiliation Committee shall be three members.
- (5) An Officer of the University to be designated by the President for this purpose shall act as the Secretary of the Committee.

**BY ORDER OF THE SPEAKER
PROVINCIAL ASSEMBLY OF SINDH**

**G.M. UMAR FAROOQ
ACTING SECRETARY
PROVINCIAL ASSEMBLY OF SINDH**

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1.4 The University's Commitment to Academic Freedom

Habib University is deeply committed to the principle of academic freedom. The University believes that academic freedom is foundational to the search for knowledge and truth. History is replete with examples of ideas initially widely rejected as absurd and false, which were ultimately demonstrated and acknowledged as true. Faculty at Habib University enjoy the freedom to teach, conduct research and express themselves as they see fit. However, the University also believes that freedoms always exist in the context of parallel responsibilities. For example, faculty have the freedom to teach their classes as they feel is most appropriate and to introduce ideas, even controversial ideas, relevant to their classes. But faculty also have a parallel responsibility to avoid wasting class time by gratuitously expressing personal views on controversial issues, or on any issues, which are not germane to the topic of their class. Similarly, as private citizens, faculty also enjoy the same freedoms as any citizen has to express themselves on whatever issues they choose to express themselves; however, they also have a parallel responsibility to ensure that their audience cannot have any confusion as to whether they are speaking as individuals or speaking on behalf of the University.

2. Faculty

The faculty ranks at Habib University include:

2.1 Non-Ladder Faculty

- i. Visiting Lecturer (typically not for longer than two years)
- ii. Lecturer (Step I, Step II and Step III)
- iii. Senior Lecturer (Step I, Step II and Step III)
- iv. Visiting Professor of Practice (typically not for longer than two years)
- v. Assistant Professor of Practice (Step I, Step II and Step III)
- vi. Associate Professor of Practice (Step I, Step II and Step III)
- vii. Professor of Practice (Step I, Step II and Step III)

2.2 Ladder Faculty

- i. Visiting Assistant Professor (typically not for longer than two years)
- ii. Assistant Professor (Step I, Step II and Step III)
- iii. Visiting Associate Professor (typically not for longer than two years)
- iv. Associate Professor (Step I, Step II and Step III)

- v. Visiting Professor (typically not for longer than two years)
- vi. Professor (Step I, Step II and Step III)

2.3 Honorific Ranks

- i. Affiliated Faculty
- ii. Professor *Emeritus*/*Emerita*
- iii. Distinguished Visiting Professor
- iv. Distinguished University Lecturer
- v. Distinguished University Professor of Practice
- vi. Distinguished University Professor

2.4 Movement Between Ranks

Lecturers and Professors of Practice may not automatically be promoted to the ranks of the ladder faculty; however, they may apply for an open ladder faculty position if they meet the qualifications for the open position. If they emerge from the full global search process as the successful candidate, they may be appointed to the ladder ranks of the Habib faculty. At the time of their appointment to the ladder faculty, the Dean of Faculty will make a determination of how much of their previous service as lecturers or professors of practice will be counted towards their next promotion within the ranks of the ladder faculty.

2.5 Honorific Appointments

- i. All honorific appointments are made by the President of the University upon the recommendation of the Dean of Faculty and are ratified by the Board of Governors. Affiliated faculty may be designated at any rank and are typically renewed on an annual basis. Affiliate Faculty do not have any teaching responsibilities and do not earn any salary from the University. The University has no obligation to provide Affiliate Faculty office space, or any other benefit beyond use of the title, access to the Library and an email account. Affiliate status may be withdrawn by the President at any time and for any reason. If Affiliate status is withdrawn, the email account associated and all other privileges associated with Affiliate status will be terminated and the individuals will no longer be authorized to represent themselves publically or otherwise as an Affiliate Faculty member of Habib University.
- ii. Status as Professor or Associate Professor *Emeritus* or *Emerita* is not automatically conferred upon retirement from the University, but is an honor bestowed by the institution upon those retired faculty who have distinguished themselves over the course of their careers at Habib

University. Candidates for recognition as *Emeritus* faculty are recommended by the Dean of Faculty, appointed by the President and ratified by the Board of Governors. The only specific benefits afforded to *Emeritus* faculty are as follows:

- a. The right to identify publically their status as an *Emeritus* faculty member of Habib University;
 - b. The right to maintain their Habib University email account in perpetuity;
 - c. The right to use the Habib University Library;
 - d. The right to attend faculty meetings with voice but not vote;
 - e. The right to participate in and process in formal convocations of the University; and
 - f. Access to the University and the right to use Habib University facilities on the same terms as current faculty.
- iii. Although the University may, on a temporary basis, afford an *Emeritus* faculty member dedicated office space, the University does not have any obligation to provide *Emeritus* faculty with office space. Once granted, *Emeritus* status is not normally withdrawn by the University, unless the *Emeritus* faculty member engages in activity that is not in accord with the University's *Yohsin* values, or if the *Emeritus* faculty members conduct themselves in a manner which otherwise brings disgrace upon the University. In such cases, the President may withdraw *Emeritus* status, and if the status is withdrawn, all the rights and privileges of this honorific status are automatically terminated.
- iv. As retired faculty, those with *Emeritus* status do not draw a regular salary from the University; however, they will be paid if they are hired by the University to teach individual courses following their retirement.

2.6 Faculty Workload

The University reserves the right to set and to change expectations of faculty workload annually based upon current needs. The normal teaching load at Habib University varies according to the category of faculty. With the exception of Professors of Practice, the normal load for full-time faculty is typically three 3- or 4-credit courses per semester or 18-20 course units per academic year. However, ladder faculty are typically granted one 3-credit course release per academic year to allow them to maintain their scholarship and to perform the heavier load

of advising responsibilities and service obligations expected of ladder faculty. Lecturers typically teach three courses per semester or 18-20 course units per year and perform service, but they are not judged on both service and scholarship in the promotion process in the same way that ladder faculty are. Professors of Practice are expected to have an active professional practice outside the University from which they derive a significant portion of their livelihood. Because Professors of Practice maintain a professional practice apart from their employment at Habib University, their teaching loads and salaries may vary from semester to semester and from year to year. At a minimum, Professors of Practice typically teach at least one course per year, unless they are on an approved leave, but they rarely teach more than four courses per year in order to allow time for them to maintain their professional practice outside the University. Although their annual course load and, correspondingly, their University-derived salary may vary from year to year, Professors of Practice are considered full-time faculty and maintain their eligibility for benefits such as health insurance, Provident Fund and Practice Support grants, and continue to maintain their eligibility for promotion - regardless of their annual teaching load, as described in 12.4 below.

2.7 Calculation of Faculty Workload

As faculty may teach courses with variable credits (typically from 1- to 4-credits) and may also teach courses in atypical configurations (e.g., team-taught courses, which, unless otherwise authorized by the Dean of Faculty, are typically counted as one-half of a 3-credit course - or 1.5 course credit per instructor), it may be helpful for faculty to think in terms of credits rather than the number of courses taught per year in determining whether or not they are meeting their workload obligations. As noted above in Sections 2.6, all full-time faculty, with the exception of Professors of Practice, are expected to teach the equivalent of at least 18-credits per academic year, although ladder faculty typically teach 15-course credits and perform 3-credits worth of service for a total of 18 credits annually for the institution.

2.8 Special Arrangements for Unusual Faculty Workloads

- i. If faculty find that they may be teaching less than 18 credits (inclusive of the 3-credits of service for ladder faculty) in any given year or more than 20 credits (inclusive of 3-credits of service for ladder faculty), it is their responsibility to make the Dean of Faculty aware of this plan in advance and secure the Dean's approval in writing for any extra ordinary workload arrangements, including any arrangements for compensation adjustment.
- ii. In unusual circumstances, and with the prior written approval of the Dean of Faculty, ladder faculty and lecturers may fulfill their workload obligations over a two-year period. For example, with the written permission of the Dean, it may be possible for a ladder faculty member to complete 12-course

credits of teaching and 3-course units in service in Year 1 and 18-course units and 3-course units in service in Year 2. For Lecturers, the equivalent arrangement would be 15-course units of teaching in Year 1 and 21-course units of teaching in Year 2. Professors of Practice have variable course loads which are negotiated annually with the Dean of Faculty. Typically, such exceptions to the normal workload expectations of faculty are made with sufficient advance planning to ensure that the faculty members' full teaching obligation will actually be fulfilled during the term of their contract and with confirmation that there will be no adverse impact on the program caused by an arrangement for an unusual workload. It is the responsibility of the faculty member to secure written authorization from the Dean of Faculty for such an arrangement prior to its implementation. The Dean of Faculty will normally confer with the appropriate Assistant Dean and Program Director prior to giving the faculty member authorization to ensure that these unusual workload arrangements will not adversely impact the program.

2.9 Consequences for Not Fulfilling Annual Workload Expectations

If ladder faculty and lecturers do not fulfill their annual expectation of the equivalent of 18-credits (inclusive of the 3-credit service requirement for ladder faculty) and have not secured the Dean's approval for an exception to their annual workload, they will not have met their workload obligations for that year and should expect financial and other consequences (e.g., ineligibility for faculty travel grants) for their failure to meet their annual workload expectations. In such cases, the Office of Academic Operations will calculate the reduction of salary according to a formula which considers what percentage of the annual expectation of 18-course credits per academic year workload has not been met and advise the Dean of Faculty on what the appropriate salary reduction should be. Typically, the salary reduction would be a one-sixth annual salary reduction for a 3- or 4-credit course. Faculty should be aware, however, that such reductions that occur in the spring semester will be spread over a relatively few number of pay cycles and may thus have a significant impact on remaining monthly paychecks. Any questions faculty members may have about whether they are fulfilling their annual teaching and annual service obligations should be referred to the Associate Dean for Academic Operations for clarification. If the Dean of Faculty determines that members of the ladder faculty are not actually fulfilling their advising and/or service obligations at a level that would be equivalent to one 3-credit course, the Dean may either authorize a one-sixth salary reduction to be spread over the remaining salary payments for the the year or assign those faculty members a sixth 3-credit course annually to ensure that an equitable workload for all ladder faculty is maintained.

2.10 Workload Adjustments, Leaves & Course Releases

- i. All course releases (beyond the usual course release for ladder faculty to fulfill their advising and service obligations) must be approved in writing by

the Dean of Faculty. Any other authorizations or promises for course releases made by anyone other than the Dean of Faculty shall not have binding force on the University until confirmed by the Dean of Faculty in writing. Faculty are responsible for fulfilling their full teaching and service obligations on an annual basis.

- ii. When leaves are granted, they should also indicate whether or not the leave has any impact on the faculty member's eligibility for future promotions, and if so, how. In order to ensure continuity in appropriate staffing, requests for unpaid leaves of absence or reduced course loads should be made no later than the beginning of the semester prior to the semester when the leave is being requested (by September 1st for the spring semester, and by February 1st for the fall semester). Faculty should be aware that any leaves, other than maternity leaves, approved medical emergencies and approved sabbaticals, will be unpaid and are unlikely to be granted for periods exceeding two years. Similarly, any approved reduced course loads will have financial implications. For each approved course reduction, faculty members should expect a one-sixth reduction of their annual salary.

2.11 Paid and Emergency Medical Leaves for Faculty

In cases of genuine medical or other emergency, which impact faculty members' ability to meet their teaching responsibilities for more than one class session, faculty are responsible for informing the Associate Dean for Academic Operations within 48 hours of

the emergency. In cases of a long-term medical emergency, which have been duly verified by a University-designated physician, it is within the prerogative of the Dean of Faculty to authorize a paid medical leave of up to one-month. Longer paid medical leaves require the approval of the President. In the event of other unplanned emergency leaves, the Dean of Faculty has discretion to approve paid short-term leaves of up to two weeks. Longer emergency paid leaves require the approval of the President.

2.12 Paid Sabbatical Leaves

Whenever possible the University seeks to support the professional and scholarly development of its ladder faculty through the granting of paid sabbatical leaves. Faculty become eligible to apply for a sabbatical leave in or anytime after their sixth year of continuous service, and the actual sabbatical would take place in the academic year following approval of the sabbatical application. Only a limited number of sabbaticals are available in any given year, and they are awarded on a competitive basis. Applications for a paid sabbatical leave should be submitted on the appropriate form to the Dean of Faculty no later than October 15th of the year prior to the academic year in which the faculty member wishes to take a sabbatical leave. Faculty may request either a one

semester leave at full pay, or a full academic year's sabbatical leave at half pay. Upon completion of the sabbatical, faculty are responsible for submitting a sabbatical report to the Associate Dean of Faculty using the appropriate reporting form. Once faculty members have completed a sabbatical leave, they are ineligible to apply for another sabbatical leave for six years. They may apply for another sabbatical in their sixth year of continuous teaching at the University after their previous sabbatical, which, if approved, would occur in the seventh year following their previous sabbatical.

2.13 Faculty Annual Reports

All ladder and non-ladder faculty are required to submit a Faculty Annual Report (FAR) to their program director each year on or before June 1st. However, if the faculty member will be away attending a conference or for any other reason between June 1st and June 15th, the faculty member may need to submit their annual report earlier than June 1st in order to give the program director sufficient time to review and respond to the report and meet with the faculty member before June 15th, when all Faculty Annual Reports must be submitted to the Office of the Dean of Faculty. Therefore, if the faculty member will be away from campus between June 1st and June 15th, it is the faculty member's responsibility to work out a schedule with their program director for the submission and review of the Faculty Annual Report that will make it possible for the program director to submit the final report by June 15th. Failure to submit annual reports in a timely manner will impact eligibility for travel and research grants, sabbatical and release time grants and may also adversely impact promotion reviews. Any questions or concerns regarding the Faculty Annual Review should be directed to the Associate Dean for Academic Operations.

2.14 Faculty Responsibilities Related to the Classroom

Faculty have several critical classroom responsibilities. These obligations include:

- i. Providing students with a syllabus at the beginning of the semester (preferably at the first class, but certainly by the end of the first week of classes), which provides students with a clear and complete schedule of all classes and assignments. The syllabus is often thought of as a contract between faculty and students. Therefore, faculty should also clearly indicate what readings, assignments, problem sets, exercises and other work students are expected to prepare for each class session, as well as when each assignment is due and how much the assignment counts in the final calculation of the course grade. Attendance and participation expectations should also be indicated on the syllabus, as should office hour locations and times. If there are any costs associated with the class, fieldtrips or additional expectations, those should also be clearly stated on the syllabus.

- ii. Timely feedback on assignments. Students should receive regular feedback on their performance throughout the semester. Even in courses where the final project forms the largest part of the final grade, students should receive regular feedback on their work throughout the semester.
- iii. Fair and inclusive treatment. Every student should be treated with equality, fairness and with respect. There is no justification for the public humiliation of any student.
- iv. Confidentiality. Students should have the expectation that their grades and other personal information remains confidential. Under no circumstances should faculty discuss student grades or other information about student performance with others, especially with other students.
- v. Attending classes. Students have a right to expect that all of their class sessions will be held and that they will both start and end on time. If faculty wish to attend conferences, symposia or other professional meetings, or have been invited to give lectures off-campus during the semester, and their absence from campus will make it impossible for the faculty member's classes to meet while they are away, permission for the absence must be secured from both the Program Director and the Associate Dean for Academic Systems at least two weeks prior to the proposed absence. In submitting the request for a scheduled absence from campus when their classes are scheduled, the faculty member should provide full details of the reason for the absence and present a plan to make-up the class sessions that will be missed due to the absence. The absence will not be considered authorized unless the faculty member has secured the permission of the Program Director and Associate Dean for Academic Systems prior to the absence. In the event that a faculty member is unable to make their classes due to an unforeseen emergency, they should alert their Program Director and the Associate Dean for Academic Systems as soon as possible, but in no event should that notification of emergency absence be longer than 24 hours beyond the time when the class was scheduled to meet. As soon as possible the faculty member should propose suitable makeup arrangements for classes that the the faculty member has missed due to the emergency, and inform both their Program Director and the Associate Dean for Academic Systems of the proposed makeup arrangements for the missed classes. Once approval has been given by both the Program Director and Associate Dean for the makeup arrangements, faculty should inform students of those arrangements in a timely manner and document that students have been duly notified.
- vi. Prompt submission of final grades. All faculty are responsible for submitting their final grades as soon as possible after the completion of the course.

Faculty who have a pattern of late submission of final grades may become ineligible for travel and research grants, as well as sabbatical leaves and release time grants.

- vii. Academic rigor and pedagogical excellence. As Pakistan's first liberal arts college dedicated exclusively to undergraduate education, Habib has high expectations of its faculty, especially in the realm of teaching. The University expects its faculty to hone their pedagogical skills, and offers many opportunities and resources to help them do so. In selecting Habib, our students correctly anticipate that they have chosen an institution where faculty invest a lot of time and effort to plan and conduct outstanding and intellectually exciting classes. Habib faculty rightfully pride themselves on their continuous efforts to achieve pedagogical excellence.

2.15 Faculty Responsibilities in Contracting for Additional Work with External Employers

Faculty who are full-time employees of the University, with the exception of Professors of Practice teaching fewer than 5 courses per year, have a duty to report and gain prior approval for any gainful employment they are considering performing for pay from employers other than the University. Such approval must be secured from the Dean of Faculty before any agreement or commitment to performing such work is entered into by the faculty member. Therefore, faculty members considering such external work should first consult with the Dean of Faculty and provide the Dean with a full and complete description of the work to be performed, how much time it will require and how long the commitment will last. It remains the prerogative of the Dean of Faculty to approve or deny permission to the faculty member to perform any external work, and to set any conditions of such work if it is approved. Failure to inform the Dean of Faculty about gainful employment outside the University is a serious breach of contract, as well as of professional ethics, and the Dean of Faculty will assign an appropriate sanction for unprofessional conduct when faculty have been found in violation of this policy. The Respondent may appeal the Dean's finding of guilt and/or sanction to the Faculty Committee on Professional Conduct as described in Section 7.4 below. Sanctions for faculty who violate this policy will generally be applied progressively, recognizing that certain serious breaches may require a greater response.

2.16 Sponsored Research

With the exception of Professors of Practice teaching less than five courses in an academic year, all sponsored research and paid consultations by fulltime faculty must have the prior approval of the University. As the full vetting of proposals by the University can take four to six weeks to complete, faculty should plan accordingly. Faculty contemplating a grant proposal or an industrial consulting agreement are encouraged to contact the Office of Sponsored Research as early as possible and complete the appropriate Sponsored Research

Processing Form. As most projects involve the use of University resources to some extent, Habib University, in line with most other educational institutions, seeks to recover the indirect overhead costs of sponsored research. As a general rule, the institution, like most of its peers, seeks an additional 50% of the grant total for facilities and administration (F&A), if the project is primarily conducted on campus, and 25% of the grant total for F&A if the project primarily involves fieldwork conducted off-campus. However, Habib University also recognizes that some large granting agencies limit the amount for indirect costs that institutions can recover through the grants they make. Habib, like most universities, accepts those rules whenever possible. The University retains 70% of all F&A funds recovered through sponsored research and passes 15% on to the School to spend to improve programs at its discretion, and 15% to the faculty Principal Investigator (PI) to use directly for enhancing their labs or program. As per law, recovered F&A costs are not for personal use. The University will not be bound to support or have any obligations for grants that have not been officially approved by the University prior to submission of the grant. Failure to inform the University about sponsored research or consultancies is a breach of contract and a violation of professional ethics and will have disciplinary consequences.

2.17 Faculty Development & Conference Support

Habib University encourages and supports the scholarly and professional development of its faculty. Professors of Practice are eligible for Practice Support grants as described below. Ladder faculty and lecturers are eligible for Faculty Travel & Research Grants to support:

- i. the dissemination of research and scholarship, including the presentation of their original research at academic and professional conferences, exhibitions or performances of original work, and speaking at national and international events.
- ii. the acquisition of knowledge that helps them advance understanding in their disciplinary area, with the aim of furthering their research or enhancing their competencies, such as pedagogical development or learning new teaching skills to enrich their current course.
- iii. Professors of Practice are eligible for Practice Support grants instead of Travel & Research grants. Practice Support grants may be used to support any practice-related work that directly involves Habib students or to support faculty conference or practice-related travel (either domestic or international travel). The total amount available to a faculty member for Practice Support grants is calculated based on the number of 3- or 4-credit courses the faculty member actually teaches in any given academic year. For every course taught, the Professor of Practice is eligible for a Practice Support grant of up to PKR 87,500. The maximum of all Practice Support

grants in any given academic year cannot exceed PKR 350,000, and unused Practice Support grant funds cannot roll over from one academic year to the next. The funding cycle for Practice Support grants aligns with the University's fiscal year (July 1st to June 30th).

2.18 Funding Cycle, Travel Grant Size and Applicable Expenses

The funding cycle for Faculty Travel and Research Grants aligns with the University's fiscal year (July 1st to June 30th). Faculty may apply to be considered for funding based on the following guidelines:

- i. For Domestic Travel: For local/domestic travel (within Pakistan), funding of up to a maximum of PKR 50,000 annually.
- ii. For International Travel: For travel outside Pakistan, funding available is up to a maximum of PKR 500,000 over two years, not exceeding PKR 350,000 in any given year.
- iii. Funding may be used to cover expenses related to registration fees, travel, meals (up to the regional per diem stipulated in current policy), accommodation costs and visa fees. All eligible expenses must be documented with receipts and adhere to current institutional travel policy as posted on the HR website.

2.19 Eligibility for Faculty Development and Conference Support

All ladder faculty members and lecturers who have successfully completed their probationary period are eligible to apply for Faculty Travel and Research grants with the following stipulations:

- i. Faculty members requesting the funding regularly have met their essential job responsibilities including but not limited to:
 - a. teaching a full course load in both the semester in which they are applying and the previous semester, or for the two previous semesters if they apply between semesters, in compliance with the workload policy;
 - b. meeting deadlines for submitting course proposals;
 - c. timely submission of Faculty Annual Reports;
 - d. maintaining announced office hours;
 - e. submitting final grades in a timely manner and in accordance with the deadlines posted by the Registrar's Office; and

- f. maintaining student attendance records as requested by the Office of Academic Systems and the Registrar.
- ii. The conference or professional meeting is clearly relevant to the faculty members' field of expertise.
- iii. The conference or meeting is sponsored by a nationally or internationally recognized and respected academic or professional organization within the field of expertise of the faculty members.
- iv. The faculty members have made adequate provisions to cover or make-up any class sessions missed due to attending the conference or meeting as determined by the Program Director.
- v. The faculty members are not currently under any disciplinary sanctions that specifically preclude their eligibility for a Faculty Travel Grant;
- vi. The faculty members are not currently undergoing a formal disciplinary review which might impact their eligibility for a Faculty Travel Grant.
- vii. The faculty members have not resigned from the University and/or are not currently serving out their notice period.
- viii. Professors of Practice are eligible for Practice Support grants with exactly the same stipulations as ladder faculty and lecturers are eligible for Travel and Research grants with the exception that for Professors of Practice, "teaching a full load" means that they have taught at least one course in both the previous and current academic year. Other than this difference, all of the requirements for eligibility noted in 2.17.i-vii above apply to Practice Support grants.

2.20 Procedure for Applying for Faculty Development and Conference Support

Ladder faculty and lecturers requesting funding should complete the Faculty Travel and Research Grant Form, available through the Office of Academic Operations (AO), either online or in hard copy and submit the form to AO at least 4 weeks prior to the intended travel dates. Those requiring a visa to travel should initiate the process at least 10 weeks in advance to ensure sufficient time for the processing of their paperwork at the appropriate consulate. Approval for Faculty Development and Conference Support involves the following process:

- i. The AO Office will seek information from the Registrar's Office (RO) to confirm that faculty members have complied with their job responsibilities as enumerated in 2.6 above before seeking the approval of the appropriate

Program Director.

- ii. The respective Program Director will review the request to ensure that it is within the eligibility guidelines outlined in 2.17.i – vii above and approve if it is.
- iii. The Assistant Dean of the respective School will provide the final approval for grant requests for local travel, and the Dean of Faculty will provide the final approval for grant requests for international travel.
- iv. After the final approval, the AO Office will share the approved form with the faculty member and the travel desk to initiate the necessary travel arrangements.
- v. Coordination with the travel desk should be initiated at least two (2) weeks before the travel date. For travel requiring visas, the coordination should begin at least ten (10) weeks prior to the travel date.

2.21 Supporting Documentation Required for All Faculty Development, Travel & Conference and Practice Support Grants

All faculty, including Professors of Practice, are responsible for providing the following documents and information related to their grant requests:

- i. Event or practice details including conference information, registration details, and any other relevant material.
- ii. A detailed budget (up to the maximum limit for the category). Please note that any expenses in excess of the approved amount of the grant will be borne by the faculty member.
- iii. Evidence of any good faith efforts to explore external funding support to reduce the total funding requested from the University. The evidence could include applications, requests, or inquiries for grants or financial support submitted to local bodies, international organizations or private foundations.
- iv. In cases where the grant is intended to support research dissemination the following supporting evidence should also be submitted:
 - a. Evidence of the acceptance of the paper, exhibition or performance proposal, or an invitation to participate as a speaker, panelist or juror.
 - b. A copy of the paper abstract or complete paper, as required by the event organizers.

- c. The schedule of make-up classes or an appropriate plan for ensuring course coverage if travel is scheduled during the semester.
- d. A plan for the dissemination of accounts of faculty development experiences for the benefit of the Habib University community following completion of the travel.

3. Faculty Governance

The faculty organizes itself under the leadership of the President of Habib University and determines its own governance procedures. Habib University views meaningful shared governance as an essential precondition for the long-term success of the institution. The University aspires to a distinctive model of shared governance that embraces its *Yohsin* values and which encourages genuine teamwork among faculty, the administration and the Board of Governors as they collectively work towards a shared goal: the success of Habib students. Our model of shared governance, therefore, emphasizes collaboration as opposed to more confrontational governance models, which tend to emphasize sharply defined demarcation lines of distinct authority. We collectively recognize that the faculty, the administration and the Board of Governors will not always agree, but we aspire to a culture of mutual respect and honest exchange – a collaborative culture in which everyone recognizes, especially in moments of profound disagreement, that others, with whom they may personally disagree, are motivated by the same deep passion for our students and a shared commitment to their success. In building this model of shared governance, which emphasizes collaboration over confrontation, we strive to see matters empathetically through the eyes of those with whom we disagree. We try to shape our decisions based on the same shared body of basic factual information. We also seek to engage each other in honest and respectful conversation as we reach decisions, instead of making speculative assumptions about the motivations of those with whom we may disagree.

3.1 Jurisdiction

The faculty, subject to the authority of the President and the Dean of Faculty, the approval of the Board of Governors and the Charter of the University, has jurisdiction over all academic matters, including: curriculum, academic regulations, teaching procedures and requirements, academic advisement, co-curricular academic activities, the academic discipline of students and the recommendation for conferral of degrees on students.

3.2 Authority of the Faculty Meeting

The Habib University Faculty Meeting is a committee of the whole, and shall be the supreme decision making body for the faculty in all matters under the jurisdiction of the faculty, except as that jurisdiction is delegated by the faculty to various committees of the faculty as enumerated herein.

3.3 Attendance at Faculty Meetings

Regular attendance at and participation in faculty meetings are expected parts of the professional responsibility of every faculty member eligible to vote. The attendance roll shall be circulated at each faculty meeting, reported in the minutes and maintained in the Office of Academic Operations. Attendance and participation in Faculty Meetings are important markers of community engagement.

3.4 Schedule of Faculty Meetings

Regular meetings of the Habib University faculty shall normally be conducted once a month, typically on a “working Saturday” to allow all faculty to attend during the months of August, September, October, November, December, January, February, March, April and May.

3.5 Faculty Meeting Rules of Procedure

The conduct of faculty meetings shall be governed by the *Standard Code of Parliamentary Procedure* (formerly known as the *Sturgis Standard Code of Parliamentary Procedure*) except as specified in these regulations. In any instance where there is a conflict between the *Standard Code* and these regulations the latter shall take precedence.

3.6 The Presiding Officer of the Faculty Meeting

The President of the University, when present, presides over meetings of the faculty. Normally, however, the President designates the Dean of Faculty to preside. The presiding officer, who shall be advised by a faculty parliamentarian, appointed by the Dean of Faculty, will have final authority on questions of procedure when there is confusion over any procedural matter.

3.7 Voting Eligibility at Faculty Meetings

For the purposes of voting at meetings of the faculty of Habib University, the voting faculty shall consist only of faculty with full-time teaching appointments at the University and administrators with faculty appointments at the University. At the first or second meeting of each semester the voting members of the faculty shall approve the voting list of the faculty meeting for the semester. Additional voting members of the faculty shall include the following:

- i. the President

- ii. the VPAA and the Dean of Faculty
- iii. the Dean or Director of Students
- iv. the Registrar
- v. the University Librarian or Director of the Library
- vi. Other employees of the University who have specifically been accorded a vote by faculty action.

3.8 Persons Eligible to Attend Faculty Meetings with Voice but Without Vote

- i. The chairs of any standing committees of the Board of Governors;
- ii. Vice Presidents, other Deans of the University and those with a regular seat on the President's Cabinet;
- iii. *Emeritus* members of the faculty;
- iv. All those who hold current part-time or adjunct faculty appointments at the University;
- v. When appropriate, the presiding officer may invite relevant guests to be present at meetings of the Faculty with voice but not vote during the discussion of any item on the agenda.

3.9 Determination of a Quorum

- i. A quorum shall consist of 50% + 1 of the voting members of the faculty meeting. For the purposes of determining whether a quorum exists or not, all those voting members who are identified in Section 3.7.i – 3.7.vi above and all full-time faculty who are on sabbatical or other authorized leave from the University are not counted as part of the total needed to achieve a quorum, but, they are counted towards the achievement of a quorum if they are present. All voting members retain their voting rights while on authorized leave or sabbatical, but for the purpose of determining whether or not a quorum exists, those identified in this clause are not counted towards the total needed to achieve a quorum if they are not present when a quorum call is made. However, if they are physically present at the meeting when a quorum call is made, they shall be counted towards the total needed for a quorum, and their votes shall count.
- ii. A quorum call may be made by any voting member of the meeting whenever a question is called. The presiding officer has discretion to rule on whether repetitive quorum calls at the same meeting are made in good faith or are

out of order by reason of being made with the aim of obstructing the business of the meeting.

- iii. When a quorum call has been made, the presiding officer shall suspend voting until a determination has been made as to whether or not a quorum exists by a check of the signed attendance rosters of voting members. If it is determined that a quorum does not exist, discussion may continue, but the meeting shall take no votes until such time as a quorum of voting members exists.

3.10 Voting Procedures

In all cases motions are approved by a simple majority of those voting.

- i. Voting may take place in three ways:
 - a. By voice vote at the meeting (routine questions are typically decided by voice vote). Either at the discretion of the presiding officer or at the request of any voting member; however, the voice vote shall be confirmed by a show of hands;
 - b. By a paper ballot, automated audience response or clicker system at the meeting; or
 - c. By an electronic online vote following the meeting.
 - d. Paper ballots or electronic voting are used under the following conditions:
- ii. Committee elections, or whenever the faculty is asked to designate its representatives on any University body or committee, shall be conducted by secret paper ballot, automated audience response (e.g., clicker system), or by anonymous online electronic voting (which shall begin as soon as feasible following the closing of nominations). Once electronic voting has begun, it shall extend at least 48 hours. The names of those elected, but not the vote totals for candidates, shall be posted as soon as possible after the conclusion of the election.
- iii. A paper ballot, automated audience response or clicker system or an electronic vote may be used to effect any major decision when the presiding officer so chooses to use a paper ballot at the meeting, an electronic vote following the meeting, or when a request for a paper ballot, automated audience response or clicker system, or an electronic vote is made by any voting member present at the meeting. If a motion is made, duly seconded and approved by a majority of those voting for a paper ballot, automated audience response (clicker system), or an anonymous online electronic ballot that method of voting shall be employed. Typically, an electronic

online ballot is preferred for votes on major issues when there is concern that all faculty members may not be able to attend the actual meeting to cast their votes in person. In the case of anonymous electronic online balloting, the vote shall begin as soon as feasible following the faculty meeting in which the call for an electronic ballot is made and approved and shall last for a minimum of 48 hours from the start of voting. The results of the vote shall be announced to the faculty as soon as possible after the close of voting.

- iv. The results of paper ballots, automated audience response (clicker systems) and anonymous online electronic votes shall be recorded in the minutes of the meeting with the exception that the vote totals for candidates in elections are not recorded.
- v. Absentee voting at Faculty Meetings by proxy is not permitted.

3.11 Executive Sessions of the Faculty Meeting

When either the presiding officer of the meeting or a majority of voting members of the faculty deem it desirable to consider items of a confidential or highly contentious nature with only voting members present, the meeting shall resolve itself into executive session, and all non-voting members will be asked to leave the meeting. Once an executive session has been called for by the presiding officer or approved by a majority of voting members only voting members may be present at the meeting. In the event the expertise of someone not a voting member is needed during the executive session, that person may be present at the executive session with voice but no vote if a motion to that effect has been approved by a simple majority of the voting members. The request for an executive session may come at any time from the presiding officer or from any voting member of the faculty meeting. In the latter case the presiding officer shall poll the voting members of the faculty to determine whether or not a majority of voting members support resolving the meeting into executive session.

3.12 Convening Special or Emergency Faculty Meetings

Special meetings of the faculty may be convened at the discretion of the presiding officer or by the petition of 50% + 1 of the voting members of the faculty not currently on sabbatical or leave of absence. Upon the receipt of a duly signed petition consisting of at least 50% + 1 of the eligible voting members of the faculty not currently on sabbatical or leave of absence, the presiding officer shall convene an official meeting of the faculty within ten business days of the receipt of the petition, unless the University is on an official break or between either the fall and spring semester or the spring and fall semester, in which case it is likely that many faculty members may be away from campus, and the meeting shall be convened within ten days of the start of the nearest full

semester (either the fall or spring semester). The calling of a special or emergency meeting requires advance notice to the faculty of at least 48 hours.

3.13 Minutes of the Faculty Meeting

Approved minutes of faculty meetings shall be electronically stored and made available to the faculty by the Office of Academic Operations once they have been approved by the faculty.

4. Organization and Functioning of Committees

4.1 General Principles

Committees may either be University committees on which faculty members serve but which are not answerable to the faculty or faculty committees which report to the Faculty Meeting.

4.2 General Guidelines for Faculty Committees

All faculty committees are agents of the faculty, and they are established by the faculty for the effective discharge of its responsibilities. Faculty committees are answerable to and report to the Faculty Meeting. Committees determine, whether by referral or on their own initiative, what matters are appropriate for them to consider under their assigned jurisdiction. All faculty committees operate under the following guidelines:

- i. No faculty committee shall be empowered to make final decisions for the faculty unless it has been authorized by the faculty to act in its name as described herein.
- ii. The primary function of a faculty committee is to acquire necessary information and develop options and alternatives, which it reports to the faculty, indicating its choice among the possible options.
- iii. Faculty committees may be asked to consider and make recommendations on matters that affect the University but which are not subject to decision by its faculty. Advice may be given to other University committees, offices and bodies, but specific recommendations shall not be made on behalf of the entire faculty without the approval of the whole faculty, whose agent the faculty committee remains. Faculty committees may also be authorized to act on those routine matters that are appropriate and necessary for the faculty to monitor continuously and oversee. Faculty committees shall not be expected to act as agents of bodies other than the faculty.

- iv. Additional committees of the faculty are created and disbanded by vote of the faculty as permanent committees, and they are created to assist the faculty in the accomplishment of its duties in critical areas of its responsibility. Special, Select, Steering and *ad hoc* committees, as well as Working Groups and Task Forces, are short-term bodies with clearly stated sunset provisions, which are created from time to time as needed and with clearly defined objectives. Such committees are appointed by the Dean and shall terminate automatically within 24 months of their creation, unless the faculty approves an extension of time to complete the assignment, or transforms the *ad hoc* or select committee into a permanent committee of the faculty.
- v. No faculty committee shall be responsible to any other faculty committee except as otherwise provided in these regulations, though any faculty committee may request an opinion or advice from any other faculty committee. If any committee feels that an item has been inappropriately referred to it, its chair shall consult with the Dean of Faculty to determine which committee the matter should most appropriately be referred to. There shall be no permanent subcommittees. However, any committee may, if it wishes, establish temporary *ad hoc* subcommittees or task forces to advise and assist it on specific matters over which the committee has jurisdiction.
- vi. University committees are not subject to faculty control, but faculty serving on University committees do so as representatives of the faculty as a whole and, without violating any confidentiality agreements that may be required of those faculty sitting on University committees, faculty representatives serving on University committees should update the Faculty Meeting on a regular basis about major decisions or developments and seek faculty guidance as needed.
- vii. When faculty committees are bringing recommendations to the faculty for a vote, they shall first report their recommendations to the Dean of Faculty and the Senate and solicit their feedback, and, to the extent possible, present proposals to School-wide meetings for further discussion prior to the Faculty Meeting at which the recommendations are to be discussed or acted upon by the faculty as a whole in order to afford ample opportunity for the full exchange of ideas and the emergence of consensus on important issues.
- viii. Any faculty committee report requesting specific action or formal faculty decision shall be in writing and shall include specific wording of the motion faculty will be asked to vote upon, and a full explanation of the reasons for the requested action covered by the motion. Such a report shall normally be

included in the monthly Faculty Meeting packet, which should ideally be circulated to the faculty at least 48 hours prior to the meeting at which the proposed motion will be considered.

- ix. Faculty committees shall keep and post minutes electronically, except as specifically provided below, to record deliberations and actions taken, thereby keeping faculty colleagues current on the committee's work. After each set of minutes is approved, the committee chair shall send an electronic copy of the minutes to the Office of the Associate Dean for Academic Operations to be posted online by the Office of Academic Operations.
- x. Each faculty committee should also make a written or oral report to the faculty at least once each academic year. If the report is delivered orally it should include a brief summary in written form in the Faculty Meeting packet. In the case of written reports, they should not be summarized orally at the meeting, but the Chair or representative of the committee presenting the report to the Faculty Meeting should assume that the faculty have read the report prior to the meeting and simply rise to answer any questions on the report.
- xi. If the faculty has granted to a committee the power to act in its name, the committee shall, either through the chair of the committee or the Dean of Faculty, advise the faculty of decisions taken under that authority. Such decisions shall not be put into effect less than five academic days after such notice has reached the faculty. If any three voting members of the faculty advise the committee chair and the Dean of Faculty that they object to a specific decision, it shall not take effect until the matter has been considered by the whole faculty at either the next regular meeting or at a duly called special meeting of the faculty. This restriction shall not apply to the decisions of any University committee or the Committee on Faculty, the Provisional Committee on Faculty, the Committee on Academic Integrity, the Committee on Academic Standing, the Committee on Professional Conduct, or other committees that routinely make decisions only affecting individual faculty members or students.
- xii. No external legal counsel, parents or any other non-Habib personnel are permitted to attend or participate in any committee hearings unless they are specifically called by the committee as witnesses.

4.3 Committee Membership, Leadership and Terms of Service

All committee assignments, whether elected or appointed, are normally for terms of two years. Terms of service shall normally begin August 1st. Faculty committees shall observe the following guidelines:

- i. Membership on committees is either elected or appointed as specified in the description for each committee.
- ii. There shall be regular rotation of committee assignments. The usual practice shall be for a faculty member to serve on any committee for no more than two successive terms, and approximately one half of the committee membership should ideally rotate each year.
- iii. Full-time faculty in their first year of employment at Habib University shall ordinarily not be expected to serve on either University or faculty committees.
- iv. When a faculty committee is composed of both elected and appointed members, the elected members shall be chosen first.
- v. No member of the faculty shall simultaneously hold more than two memberships on University or faculty committees and no more than one position as committee chair, unless otherwise allowed for in these regulations.
- vi. All faculty committees shall be chaired by voting members of the faculty, who have full-time teaching responsibility, except as otherwise specified in these regulations or authorized by faculty vote.
- vii. If a faculty committee that normally chooses its own chair is without a chair for any reason, a continuing member of the committee shall be designated by the Dean of Faculty to act as interim chair of the committee only for the purpose of convening a meeting of the committee, where the first order of business shall be for the committee to elect its new chair.
- viii. With the exception of the Faculty Senate, the Committee on Faculty, the Provisional Committee on Faculty, the Committee on Professional Conduct, the Habib Liberal Core Committee, the Boards of Study and the Board of Faculty, faculty committee chairs shall be elected by committee members from amongst their number at the start of each new academic year in early August.
- ix. The Dean of Faculty is an *ex officio* member of all faculty committees, with the exception of the Faculty Senate, the Committee on Professional Conduct, the Committee on Faculty and the Provisional Committee on Faculty, and may designate an Assistant or Associate Dean to sit on the committee in the Dean's place.

4.4 Election Procedures when Committee Membership is by Election

- i. The Faculty Senate, working with the collaboration and assistance of the Dean of Faculty, shall be responsible for recruiting faculty to serve on committees each year and shall endeavor to identify at least two candidates to put before the faculty for every open elected position, whether on a University or faculty committee, so that most elections will involve actual choice. When it is not possible to identify two candidates to run for an election, the Senate shall identify and place before the faculty at least one candidate.
- ii. Additional nominations will be solicited from the faculty at the Faculty Meeting preceding the start of electronic voting for positions. The nomination period for an individual committee election may be extended until the next Faculty Meeting if a motion to do so is approved.
- iii. Elections for committees where membership is elected will be done electronically over a period of at least 48 hours, and voting shall begin as soon as feasible following the Faculty Meeting where the proposed slate is presented and additional nominations solicited and closed.
- iv. A choice of “abstain” shall be included on all election ballots where faculty are being elected.
- v. When an early vacancy occurs on a committee with elected membership, a special election for a replacement member will occur at the next scheduled Faculty Meeting. The Faculty Senate will present candidates to the faculty for their consideration and will solicit further nominations from the floor of the Faculty Meeting. In cases where only one candidate is identified by the Senate, the candidate may begin attending meetings of the committee with voice but without vote prior to election by the faculty. Elections to fill vacancies shall proceed as described above.
- vi. Elections for all major committees for the next academic year shall normally be held in the spring, usually not later than the March faculty meeting, giving departments time to work a member’s teaching schedule around assignments on committees that have set meeting times or involve extra release time. Appointments for all remaining committees should normally be made by the April faculty meeting.

5. Committees of the Faculty and of the University

5.1 The Faculty Senate

- i. Shall be a faculty committee;

- ii. Serves as the recognized representative leadership of the entire faculty. On behalf of the faculty, the Senate interacts with and advises the Dean of Faculty, and, on occasion, the President and other senior administrative officers on academic freedom, curricular issues, staffing, strategic planning, shared governance, budgeting and other matters of import which may arise from time to time;
- iii. Shall review and consider with the Dean any proposals suggested by faculty or programs to enhance the long-range strategic plans of the University and offer recommendations to the faculty concerning those proposals for changing or adding new academic programs or policies, evaluating them in light of existing strategic priorities, existing or potential student demand, the budget and staffing limitations facing the University;
- iv. Shall review, discuss and confer with the Dean on the final reports by external program reviewers. The Dean, Senate and all program faculty will then meet to discuss the results of external program reviews;
- v. Shall review and offer advice to the Dean of Faculty about sabbatical applications, release time grants for research and requests for leaves of absence that do not have a private or confidential justification. In cases where privacy and confidentiality are involved, the Dean will decide on the leave request and inform the Senate of the decision if the leave is granted with the explanation that the leave was for personal reasons;
- vi. Shall consult with and advise any University bodies concerned with budgets, planning and programs;
- vii. Shall nominate two members to participate in and keep the faculty apprised of the work of any larger institutional strategic planning bodies that may be created and charged with considering new strategic initiatives or directions, changes to programs or major revisions of existing programs in light of the University's evolving strategic plan;
- viii. Shall consider all matters of concern to faculty having to do with membership, faculty responsibilities, and the quality of faculty life. It shall make recommendations on these matters to the faculty, the Dean of Faculty, the President; and other senior administrative officers;
- ix. Shall be empowered to articulate the consensus of the faculty in any fora where the sentiment of the faculty is sought;

- x. Shall meet with and advise the Dean of Faculty on annual line and budget requests from programs and schools. During deliberations of line requests and budgets, however, Senate members must recuse themselves from any discussion of budget or line requests coming from their own program by leaving the room;
- xi. Shall annually solicit the preferences of faculty members for committee assignments and draw up ballots for committee elections based on faculty preferences and committee needs. Whenever possible the Senate seeks to provide the faculty with more than one choice in all elections; and
- xii. Shall keep and publish its minutes.
- xiii. The Faculty Senate shall consist of:
 - a. One faculty member elected for a two-year term by the faculty of each program having its own free standing faculty of at least five full-time members and offering a major or minor (currently one member each from Electrical and Computer Engineering, Computer Science, iSciM, Communication Design, Comparative Liberal Studies and Social Development and Policy); and
 - b. A Senate Chair who is elected by the entire faculty for a two-year term. The Senate Chair shall only vote in the case of a tie vote. In any forum where a single representative is called for to represent the faculty as a whole, the Chair of the Faculty Senate shall fulfill that role. If the Senate Chair is unable to fulfill this role of spokesperson for the faculty as a whole, the Chair of the Senate may, with the consent of a majority of the rest of the Senate, designate any other member of the Senate to fulfill the role of Faculty Spokesperson.
 - c. Whenever possible, elections for the regular members of the Faculty Senate shall be held in such a way that roughly half the members of the Senate shall be in their first year of service on the Senate, and half the members in their second year of service in any given year.
 - d. Members of the Senate, including the Senate Chair, may not be elected for more than two consecutive terms.

5.2 The Committee on Faculty (COF) and Provisional Committee on Faculty (PCOF)

- i. Shall be a faculty committee;

- ii. Shall consider all matters related to the review and promotion of full-time faculty on behalf of the faculty. All responsibilities related to the review of individual faculty members for promotion are, therefore, delegated to the Committee on Faculty or the Provisional Committee on Faculty (PCOF) by the faculty as a whole. On or before the dates specified in the promotion policies for both ladder and non-ladder full-time faculty, the Committee shall consider each full-time member of the faculty who is eligible for reappointment and promotion and report its recommendations to the Dean of Faculty and the President. In more general policy matters related to the review and promotion of faculty, the COF and PCOF do not speak for the faculty as a whole but advise and make recommendations to the faculty as a whole for their action;
- iii. Shall consider all matters related to academic freedom on behalf of the faculty. In the case of individual cases where there are issues of academic freedom involved, the faculty as a whole delegates its authority to the COF to act on behalf of the faculty as a whole. In more general policy matters related to academic freedom, the COF reports, advises and makes recommendations to the faculty as a whole for their action; and
- iv. Shall consist of three members from each school and a chairperson. All members, including the Chair, are elected by the entire faculty. The Chair must be a faculty member who has served on the COF or the Provisional Committee on Faculty (PCOF) within the past five years when first elected. Once fully constituted by Habib University faculty, all members of the COF must be full professors with at least one year of service in rank at Habib University beyond their probationary year. As Habib currently has no faculty who fulfill this criteria, until such time as the President determines that there is a sufficient pool of faculty who fit the criteria of this clause, Habib University shall have both a COF and a Provisional Committee on Faculty. The COF for ladder faculty shall be drawn from members of Habib's Global Academic Advisory Board (GAAB).
- v. The Provisional Committee On Faculty (PCOF), which will consider the promotion reviews of all non-ladder faculty (Lecturers and Professors of Practice), until such time as a COF consisting exclusively of senior Habib ladder faculty comes into existence, shall consist of three ladder faculty from each school and a chairperson, who are all at the rank of Associate Professor or above and who have served on the faculty at Habib University for at least two years in rank, with at least one year beyond their probationary period. The members of the PCOF, and its chair, shall be elected by the entire faculty and shall each serve for two years. Once Habib University has its own fully constituted COF, staffed exclusively by senior ladder faculty of Habib University, the PCOF shall cease to exist and all of its duties and

responsibilities shall revert to the regular Habib University Committee on Faculty.

- vi. During deliberations on promotions, COF and PCOF members shall recuse themselves from any discussion or vote on a colleague in their own program by leaving the room. Members of the COF or PCOF who are in other ways intimately connected with a candidate under review, such as by marriage or through a very close personal relationship, shall also recuse themselves from any discussion or votes on that candidate by leaving the room. If there are any questions about whether or not a committee member should recuse themselves from a particular case, the Chair of the COF or PCOF shall make the determination. If there is any question as to whether the Chair of the COF or PCOF should recuse themselves from consideration of a particular case, the matter shall be referred to the Dean of Faculty, who shall make the determination about recusal of the Chair.
- vii. The COF and PCOF shall keep brief minutes of their actions, but these shall remain confidential and are not posted or made public.

5.3 The Committee on Academic Standing

- i. Shall be a faculty committee;
- ii. Shall be concerned with the academic performance of students. It shall decide all matters relating to the academic standing of students. It shall grant or deny individual student petitions for modifications or exceptions to academic regulations. In this capacity, the faculty as a whole delegates its decision-making authorities related to individual student petitions to the Committee on Academic Standing;
- iii. Shall advise the faculty regarding its academic policies and regulations;
- iv. The members of the Committee on Academic Standing are appointed by the Dean of Faculty and shall consist of:
 - a. six faculty members, one from each program;
 - b. a Chair, who shall be appointed by the Dean;
 - c. The Dean of Faculty or an Associate Dean appointed by the Dean of Faculty;
 - d. The Director of the Office of Academic Performance;

- e. The University Registrar and Director of Financial Aid shall also sit on the Committee with voice but without vote.
- v. The Committee shall report to the faculty each semester on the actions that it has taken in aggregate during the preceding semester.
- vi. The Committee's agenda and report of actions shall serve as its minutes.

5.4 The Committee on Academic Integrity

- i. Shall be a faculty committee;
- ii. Shall be responsible for hearing and deciding all cases where students are charged with having violated the College's policies on academic integrity. In this capacity of hearing individual student cases, the faculty as a whole delegates its decision-making authority to the Committee on Academic Integrity;
- iii. Shall consist of:
 - a. Two faculty members drawn from the pool of faculty elected by the entire faculty to serve on the Committee (this pool of potential members shall consist of at least three faculty members from each school);
 - b. The Dean of Faculty, shall serve as the Chair of the Committee; and
 - c. One student nominated by the Student Government, appointed by the Director of the Office of Academic Performance and appropriately trained and committed to maintaining confidentiality;
- iv. Shall ensure that the Complainant and the Respondent are present at all hearings of the Committee; and
- v. Shall allow the Respondent to choose and bring a Habib faculty advocate to advise the Respondent during the course of the Committee's hearings or to speak on the Respondent's behalf. The faculty advocate may be either a full-time Habib faculty member or an active adjunct with current teaching responsibilities. If a faculty advocate is present, the advocate may speak during hearings of the Committee, but should not be present during the Committee's deliberations after all testimony is taken. The Complainant, the student Respondent and their faculty advocate, if one is present, should be excused from the hearing after all testimony is taken so that the Committee may deliberate and decide the case.

- vi. After the Committee reaches its final decision, the Complainant, Respondent and the Respondent's faculty advocate (if one has been designated) are asked to return to the hearing room to hear the Committee's verdict and sanction.
- vii. Once the verdict has been announced, the Dean of Faculty will document the decision and sanction in the student's official file and inform the student of the decision and the sanction in writing.
- viii. The Committee's decisions are not subject to appeal.
- ix. The Committee's agenda and record of decisions shall serve as its minutes and shall remain confidential.

5.5 The Habib Liberal Core Committee (HLCC)

- i. Shall be a faculty committee;
- ii. Shall be chaired by the Director of the Habib Liberal Core program;
- iii. Shall consist of one faculty member from each program appointed by the Dean;
- iv. Shall advise the program Director and the faculty on all issues related to the Habib Liberal Core; and
- v. Shall keep and publish minutes of its meetings.

5.6 The University Library Committee

- i. Shall be a University committee;
- ii. Shall be chaired by the Director or Dean of the Library
- iii. Advises the Library administration on its services, policies, programs and projects and keeps the faculty informed of proposed changes and developments in Library policies, procedures or collection development; and
- iv. Shall consist of one representatives from each program appointed by the Dean; and
- v. Shall keep and publish minutes of its meetings.

5.7 The Study Abroad Advisory Committee (SAAC)

- i. Shall be a University committee;

- ii. Shall be chaired by the Director of Global Engagement;
- iii. Shall consist of the Assistant Deans, the Director of the Office of Academic Performance, the Chief Financial Officer or their designee and one faculty member from each school appointed by the Dean of Faculty;
- iv. Shall assist in the selection of students for programs operated by the Office for Global Engagement (OGE) and advise the Director of Global Engagement on other initiatives of the Office for Global Engagement as needed;
- v. Shall advise the Board of Faculty and the Academic Council on the implementation of new international and off-campus programs; and
- vi. Shall advise the faculty on international and off-campus programs; and
- vii. Shall keep minutes of its meetings and decisions.

5.8 The Institutional Review Board (IRB)

- i. Shall be a faculty committee;
- ii. Shall be chaired by a faculty member appointed by the Dean of Faculty and consist of at least two additional faculty members, one from each school, having experience with IRB procedures who shall be appointed by the Dean of Faculty;
- iii. Shall be the University body that oversees and ensures that all research conducted at Habib University on living human subjects meets the highest standards of ethical conduct regardless of whether that research is conducted by students or faculty;
- iv. Shall ensure that all ethical and legal protections for human subjects are observed in any research conducted by Habib faculty or students;
- v. Shall ensure that all students conducting research on living human subjects have appropriate training in the ethical considerations and responsibilities for conducting research on living human subjects;
- vi. Shall establish and periodically review application procedures and the requisite forms needed for IRB approval; and
- vii. Shall have responsibility for setting standards and for reviewing and approving all applications by Habib faculty and students for research involving living human subjects; and

viii. Shall keep and publish minutes of its meetings and decisions.

5.9 The University Grievance Committee (UGC)

- i. Shall be a University committee;
- ii. Shall consider complaints submitted by students, faculty or staff via the online Grievance Complaint form administered by the Office of Human Resources asserting that due to either an inherent fault in a policy or procedure of the University or due to the failure of the institution to adhere to or administer its policies and/or procedures correctly, the Grievant suffered some significant harm or injury;
- iii. Shall be Co-chaired by the Director of Human Resources and the Associate Dean for Academic Operations.
- iv. Shall consist of two faculty members from each school, who shall be elected by the entire faculty to serve on the University Grievance Committee for two year terms, and three staff members appointed by the President to serve for two year terms. In cases involving students, the Student Government shall appoint two students to serve on the UGC. In cases involving only faculty or staff members, for confidentiality reasons, student members do not participate in the Committee's proceedings;
- v. Shall be convened by the Co-Chairs of the University Grievance Committee in a timely manner (within two weeks of the receipt of the grievance, if the University is in session, and within two weeks after the start of the next semester if the grievance is received during a University break or over the summer);
- vi. Shall first determine whether the Grievant has successfully established a *prima facie* case that the complaint may be warranted. If the Committee feels that a *prima facie* case has not been made by the Grievant, the case shall be dismissed and the Co-Chairs will inform the Grievant of that fact;
- vii. Shall carefully weigh the evidence in cases where a majority of the Committee feels that the Grievant has made a *prima facie* case that a failure in the University's policies and/or procedures, or some error in the administration of those policies and/or procedures has caused serious harm to the grievant;
- viii. Shall make recommendations to the President and the Academic Council as to both changes in policy and possible remedies in cases where the majority of the Grievance Committee feels that the Grievant has successfully substantiated the case that significant harm was done to the Grievant

because of either a failure in University policy and/or procedure or in the administration of University policies and procedure; and

- ix. Shall keep brief minutes of its deliberations and decisions.

5.10 The Faculty Committee on Professional Conduct (FCPC)

- i. Shall be a faculty committee to which the faculty as a whole delegates its authority to act in all cases where questions concerning the professional conduct of individual members of the faculty have been raised;
- ii. Shall consist of a Chair, elected by the entire faculty, and one full-time faculty member from each program, who is elected by the faculty of the program. The Chair of the Faculty Committee on Professional Conduct presides over meetings and hearings but does not vote unless there is a tie vote;
- iii. Shall consider cases where the Dean of Faculty has determined that a faculty member is guilty of a breach of professional conduct and has assigned a sanction for that violation, but the accused faculty rejects either the finding of guilt or the proposed sanction, or both, and appeals to the FCPC for a full hearing of the case;
- iv. Shall consider cases brought by faculty members against other faculty members on the basis of unprofessional conduct using the general procedures outlined in Section 7.4 below, with the exception that in cases brought by one faculty member against another, the Dean of Faculty does not participate unless called as a witness. In such cases all faculty members will present their cases to the FCPC, and each side has the right to present and examine witnesses and to cross-examine witnesses presented by the other side;
- v. Shall be the final arbiter in deciding cases brought to it on the basis of both a close, objective and plain sense reading of existing University policies, regulations and procedures, and on a careful weighing of evidence - without reference to the personal preferences, biases, friendships or opinions of individual Committee members. Committee members hold themselves, and are held by the institution, to an exceptionally high standard of accountability and professionalism. Cases are judged in strict accordance with existing rules, policies, standards and widely accepted understandings of the professional ethical responsibilities of faculty, as described in Section 6 below, to avoid any possibility of the corrosive effects of judicial nullification. Members of the Committee also seek to calibrate their findings in the light of precedence, to ensure equitable treatment for everyone;

- vi. Shall proceed in its hearings and deliberations in the manner described in Sections 5.10.iv above and Section 7.4 below; and
- vii. Shall maintain its meeting and hearing agendas, list of witnesses and final decisions in lieu of minutes.

5.11 The University Conduct Review Board (UCRB)

- i. Shall be a University committee;
- ii. Shall consist of two faculty members appointed by the Dean of Faculty, two members of staff appointed by the President and, in cases involving students that do not involve charges of sexual harassment, one student drawn from the Student Government selected by the Director or Dean of Students;
- iii. Shall be chaired by one of the faculty members elected by the membership of the Committee;
- iv. Shall hear cases brought by students against other students or alumni; cases brought by students against staff; staff against other staff; or staff against students, which cannot be resolved by Student Affairs or Human Resources;
- v. Shall refer any cases involving the conduct of faculty to the Dean of Faculty for further investigation and resolution by the Dean and Faculty Committee on Professional Conduct (FCPC) as described in Section 5.10 above;
- vi. Shall consider the appeals of students and staff who have been sanctioned by their respective Conduct Officers (either the Dean or Director of Students in the case of students or the Director of Human Resources in the case of staff);
- vii. Shall allow both Complainants and Respondents to appoint, as an advocate of their choice, a member of the Habib community, who may advise the Complainant or Respondent who appointed them and speak on their behalf;
- viii. Shall allow both sides to present all of their evidence and cross-examine each other and any third party witnesses who may be called to testify;
- ix. Shall call the appropriate Conduct Officer as the Complainant in cases in which sexual harassment is alleged;
- x. Shall determine whether the evidence presented by the relevant Conduct Officer supports the finding of guilt or not;

- xi. Shall determine whether the sanction assigned by the relevant Conduct Officer is appropriate or not if a finding of guilt is sustained;
- xii. Shall have the authority to raise or lower the sanction assigned by the Conduct Officer; and
- xiii. Shall keep minutes in the form of hearing agendas and final decisions.

5.12 The Program Board of Studies (PBS)

- i. Shall be a faculty committee to which the faculty as a whole delegates responsibility for the review of curricula and assessment plans at the programmatic level.
- ii. Each academic program at Habib University shall have a Program Board of Studies. All full-time faculty with appointments in the program shall serve as members of the Program Board of Studies. The Program Director (PD) serves as Chair of the PBS, and has responsibility for convening the PBS on a weekly basis during the academic year to accomplish its business as described herein.
- iii. The PBS has primary responsibility for reviewing and ultimately recommending to the School Board of Studies (SBS) all course proposals and other proposed changes to the academic curriculum of the program.
- iv. In addition to reviewing new course proposal forms and proposed syllabi for completeness and academic rigor, the PBS is also responsible for ensuring that new courses have clear and measurable Student Learning Objectives (SLOs), and that those SLOs map appropriately to the Program's Learning Objectives (PLOs).
- v. The PBS also ensures that each course has a robust assessment plan for measuring whether students are actually achieving the SLOs, and that there is an effective feedback loop through which faculty will reflect on what they have learned through the assessment process and adapt the course as needed to enhance its quality.
- vi. The PBS shall also have responsibility for periodic checks of all aspects of the assessment of its academic program, and the proper maintenance of all assessment records at both the individual course and programmatic level. Specifically, the PBS shall periodically confirm through random checks that all assessment records are being maintained properly at the programmatic level. In cases where the PBS determines that the program's assessment records are incomplete, or not being properly maintained, the PBS shall

simultaneously report that finding to the Program Director and to the Dean of Faculty.

- vii. By October 1st each year the PBS shall submit to the School Board of Studies (SBS) its full proposed list of course offerings for the next academic year.
- viii. Every five years each PBS shall conduct and prepare an extensive self-study of the program in preparation for an external review of the program.
- ix. The PBS shall keep and publish its minutes.

5.13 School Board of Studies (SBS)

- i. Shall be a faculty committee to which the faculty as a whole delegates authority to review proposed curricular changes and oversee assessment at the school level.
- ii. Each school shall have a School Board of Studies (SBS) chaired by the Assistant Dean of the school and consisting of all Program Directors, all Associate and full Professors and up to three external members. The SBS shall meet at least twice monthly during the academic year in order to review thoroughly all recommendations made by each PBS and either commend them to the Board of Faculty (BOF) or return the recommendations to the respective PBS with any recommendations for revision.
- iii. Each SBS shall have oversight responsibility for the curricula under its jurisdiction and ensure that the curricula are rigorous, intellectually compelling and well aligned to the overall objectives of a Habib University education.
- iv. The SBS shall be responsible for submitting to the Dean of Faculty and the Board of Faculty (BOF) the full academic course plan of the entire school for the next academic year no later than November 1st.
- v. The Assistant Dean and SBS of each School shall have oversight responsibility for ensuring that a robust assessment regime exists for each program in the School.
- vi. The SBS shall make any larger school-wide programmatic and curricular change recommendations to the Board of Faculty (BOF).
- vii. The SBS shall keep and publish minutes of its meetings and record its actions on all proposed course and programmatic changes.

5.14 The Board of Faculty (BOF)

- i. Shall be a faculty committee to which the faculty as a whole delegates final academic review of annual course offerings, curricular changes and assessment programs to ensure that the academic program is of the highest quality and that robust systems of assessment and continuous quality enhancement are in place at the University;
- ii. Shall be chaired by the Dean of Faculty and shall consist of: all Associate Deans, all Assistant Deans, the Director of the Habib Liberal Core, all full Professors (with at least two years of service at Habib University and at least one year of service at Habib beyond the probationary period), and up to three external members;
- iii. Shall meet at least once a month during the academic year;
- iv. Shall review all proposals and recommendations it receives from the respective School Boards of Studies and either recommend them for adoption by the Academic Council (AC) or return them to the appropriate School Board of Studies with any recommendations for improvement;
- v. Shall by November 15th each year present the proposed course schedule of the entire University for the next academic year to the Academic Council for approval;
- vi. Shall, with the Dean of Faculty, have overall oversight responsibility for reviewing and ensuring that a robust assessment regime exists for the entire University;
- vii. Shall have primary oversight responsibility of the Habib Liberal Core. The BOF will ensure that a robust regime of assessment exists for the Liberal Core and that appropriate assessment protocols and records are being properly maintained;
- viii. Shall confer with the Faculty Senate and the faculty as a whole about any changes and revisions to the Liberal Core before recommending those changes and revisions to the Academic Council for adoption;
- ix. Shall have responsibility for coordinating a self-study of the Liberal Core, to be led by the Director of the Liberal Core, in preparation for an external review at least once every five years;
- x. Shall have ultimate responsibility for and oversight over external accreditation reviews;

- xi. Shall have responsibility for developing and recommending to the Academic Council any larger academic, curricular or co-curricular initiatives that transcend individual schools; and
- xii. Shall keep and publish minutes of its meetings and record its actions on all proposed course offerings, course additions or deletions and programmatic changes.

5.15 The Academic Council (AC)

- i. Shall be a University committee;
- ii. Shall be chaired by the President of the University and consist of: The Dean of Faculty, the Associate Deans, the Assistant Deans, the Director of the Habib Liberal Core, the Director of Global Engagement (non-voting), the Director or Dean of Students (non-voting), the Registrar (non-voting), the Vice President for Operations & Chief Financial Officer (non-voting), the Director of Human Resources (non-voting), all full Professors with at least two years of service at Habib University (with at least one year beyond the probationary period) and up to three external members;
- iii. Shall fulfill all the functions assigned to it by the University's Charter;
- iv. Shall receive and act upon recommendations and proposals from the Board of Faculty;
- v. Shall receive a report from both the Dean of Faculty and the Director or Dean of Students at least once per semester on the state of assessment at the University;
- vi. Shall receive a report from the Dean of Faculty at least once per semester on the state of any pending accreditation reviews;
- vii. Shall receive and act upon the recommendations of the University Grievance Committee about proposed changes to the University's policies and procedures; and
- viii. Shall keep and publish minutes of its decisions.

6. The Rights, Responsibilities and Professional Conduct of Faculty

6.1 Faculty Rights

In keeping with its primary mission as an institution of higher learning, Habib University is committed to the search for knowledge and to academic freedom. Faculty enjoy the freedom to pursue the advancement of knowledge and to organize the teaching of their disciplines in whatever manner they feel is both pedagogically most effective and in line with expectations and standards within their respective academic disciplines. They have:

- i. the right to free inquiry and the exchange of ideas;
- ii. the right to present whatever materials in their teaching they feel are appropriate and to present those materials in whatever manner they feel is necessary and appropriate to the pedagogical objectives of their courses, without fear of retribution because others may deem the materials offensive or controversial;
- iii. freedom of expression;
- iv. participation in the shared governance of the University as set forth in this Faculty Handbook;
- v. jurisdiction over academic matters, including course content and manner of instruction, the academic discipline of students, requirements for matriculation and the granting of degrees;
- vi. participation in the review of faculty candidates for appointment and promotion; and
- vii. the right to due process and judgment by their peers in cases where their professional conduct is under review.

6.2 The Sources of Habib University's Professional Standards for Faculty

- i. The professional and ethical responsibilities of faculty are well-established globally through standards and statements of best practice within the academy. These ethical principles are perhaps most clearly and concisely expressed in the American Association of University Professors (AAUP) *Statement on Professional Ethics* (as first adopted in 1966 and revised in 1987, 2009 and thereafter): <http://www.aaup.org/report/statement-professional-ethics>.

- ii. Our distinctive Yohsin values along with the AAUP *Statement on Professional Ethics*, and its subsequent revisions, form the basis of our shared understanding as a community of learning about the professional and ethical responsibilities of faculty at Habib University. While this statement of the professional and ethical responsibilities of faculty is not intended to be exhaustive, it does provide a broad framework of expectations. Examples of unacceptable conduct noted in the five sections below are for illustrative purposes, and are not intended as an exhaustive list of every possible type of unacceptable conduct. Similar breaches of accepted standards of professional conduct are, therefore, equally subject to disciplinary action as set forth below in Section 7.

6.3 The Areas of Faculty Responsibility

- i. As reflected in our promotion guidelines outlined in Sections 11 and 12 of this *Faculty Handbook*, the professional responsibilities of full-time faculty fall into three primary areas: (1) teaching, (2) scholarship, and (3) service to the institution, the profession and to the community. In addition, all faculty members are expected to act in a collegial manner, act with integrity and maintain the highest ethical standards in all areas of their professional responsibility.
- ii. The AAUP *Statement on Professional Ethics* divides an individual faculty member's responsibilities in relation to scholarship, to teaching and students, to the University, to colleagues and to the community.

6.4 Professional Responsibilities Related to Scholarship

"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." (AAUP *Statement on Professional Ethics*)

- i. Examples of inappropriate conduct in this area include:
 - a. Failure to remain current and active in their fields of scholarly competence;
 - b. Failure to maintain the highest standards of scholarship and academic integrity in their work;

- c. Plagiarism;
- d. The falsification or misrepresentation of credentials or accomplishments; and
- e. Allowing subsidiary engagements or financial inducements to compromise their professional judgments or intellectual honesty.

6.5 Professional Responsibilities to Students

“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.” (AAUP Statement on Professional Ethics)

- i. All instructors have control of their own classroom and retain the right, within the confines of law, to exclude from class any student who is obstructing the effective functioning of the class. A student excluded from the classroom may appeal the exclusion to the Committee on Academic Standing. If the Committee determines that the exclusion of the student is unjustified, it has the authority to overrule the faculty member’s decision to exclude the student. Since faculty members have jurisdiction over their classes, faculty members shall, within the guidelines and policies established by the faculty, determine for each of their classes the specific attendance regulations that are pedagogically appropriate to that class. Each faculty member shall clearly indicate the attendance regulations in effect for that course on the course syllabus. However, the University’s minimal attendance standard of 85% shall apply to all classes.
- ii. Examples of inappropriate faculty conduct in regards to students include:
 - a. Failure to treat each student with equity, fairness, impartiality and respect;
 - b. Failure to meet the responsibilities of instruction, including:
 - 1. arbitrary denial of access to instruction;
 - 2. failure to provide students with a syllabus or a similar clear

explanation of the expectations of the course;

3. significant intrusion of viewpoints or material unrelated to the course;
 4. failure, without legitimate reason, to hold class, to keep office hours, or to hold examinations as scheduled;
 5. evaluation of student work by criteria not directly reflective of course performance;
 6. undue and excessive delay in evaluating student work or not providing students with regular feedback on their work prior to the withdrawal date and throughout the course;
 7. excessive unexcused absence without appropriate administrative notification or failing to provide make-up sessions to compensate students for classes missed;
- c. Not observing University guidelines on the protection of students' confidentiality;
 - d. Harassment or intimidation of or discrimination against students on the basis of their political or other ideas, their age, race, class, ethnicity, sex, sexual orientation, gender, gender orientation or identity, citizenship, national origin, religion, ancestry, marital status, physical attributes, physical or mental disabilities, medical condition or professional background;
 - e. Use of the position or powers of a faculty member to coerce the actions, judgment or conscience of a student or to cause harm to a student;
 - f. Public humiliation of students;
 - g. Seeking to profit from students by selling them course materials or offering private lessons or tutoring for payment;
 - h. Consuming alcoholic beverages or illicit drugs with students whether on or off University premises;
 - i. Entering into romantic or sexual relationships with any student currently matriculated at the University unless the faculty member and student are already legally registered as married to each other prior to the student's matriculation at the University;

- j. Driving students in personal vehicles without prior administrative approval and without regard to personal or institutional liability concerns that might result if an accident occurs and anyone is injured or killed;
- k. Placing students and themselves in potentially compromising situations by failing to plan appropriately and consult with administrative colleagues before inviting students into faculty homes, hotel rooms, or accepting the invitations of students into their homes, hotel rooms or other private and intimate spaces; and
- l. Becoming inappropriately involved in the personal lives of students.

6.6 Professional Responsibilities to Colleagues

“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.” (AAUP Statement on Professional Ethics)

- i. Examples of inappropriate conduct in this area include:
 - a. Significant failure to interact with faculty and staff colleagues in a respectful, professional and collegial manner;
 - b. Making evaluations of the professional competence of faculty and staff members by criteria not directly reflective of professional performance;
 - c. Denigrating or disparaging colleagues to students; using students to spread rumors about a faculty or staff colleague or using students to pursue personal grievances against colleagues by encouraging students to defame or file grievances against those colleagues;
 - d. Undercutting the authority of faculty or staff colleagues by denigrating their decisions, qualifications, character or motivations with students. Just as faculty would correctly protest the interference of colleagues in their own conduct of instruction, they should respect the professional roles of other colleagues and urge students to pursue their grievances through established channels of authority. If faculty have concerns about the decisions or actions of colleagues, they should either discuss their concerns directly with the responsible colleagues or bring their concerns to the attention of the Dean of Faculty.

- e. Discrimination, including harassment, against faculty or staff colleagues on political or ideological grounds, or for reasons of their race, color, class, age, religion, sex, sexual orientation, gender, gender expression, gender identity, physical attributes, ethnic origin, national origin, citizenship, ancestry, marital status, pregnancy, physical or mental disability, medical condition or professional background;
- f. Breach of established rules governing confidentiality in personnel procedures or in other matters where assurance of confidentiality has appropriately been requested and assured by the faculty member;
- g. Surreptitious, unauthorized and non-consensual video or audio recordings of colleagues whether in person or via electronic audio communication platforms;
- h. Failure to perform a fair share of service, thereby imposing a greater workload on colleagues by shifting the burden of faculty service to others;
- i. Bullying a faculty or staff colleague or engaging in defamation or rumor campaigns against colleagues aimed at harming their personal or professional reputation among either students or other colleagues; and
- j. Failing to disclose to the Dean of Faculty a close personal or romantic relationship with another faculty or staff colleague with whom a supervisory relationship exists, thereby preventing the Dean from assessing whether or not a reassignment of supervisory responsibilities is appropriate.

6.7 Professional Responsibilities to the University

“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.”
(AAUP Statement on Professional Ethics)

- i. Examples of inappropriate conduct in this area include:
 - a. Intentional disruption of classes, public functions, meetings, exhibitions,

performances, lectures or activities sponsored or authorized by the University with the aim of preventing a sanctioned function, lecture or activity from taking place or by inciting others to disrupt such activities sponsored or authorized by the University;

- b. Defacing, destroying or removing authorized informational posters or announcements;
- c. Disobeying University rules and regulations or inciting others to disobey University rules and regulations;
- d. Violating University policies against weapons, drugs or alcohol on campus;
- e. Unauthorized entry, whether by force or deception, into any closed or restricted areas of campus, including the offices of colleagues, or facilitating the unauthorized entry to campus of non-University personnel;
- f. Hacking into any University computing, data storage or record systems or into the email accounts of any University personnel;
- g. Misusing University computing equipment, resources and systems for inappropriate purposes such as for private commercial activity, accessing, storing or purveying pornographic materials, or for bypassing appropriate fora for the airing of grievances against either the University or individual faculty and staff colleagues through tactics such as sending mass emails;
- h. Failure to oversee the actions and behavior of their guests to ensure that guests are aware of and conduct themselves in accordance with University rules and regulations;
- i. Vandalism or destruction of University property or the personal property of other members of the Habib community or their guests;
- j. Violating University regulations against using one's University office as a domicile;
- k. Repeated and chronic failure to participate in the life of the University and the responsibilities of shared governance through refusal to perform the expected service obligations of faculty;
- l. Unauthorized use of University resources, funds or facilities for personal,

commercial, political, religious or other purposes;

- m. Forcible detention or restraint of University personnel, threats of or actual physical harm to, intimidation or harassment of another member of the University community;
- n. Willful and/or persistent violation of University policies and procedures, including pertinent guidelines applying to such matters as: fulfilling course load or service obligations, timely notification of absence from work, failure to report external employment contracts or gainful employment from external work, harassment, false reporting, workplace violence, retaliation, or efforts to undermine whistleblower protections.

6.8 Professional Responsibilities to the Community

“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.” (AAUP Statement on Professional Ethics)

- i. Examples of inappropriate conduct include:
 - a. Intentional misrepresentation of personal views as an official statement or position of the University;
 - b. Pursuing personal vendettas against either the University or colleagues by defaming either on social media or in other public fora; and the
 - c. Commission of a criminal act, which clearly demonstrates unfitness to continue as a member of the faculty.

7. Procedures for Addressing Unprofessional Conduct by Faculty

7.1 Notification Process

- i. When students or members of the faculty, staff or administration believe that a faculty member may be acting in an unprofessional manner, they shall inform the Dean of Faculty of their concerns and provide whatever evidence they have of the unprofessional behavior. In cases where students, staff or

faculty members feel that a member of staff may be acting in an unprofessional manner, they shall inform the Director of Human Resources. In cases where students, staff or faculty members feel that a student has acted in an inappropriate manner, they shall inform the Director or Dean of Students.

- ii. When the Dean of Faculty is informed of a concern or has other evidence that a faculty member may be acting, or has acted, in an unprofessional manner, the Dean shall notify the faculty member of the concern and schedule a meeting to discuss the matter.

7.2 Informal Meeting and Fact-Finding

- i. If, after meeting informally with the faculty member, the issue is not resolved to the satisfaction of the Dean, the Dean shall initiate an informal fact-finding inquiry if the Dean feels that additional information is needed.
- ii. If the fact-finding process convinces the Dean that no further action is necessary, the matter will be closed and the faculty member informed that the matter is closed.
- iii. If the Dean's fact-finding suggests further action is necessary, the matter shall proceed in the manner outlined below, which ensures that the faculty members' right to due process is protected and to judgment by their peers in cases where their professional conduct is under review.
- iv. In cases where the Dean of Faculty determines that the charges involve, or may involve, a violation of the University's Sexual Harassment policies, the case shall be handled through the University's policies on Sexual Harassment as outlined below in Section 8 on Sexual Harassment and Misconduct.

7.3 Judgment & Sanction

In cases where the Dean determines that the evidence from the investigation reveals that the faculty member has acted unprofessionally in a manner that justifies a sanction the Dean shall propose a sanction (as outlined in Section 7.6 below) to the faculty member. If the faculty member accepts the sanction, it shall be imposed and documented fully in the faculty member's personnel file and the matter closed.

7.4 Appeal Process & Hearings of the Faculty Committee on Professional Conduct

- i. If the faculty member does not accept either the Dean's finding or the proposed sanction, the accused faculty member (i.e., the Respondent) shall appeal the matter to the Faculty Committee on Professional Conduct (FCPC) via a letter to the Dean. In this case the procedures outlined below shall be followed.

- ii. The Dean shall inform the Chair of the Faculty Committee on Professional Conduct, who shall convene the Committee to hear the appeal.
- iii. If any members of the Committee have a conflict of interest in the case and cannot hear the appeal, they shall recuse themselves.
- iv. The Dean shall present the evidence in the case to the Faculty Committee on Professional Conduct and explain the rationale in the assignment of a sanction to the Committee. The Dean may call any witnesses who are appropriate to substantiate the case.
- v. The accused faculty member (the Respondent) will then have the right to cross-examine the Dean and any witnesses called by the Dean.
- vi. After the Dean has presented the case and all cross-examination of witnesses has been completed, the Respondent will present his or her own case, including any additional evidence they feel that the Faculty Committee on Professional Conduct needs to consider. The accused faculty member will also have the right to call and examine witnesses of his or her choice.
- vii. The Dean shall then have the opportunity to cross-examine the Respondent and any witnesses in the case called by the Respondent.
- viii. The Faculty Committee on Professional Conduct may also call any additional witnesses that it feels it needs to hear from in order to arrive at a fair and full determination in the case.
- ix. Both the Dean and the Respondent shall have the right to cross-examine any additional witnesses called by the Committee itself.
- x. The accused faculty member may choose and be accompanied at any hearings of the Committee on Professional Conduct in the matter of the appeal by a current Habib University faculty or staff colleague to act as an advisor and advocate in the proceedings. Advocates who have no formal connection to Habib University are not permitted to participate in the hearing process. The designated Advocate may speak on behalf of the Respondent if the Respondent authorizes the Advocate to do so.
- xi. The Committee shall examine the evidence and may ask any additional questions it has to ascertain the full facts of the case.
- xii. Once the Faculty Committee on Professional Conduct has heard all testimony and asked all questions in the matter, the members of the Committee shall retire to deliberate privately with only the members of the Faculty Committee on Professional Conduct present.

- xiii. When the Committee has reached its final decision in the case, it shall make its findings known to both the Dean and the Respondent in writing.
- xiv. If the Committee upholds the original finding of “responsibility” against the Respondent, the Committee has the right either to increase or decrease the original sanction proposed by the Dean.

7.5 Further Appeals

The final decision and any penalties imposed by the Faculty Committee on Professional Conduct, are not subject to further appeal. However, the accused faculty member retains the right to appeal to the University Grievance Committee in cases where a demonstrable and significant procedural error has occurred in the process and, further, has resulted in real and substantive injury to the Respondent.

7.6 Sanctions

Possible sanctions imposed by the Dean and/or the Faculty Committee on Professional Conduct include, but are not limited to, the following:

- i. permanent or temporary letters of reprimand, which become part of a faculty member's personnel file;
- ii. temporary suspension of eligibility for conference travel funds, release time grants, faculty development and/or research funds;
- iii. suspension or delay in eligibility to apply for sabbatical leave;
- iv. denial of any annual salary increase for one year;
- v. delays in consideration for promotion;
- vi. determination of the faculty member’s ineligibility for future *emeritus* status;
- vii. temporary suspension from service without pay; and
- viii. permanent separation from the University.

7.7 Presidential Review of Major Sanctions

In cases where the sanction imposed involves delays in consideration for promotion, denial of an annual salary increase, temporary suspension from service without pay or permanent separation from the University, the President of the University must first concur with the Dean of Faculty and/or the Faculty Committee on Professional Conduct before the sanction is imposed.

8. SEXUAL HARASSMENT & MISCONDUCT POLICY

8.1 Introduction

In keeping with laws of the Government of Pakistan¹ and Habib University's guiding philosophy of Yohsin, with its mission to "promote creativity, academic freedom and the exchange of ideas in an intellectually-stimulating environment characterized by mutual respect and collaboration," **the University has zero tolerance for any type of sexual harassment, misconduct** or patterns of behavior that a reasonable person would construe as intimidating, harassing, exploitative, bullying, discriminatory or deliberately designed to impact adversely the culture of mutual respect, personal dignity and equality that Habib University strives to maintain at all times.

8.2 Defining Sexual Misconduct

Sexual misconduct, broadly defined, is a pattern of unwelcome conduct or communication of a sexual nature, including online communication that unreasonably interferes with an individual's work or learning performance or, which in the mind of a reasonable person, creates an intimidating, hostile, or offensive work or learning environment. Simple teasing intended in friendly jest, isolated offhand and unintended though awkward comments are not normally treated as harassment. However, these behaviors can become repetitive, and, if offensive, should be addressed before a pattern of genuine harassment emerges. Behavior and communication under this policy become harassment when they are so frequent or severe that, from the perspective of a reasonable person, they create a hostile or offensive work or learning environment, or when they result in an adverse employment or academic decision, or an adverse assessment of a person's performance at work or in class.

8.3 Isolated Incidents

Sexual misconduct most usually reveals itself as a pattern of behavior, as opposed to an isolated incident. While a single incident would not normally create a hostile work or learning environment, it could if it were severe. Furthermore, a single incident that is not severe in its own right, if repeated, can create a hostile environment.

8.4 Protected Speech & Creative Expression

The expression of differing political, intellectual, philosophical, ethical, religious, aesthetic and cultural opinions, or the presentation of creative artistic, musical, dance, theatrical, film, photographic, poetic or literary works

¹ Most notably the Protection against Harassment of Women in the Workplace Act of 2010.

in the classroom, online, or on campus more widely, insofar as they do not directly sexualize, disparage, threaten, or harm specific individuals through techniques such as *ad hominem* attacks or name calling, and are not purely pornographic in nature, do not normally fall under the definition of sexual harassment. As expressed by the American Association of University Professors (AAUP): “Much speech that may not be proscribed may nonetheless be morally objectionable... Threats and verbal assaults need not be tolerated, but ideas—however offensive and however offensively expressed—may be met only with other ideas.” As an academic institution committed to free intellectual inquiry and to the free expression of ideas, nothing in this policy shall be construed to justify the proscribing of free inquiry or the expression of ideas at Habib University simply because individuals find the ideas, images or works to be personally offensive.

8.5 Examples of Sexual Misconduct

- i. Examples of sexual misconduct include: indecent exposure, inducing another to expose their private parts, engaging in voyeurism, installing spyware on a victim’s computer or cell phone, surveillance or other types of observation, including repetitive staring for extended periods (e.g., 10 seconds or more), “peeping,” or defamation – either through outright lying to others or spreading malicious rumors about the victim, or through the unauthorized disclosure of confidential information or photographs of a sexual nature; non-consensual touching, using drugs or medications with the aim of incapacitating others for the purposes of perpetrating an act of sexual misconduct upon them, blackmail and threats to harm oneself or others as a means of coercing sexual or intimate acts. Other serious offenses, such as domestic violence, dating violence, and stalking, also constitute sexual misconduct and can result not only in University disciplinary sanctions but also in criminal prosecution. Major categories of sexual misconduct include:
- ii. Sexual Intimidation
Sexual intimidation includes any behavior which creates a threatening, discomforting and/or embarrassing state for the victims in an effort to force them to engage in a sexual act or to accept unwelcome sexually explicit comments made by the perpetrator verbally, through non-verbal gestures or in writing. Sexual intimidation includes but is not limited to making stereotypical remarks about the abilities of people based on their gender or sexual orientation, sending emails with unwelcome sexual content, making repeated unwanted phone calls with an explicit sexual intention or with a consistent demand to engage in a relationship.

iii. Sexual Exploitation

Sexual exploitation is taking nonconsensual and abusive sexual advantage of a person or through coercively-obtained consent whether through interpersonal or group intimidation, emotional blackmail, or any other forms of manipulation, such as lying about one's intentions, using games such as group dares, initiation or hazing rituals, trivializing or ridiculing of personal limits/choices, etc. Sexual exploitation often involves the abuse of power, authority and trust to gain personal benefits including but not limited to monetary benefit, political advantage, social benefit or to fulfill personal desires. It includes the non-consensual production and/or distribution of audio or video recording of sexual activities of another person, non-consensual distribution or sharing of still images, and/or video and audio recordings of an individual's sexual activity, intimate body parts, or nakedness, and/or spying on others who are in intimate or sexual situations.

iv. Sexual Harassment

Sexual harassment includes unwelcome verbal, written, or physical behavior of a sexual nature, targeted towards an individual because of that person's gender or based on gender stereotypes. Unwelcome behaviors include but are not limited to lewd jokes or remarks, verbal innuendos, repeated and unwelcome flirtations or advances, display of pornographic content with the intent to harass, indecent exposure, unwanted physical contact, threats of a sexual nature, repeated demands for an unwelcome romantic or sexual relationship and/or forced or non-consensual sexual contact. Sexual harassment also occurs when consent to unwelcome sexual advances is induced by blackmail with either positive or negative consequences for the victim's education, employment, working or learning environment. Sexual harassment can entail propositions, conditions and practices that are linked to the achievement of higher or lower grades than one has earned, the awarding of, or exclusion from access to, scholarships or participation in a University program or activity, as well as pay enhancements, or the implicit or explicit promise or threat of negative or positive bias in any workplace or academic reviews. Harassment may also include creating a generally hostile or demeaning environment for working and learning as retribution when sexual overtures and advances are rejected.

v. Sexual Assault

Sexual assault is a form of sexual violence and can happen to any persons irrespective of their gender, sexual orientation or age. Sexual assault refers to any forced sexual act against the victim's will. Sexual assault is frequently an abuse of physical or positional power, status and/or authority. Sexual assault is a criminal act, and it can take many forms and

may include sexual contact with minors or children.

8.6 Affirmative Consent

To avoid any possible confusion about whether consent to any physical contact has been freely given, Habib University employs the standard of affirmative consent. “Affirmative consent” means affirmative, conscious, and voluntary agreement to engage in any intimate activity. It is the responsibility of each person involved in the intimacy to ensure that he or she has the affirmative consent of the other(s) to engage in intimacy. Affirmative consent must come at each stage. For example, affirmative consent to hold hands, hug or touch each other affectionately does not imply affirmative consent to kiss or any other form of more intimate contact. Furthermore, a previous act of affirmative consent does not imply regular, repetitive or perpetual consent to that or any other form of intimate contact.

8.7 Important Definitions under this Policy

i. Complainant

A complainant is the person whose rights under this policy are alleged to have been violated. Complainants are always presumed to be lodging truthful reports and complaints in good faith, unless and until a full and impartial investigation of their charges reveals, through a preponderance of evidence, that their accusations are false or malicious in character.

ii. Respondent

A respondent is the person who is alleged to have engaged in misconduct under this policy. Respondents are always presumed to be innocent under this policy unless and until a full and impartial investigation of the charges made against them reveals, through a preponderance of evidence, that the charges lodged against them are accurate and that these constitute actual sexual misconduct.

iii. Inquiry Committee

A three-person committee, at least one of whom must be a woman, appointed by the President of Habib University, in accordance with Pakistan’s 2010 Protection Against the Harassment of Women Act. The Inquiry Committee chooses its own Chair and oversees the implementation of Habib University’s policies and procedures for preventing and addressing cases of sexual harassment to ensure that, in accordance with clause (xiii) of the Schedule of the 2010 the Protection Against the Harassment of Women Act, that the minimum standards of that Act are fulfilled at Habib University. As this clause of the 2010 Act envisions and encourages more robust sexual harassment policies than are required under the Act, and whereas Habib University’s sexual harassment policies

and procedures are demonstrably more robust than those envisioned under the 2010 Act, the Inquiry Committee delegates some procedural responsibilities to other authorities as outlined in this policy. However, the Inquiry Committee retains ultimate authority to ensure that the minimal standards of fairness and protection guaranteed under the 2010 Act are in place at Habib University.

The Inquiry Committee also has ultimate authority to adjudicate when issues arise regarding the implementation of Habib University's Sexual Harassment Policy. The Habib policy allows for both a formal and an informal reporting mechanism. Complaints of sexual harassment may be reported directly to any member of the Sexual Harassment Inquiry Committee. Informal reporting begins with the Designated Reporting Officers described below.

Current membership of the Inquiry Committee is as follows:

1. Tatheer Hamdani, President's Chief of Staff and Director of Global Engagement
2. Anam Sophie, Senior Manager, Quality Enhancement Cell
3. Waqar Naqvi, Head of Information Technology

iv. Designated Reporting Officer

Is an appropriately trained individual, officially designated by the University, and clearly identified on its website, to hold informal conversations with any member of the Habib community who is in the process of determining whether or not they wish to file a complaint under this policy. Designated Reporting Officers are trained to neither encourage nor discourage potential complainants from filing charges. The role of Designated Reporting Officers is merely to listen, ask relevant questions to help clarify what happened and to answer any procedural questions. If a complainant ultimately decides to file a charge, the Designated Reporting Officer is also trained to receive confidential reports of sexual misconduct outlined in this policy from any members of the Habib University community (including current students, alumni, staff, faculty or invited guests) who feel that they are or may be becoming targets of sexual misconduct perpetrated by any other member of the Habib community (including current students, alumni, staff, faculty or invited guests). Once a Designated Reporting Officer receives a formal complaint, they will inform both the Chair of the University's Sexual Harassment Inquiry Committee and the appropriate Conduct Officer as described below. The Designated Reporting Officers shall also serve as Ombudsmen as described under the 2010 Protection against the Harassment of Women in the Workplace Act.

Current Designated Reporting Officers include:

1. Shehnaz Ahmed, Manager Talent and OD
shehnaz.ahmed@habib.edu.pk; Ext: 6413
2. Faiza Ahmed, Academic Advisor, Office of Academic Performance
faiza.ahmed@habib.edu.pk; Ext: 5623
3. Shoaib Khan, Head of Career Services, Office of Career Services
shoaib.khan@habib.edu.pk; Ext: 5114
4. Yousuf Kerai, Lecturer, Director of the Habib University Center for South Asian Music, CH
yousuf.kerai@sse.habib.edu.pk; Ext: 5239
5. Dr. Humaira Qureshi, Assistant Professor of Microbiology, Program Director, iSciM, DSSE
humaira.qureshi@sse.habib.edu.pk; Ext: 5249
6. Hira Zuberi, Associate Director of the Playground (The Center for Transdisciplinary, Design & Innovation), Lecturer, CND
hira.zuberi@sse.habib.edu.pk; Ext: 5257

v. Investigating Officer

Is an appropriately trained investigator, who may either be a disinterested Habib University employee or employees with no prior connection to any of the parties involved in the case, or an independent lawyer or trained forensic investigator, who is officially designated and hired by the University to conduct fact-finding investigations on behalf of the University into alleged cases of sexual misconduct. The Investigating Officer is appointed by and reports to the Conduct Officer as described below.

vi. Complainant's Advocate

Is any person who is a current member of the Habib community (defined as enrolled students, or staff and faculty currently on the payroll or on authorized leave from the University) who are specifically and explicitly designated by the Complainant to offer advice and emotional support, or to speak on behalf of the Complainant, or to advocate on behalf of the Complainant with any officially designated University representative or body dealing with the case brought by the Complainant under this policy.

vii. Respondent's Advocate

Is any person who is a current member of the Habib community (defined as enrolled students, or staff and faculty currently on the payroll or on an authorized leave from the University) who are specifically and explicitly designated by the Respondent to offer advice and emotional support, or to speak on behalf of the Respondent, or to advocate on behalf of the Respondent with any officially designated University representative or body dealing with the case brought against the Respondent under this policy.

viii. Conduct Officer

Is the duly appointed University representative who receives reports from either the Sexual Harassment Inquiry Committee, through the formal route, or from Designated Reporting Officers through the informal route. The appropriate Conduct Officers appoint qualified Investigating Officers and receive reports from them. The Conduct Officer also keeps the Chair of the University's Sexual Harassment Inquiry Committee apprised of all actions in the case. Once a case has been referred to the Conduct Officer, either via the formal route from the Sexual Harassment Inquiry Committee or via the informal route from a Designated Reporting Officer, the Conduct Officer informs both the Complainant and Respondent that a case has been opened and that an investigation is underway. It is also the Conduct Officer who reaches a determination of insufficient evidence, innocence or responsibility based on final investigative reports, and any additional questioning of the parties that may be needed. It is also the Conduct Officer who ultimately proposes sanctions for misconduct for those found responsible. Finally, it is Conduct Officers who convene official hearing bodies to hear appeals as outlined below in this policy. For cases involving only students, the Conduct Officer is the Director of Student Affairs. For cases involving only staff, the Conduct Officer is the Director of Human Resources. For cases involving only faculty, the Conduct Officer is the Vice President for Academic Affairs and Dean of Faculty. For cases involving parties from different constituencies, the Conduct Officers for each constituency will act jointly in the case. In the event that a charge is being made by or against a Conduct Officer, the President of the University will designate an alternate Conduct Officer to stand in for the Conduct Officer who is either the Complainant or Respondent.

ix. The Appropriate Conduct Review Board

Are the committees charged under this policy for hearing cases when the Respondent appeals either the finding of responsibility by the Conduct Officer, the assignment of a sanction or both. In cases where faculty are Respondents, the appropriate review board is the Faculty Committee

on Professional Conduct (FCPC). The current membership of the Faculty Committee on Professional Conduct includes:

1. Dr. Humaira Qureshi, Assistant Professor & Program Director iSciM, **(Chair)**
2. Dr. Aaron Mulvany, Associate Professor, SDP
3. Dr. Abdullah Khalid, Assistant Professor, iSciM
4. Dr. Tariq Mumtaz, Lecturer, ECE
5. Ms. Zahara Malkani, Assistant Professor of Practice, CND
6. Dr. Abdul Samad, Assistant Professor, CS
7. Dr. Nauman Naqvi, Associate Professor, CH

In cases where students, alumni, or staff are the Respondents, the appropriate review board is the University Conduct Review Board (UCRB). Due to the sensitive and highly confidential nature of sexual harassment and misconduct cases, students do not sit on any cases involving the appeal of sexual harassment cases. The chair of the UCRB is one of the faculty members elected by current membership of the UCRB, which includes:

1. Shahnoor Sultan, Vice President, Operations & Finance
2. Yasmeen Bano, Director Student Success, Office of Academic Performance
3. Dr. Sameena Shah Zaman, Assistant Professor, iSciM
4. Dr. Severine Minot, Assistant Professor, SDP

8.8 Procedures

i. Initial Reporting & Designated Reporting Officers

Whenever current members of the Habib University community (defined as currently enrolled students, alumni of Habib, faculty members or staff under current contract, or on authorized leave, or invited guests of Habib University) believes that they either have been, or may be becoming, the targets of sexual harassment or sexual misconduct, as soon as possible but no longer than 365 calendar days since the last incident of sexual harassment or misconduct. The statute of limitations for initiating a report under this policy shall be no longer than 365 calendar days since the most recent incident of sexual harassment or misconduct. Complainants may choose to report either formally to the Habib University Sexual Harassment Inquiry Committee or they may initiate an informal conversation with a Designated Reporting Officer. If a formal report is filed directly with the Sexual Harassment Inquiry Committee, the Chair will refer the case to the appropriate Conduct Officer as outlined under this policy. In cases where the Complainant wishes to pursue the informal route initially, they should report the matter and have

confidential conversations with any of the officially Designated Reporting Officers listed above.

ii. The Informal Route

In cases where the potential Complainant prefers the informal route, in the initial stage of the process, the Designated Reporting Officer will have an informal but confidential conversation with the Complainant to discuss the events precipitating the report. The Designated Reporting Officer will also ensure that the Complainant is aware of the full range of support resources available. Designated Reporting Officers do not interact with Respondents under any circumstances. Following the initial conversation and any required follow-up conversations, the Designated Reporting Officer will also share these procedures with the Complainant, ensure that the Complainant understands fully how the process works, answer any questions that the Complainant may have, and, at the appropriate time, formally ask if the Complainant wishes to proceed with a formal investigation and hearing process by making a formal complaint. If the Complainant chooses to proceed with the charge, the steps outlined in this policy will determine each subsequent step.

8.9 When Complainant Chooses Not to Proceed with a Formal Charge

If the Complainant chooses not to proceed with a formal charge at this point, the Designated Reporting Officer will determine whether any remediation is needed or not. Typically, if the Designated Reporting Officer feels that some misunderstanding or unintended carelessness by the potential Respondent has precipitated the complaint, the Reporting Officer will have a conversation with both the appropriate Conduct Officer with jurisdiction over the potential Respondent and the Chair of the Sexual Harassment Inquiry Committee. Normally, the Conduct Officer and/or the Chair of the Sexual Harassment Inquiry Committee will then have an informal and confidential conversation with the potential Respondent to discuss the concerns and suggest alterations in conduct that should alleviate further problems. The Conduct Officer will keep a record of the concern and the proposed remedy, but no notation will be made in any official files of the potential Respondent at this point. If there is a repeated pattern of inappropriate conduct involving the same Respondent, however, prior reports may be offered as evidence and cited in later cases.

8.10 Filing a Formal Charge & Launch of the Official Investigation

- i. In cases where the initial Complainant decides to proceed with a formal complaint, the Designated Reporting Officer will take the official complaint form to the Chair of the University Sexual Harassment Inquiry Committee, who will then refer it to the appropriate Conduct Officer or Officers with jurisdiction over both the Complainant and the Respondent within two

business days of its submission.

- ii. The Conduct Officer or Officers will then launch a formal investigation of the matter within one week of receipt of the official complaint by first assigning the case to an authorized Investigating Officer, who will conduct a formal investigation of the matter and interview relevant parties and collect evidence in a timely manner, which should normally not exceed one month.
- iii. The Conduct Officer or Officers will also officially inform both the Complainant and the Respondent under their jurisdiction within one week of their receipt of the official complaint of the nature of the charges and also inform them that an official investigation has being launched. If the Conduct Officer is away from campus due to business, vacation, illness or an emergency, the Complainant will be informed of the delay caused by the absence of one or more Conduct Officers, and the notification process will occur within one-week of the Conduct Officer's or Officers' return to campus.
- iv. Both Complainant and Respondent will also be instructed by the Conduct Officer(s) to avoid any communication with each other, either directly or indirectly, on the matter. The Conduct Officer(s) may also, at their discretion, direct one or both parties to avoid any contact whatsoever with the other party by issuing a "no contact" order, and make any necessary arrangements for the physical separation of the individuals involved in the case if they are working in close proximity to each other. In the event that a "no contact" order has been issued, any attempt by either the Respondent or the Complainant to communicate with the other party through intermediaries (mutual friends, relatives, peers, colleagues, etc.) will constitute a breach of the "no contact" order. This violation of the "no contact" order will also be added to the body of evidence in the case and may result in separate disciplinary action. If in the view of the Conduct Officer(s) campus safety requires limitations on campus access by either the Complainant or Respondent, or both, such limitations on campus access may be imposed at the discretion of the Conduct Officer(s) at any time.
- v. Both Complainant and Respondent shall have the right to designate a single personal Advocate from the Habib community. If an Advocate is designated, it is the responsibility of the party exercising the option to have an Advocate to inform the Conduct Officer(s) in writing (via either email or paper) of this choice. The Advocate must be a current member of the Habib community (defined as a currently enrolled student, alumni, or currently employed faculty or staff member, which may include faculty or

staff on official leave). The Advocate may accompany the person being advised to any meetings or hearings that arise as a result of the case. With the permission of the Complainant or Respondent, the respective Advocate may also speak on behalf of the person represented. With the express permission of the person represented, the Advocate may also intercede with any officer or hearing body involved in the case, with or without the presence of the person represented, to seek clarifications or to transmit relevant information. Advocates are not permitted to interact with each other in order to discuss case-related matters, unless they are either in the presence of the Conduct Officer(s) or before the relevant conduct review board (either UCRB or the Faculty Committee on Professional Conduct).

- vi. The Conduct Officer(s) will provide both parties and their Advocate(s) with a link to this policy and enquire as to whether there are any questions about the policy or procedures.
- vii. During the investigation, all parties are required to cooperate fully and truthfully with the Investigating Officer looking into the case. All interactions with the Investigating Officer are highly confidential and should not be disclosed to any other party. Violation of this confidentiality may lead to further sanctions. Both the Complainant and the Respondent have the right to request that the Investigating Officer take the testimony of witnesses. However, any tampering with witnesses or efforts to coordinate testimony to an Investigating Officer are a clear violation of this policy and will lead to an appropriate administrative sanction as determined by the appropriate Conduct Officer with jurisdiction.

8.11 The Final Investigative Report

Once the Investigating Officer has completed the report, the report, along with any evidence discovered, will be submitted to the appropriate Conduct Officer(s) for review. Both the Complainant and Respondent may view the final investigative report and make brief notes of their own on the reports but may not make copies of the report or evidence which remain the property of the University. Both the Complainant and the Respondents have the right to ask their Advocate to review the report, although the report remains in the hands of and under the sole control of the Conduct Officer(s). Reviewing the report may allow Advocates to better advise the person they are advising or representing in the case. The Final Investigative Report is a confidential document and its contents may not be publicly disclosed by anyone. Disclosure of the report or its contents to the public in any way will be subject to disciplinary action.

8.12 False Reporting

False reporting is a serious violation of professional conduct and of University policy. To knowingly file or make false or malicious complaints of alleged discrimination, harassment and/or sexual misconduct will result in severe sanctions, including permanent separation from Habib University. A complaint of false reporting may be pursued using the same steps followed for discrimination, harassment, and sexual misconduct related complaints as outlined in this policy. A complaint of false reporting which is filed in good faith under this provision shall not constitute retaliation. A finding of “no responsibility” is not, by itself, evidence that the underlying complaint was not filed in good faith.

8.13 Retaliation

Retaliation against anyone in connection with the execution of this policy is also strictly forbidden and may result in severe sanction up to and including permanent separation from Habib University. Retaliation is defined as the taking of an adverse action by any student, faculty or staff member against another individual as a result of that individual’s exercise of a right or responsibility under this policy, including participation in the reporting, investigation or hearing as provided in this policy. Retaliation includes adverse actions intended improperly to deter involvement of another in the procedures set forth in this policy and may involve actions intended either to intimidate or to penalize individuals for their participation in any aspect of the review of a charge of sexual harassment or sexual misconduct.

8.14 Counter Charges

Because counter charges are a common form of retaliation, once an investigation of sexual harassment or sexual misconduct has been launched, counter charges, including charges of false reporting, made by the Respondent against the Complainant will normally be held in suspension until the original case has been fully resolved. Once the original case has been resolved, counter charges may proceed but must strictly follow all of the requirements and guidelines for a genuine complaint under this policy. Any malicious effort to use counter charges as a retaliatory strategy will be dismissed and will subject those making malicious counter charges to severe sanction under the anti-retaliatory provisions of this policy. Persons found responsible for engaging in retaliation related to a complaint under this policy shall be subject to disciplinary action. Persons who believe that they have been or are being retaliated against for making a complaint/report or for cooperating in an investigation or hearing should immediately contact the appropriate Conduct Officer(s).

8.15 Review of the Investigative Report

The Conduct Officer(s) will review the findings of the investigation and determine whether there is sufficient evidence to support further action or not. In cases where there are multiple Complainants and/or multiple Respondents associated to a single incident or a series of incidents, the Conduct Officer(s) will decide whether the case shall be handled as a single case or as multiple separate cases.

8.16 Unsubstantiated Charges

In the event that the Conduct Officer(s) determines that there is insufficient evidence to support the charges or that the complaint seems to have arisen from a genuinely unintended misunderstanding, the Conduct Officer(s) will confer with the University's Sexual Harassment Inquiry Committee, and, if the Committee concurs, the Conduct Officer will inform each party in writing of this finding and may make any separate recommendations to the Respondent that the Conduct Officer feels are appropriate to avoid future confusion and misunderstanding.

8.17 Substantiated Charges

In cases where findings support the conclusion of "responsibility" by the Respondent, the Conduct Officer(s) will inform the University's Sexual Harassment Inquiry Committee of the findings. Once the Committee concurs, the Conduct Officer will inform the Respondent. Both the Complainant and Respondent will be informed in writing of the finding of "responsibility."

8.18 Assignment of a Sanction by the Conduct Officer

In cases where a finding has been made against the Respondent, the Conduct Officer(s) will also propose an appropriate sanction to the University's Sexual Harassment Inquiry Committee. Once the Committee concurs with the proposed sanction, the Conduct Officer will inform the Respondent. If the Respondent accepts the sanction, it will be executed and documented in the Respondent's permanent file and the matter considered closed. Due to important confidentiality considerations the Complainant will not necessarily be informed of all the details of sanctions applied against the Respondent, but the Complainant will, at a minimum, be informed what nature of sanction was imposed.

8.19 Appeal of the Finding and/or Sanction

In cases where the Respondent rejects either the finding of responsibility or the proposed sanction, within no more than one week the Respondent must make a formal request in writing to the Conduct Officer in charge of the case requesting a formal hearing. If a written request for a full hearing has not been received by the Conduct Officer within one week, then the decisions

announced by the Conduct Officer shall be implemented and documented.

8.20 The Hearing Process

- i. In the event that a formal appeal hearing has been requested by the Respondent, the Conduct Officer in charge will make every effort to convene the appropriate Conduct Review Board hearing within two weeks during the regular fall or spring academic terms or as soon as possible if the request is received during an official University break or over the summer term. For faculty Respondents, the Dean of Faculty will inform both the Chair of the University Sexual Harassment Inquiry Committee and the Chair of the Faculty Committee on Professional Conduct (FCPC) of the appeal and transmit to the Chair of the Faculty Committee on Professional Conduct the Dean's findings, the investigative report and information on the sanction imposed. The Chair of the Faculty Committee on Professional Conduct will then convene the appeal hearing as soon as possible within the time frames indicated at the beginning of this section. In the case of either student or staff Respondents, the appropriate appeal committee is the University Conduct Review Board (UCRB) as described in Section 7, sub-section (ix) above.
- ii. All Conduct Review Board hearings are confidential and closed to the public. Only Conduct Officers; Conduct Review Board members; Respondent(s) and their Advocate(s), and any witnesses called by the Conduct Review Board may attend hearings. Neither the Complainant, nor the Complainant's Advocate, is present for the Conduct Review Board hearing. The Conduct Review Board, regardless of whether it is the Faculty Committee on Professional Conduct (FCPC) or the University Conduct Review Board (UCRB), is an appellate body; it is not authorized to conduct a new investigation of the case, but may evaluate the evidence presented and judge the appropriateness of both the verdict of the Conduct Officer and the sanctions proposed by the Conduct Officer. If the Conduct Review Board, regardless of whether it is the UCRB or the FCPC, determines that there may be substantial new evidence that was not heard by the Conduct Officer, the Conduct Review Board may refer the case back to the Conduct Officer for further investigation and action.
- iii. During hearings of either the Faculty Committee on Professional Conduct or the University Conduct Review Board, the Conduct Officer(s) will present the findings of the case and the proposed sanctions to the hearing body. The Respondent, or designated Advocate will have the right to cross-examine the Conduct Officer on any aspect of the findings. The Respondent or designated Advocate will then present their case to the Conduct Review Board. The Conduct Officer will then also have the right

to cross-examine the Respondent following their presentation to the Conduct Review Board. No external representatives or legal advisors are permitted to attend or participate in official University hearings.

- iv. The relevant Conduct Review Board, either the UCRB or the FCPC, has the right to call additional witnesses if it so desires, and both the Respondent (or the Respondent's Advocate) and the Conduct Officer will have the right to cross-examine any additional witnesses called by the Conduct Review Board itself.
- v. Once all the evidence has been presented, and the Conduct Review Board has had the opportunity to ask its own questions, the Conduct Review Board members will retire for confidential deliberations and reach a final decision about the appropriateness of the original finding and/or sanction.
- vi. The Conduct Review Board may determine: (1) that both the original verdict and sanction are appropriate; (2) that neither the original verdict nor sanction are appropriate; or (3) that the original verdict was correct but that the sanction should be modified in a manner which may be determined by majority vote.
- vii. Modification of the sanction by the appropriate Conduct Review Board (either the UCRB or the FCPC) may involve either a greater or lesser sanction against the Respondent. The Chair of the University's Sexual Harassment Inquiry Committee, the Conduct Officer and the Respondent will all be informed by the Chair of the appropriate Conduct Review Board in writing of the Board's final decision.

8.21 Further Appeals

The decisions of both the Faculty Committee on Professional Conduct (FCPC) and the University Conduct Review Board (UCRB) are final and may not be appealed as both bodies are themselves the appropriate appellate bodies for the University. However, the Respondent retains the right to appeal to the University Grievance Committee in cases where a demonstrable and significant procedural error by either the Faculty Committee on Professional Conduct or the University Conduct Review Board has occurred and has resulted in real and substantive injury to the Respondent.

8.22 Reporting to the Original Complainant by the Conduct Review Board

In the event that a Conduct Review Board determines that the original finding by the relevant Conduct Officer was not justified by the evidence, the Complainant will be informed by the Chair of the Conduct Review Board of that final judgment. However, the Complainant will not have the right under this

policy to appeal further the final judgment of the Conduct Review Board unless the Complainant is in possession of substantial new evidence that might change the verdict in the case. In that event, the Complainant shall provide the Conduct Officer with any new substantive evidence within 10 business days of being informed. If the Conduct Officer confirms that the new evidence is substantive and may change the decision of the Conduct Review Board, the Conduct Officer shall transmit the new evidence to the Chair of the University's Sexual Harassment Inquiry Committee and the Chair of the Conduct Review Board, who will share it with the members of the entire Board for their collective determination of whether the new evidence justifies a new decision by the Board.

8.23 Standards of Evidence and Proof

The decisions under this policy shall be based on "a preponderance of the evidence" not the higher standard of "beyond a reasonable doubt." In other words, Conduct Officers and Conduct Review Boards must only show that it is more likely than not that the Respondent is responsible for the alleged misconduct. All evidence entered in cases covered under this policy must relate directly to the case at hand. This standard specifically excludes the past sexual history of either the Complainant or the Respondent. Cases shall be determined exclusively on the basis of the evidence relating directly to the case under consideration. In the event of a finding of guilt, however, the past record of the Respondent in terms of related actions may be considered by the Conduct Officer or the Conduct Review Board in the assignment of an appropriate sanction. Conduct Officers will serve as the custodians of all evidence and records arising from the investigation and hearing of cases under this policy.

8.24 Confidentiality

Every effort shall be made to protect the confidentiality of both parties under this policy. However, all parties must understand and recognize that the University has an equal obligation to ensure due process. Respondents have a clear right to know the identity of those making a complaint against them, and they also have a right to know the full nature and extent of the evidence offered against them and to respond fully to both the complaint and to the evidence. Respondents also have the right to offer counter evidence in their own defense. Additionally, there may be cases where, under penalty of law, the University is required to report information and evidence that comes to its attention through an investigation to local, provincial or national police authorities.

8.25 Sanctions

The University's prioritizes restorative justice and education in its assignment of sanctions rather than retribution. Habib University expects all community members to learn and to grow and for every wrong act to be replaced with a just one. This principle does not imply any hesitation in the use of disciplinary measures, which can also have

restorative and educational value. The point is that in the assignment of sanctions, the University emphasizes restoration of justice and education as opposed to retribution.

i. Students found to have been involved in any act of sexual harassment or misconduct may have the following disciplinary measures imposed upon them, depending on the nature, frequency, and severity of the misconduct. This list is not intended to be an exhaustive or comprehensive list of possible student sanctions but rather as an illustrative range of possible sanctions.

a. Level 1 Sanctions for Students

1. Verbal Warnings
2. Written Warnings

b. Level 2 Sanctions for Students

1. Disciplinary Probation
2. Loss of Scholarship and/or Financial Aid
3. Restitution through Community Service
4. Parental Notification

c. Level 3 Sanctions for Students

1. Suspension
2. Expulsion
3. Involvement of Law Enforcement

ii. Faculty and Staff found to have been involved in any act of sexual harassment or misconduct may have the following disciplinary measures imposed upon them, depending on the nature, frequency and severity of the misconduct. This list is not intended to be an exhaustive or comprehensive list of possible faculty and staff sanctions but rather as an illustrative range of possible sanctions.

a. Level 1 Sanctions for Faculty & Staff

1. Verbal Warnings
2. Written Warnings
3. Probation

b. Level 2 Sanctions for Faculty & Staff

1. Denial of Access to University Funding for Research & Travel
2. Delay or Denial of Annual Salary Increases
3. Delays in Eligibility for Promotion Reviews
4. Delays in Eligibility for Sabbatical Leaves

c. Level 3 Sanctions for Faculty & Staff

1. Suspension without Pay
2. Termination
3. Involvement of Law Enforcement

All Level 3 sanctions are subject to Presidential review and approval.

9. Other Non-Sexual Harassment & Anti-Bullying Policy

Beyond sexual harassment and misconduct, other types of non-sexual harassment, bullying and intimidation are also completely inimical to the deep respect for each and every person that lies at the core of the University's *Yohsin* philosophy. Habib University, therefore, has zero tolerance for any harassment, bullying or intimidation of any sort.

9.1 Definition

Non-sexual harassment is generally defined as unwanted conduct which annoys, threatens, demeans, degrades, humiliates, alarms, creates a hostile or offensive environment for the victim or puts people in fear of their safety. Harassment is always unwelcomed and uninvited behavior that, in the mind of a reasonable person, demeans, threatens or offends the victim and results in a hostile environment for the victim. Harassing behavior may include, but is not limited to, epithets, derogatory comments or slurs, character assassination, aggressive pushing or shoving, assault, impeding or blocking movement, following someone obsessively, badgering by repeatedly contacting the person by phone or via electronic media, offensive postings about an individual on social media, offensive touching or any physical interference with normal work or movement, and visual insults, such as derogatory posters or cartoons. In some situations, where the unwanted conduct is serious, a single incident may constitute harassment. In other situations, conduct may become harassment if it is repeated or sustained.

9.2 Intentions and Perceptions

Harassment does not need to be deliberate; someone may harass another person without intending to. In alleged cases of harassment, the perception of the Complainant is very important. Behavior which one individual may regard as acceptable may be unacceptable to another person. The perception of a Complainant must therefore be taken fully into account when a judgment is made about whether conduct should reasonably be considered as having one of the purposes or effects set out in the definition above, even if others feel that they would not be offended by the same behavior. It should be noted, however, that the perception of a Complainant will not necessarily or automatically lead to a complaint being upheld. As part of the response to the complaint, an objective assessment will be made by those investigating the complaint as to whether in the mind of a reasonable person the behavior complained of can reasonably be regarded as harassment.

9.3 Targeted Harassment and a Hostile Culture of Harassment

Harassment may be related in some way to one of the following grounds: gender, gender identity, sexual orientation, race, ethnicity, disability, religion or belief (or lack of a religious belief), age, marital or relationship status, pregnancy status, parental or career status, part-time employment or study status or employment status. Harassment that is targeted at an individual or group of individuals may occur on the grounds of a person's actual or perceived personal characteristics or attributes. Alternatively, harassment may not be personally targeted at an individual at all. For example, if, in a particular office or department, a culture exists which permits offensive or stereotypical jokes, then a person may have a valid complaint of harassment even if these do not relate directly to the Complainant. For example, a racist office culture will create an intimidating, hostile, degrading, humiliating or offensive environment even if no one in the office is of the race or ethnicity that is the target of the racist culture. Thus, a person does not need to be of the race or ethnicity being targeted to bring a complaint of harassment on grounds of race or ethnicity in such circumstances.

9.4 Bullying Defined

Bullying refers to a specific kind of intense harassment which involves an effort to intimidate and/or exert power over the victim or to destroy the reputation of a person through character assassination or by innuendo. For the purposes of this policy, bullying is defined as: offensive, malicious or insulting behavior which intentionally or unintentionally undermines, humiliates, disparages, denigrates or injures the target. Bullying may be by an individual against an individual or it may involve groups of people. For example, a group of people may act in a bullying manner towards one or more targeted colleagues.

9.5 Types of Bullying Behavior

Like harassment, bullying can take many forms and it may occur in a face-to-face setting, by telephone, on social media, or in written or electronic communications. Bullying may also take place covertly through the anonymous spreading of rumors intended to disparage and/or humiliate the target. The following list provides examples of the types of behavior which can constitute bullying, although this list is, by no means, exhaustive: verbal abuse or threats, making someone's working life unreasonably difficult (which might involve the setting of impossible deadlines, objectives or targets), constantly changing objectives and goals, deliberately imposing an intolerable workload, unreasonably removing areas of responsibility, deliberately blocking advancement without cause, intimidating behavior, making threats or comments about job security without foundation, spreading disparaging, ridiculing or mocking comments and remarks about an individual or group (such remarks might be made in front of others and/or designed to undermine an individual or group), physical violence or an explicit or implied threat of violence, the deliberate exclusion of individuals from work-related activities (including social activities related to work), or from conversations in which they have a right or legitimate expectation to participate.

9.6 Causes

Bullying may be but is not normally connected to any of the grounds listed for harassment – i.e., gender, gender identity, sexual orientation, race, ethnicity, disability, religion or belief (or lack of a religious belief), age, marital or relationship status, pregnancy status, parental or career status, employment or study status. If the behavior is linked to one or more of these grounds, then it is often more likely to constitute harassment. Bullying often arises out of personal disputes: either from a desire to seek retribution for a real or perceived slight or injury or from a misuse of individual power derived from status/position, physical strength or force of personality. Bullying can also arise from collective power or group solidarity dynamics, which are triggered either by strength of numbers or by an individual's efforts to gain favor or acceptance with an "in" group by disparaging an individual or individuals perceived as outside of the "in" group. Bullying is normally characterized by the emergence of a pattern of behavior; however, a single incident, if serious enough, can also constitute bullying.

9.7 Temporary Lapses in Courtesy vs. Bullying

The behavior of individuals in the workplace can vary from day-to-day. People who are normally perfectly civil may occasionally appear impatient, pre-occupied and fail to show the courtesy expected of them. Such lapses in courtesy may be for a variety of reasons including pressure of work, domestic difficulties or ill health. This policy is, therefore, not intended to deal with occasional minor lapses of good manners, courtesy or respect unless a pattern of behavior emerges that becomes objectionable or intimidating in itself in which case such behavior can constitute bullying.

9.8 Bullying Versus Legitimate Supervision & Oversight

Like harassment, bullying can be multi-directional and can include peer-to-peer or unwanted behaviors directed towards managers or supervisors. Bullying can also include the behavior of students towards members of the faculty or staff. Bullying is distinct from the legitimate exercise of managerial or administrative responsibility. Managers and supervisors have a duty, for example, to manage and provide feedback on performance and outcomes, provide individual employees with accurate feedback, which may be critical, and take steps to achieve an improvement in performance where that is required. Similarly, managers must take action to control absenteeism or misconduct by the legitimate exercise of their managerial control. However, any such managerial actions must be carried out in an objective, supportive, respectful and appropriate manner; and if, for example, a manager adopts an unduly aggressive or intimidating manner then these actions may be covered by the definition of bullying set out above.

9.9 Cyber-Bullying

Given the growing problem of cyber-bullying globally, the University will also seek to make the Habib community aware of resources in Pakistan that may be useful for

curbing cyber-bullying in particular, such as: <https://www.parhlo.com/6-ways-to-report-cyber-harassment-in-pakistan/>.

9.10 Reporting Non-Sexual Harassment & Bullying

In cases of non-sexual harassment or bullying, reports should be made to the appropriate Conduct Officer. Reports of harassment and/or bullying by students should be reported to the Dean or Director of Students. Reports of harassment and/or bullying by staff should be reported to the Director of Human Resources. Reports of harassment and/or bullying by faculty should be reported to the Dean of Faculty. The appropriate Conduct Officer will inform the accused, the Respondent, of the charge and remind the Respondent of the University's policy against retaliation. The Conduct Officer may also instruct the Respondent and Complainant not to have any contact with each other regarding the charge.

9.11 Investigation and Findings

The Conduct Officer will then initiate an investigation into the matter and determine whether or not the charge is supported by the evidence. If the charge is not supported by the evidence, the case will be dismissed and the Complainant and Respondent informed of the decision. If the Conduct Officer determines that the evidence does support the charge of responsibility for bullying, the Conduct Officer will determine an appropriate penalty and impose that penalty. Both parties will be informed of the finding of guilt, but due to confidentiality considerations the Conduct Officer has discretion whether or not to disclose the exact nature of the sanction imposed to the Complainant.

9.12 Responses to the Finding of Responsibility

If the Respondent accepts the finding of responsibility and the assignment of penalty, the sanction shall be imposed and documented in the Respondent's permanent file and the matter will be considered closed. If the Respondent does not accept the finding of responsibility, the assignment of penalty or both, the Respondent shall inform the Conduct Officer in writing within ten working days of notification of the verdict and sanction and request that the appeal be heard by the appropriate conduct review committee. For students and staff, the University Conduct Review Board (UCRB) will hear appeals. For faculty, the Faculty Committee on Professional Conduct will hear appeals as described in Section 7.4 above. The final decisions of the University Conduct Review Board and the Faculty Committee on Professional Conduct cannot be appealed and shall be implemented and documented. The Respondent does retain the right to appeal to the University Grievance Committee in cases where a demonstrable and significant procedural error by either the Faculty Committee on Professional Conduct or the University Conduct Review Board has occurred and has resulted in real and substantive injury to the Respondent.

9.13 Sanctions

The types and range of sanctions for non-sexual harassment and/or bullying shall be the same as described in Section 8.25 above.

9.14 Reports of Harassment and Bullying by Third Parties

The University recognizes that the victims of harassment and bullying may be reluctant to bring their complaints to the attention of the responsible University authorities. Therefore, if third parties witness cases of the harassment and/or bullying of others, they are encouraged to bring the matter to the attention of the responsible University Conduct Officers, who are the same as those identified in Section 8.7.vii above. The appropriate conduct officer will first invite a conversation with the targets of the possible harassment or bullying to ascertain their perceptions of the matter and, if the evidence justifies it, determine the willingness of the victim to lodge a formal complaint. While the Conduct Officer is unlikely to pursue the matter without a formal complaint from the victim, if the authorities feel that the matter is either so egregious or conforms with a known pattern of harassing or bullying behavior by the perpetrator, they may, in the best interests of the Habib community, choose to launch an investigation of the matter even without a formal complaint by the target(s) of the harassing or bullying behavior.

10. Whistleblower & Non-Retaliation Policy

10.1 Commitment to Legal Compliance and Ethical Conduct

Habib University is deeply committed to operating with integrity and in full compliance with all applicable national and provincial laws and regulations as well as widely accepted global understandings of best practice in its effort to cultivate a healthy, safe, tolerant, supportive and ethically sound environment for all of its students, faculty and staff. In keeping with our Yohsin values, the University expects the highest standards of ethical conduct from all members of our community. Those who have concerns of any kind stemming from possible noncompliance with national or provincial laws or regulations, University policies or errors or irregularities in Habib's financial accounting practices or policies are expected to report promptly these concerns.

10.2 Mandated Reporting Authorities

Concerns involving faculty noncompliance should be directed to the Dean of Faculty. Concerns involving staff noncompliance should be directed to the Director of Human Resources. Concerns involving student noncompliance should be directed to the Director or Dean of Students. If for any reason the reporter feels that they cannot report the suspected violations to one of these mandated reporting officers listed above, or the mandated reporting officer is themselves the perpetrator of the violation, the matter should be reported promptly directly to the Office of the President.

10.3 Non-Retaliation

Members of the Habib University community are prohibited from retaliating against any person or a relative of anyone who is an employee, a student, or who is otherwise affiliated with Habib University, who files a complaint, grievance or noncompliance report, cooperates with an investigation, or seeks guidance on compliance concerns in good faith. Additionally, members of the Habib community are prohibited from retaliating against any person who exercises any right afforded under University policies and procedures. Retaliation includes, but is not limited to, intimidation or threats of adverse action against an employee regarding the terms and conditions of employment, such as termination, demotion, or suspension as well as related threats of such actions. Retaliation against a student includes any threat of or adverse action affecting the student's academic record or standing, participation in any University program or any threat or action affecting a student's financial assistance or scholarship status.

10.4 "Good-Faith" Protections

This policy also protects participants in any University investigatory, grievance, and/or appeals procedure when the participant is acting in good faith. A person is not acting in "good faith" under this policy if the person makes a complaint, files a grievance, reports a noncompliance concern, or makes reports or statements during an investigation, grievance, or appeals process that are knowingly false or that involve willful disregard or purposeful ignorance of the facts surrounding an allegation of a compliance violation. "Good faith" does not mean that an individual has to be right. The individual, however, must have an honest and reasonable belief that the information provided is truthful based on the existing information.

10.5 Response to Retaliation & Failure to Act in Good Faith

An individual who is found to have retaliated against a member of the Habib University community in violation of this policy shall be subject to disciplinary action up to and including termination of employment or permanent expulsion from the University. An employee who fails to act in good faith in connection with making a complaint, filing a grievance, reporting a compliance concern, or in cooperating with any investigation, grievance, or appeals process shall be subject to disciplinary action up to and including termination of employment. A student who fails to act in good faith in connection with making a complaint, filing a grievance, reporting a compliance concern, or in cooperating with any investigation, grievance, or appeals process shall be subject to disciplinary action up to and including permanent expulsion from Habib University.

11. Promotion of Ladder Faculty

11.1 Introduction

As an independent undergraduate liberal arts and sciences institution committed to providing a world class educational opportunity for all students, Habib University takes particular pride in the high caliber and commitment of its faculty to outstanding teaching. Therefore, the University sets a very high expectation for the quality of teaching, and a significant portion of faculty time is expected to be dedicated to student development and to pedagogical excellence. As with most excellent student-centered higher educational institutions, Habib also believes in the symbiotic relationship between scholarship and teaching. Faculty are thus expected to remain current and active scholars but not to pursue a research agenda at the expense of their primary commitment to outstanding teaching. Habib also prioritizes research that includes substantive participation from undergraduate students.

11.2 Scope

Promotion evaluation, as with most fine liberal arts institutions globally, is based on three interrelated and overlapping criteria: (1) teaching and pedagogical excellence, (2) scholarship, and (3) service. The policy and procedures in this section are applicable to those full-time ladder faculty members at the rank of Assistant Professor and above. For promotion policies and procedures for non-ladder faculty, please see Section 12.

- i. Promotions to higher rank are benchmarks in the progress of faculty development and recognition. This policy details how faculty who demonstrate sustained excellence in teaching and pedagogical excellence, scholarship, and service may be considered for promotion to the rank of Associate Professor and above.
- ii. Faculty members with the equivalent of five full years of full-time teaching service at Habib or a combination of at least two full years of teaching at Habib, with at least one full year beyond the probationary period, and additional service at other duly accredited institutions, may initiate the process of promotion in their sixth year of teaching with the recommendation of the majority of members of their program and the Assistant Dean of the school in which they teach. Although Academic Operations will strive to alert faculty members when they are eligible to be considered for promotion, faculty members have the primary responsibility for calculating their own eligibility for a promotion review. If faculty members think they might be approaching eligibility for promotion, they should ask Academic Operations to review their eligibility with them. As faculty members must determine on their own whether or not to initiate the promotion process, the University cannot be held responsible if faculty members miss the opportunity to apply when they are eligible.

11.3 Promotion to the Rank of Associate Professor

Promotion to the rank of Associate Professor will be based on a demonstrated record

of excellence in teaching, scholarly productivity and substantial service, with excellence in teaching and at least one other area – either scholarship or service, and accomplishment in the third area. As noted in 11.2.ii above, faculty members remain responsible for tracking their own eligibility for promotion.

11.4 Promotion to the Rank of Professor

Promotion to the rank of full Professor requires continued evidence of excellence in teaching and significant contributions in the areas of both scholarship and service since the last promotion. In addition, for promotion to full Professor, the candidate's total contribution must demonstrate a measurable positive impact on the community at large, which is usually reflected through a record of academic leadership and mentorship of junior faculty. As noted in 11.2.ii above, faculty members remain responsible for tracking their own eligibility for promotion.

11.5 Years in Rank Requirement

Typically, faculty are not eligible for promotion to the rank of full Professor until they have completed six years in rank as Associate Professors, either at Habib University or a combination of Habib and other duly accredited universities. For faculty with previous teaching experience at other accredited universities, at the time of their initial appointment at Habib University, the Dean of Faculty will indicate in the letter of appointment how many years of prior service they are being credited with when they join the Habib faculty, so that they will know at the time of initial hiring when they will be eligible for consideration for promotion. Once the Dean of Faculty has determined how many years of previous service a newly appointed faculty member will be given credit for that calculation will not be changed. Faculty seeking promotion to the rank of full Professor with less than six years in rank require the endorsement of the Dean of Faculty. In no case may promotion to the rank of either Associate Professor or full Professor be considered with less than two complete years (or four completed semesters) of full-time teaching experience at Habib University itself, which must include at least one year of non-probationary status.

11.6 Impact of Maternity Leave & Other Leaves on Eligibility for Promotion Review

Maternity leave will not suspend the clock in the calculation of a faculty member's eligibility for a promotion review. When other types of leave are granted, a determination will be made by the Dean of Faculty at the time the leave is granted whether the period of leave will or will not suspend the clock in the calculation of the faculty member's eligibility for promotion review. At the time the leave is granted, the faculty member should secure a written determination from the Dean clarifying whether and how the leave will impact the time to the consideration of the promotion review.

11.7 The Committee on Faculty, the Dean of Faculty & the Dual Review Process

All faculty promotion applications are reviewed by the Committee on Faculty (COF), which makes recommendations on promotion directly to the President. The Dean of

Faculty conducts a separate review of candidates and makes his or her own recommendation to the President. The President weighs the merits of each case in light of the evidence and the recommendations of both the Committee on Faculty and the Dean of Faculty and makes a final decision on promotion, which is then ratified by the Board of Governors. Ultimately, this policy envisions that the Committee on Faculty will consist of senior members of the Habib University faculty who have attained the rank of full Professor and who have been elected by the faculty to serve on the Committee on Faculty. However, as a new institution with a young faculty, in the interim and until such time as the President determines that Habib has sufficient senior faculty of its own to perform this function, the University will use senior faculty drawn from its partner institutions through the University's Global Academic Advisory Board (GAAB), who will collectively act as the University's Committee on Faculty.

11.8 Description of the Candidate's Portfolio for Promotion

The electronic portfolio should include all of the following items:

- i. A detailed and thoughtful letter of application. Typically three to five pages in length, the letter of application is divided into three clear sections, which thoroughly outline and discuss the candidate's case for promotion in the areas of teaching, scholarship and service. In this deep personal reflection, the candidate should make the best case for promotion by candidly discussing both strengths and aspirations for further improvement in each area: teaching, scholarship and service. The application letter should also provide a thoughtful statement of the candidate's teaching philosophy, and discuss fully the candidate's development and future aspirations as a teacher, as a scholar and as a committed professional colleague and member of the Habib faculty.
- ii. A current copy of the candidate's *curriculum vitae*.
- iii. Within the electronic portfolio there is usually a subfolder dedicated to teaching. Placed within the teaching subfolder should be representative copies of syllabi for each course. These syllabi will be examined as evidence of pedagogical rigor, creativity, clear and measurable student learning objectives (SLOs), the presence of a clear and measurable assessment plan to measure what students are actually learning and a feedback loop indicating that the candidate has a systematic plan to reflect on actual student learning and adjust the course to achieve better learning outcomes.
- iv. A second subfolder within the electronic portfolio should be devoted to scholarship and should contain copies of all scholarly and/or creative literary or artistic works that the candidate wishes to have considered for the promotion review. In the case of promotion to the rank of full Professor, the candidate should only submit work not submitted for consideration in previous promotion reviews.

- v. A third subfolder is typically dedicated to service and may contain any artifacts of the candidate's service record (e.g., flyers of public symposia organized at Habib by the candidate, posters of public lectures at the University, committee reports the candidate may have authored, documents related to new programs or minors the candidate may have played a leading role in establishing, links to video clips of the candidate delivering public lectures or admissions presentations, publicity for public concerts or readings the candidate may have organized or presented, accreditation or reaccreditation documents the candidate may have authored on behalf of Habib, etc. This subfolder should also contain a list of at least five possible internal references who are particularly qualified to comment on the candidate's record of service at Habib University. The candidate should annotate the list of proposed internal references and indicate clearly the basis upon which the internal referee is qualified to comment on the candidate's service at Habib. In consultation with the Associate Dean for Academic Operations, the Dean of Faculty will solicit reports from at least two of these internal references. Candidates should not solicit reviews themselves.
- vi. The electronic portfolio may also contain a list of any potential external reviewers of the candidate's scholarship, whom the candidate feels are incapable of offering an objective view of the quality or significance of the candidate's contribution in the area of scholarship.

11.9 Supplementary Materials

The candidate's promotion portfolio will be supplemented with reports from Academic Systems and Academic Operations which will include the following information:

- i. A complete list of all courses taught at Habib University by the candidate;
- ii. A record of the total number of students the candidate has taught at Habib;
- iii. The candidate's teaching evaluations and grade distributions;
- iv. The candidate's record in meeting course load obligations;
- v. Copies of at least two peer teaching evaluations;
- vi. Information about the candidate's record in submitting grades, course proposals and other required materials in a timely manner;
- vii. The candidate's record of attendance at Faculty Meetings, Convocations and other significant University events;
- viii. Copies of the candidate's annual reports; and

- ix. Information about the candidate's participation in or leadership of pedagogical workshops both at Habib and elsewhere or in other similar venues clearly dedicated to advancing pedagogical excellence.

11.10 Evaluation Criteria

Candidates for promotion will be evaluated on the following criteria:

- i. Teaching and Pedagogical Excellence

The criteria that the COF and the Dean will be considering in reviewing a candidate's excellence in teaching will include the following:

- a. The candidate's statement of teaching philosophy, which should be an integral part of the candidate's letter of application;
- b. The range and breadth of courses offered at Habib by the candidate;
- c. The record of the candidate's substantive engagement in formal pedagogical development programs and workshops;
- d. Careful analysis of the development of course syllabi over time, which typically reveals evidence of commitment to creative pedagogy and sustained efforts to enhance pedagogy. Reviewers will be looking especially for the candidate's use of innovative and proven high impact practices in teaching such as: active and problem-based learning methods, experiential and hands-on learning, collaborative learning, use of field research, civic based learning (CBL), flipped classes, use of human-centered design thinking and other agile methodologies, leading study abroad programs, etc.). Additionally, reviewers will be looking for evidence that the candidate's teaching is informed by a serious and sustained commitment to systematic assessment, which is also indicative of ongoing pedagogical improvement;
- e. The candidate's record of meeting teaching load obligations;
- f. Total number of Habib students taught by the candidate;
- g. The candidate's record of timely submission of grades, course proposals, annual reports, and other similar indicators of a strong professional ethic;
- h. The candidate's record of mentoring students as reflected in areas such as holding regular office hours, advising students and supervising independent study projects, internships, honors theses and capstone projects mentored by the candidate;
- i. Student course evaluations;

- j. grade distributions; and
 - k. At least two independent written peer observations of teaching performance;
- ii. Scholarship
- As a student-centered undergraduate institution, the University sets a high priority on faculty research and scholarship involving students and reflects this priority by placing added emphasis on it in the promotion process. In its review of scholarship, the University:
- a. considers the prime mark of professional development in the area of scholarship to be publication of peer reviewed scholarly research and critical reviews of the public presentation of creative artistic, literary, dramatic or musical works but
 - b. adheres to no rigid quantitative formula regarding the number and type of publication or creative works required for promotion.
 - c. accepts that peer reviewed publications may be either electronic or printed.
 - d. also views publication of peer-reviewed scholarship on pedagogy and successful external grant applications as evidence of valuable scholarship.
 - e. expects that where a candidate is listed as a co-author or co-creator of published or presented works, the candidate will explain clearly in the personal reflection on scholarship the exact nature and extent of their own personal contribution to the scholarly or creative production.
 - f. will direct the Associate Dean of Faculty, in consultation with the Dean of Faculty, and under the signature of the DOF, to solicit external evaluations (typically 3) of the candidate's work from appropriate scholars or critics in the candidate's field of scholarship.
 - g. accepts that if there are compelling reasons why a candidate feels that potential external reviewers may be biased, the candidate may submit a list in the promotion portfolio of possible external reviewers in the field of the candidate's scholarship who should not be used as external reviewers of the candidate's scholarship on account of the potential reviewer's inability to provide objective evaluation of the candidate's scholarship and its significance.
 - h. will ensure that external evaluations of the candidate's scholarship will be shared with the COF by the Dean of Faculty.
 - i. views book reviews and conference papers, serving on the editorial boards of scholarly journals, public intellectual activity (such as publishing newspaper or magazine articles and editorial viewpoints, or appearing on radio or television

shows), organizing scholarly symposia, holding offices in professional organizations, and participating in workshops and seminars as evidence of professional activity, but as not alone sufficient for promotion.

- j. will consider works in progress and still unpublished or presented scholarly work in its evaluation. However, works in progress must be submitted in their entirety in the candidate's portfolio so that the Committee on Faculty, the Dean and external reviewers can gain an accurate sense of the extent and depth of works in progress.
- k. expects that once work has been considered in a successful promotion case it will not be considered in future promotion cases. Therefore, when a candidate is recommended for promotion, a complete list of all scholarly and creative work upon which the evaluation was based will be entered into the candidate's permanent file by the Associate Dean for Academic Operations, so future promotion reviews will be based solely on work completed since the last promotion. If a work is in press at the time of promotion, and has been considered in that promotion it may not subsequently be offered or considered as evidence in a future promotion review. However, if a faculty member does not present a work in progress or in press as part of the promotion review, then that work shall be considered in a future promotion review.
- l. expect that for promotion to the rank of full Professor, an Associate Professor will demonstrate a continued commitment to pedagogical excellence and creativity, continued substantive scholarly production, leadership in creating opportunities for student research, excellent service to the institution; collegiality; and evidence of having mentored junior faculty members in advancing the intellectual goals and values of the University.

iii. Service

In the broadest sense, service encompasses candidates' contributions to their program and school; to the University; to their profession; and to the community at large.

- a. Service may be reflected in program, school or University committee work; each faculty member, after the first year, is typically expected to serve on at least two committees or perform equivalent service annually.
- b. Service may also be reflected in significant service to the profession and/or the community.
- c. Fulfilling administrative responsibilities as well as regular participation in faculty meetings, advising student organizations or clubs and actively assisting in Admissions events. Participation in the annual Convocation and other important University gatherings are also illustrative of a strong service ethic.

- d. Examples of public scholarship, such as lectures and participation in civic engagement projects enhance the culture of the University and clearly reflect the unique Habib culture based on our *Yohsin* values and will correspondingly all be considered as part of a candidate's service component.
- e. Collegiality, in and of itself, is not sufficient for promotion; however, collegiality is an important indicator of a service ethic and of a commitment to community, so it may be weighed as both an important marker of, or lack of, commitment to institutional service in promotion reviews. It is highly unlikely that an individual with an outstanding service portfolio will not also have a solid record of collegiality that reflects a serious commitment to serving the Habib community.

11.11 Process for Initiating a Promotion Review and Submission of Promotion Materials

Faculty who are eligible and who wish to be considered for promotion should complete the following steps:

- i. Schedule a meeting with the Dean of Faculty to make sure that they fully understand the process of review and have clear expectations for the preparation of materials and submission of their promotion portfolio.
- ii. Prepare and submit a complete promotion portfolio (as described in detail below) in electronic format to the Assistant Dean of their school and the Associate Dean for Academic Operations.
- iii. All materials should be compiled into a single electronic portfolio containing the personal reflection, the *curriculum vitae* and three clearly marked separate subfolders within the main portfolio folder with each subfolder being dedicated to one of the three areas of the promotion review: teaching, scholarship and service.
- iv. The electronic portfolio should be submitted by the candidate electronically to the Assistant Dean of the school in which the candidate holds an appointment, with a copy simultaneously sent to the Associate Dean for Academic Operations in strict accordance with the timetable outlined in Section 11.26 below.
- v. The promotion process is time consuming and in part relies on the participation of parties outside the University. Therefore, failure to meet the stipulated deadlines for the submission of materials will likely result in the request for a promotion review being rejected.
- vi. The candidate alone is responsible for compiling and submitting a complete portfolio as described in 11.8 above.

- vii. The Office of Academic Operations and the Office of Academic Systems will separately compile the records of the candidate's student teaching evaluations, and other indicators such as course load and enrollment history, grade distributions, and the record of the candidate's timely submission of grades, course proposals, and the other indicators specified in 11.9 above.

11.12 Review by the Assistant Dean and Program Faculty

Once the Assistant Dean has received the candidate's promotion portfolio and the supplementary materials from Academic Operations and Academic Systems, they will solicit a confidential recommendation from the candidate's program. That written recommendation from the program should reflect the majority view of the program's full-time ladder faculty at the rank of Assistant Professor and above, who must all be consulted. The written recommendation of the program faculty should be both specific and candid in reflecting on the candidate's strengths and weaknesses. If there is an opposed minority position among the program faculty, the minority view or views should also be reflected in a formal written evaluation drafted by faculty representing the minority position and submitted to the Assistant Dean. The Assistant Dean shall weigh both positive and negative evaluations of program faculty in determining his or her position on whether or not to advance the review of the candidate to the Dean of Faculty for further consideration.

11.13 If the Assistant Dean and Program Faculty Concur the Review Should Not Proceed

In cases where both the majority of the program faculty and the Assistant Dean concur that the case should not proceed, the matter is ended, and the candidate shall be provided a written explanation for the decision by the Assistant Dean. The unsuccessful candidate may reapply in the following or any subsequent annual promotion review cycle using the same process outlined in this policy.

11.14 If the Assistant Dean & Program Faculty Disagree Over Continuation of the Review

In cases where the majority of the program faculty and the Assistant Dean disagree about whether the promotion review should proceed, the matter will be referred to the Dean of Faculty for their evaluation and final determination. If the Dean of Faculty determines that the case should proceed, it will proceed as outlined below. If the Dean of Faculty determines that the case should not go forward for the time being, the candidate will be informed of that decision in writing with a brief explanation. The unsuccessful candidate may reapply in the following or any subsequent annual promotion review cycle using the same process outlined in this policy.

11.15 If the Assistant Dean Approves the Review but Program Faculty is Divided

If the Assistant Dean determines the case should proceed and if there is divided opinion among the program faculty about whether the case should proceed, both the majority and minority views will be transmitted to the Dean of Faculty through the Associate Dean for Academic Systems by the Assistant Dean along with the Assistant Dean's own recommendation. The Dean of Faculty, in turn, will also share the majority

and minority views of the program faculty and the recommendation of the Assistant Dean with the Committee on Faculty.

11.16 Materials Forwarded to Associate Dean of Faculty

Once the Assistant Dean determines that the case should advance to a full review, all materials will be forwarded to the Dean of Faculty through the Associate Dean for Academic Systems, who will oversee the management of all materials through the promotion process.

11.17 Recusal of Assistant & Associate Deans

If the candidate is an Assistant or Associate Dean, that person shall be recused from performing all of the normal functions under this policy assigned to the Assistant Dean or Associate Dean only for their own individual case, to avoid any possible conflict of interest, and the Dean of Faculty shall appoint another Dean or a senior faculty member in the candidate's school to perform all the functions of the Assistant Dean or Associate Dean outlined in this policy.

11.18 Convening the Committee on Faculty

Upon receipt of a candidate's portfolio, the Dean of Faculty will convene a Committee on Faculty (COF) and submit the candidate's full portfolio, along with the Assistant Dean's recommendation, the recommendation(s) of the program faculty and all relevant data compiled by the Office of Academic Operations and the Office of Academic Systems, for review by the COF. Until Habib University has its own functioning Committee on Faculty, the membership of the COF will be drawn from senior faculty of partner institutions represented on the University's Global Academic Advisory Board (GAAB).

11.19 The Dean of Faculty's Review

The Dean of Faculty will also begin an independent review of the candidate's portfolio, the recommendations of the Assistant Dean and program faculty and all the relevant supporting data compiled by the Office of Academic Operations and the Office of Academic Systems.

11.20 Independent Reviews by the Committee on Faculty and the Dean of Faculty

The COF and the Dean will each separately write their own independent evaluations of the portfolio and all supporting materials and make their own separate recommendations to the President.

11.21 The Presidential Review & Board of Governors' Ratification

The President will make the final decision on promotion. The President's decision on promotion shall be communicated to and ratified by the Board of Governors.

11.22 Notification of Candidates

Candidates will be informed of the final outcome of their promotion review as soon as possible after ratification by the Board. In the event that a candidate is not promoted, the Dean of Faculty will provide a written explanation to the candidate.

11.23 Reapplication Following an Unsuccessful Promotion Application

Candidates may present a new case for promotion using the same process outlined in this policy after the passage of at least one calendar year since the denial of promotion as long as they are still employed by the University.

11.24 Appeals

- i. Faculty members denied promotion may file an appeal to the President if they can demonstrate either that there has been a serious irregularity in the process which adversely impacted their promotion review or that there has been demonstrable bias in the review of their promotion. In such cases, the unsuccessful candidate may, within 30 days of the date of notification of denial of promotion, file a written appeal to the President of the University for a review of the decision. Further action on the promotion decision will then be deferred until after the appeals process has been completed. Additional or new materials that the candidate did not submit in the original promotion portfolio will not constitute justifiable reasons for an appeal. In such cases, the faculty member should submit a new portfolio and promotion application in accordance with Section 11.23 above.
- ii. The grounds for the appeal must be stated clearly and completely in writing and should include all supporting evidence.
- iii. The President shall review the appeal and reach a decision within 30 days from receipt of the appeal.
- iv. If, following review of the appeal, the President affirms the original decision to deny the promotion, that decision will be considered final for that year's cycle of promotions. Faculty members may apply again for promotion as stipulated in 11.23 above, as long as they are still employed by the University.
- v. If, following review of the appeal, the President sets aside the original decision to deny promotion, the President may request a new promotion review following the same procedures outlined in this policy on an expedited basis.

11.25 Access, Confidentiality and Oversight of Promotion Review Materials

- i. All promotion deliberations of faculty are confidential personnel matters. Issues relating to promotions are not to be discussed outside of meetings of the Committee on Faculty and the program faculties or be disseminated by any of those charged under this policy with conducting the review process to individuals or groups not formally part of the review process.

- ii. Faculty members shall have reasonable access to review all documents pertinent to their promotion at the completion of the review process with the exception of confidential internal or external letters of evaluation and Committee votes, which remain confidential in perpetuity. While candidates may make brief notes as they review materials, they may not copy them.
- iii. Only the candidates themselves, whose cases are under review, are entitled to ask questions about their own review. No information about the substance of the review may be communicated, either formally or informally, to anyone other than to the candidate and those directly involved in the review process itself. The final outcome of the review is communicated directly to the faculty member through a communication from the Office of the President, and, in the case of a denial, with an explanation by the Dean of Faculty. Consistent with the University's focus on professional ethical standards, no confidential evaluative documents from the review (including recorded votes of program faculties or COF) may be disseminated to the candidate either before or after a review has been completed. Disclosure of confidential review matters by members of the Committee on Faculty, the Dean of Faculty or anyone else involved in the review process to anyone outside of the formal review process will constitute a violation of University ethics.
- iv. The Associate Dean for Academic Systems, assisted by the Office of Academic Operations, will oversee the management and dissemination of all promotion-related materials and ensure compliance with the promotion process.

11.26 Informal Reviews Prior to Promotion

i. Purpose and Nature of Informal Reviews

Normally, ladder faculty will be provided with an informal review of their professional development and progress every two years. Because the informal review is not a complete review and is based mainly on information provided by the faculty member, informal reviews should not be viewed as either a formal part of the promotion process or as assurance or promise that the faculty will be promoted in a full and formal promotion review in the future. The purpose of the informal review is merely to identify any problems early and provide faculty members with a basic reading and check on their professional progress and development to allow them time to address any concerns prior to any actual promotion reviews. For this reason, as described below, the informal review meeting itself takes the form of a simple conversation among the faculty member, the Program Director, the Assistant Dean of the school in which the faculty member teaches, the Associate Dean for Academic Systems and the Dean of Faculty. Informal reviews are not an integral part of the promotion process itself, and the lack of any informal reviews prior to a formal promotion review do not constitute either an institutional failure to implement fairly or fully the promotion policy described in this policy or a failure on the part of faculty members to meet

their own responsibilities during a formal promotion review. Although every effort will be made by Academic Operations to schedule informal reviews of faculty in a timely manner, due to leaves and other factors, which can affect calculations of a faculty member's years of service, it is the obligation of the faculty member to request officially in writing an informal review from the Office of Academic Operations at each two-year interval of complete service, which is defined as the equivalent of two years (or four completed semesters) of actual full-time teaching.

ii. Preparation for the Informal Review

Once faculty members have requested or are invited for an informal review, they should provide the Office of Academic Operations with the following three items in electronic format: (1) a brief statement of no more than one page highlighting their progress in each of the three areas covered in a promotion review: teaching excellence, scholarship and service; (2) a current copy of their *curriculum vitae*, and (3) copies of their two past annual reports prior to the actual scheduling of the informal review. Once the Office of Academic Operations has received these materials an informal review will be scheduled.

iii. Conduct of the Informal Review

As noted above, the informal review takes the form of a conversation among the faculty member, the Program Director, the Assistant Dean of the faculty member's school, the Associate Dean for Academic Systems and the Dean of Faculty. In this conversation requests for clarifications may be made and the candidate will be provided with a brief informal reading of the candidate's professional progress. Because there is no complete independent check or review of the accuracy of the information submitted by the candidate in preparation for the informal review, it is incumbent upon the faculty member to provide the informal reviewers with full and accurate information in order to get the most accurate reading of the candidate's progress. Following the informal review, the Associate Dean for Academic Systems will provide the faculty member with a brief written summary of the meeting. Since there is no full independent verification of all the information provided by the candidate prior to the informal hearing neither comments made during the informal hearing nor the written summary of the meeting shall be interpreted as assurance of future promotion.

iv. Informal and Formal Reviews of Full Professors

Informal reviews of full Professors continue two years after their promotion to the rank of Professor. Every fourth year in rank following their promotion to the rank of full professor, the Committee on Faculty will conduct a fuller and more formal review of their performance in the areas of teaching, scholarship and service. These fourth year reviews will also involve some external assessment by members of the Global Academic Advisory Board (GAAB).

11.27 Promotion Review Process Timeline

#	Description	Timeline
1.	The Office of Academic Operations sends an announcement to all eligible faculty members.	Early June
2.	Eligible candidates wishing to proceed with a promotion review meet with the Dean of Faculty to ensure they both understand the process fully and are clear about the expectations for the contents of the promotion portfolio.	By Mid-June
3.	The faculty members submit a complete electronic portfolio to the Assistant Dean of their school and simultaneously to the Associate Dean for Academic Systems. <u>Portfolios not submitted by this deadline may be rejected.</u>	August 15 th
4.	The Assistant Dean solicits the recommendation of the Program faculty, reviews all materials and makes a recommendation. Candidates are informed whether or not their cases will proceed.	September 1 st
5.	Associate Dean for Academic Systems coordinates sending out DOF letters seeking reviews from both internal and external evaluators.	Request to Internal & External Reviewers: Early October Deadline for receipt of letters from Reviewers: Mid-January
6.	VPAA & DOF shares each candidate's complete dossier with the Committee on Faculty (COF).	Mid-January
7.	Committee on Faculty convenes, reviews entire candidate dossiers and submits its recommendations to the President. Meanwhile, the Dean of Faculty simultaneously conducts an independent review and submits an independent recommendation to the President.	Mid-January to Mid-April
8.	The President reviews the recommendations and makes the final decision on promotion.	May
9.	Candidates selected for promotion are presented to the Board of Governors for ratification.	Mid-June
10.	The final decision on promotion is shared with the candidate. (N.B. The promotion becomes effective with the start of the fall semester.)	Mid-June

11.28 Effective Date of the Promotion

The actual promotion and any related salary increase will take effect at the beginning of the fall semester following the Board's ratification of the promotion decision.

12. Promotion of Non-Ladder Faculty

12.1 Introduction

Non-ladder faculty, including Lecturers and Professors of Practice, are equally critical and valued members of the Habib faculty. They add essential dimensions to the distinctive curriculum of Habib University and serve as important mentors to Habib students. The University is committed to the professional development and recognition of all its full-time faculty. As with ladder faculty, promotions to higher rank are important benchmarks in the progress, development and recognition of non-ladder faculty. This policy details how non-ladder faculty who demonstrate sustained excellence may be promoted at Habib University. For the promotion policies and procedures for ladder faculty, please see Section 11 above.

12.2 Scope

Habib University's non-ladder faculty fall into two categories: Lecturers and Professors of Practice.

- i. Instructors are typically full-time faculty with an actual annual teaching load of six courses and the equivalent of an M.A., M.S., M.Sc. or similar penultimate degree in their field of expertise. Lecturer ranks include: Visiting Lecturer (typically not more than a two-year appointment), Lecturer 1, Lecturer 2, Lecturer 3, Senior Visiting Lecturer (typically not more than a two-year appointment), Senior Lecturer 1, Senior Lecturer 2, Senior Lecturer 3 and Distinguished University Lecturer which is an honorific appointment.
- ii. Professors of Practice have distinguished themselves through both the excellence of their professional accomplishments in their particular fields of practice as well as through outstanding records of teaching achievement. Professors of Practice may or may not have earned academic degrees related to their professional practice. Professors of practice have variable course loads (between one and two courses per semester) depending on their ongoing professional commitments outside the University. Professor of Practice ranks include: Visiting Professor of Practice (typically not more than a two-year appointment), Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice and Distinguished University Professor of Practice which is an honorific appointment.

12.3 Initial Rank at Time of Appointment

At the time of their initial appointment at Habib University, the Dean of Faculty will

indicate in the letter of appointment the initial rank of both Lecturers and Professors of Practice.

12.4 Eligibility for Initial Promotion Review

Non-ladder faculty, whether Lecturers or Professors of Practice, with the equivalent of three years of teaching service in rank at Habib University (with at least two years beyond the probationary period) are eligible to initiate their first process of promotion review in their fourth year of teaching with the recommendation of the majority of members of their program and the Dean of the school in which they are appointed. For Lecturers, “the equivalent of three years of teaching service at Habib” shall mean the equivalent of six complete semesters of teaching a full load (inclusive of any authorized course releases for maternity leave). The semesters do not need to be consecutive semesters, but they must have been performed at Habib University. The University does not award credit for previous service as a Lecturer at other institutions. As Professors of Practice typically teach variable course loads, “the equivalent of three years of teaching service at Habib” shall simply mean three years in which some contracted teaching at Habib University has been completed. The University does not award credit for previous service as a Professor of Practice at other institutions. Although Academic Operations will strive to alert faculty members when they are eligible to be considered for promotion, faculty members have the primary responsibility for calculating their own eligibility for a promotion review. If faculty members think they might be approaching eligibility for promotion, they should ask Academic Operations to review their eligibility with them. As faculty members must determine on their own whether or not to initiate the promotion process, the University cannot be held responsible if faculty members miss the opportunity to apply when they are eligible.

12.5 Eligibility for Subsequent Promotion Reviews

Subsequent promotion reviews are typically also initiated in the fourth year after a previous promotion at Habib University using the same definitions of teaching service for both Lecturers and Professors of Practice outlined in 12.4 above. Faculty members remain responsible for tracking their own eligibility for promotion.

12.6 Impact of Maternity Leave & Other Leaves on Eligibility for Promotion Review

Maternity leaves will not suspend the clock or adversely affect the calculation of a faculty member’s eligibility for a promotion review. When other types of leave are granted, however, a determination will be made by the Dean of Faculty at the time the leave is granted as to whether the period of leave will or will not suspend the clock in the calculation of the faculty member’s eligibility for a promotion review. At the time the leave is granted, the faculty member should secure a written determination from the Dean clarifying whether and how the leave will impact the time to the consideration of the next promotion review.

12.7 Basis of Promotion

- i. For Lecturers promotion is based on a demonstrated record of accomplishment with excellence in teaching being the primary criterion and significant accomplishment in at least one other area, either scholarship or service, as the secondary criterion. Exemplary candidates with evidence of excellence in all three areas (teaching, scholarship and service) are encouraged to advance their case on the basis of all three together, but below the level of Senior Lecturer evidence of excellence in teaching and one other area, either scholarship or service, is sufficient for promotion.
- ii. Promotion to the rank of Senior Lecturer requires a sustained record of significant service to the institution.
- iii. For Professors of Practice promotion will be based on a demonstrated record of accomplishment, with excellence in teaching being the primary criterion, and a continuing record of significant accomplishment in their area of professional practice as the secondary criterion. Service is typically not central to the promotion process when an Assistant Professor of Practice is being considered for promotion to the rank of Associate Professor of Practice.
- iv. Promotion to the rank of full Professor of Practice, however, requires a sustained record of significant service to the institution.
- v. In addition, for promotion to the rank of Senior Lecturer or full Professor of Practice, candidates' total contributions must demonstrate a measurable positive impact on the community at large, which is usually reflected through a record of academic leadership and mentorship of junior faculty.

12.8 Review Process and the Provisional Committee on Faculty (PCOF)

- i. All faculty promotion applications are reviewed by the Committee on Faculty (COF) which makes recommendations on promotion directly to the President. The Dean of Faculty conducts a separate review of each candidate and makes his or her own recommendation to the President. The President weighs the merits of each case in light of the evidence and the recommendations of both the Committee on Faculty and the Dean of Faculty and makes a final decision on promotion which is then ratified by the Board of Governors.
- ii. Ultimately, this policy envisions a single Committee on Faculty (COF) consisting of senior members of the Habib University ladder faculty who have been elected by the faculty to serve on the Committee on Faculty. However, as a new institution with a primarily junior faculty, the University will, as discussed in Section 11.7 above, rely on senior faculty drawn from its Global Academic Advisory Board (GAAB) in the evaluation of Habib ladder faculty for promotion. A second committee, known as the Provisional Committee on Faculty (PCOF) and described in Section 5.2 above, consists of three Associate and/or full Professors from each school, elected by the

entire faculty. The PCOF will conduct the faculty review of all Lecturers and Professors of Practice. Once the President has determined that the University has a sufficient pool of senior ladder faculty to staff its own COF, the work of the PCOF will be folded into the work of the COF and the PCOF will cease to exist.

12.9 Description of Materials in the Electronic Portfolio of Lecturers

The electronic portfolio for Lecturers should include all of the following items:

- i. A detailed and thoughtful letter of application. Typically two to four pages in length, the letter of application is divided into two distinct sections which thoroughly outline and discuss the candidate's case for promotion in the areas of teaching and either scholarship or service. Exceptionally strong candidates may choose to address their accomplishments in all three areas (teaching, scholarship and service). In those cases, the letter of application should be divided into three distinct sections.
- ii. In the case of candidates being considered for the rank of Senior Lecturer there must be a separate section that addresses service, even if the case for promotion is primarily being made on the basis of teaching and scholarship.
- iii. In this deep personal reflection candidates should make their best case for promotion by candidly discussing both their accomplishments and their aspirations for further improvement in each area. Application letters should also provide a thoughtful statement of candidates' teaching philosophy, and discuss fully both their development and their future aspirations as teachers and as either scholars or as committed professional colleagues and members of the Habib faculty. In the case of candidates for the the rank of Senior Lecturer the personal reflection must contain a thoughtful reflection on service as well as teaching.
- iv. A current copy of candidate's *curriculum vitae*.

12.10 Description of Materials in the Electronic Portfolio of Professors of Practice

The Electronic Portfolio of Professors of Practice Shall Include:

- i. A detailed and thoughtful letter of application. Typically two to four pages in length, the letter of application is divided into at least two distinct sections, which thoroughly outline and discuss candidates' cases for promotion in the areas of teaching excellence and their accomplishments in the professional field of practice. Candidates should be able to demonstrate convincingly not only that they have a personal body of professional accomplishments, but that they have also successfully engaged Habib students through experiential learning opportunities in the field of practice. Exceptionally strong candidates may also choose to address their accomplishments in the area of service to Habib University. If so, the portfolio should be divided into three distinct sections: teaching, professional practice and

service.

- ii. In the case of candidates being considered for the rank of full Professor of Practice, there must be a separate section that addresses service to Habib University.
- iii. In this deep personal reflection candidates should make their best case for promotion by candidly discussing both their accomplishments and their aspirations for further improvement in each area. The application letter should also provide a thoughtful statement of candidates' teaching philosophy and discuss fully their development and their future aspirations for accomplishment in their respective fields of practice as well as a discussion of the ways in which they have engaged Habib students through experiential learning opportunities in the field of practice. In the case of candidates for the the rank of full Professor of Practice, the personal reflection must also contain a statement on service to Habib University.
- iv. A current copy of the candidate's *curriculum vitae*.

12.11 Further Description of the Promotion Portfolio for Lecturers and Professors of Practice

- i. Candidates are responsible for the preparation and submission of their own portfolios, which should be submitted in electronic format.
- ii. The electronic portfolio should be in the form of a folder bearing the name of the candidate for promotion. Within the electronic folder submitted by the candidate there should be the candidate's two- to four-page personal statement and current *curriculum vitae*. In addition, there should be at least two clearly marked subfolders. One subfolder should be dedicated to teaching. Placed within the teaching subfolder should be representative copies of syllabi for each course taught. These syllabi will be examined for evidence of pedagogical rigor, creativity, clear and measurable student learning objectives (SLOs), the presence of a clear and measurable assessment plan to measure what students are actually learning and a feedback loop (indicating that the candidate has a systematic plan to reflect on actual student learning and adjust the course to achieve better learning outcomes).
- iii. A second subfolder within the electronic portfolio should be devoted to scholarship, professional practice or service. In the case of a subfolder devoted to either scholarship or professional practice, copies of all scholarly, creative, literary, artistic or other works that reflect professional accomplishments which candidates wish to have considered for their promotion reviews. Once work has been considered in a promotion review it should not be resubmitted for consideration in future reviews.
- iv. If there are any potential external reviewers of the candidate's scholarship, creative or professional production, who the candidate feels are incapable of offering an objective view of the quality or significance of the candidate's scholarly, creative or professional contributions, the candidate may submit a list of potential

external reviewers who should not be solicited for a review by the Dean of Faculty.

- v. For Lecturers the second subfolder may be dedicated to either service or scholarship. If the subfolder is dedicated to service it may contain any artifacts of the candidate's service record (e.g., flyers of public symposia organized at Habib by the candidate, posters of public lectures at the University, committee reports the candidate may have authored, documents related to new programs or minors the candidate may have played a leading role in establishing, links to video clips of the candidate delivering public lectures or admissions presentations, publicity for public concerts or readings the candidate may have organized or presented, accreditation or reaccreditation documents the candidate may have authored on behalf of Habib University, etc.).
- vi. If candidates are submitting evidence of their service record for consideration the subfolder dedicated to service should also contain an annotated list of at least five names of Habib faculty or staff colleagues who are in a position to comment meaningfully on the service contributions to Habib University along with a brief description of why, in the candidates' view, potential reviewers are qualified to comment on the service record. The COF (or in the interim, the PCOF) will review the five names submitted and select three. In consultation with the Associate Dean for Academic Systems the Dean of Faculty will solicit reports from at least two internal references. Candidates should not solicit those service appraisals directly themselves.
- vii. In cases where candidates are either being reviewed for promotion to the rank of Senior Lecturer or full Professor of Practice, or cases where candidates wish to submit optional evidence of their service contributions, a separate subfolder clearly marked "Service" should be included in the electronic portfolio.

12.12 Supplementary Materials

Candidates' promotion portfolios will be supplemented with reports from Academic Systems and Academic Operations which will include the following information:

- i. A complete list of all courses taught at Habib University by the candidate;
- ii. A record of the total number of students the candidate has taught at Habib;
- iii. The candidate's teaching evaluations and grade distributions;
- iv. The candidate's record in meeting course load obligations;
- v. Copies of at least two peer teaching evaluations;
- vi. Information about the candidate's record in submitting grades, course proposals and other required materials in a timely manner;

- vii. The candidate's record of attendance at Faculty Meetings, Convocations and other significant University events;
- viii. Copies of the candidate's annual reports; and
- ix. Information about the candidate's participation in or leadership of pedagogical workshops both at Habib and elsewhere or in other similar venues clearly dedicated to advancing pedagogical excellence.

12.13 Evaluation Criteria

i. Teaching and Pedagogical Excellence

The criteria that the COF and the Dean will be considering in reviewing a candidate's excellence in teaching will include the following:

- a. The candidate's statement of teaching philosophy, which should be an integral part of the candidate's letter of application;
- b. The range and breadth of courses offered at Habib by the candidate;
- c. The record of the candidate's substantive engagement in formal pedagogical development programs and workshops;
- d. Careful analysis of the development of course syllabi over time, which typically reveal evidence of commitment to creative pedagogy and sustained efforts to enhance pedagogy. Reviewers will be looking especially for candidates' use of innovative and proven high impact practices in teaching such as active and problem-based learning methods, experiential and hands-on learning, collaborative learning, use of field research, civic based learning (CBL), flipped classes, use of human-centered design thinking and other agile methodologies, leading study abroad programs, etc. Additionally, reviewers will be looking for evidence that candidates' teaching is informed by serious and sustained commitment to systematic assessment, which is also indicative of ongoing pedagogical improvement;
- e. The candidate's record of meeting teaching load obligations;
- f. Total number of Habib students taught by the candidate;
- g. The candidate's record of timely submission of grades, course proposals, annual reports and other similar indicators of a strong professional ethic;
- h. The candidate's records of mentoring students as reflected in areas such as holding regular office hours and advising students and supervising independent study projects, internships, honors theses and capstone projects mentored by the candidate;

- i. Student course evaluations and grade distributions; and
 - j. At least two independently written peer observations of teaching performance.
- ii. Scholarship and Professional Practice
- As a student-centered undergraduate institution Habib University sets a high priority on faculty research and scholarship involving students and reflects this priority by placing added emphasis on it in the promotion process. In its review of scholarship, the University:
- a. considers the prime mark of professional development in the area of scholarship to be the publication of peer reviewed scholarly research and critical reviews of the presentation of professional, creative, artistic, literary, dramatic or musical works but
 - b. adheres to no rigid quantitative formula regarding the number or type of publication or creative/professional works required for promotion;
 - c. accepts that peer reviewed publications may be either electronic or printed;
 - d. views publication of peer-reviewed scholarship on pedagogy and successful external grant applications as evidence of valuable scholarship;
 - e. expects that where a candidate is listed as a co-author or co-creator of published or presented works, the candidate will explain clearly in the personal reflection on scholarship the exact nature and extent of their own personal contribution to the scholarly or creative production;
 - f. understands that professional accomplishments, much like creative and artistic production may not be published, but the significance of productivity in these areas is similarly assessable through recognized standards of peer review;
 - g. will direct the Associate Dean for Academic Systems, in consultation with the Dean of Faculty, and under the signature of the DOF, to solicit external evaluations (typically 3) of the candidates' work from appropriate scholars or critics in the candidates' field of scholarship or professional practice;
 - h. accepts that if there are compelling reasons why candidates feel that potential external reviewers may be biased, candidates may submit lists in their promotion portfolios of possible external reviewers in their field of scholarship or professional practice who should not be asked to serve as external reviewers of the candidates' scholarship or professional practice on account of the potential reviewers' inability to provide objective evaluation of the scholarly or professional contributions of the candidates and its significance;

- i. will ensure that external evaluations of candidates' scholarship or professional practice will be shared with the COF (or PCOF) by the Dean of Faculty;
 - j. expects that once work has been considered in a successful promotion case, it will not be considered in future promotion cases. Therefore, when candidates are recommended for promotion, a complete list of all scholarly, professional and creative works upon which the evaluations were based will be entered into their permanent files by the Associate Dean for Academic Systems, so that future promotion reviews will be based solely on work completed since the last promotions. Although work in progress at the time of promotion, which has been considered in that promotion, may not subsequently be offered or considered as evidence in future promotion reviews, if faculty members did not present work in progress or in press as part of their previous promotion reviews, then that work shall be considered in a future promotion review.
- iii. Service
- In the broadest sense, service encompasses candidates' contributions to their program and school, to the University, to their profession and to the community at large.
- a. Service may be reflected in program, school or University committee work
 - b. Service may also be reflected in significant service to the profession and/or the community.
 - c. Fulfilling administrative responsibilities as well as regular participation in faculty meetings, advising student organizations and clubs, actively assisting in Admissions events. Participation in the annual Convocation and other important University gatherings are also illustrative of a strong service ethic.
 - d. Examples of public scholarship, such as lectures and participation in civic engagement projects enhance the culture of the University and clearly reflect the unique Habib culture based on its distinctive *Yohsin* values will correspondingly all be considered as part of a candidate's service component.
 - e. Collegiality, in and of itself, is not sufficient for promotion; however, collegiality is an important indicator of a service ethic and of a commitment to community, so it may be weighed as both an important marker of or lack of commitment to institutional service in promotion reviews. It is highly unlikely that an individual with an outstanding service portfolio will not also have a solid record of collegiality reflecting a serious commitment to serving the Habib community.

12.14 Process for Initiating the Promotion Review & Submission of Promotion Materials

Faculty who are eligible and who wish to be considered for promotion should complete the following steps:

- i. Attend a group information session or schedule a separate meeting with the Dean of Faculty to make sure that they fully understand the process of review and have clear expectations for the preparation of materials and submission of their promotion portfolio.
- ii. Prepare and submit a complete promotion portfolio (as described in detail Sections 12.9, 12.10 and 12.11 above) in electronic format to the Assistant Dean of their school and to the Associate Dean for Academic Systems simultaneously in strict accordance with the timeline provided below in Section 12.29.
- iii. All materials should be compiled into a single electronic portfolio containing the personal reflection, the *curriculum vitae* and clearly marked separate subfolders within the main portfolio folder. Each subfolder should be clearly marked and dedicated to one of the areas of the promotion review: teaching, scholarship or professional practice (if applicable), and/or service (if applicable).
- iv. The promotion process is time consuming and in part relies on the participation of parties outside the University. Therefore, failure to meet the stipulated deadlines for the submission of materials will likely result in the request for a promotion review being rejected.
- v. Candidates alone are responsible for compiling and submitting complete promotion portfolios as described in Sections 12.9, 12.10 and 12.11 above.
- vi. The Office of Academic Operations and the Office of Academic Systems will separately compile the records of candidates' student teaching evaluations and other indicators such as course load and enrollment history, grade distributions, the record of candidates' timely submission of grades, course proposals, and the other indicators specified in Section 12.12 above.

12.15 Review by the Assistant Dean and Program Faculty

Once the Assistant Dean has received the candidate's promotion portfolio and supplementary materials from Academic Operations and Academic Systems, the Assistant Dean will solicit a confidential recommendation from the candidate's program. That written recommendation from the program should reflect the majority view of the program's full-time ladder faculty at the rank of Assistant Professor and above, all of whom must be consulted. The written recommendation of the program faculty should be both specific and candid in reflecting on the candidate's strengths and weaknesses. If there is an opposed minority position among the program faculty, the minority view or views should also be reflected in a formal written evaluation drafted by faculty representing the minority position and submitted to the Assistant Dean. The Assistant Dean shall weigh both positive and negative evaluations of program faculty in determining their own position on whether or not to advance the review of the candidate to the Dean of Faculty for further consideration.

12.16 If the Assistant Dean and Program Faculty Concur the Review Should Not Proceed

In cases where both the majority of the program faculty and the Assistant Dean concur that the case should not proceed the matter is ended, and the candidate shall be provided a written explanation for the decision by the Assistant Dean. The unsuccessful candidate may reapply in the following or any subsequent annual promotion review cycle using the same process outlined in this policy.

12.17 If the Assistant Dean & Program Faculty Disagree Over Continuation of the Review

In cases where the majority of the program faculty and the Assistant Dean disagree about whether the promotion review should proceed, the matter will be referred to the Dean of Faculty for their evaluation and final determination. If the Dean of Faculty determines that the case should proceed it will as outlined below. If the Dean of Faculty determines that the case should not go forward for the time being, the candidate will be informed of that decision in writing with a brief explanation. The unsuccessful candidate may reapply in the following or any subsequent annual promotion review cycle using the same process outlined in this policy.

12.18 If the Assistant Dean Approves the Review but Program Faculty is Divided

If the Assistant Dean determines that the case should proceed, but there is divided opinion among the program faculty about whether the case should proceed, both the majority and minority views will be transmitted to the Dean of Faculty through the Associate Dean for Academic Systems by the Assistant Dean, along with the Assistant Dean's own recommendations. The Dean of Faculty, in turn, will also share the majority and minority views of the program faculty and the recommendation of the Assistant Dean with the Committee on Faculty.

12.19 Materials Forwarded to Associate Dean of Academic Systems

Once the Assistant Dean determines that the case should advance to a full review, all materials will be forwarded to the Dean of Faculty through the Associate Dean of Academic Systems, who will oversee the management of all materials through the promotion process.

12.20 Transmission of the Portfolio to the COF or PCOF

Upon receipt of a candidate's portfolio, the Dean of Faculty will transmit the portfolio and all supplementary materials assembled by the Office of Academic Operations and the Office of Academic Systems to the Committee on Faculty (or Provisional Committee on Faculty).

12.21 The Dean of Faculty's Review

The Dean of Faculty will conduct an independent review of the candidate's portfolio, the recommendations of the Assistant Dean and program faculty and all the relevant supporting data compiled by the Office of Academic Operations and the Office of Academic Systems.

12.22 Independent Reviews by the Committee on Faculty and the Dean of Faculty

The COF and the Dean will each separately write their own independent evaluations of the portfolio and all supporting materials and make their own separate recommendations to the President.

12.23 The Presidential Review & Board of Governors' Ratification

The President will make the final decision on promotion. The President's decision on promotion shall be communicated to and ratified by the Board of Governors.

12.24 Notification of Candidates

Candidates will be informed of the final outcome of their promotion review as soon as possible after ratification by the Board. In the event that a candidate is not promoted, the Dean of Faculty will provide a written explanation to the candidate.

12.25 Reapplication Following an Unsuccessful Promotion Application

Candidates may present a new case for promotion using the same process outlined in this policy after the passage of at least one calendar year since the denial of promotion as long as they are still employed by the University.

12.26 Appeals

Faculty members denied promotion may file an appeal to the President if they can demonstrate either that there has been a serious irregularity in the process which adversely impacted their promotion review or that there has been demonstrable bias in the review of their promotion. In such cases the unsuccessful candidate may, within 30 days of the date of notification of denial of promotion, file a written appeal to the President of the University for a review of the decision. Further action on the promotion decision will then be deferred until after the appeals process has been completed. Additional or new materials that candidates did not submit in their original promotion portfolios will not constitute cause for an appeal. In such cases the faculty member should submit a new portfolio and promotion application in accordance with Section 12.25 above.

- i. The grounds for the appeal must be stated clearly and completely in writing and should include all supporting evidence.
- ii. The President shall review the appeal and reach a decision within 30 days from receipt of the appeal.
- iii. If, following review of the appeal, the President affirms the original decision to deny the promotion, that decision will be considered final for that year's cycle of promotions. Faculty members may apply again for promotion as stipulated in 12.25 above as long as they are still employed by the University.
- iv. If, following review of the appeal, the President sets aside the original decision to

deny promotion, the President may request a new promotion review following the same procedures outlined in this policy on an expedited basis.

12.27 Access, Confidentiality and Oversight of Promotion Review Materials

- i. All promotion deliberations of faculty are confidential personnel matters. Issues relating to promotions are not to be discussed outside of meetings of the Committee on Faculty and the program faculties or be disseminated by any of those charged under this policy with conducting the review process to individuals or groups who are not formally part of the review process.
- ii. Faculty members shall have reasonable access to review all documents pertinent to their promotion at the completion of the review process with the exception of confidential internal or external letters of evaluation and Committee votes, which remain confidential in perpetuity. While candidates may make brief notes as they review materials they may not copy them.
- iii. Only the candidates themselves whose cases are under review are entitled to ask questions about their own review. No information about the substance of the review may be communicated, either formally or informally, to anyone other than to the candidates themselves and those directly involved in the review process. The final outcome of the review is communicated directly to the faculty member through a communication from the Office of the President and, in the case of a denial, with an explanation by the Dean of Faculty. Consistent with the University's focus on professional ethical standards no confidential evaluative documents from the review (including recorded votes of program faculties or COF) may be disseminated to the candidate either before or after a review has been completed. Disclosure of confidential review matters by members of the Committee on Faculty, the Dean of Faculty or anyone else involved in the review process to anyone outside of the formal review process will constitute a violation of University ethics.
- iv. The Associate Dean for Academic Systems, assisted by the Office of Academic Operations, will oversee the management and dissemination of all promotion-related materials and ensure compliance with the promotion process.

12.29 Promotion Review Process Timeline

#	Description	Timeline
1.	The Office of Academic Operations sends an announcement to all eligible faculty members	Early June
2.	Eligible candidates wishing to proceed with a promotion review meet with the Dean of Faculty to ensure that they understand the process and are clear about the expectations for the contents of the promotion portfolio.	By Mid-June
3.	Faculty members submit their completed electronic portfolios to the Assistant Dean of their school and simultaneously to the Associate Dean for Academic Systems. <u>Portfolios not submitted by this deadline may be rejected.</u>	August 15 th
4.	The Assistant Dean solicits the recommendation of the Program faculty; reviews all materials and makes a recommendation. Candidates are informed whether or not their cases will proceed.	September 1 st
5.	Associate Dean for Academic Systems coordinates sending out DOF letters seeking reviews from both internal and external evaluators.	Request to Internal & External Reviewers: Early October Deadline for receipt of letters from Reviewers: Mid-January
6.	VPAA & DOF shares candidates' complete dossiers with the Committee on Faculty (COF) or Provisional Committee on Faculty (PCOF).	Mid-January
7.	Committee on Faculty or Provisional Committee on Faculty convenes, reviews entire candidate dossiers and submit their recommendations to the President. Meanwhile, the Dean of Faculty simultaneously conducts his or her own review and submits an independent recommendation to the President.	Mid-January to Mid-April
8.	The President reviews the recommendations and makes the final decision on promotion.	May
9.	Candidates selected for promotion are presented to the Board of Governors for ratification.	Mid-June
10.	The final decision on promotion is shared with the candidate. (N.B. The promotion becomes effective with the start of the fall semester.)	Mid-June

12.30 Effective Date of the Promotion

The actual promotion and any related salary increase take effect at the beginning of the fall semester following the Board's ratification of the promotion decision.

13. Conflict of Interest Policy

All employees and officers of Habib University have a duty of faithfulness and honesty to the University. A breach of this policy or related policies has the effect of eroding the trust and confidence in the integrity of the University as well as the confidence and trust necessary between the University and its employees. A conflict of interest exists when an employee or officer of the University has a personal interest or incurs an obligation in a business transaction or professional activity which are in substantial conflict with the proper discharge of the employee's or officer's duties and responsibilities in the best interest of the University or otherwise affect the integrity and confidence in the University or appears to do so.

No employee or officer of Habib University shall engage in any activity which creates for that individual a conflict of interest as defined by this policy unless written approval has been provided by the President of the University. All employees and officers of the University have an obligation to report any possible conflict of interest to their superior for a determination of whether or not a conflict of interest exists or not. Officers of the University should report any possible conflicts of interest to the Chancellor and President of the University. Faculty should report any possible conflicts of interest to the Dean of Faculty, and staff should report any possible conflicts of interest to the Director of Human Resources for a determination of whether a possible conflict of interest exists.

14. Copyright Policy

14.1 Introduction

Members of the Habib University community often face questions regarding the appropriate use of works created by others including books, articles, video, music, images and other intellectual property. The purpose of this copyright policy is to provide answers to some of those questions along with an overview of how national and international copyright laws impact activities at Habib University.²

14.2 What Copyright Is

Copyright is a form of protection provided by national and international copyright laws to the authors of "original works of authorship," including literary, dramatic, musical, artistic, and certain other intellectual works. Copyright law in Pakistan is

² Much of this copyright policy is derived from the policies of Smith College, Marquette University, Providence College, the University of Michigan, Augustana University and the Association of Research Libraries.

governed by the **Copyright Ordinance, 1962** as amended by the **Copyright (Amendment) Ordinance, 2000**. Pakistan is also a signatory to several international conventions on copyright protection, including The Berne Convention for the Protection of Literary and Artistic Works, The Buenos Aires Convention and the Universal Copyright Convention (UCC, Paris).

14.3 What Copyright Does Not Cover

There are many things that are not protected by copyright including the following: facts and ideas, titles, processes, methods, systems, and procedures, constitutions and laws of provincial governments, all works prepared by the Government of Pakistan, and materials that have passed into the public domain.

14.4 Automatic Copyright

Copyright occurs automatically at the creation of new work. Work is copyrighted the moment it is fixed in a tangible medium of expression. Formal procedures such as copyright notice, registration, or publication are not required to obtain copyright.

14.5 Allowed Exceptions

It is illegal for anyone to violate any of the rights provided by copyright laws to the owner of the copyright. These rights, however, are not unlimited in scope. Of important note, copyright law often allows for many exceptions to use copyrighted works for educational purposes.

14.6 Using Copyrighted Works

Many occasions will arise when one may want to use the copyrighted works of others. The first step in this process is to determine whether, in fact, the work is copyrighted. Because copyright protection arises automatically when an original work is fixed in a tangible medium of expression, most works are indeed copyrighted. Copyright lasts from the moment it is created until 70 years after the death of the author, except for works produced by a company or employer, in which case the copyright lasts 95 years from the date of publication. Other copyrighted work may be used under the doctrine of “fair use.” In addition, face-to-face classroom use of copyrighted materials is allowed quite freely.

14.7 Public Domain Works

Works that are in the “public domain” are not protected by copyright and may be freely used.

14.8 Determining Fair Use

The fair use doctrine addresses the needs of educators, scholars and students by mitigating the rights of copyright owners. Fair use allows limited use of copyrighted material without permission for purposes such as criticism, parody, news reporting, research and scholarship, and teaching. There are four “fair use factors” that assist

in evaluating whether a particular use of copyrighted work is fair. An analysis utilizing the four factors listed below must be completed every time a copyrighted work is used as there are no hard and fast rules. While all four factors must be considered, not all factors have to be in favor of use to make the use fair.

- i. Factor 1
Purpose and character: Review whether the copyrighted work will be used for nonprofit, educational or commercial use. Courts have found the absence of financial gain alone is insufficient for a finding of fair use. Using works for educational purposes is a factor favoring fair use. The scale tips further in favor of fair use if access is restricted to students in a particular class through password protected learning management systems (LMS) like Sakai, Moodle or similar medium.
- ii. Factor 2
Nature of copyrighted work: Consider the nature of the work; in particular, analyze whether the work is a fact-based or a creative work, whether it has been published, and whether it is out of print. For example, photocopies from a newspaper are more likely to be considered fair use than is the duplication of materials prepared for public consumption.
- iii. Factor 3
Amount used, substantiality or portion: Using a small portion of a whole work would weigh towards fair use. Consider the proportion of the larger work that is copied and used and the significance of the copied portion.
- iv. Factor 4
Market effect: A use is more likely to be fair if it does not harm the potential market for the value of the copyrighted work. The market effect factor is considered the most determinative of the four factors.

14.9 Fair Use Checklist

For assistance in analyzing these factors for individual cases consider utilizing the “Fair Use Checklist” located on the Columbia University Libraries Copyright Advisory Office website: <https://copyright.columbia.edu/basics/fair-use/fair-use-checklist.html>.

14.10 Classroom Use

The rules governing use of materials in a face-to-face classroom are broader than fair use, and those rules give more freedom to copy, display and distribute in class. Instructors may display or perform a work in class without obtaining permission or doing a fair use evaluation when use is for instructional purposes in face-to-face teaching at a nonprofit educational institution.

14.11 Fair Use Guidelines for Printed Materials

There are certain widely accepted parameters for use of copyrighted materials for educational fair use per copyright law.

14.12 Fair Use Guidelines for Course Management Systems and Electronic Reserves

When it comes to copyright, digital works are no different than print works. Making materials accessible through learning management systems or electronic reserve systems raises significant copyright issues. It is a violation of copyright law to use learning management systems as a substitute for the purchase of books or other printed materials when a substantial portion of the material is required for educational purposes. The same copyright and fair use principles that apply to educational use of copyrighted works in printed form apply equally to their use in digital form. Making an electronic copy of a copyrighted work by any means is considered to be a reproduction and is subject to applicable copyright law, including the fair use doctrine (set forth above). Permission may be required for the use of copyrighted material as electronic course content even when such material is:

- i. available elsewhere on the internet;
- ii. being used in a course for the first time, or
- iii. characterized for purposes of course use as optional, supplemental, or ancillary reading material rather than as required, assigned, or recommended reading material.

14.13 Requirements for Posting Digital Course Content

In general, if permission and possible payment of royalties would be required to include the material in a printed course compilation, permission may also be required when making that material in digital form. No one should post digital course content consisting of copyrighted material without first either:

- i. obtaining the permission of the copyright owner; or
- ii. determining in good faith after reasonable inquiry that the intended use qualifies as fair use or other exempt or licensed use for which permission is not required.

14.14 Reserve Readings

Course reserves are to be used only as a supplement to assigned course texts and/or licensed course compilations. When readings are used as central course material in lieu of a textbook, licensed course compilations may be required. Course readings on electronic reserve should comprise only a small portion of the total assigned readings for any course, and materials included in "course packets" should not be included in electronic reserve systems for that course (i.e., use one method or the other for a particular reading, not both).

14.15 Preference for Open Source Materials

Whenever possible, is it preferable to link to materials already legally available online through the library web site or another site rather than scanning and posting a digital copy.

14.16 Limiting Access to Copyrighted Course Materials Online

As far as technology allows, access to copyrighted digital course content should be limited to students enrolled in the course, the faculty teaching the course, and other individuals requiring access for purposes of conducting the course. Access should be terminated when students have completed the course.

14.17 Fair Use & Multimedia

Copyright laws must be considered when showing a film on campus or making copies of other multimedia. When showing films on campus, the key determination is whether the viewing would constitute a “public performance” and, if so, whether there are any exceptions that would allow one to proceed without obtaining a license. A performance is public if it is in a public place or if it is in any place where there is a substantial number of people who are not members of a family or acquaintances. If the movie is for entertainment purposes, a clearance or a license is required for its performance. It is not necessary to obtain permission if a faculty member shows the movie in the course of “face-to-face teaching activities” in a nonprofit educational institution, in a classroom or similar place devoted to instruction if the copy of the movie being performed is a lawful copy. This exemption encompasses instructional activities relating to a wide variety of subjects, but it does not include performances for recreation or entertainment purposes even if there is cultural value or intellectual appeal.

14.18 Obtaining Copyright Permission

- i. If “fair use” does not apply to a particular situation, then permission must be obtained from the copyright holder prior to use of the materials. It is best to obtain permission in writing (including email) and to retain a copy of such permission. The first step in obtaining permission is to identify the copyright holder. For many works, the publisher is the copyright holder. Look for a copyright notice such as “© 2018 Indus Valley Press.” An increasing number of publishers prefer that permission requests are made using a form on their websites. Others may require that the request is made via fax or email.
- ii. Not all works will include a copyright notice, and, in certain cases, the copyright may have changed hands since the time the notice was printed. It may be impossible to identify and locate the copyright holder for certain works, especially older material. Such works are called “orphan works.” Users of orphan works should document all efforts made to identify the copyright holder and obtain permission.

- iii. There are a number of organizations available to help identify and contact copyright holders. The Habib University Library staff are available to help assist with obtaining copyright permission.

14.19 Course Packs

Course packets or “anthologies” (collections of articles or chapters bound together) are perceived as substituting for textbooks and thereby reducing the potential market for copyrighted publications. Every article or chapter in a course packet, if derived from copyrighted material, requires permission, either from the copyright owner (usually the publisher) or through a royalty fee paid to the Copyright Clearing Center (<http://www.copyright.com/>). Permission needs to be requested for each term in which the course pack is assigned. Each item in the packet must also include a notice of copyright. Students or other purchasers of course packets may only be charged actual cost which may include the cost of processing copyright permissions, any royalty fees required by the copyright holder, and actual copying charges. Adequate time (8 weeks at a minimum) should be allowed for obtaining copyright permissions.

14.20 Student Use of Copyrighted Materials

- i. Students may download and print a copy of the electronic reserve material for the course(s) they are enrolled in or make a copy of a few pages of a book or journal article for the limited purpose of private study, scholarship or research.
- ii. A student may not reproduce an entire book or substantial portions thereof, an entire chapter of a book, or a journal without permission from the copyright owner. Many such materials are already available by license online.
- iii. Students should not share or distribute the electronic reserve or copyrighted materials with other students, friends, family, or business colleagues, even if the recipient is a student enrolled in the same course.
- iv. Students may not use electronic reserve material or copyrighted materials they have been given access to for commercial purposes, or where such use would have an indirect relation to commercial activity. Materials provided to the students via electronic reserves should not be sold to or exchanged with anyone. Selling or exchanging such materials via online bookstores, online auction sites, course book exchange programs, classmates, or individuals violates copyright law.
- v. If a student wishes to disseminate copyrighted materials to multiple recipients, normally the student will be required to obtain permission from the copyright holder by contacting the copyright owner directly, the publisher or a collective rights organization such as the Copyright Clearance Center, Inc. (CCC -

<http://www.copyright.com/>). No student should engage in widespread distribution without first obtaining permission.

14.21 Attribution

Copies of copyrighted works, regardless of their format, should include proper attribution and copyright notices.

15. General Employment Benefits and Policies

For all employment benefits and policies that apply to all employees of the University, faculty members should refer to Habib University's current **Employee Handbook** issued by the Office of Human Resources and to their current contract.

16. Separation from the University

Separation from the University normally occurs through resignation, retirement, non-renewal of contract or the dismissal of a faculty member. Faculty who have decided to resign or retire from the University should inform the Dean of Faculty through a signed letter no less than one semester prior to their departure to allow the University time to identify an appropriate replacement and avoid disrupting the academic program for students.

16.1 Non-Reappointment of Faculty

The decision not to reappoint a faculty member may be with or without cause. Notice of non-reappointment of both full-time and adjunct faculty will be given in writing as early as possible but normally not later than November 1st for the spring semester and May 1st for the fall semester. Although the University will try to alert faculty that they are not being reappointed, the failure of the University to issue a letter informing faculty that they are not being reappointed does not imply that a faculty member has been reappointed, and employment ends as per the terms of the current contract. In the case of probationary faculty, the University will inform faculty on probation no later than June 1st, for an appointment that began the previous fall semester and no later than November 1st for an appointment that began in the previous spring semester whether or not they have successfully passed their probationary period.

16.2 Dismissal of Faculty

The dismissal of a faculty member whose contract has not expired may occur due to:

- i. A *bona fide* financial exigency declared by the Board of Governors;
- ii. The *bona fide* discontinuance of a program of instruction for reasons other than financial exigency;

- iii. A demonstrable medical disability that prevents faculty from performing the essential functions of their position for the foreseeable future; or
- iv. Due to moral turpitude, gross negligence or demonstrable incompetence in one's field. Examples include: repeated or serious violations of University policies, repeated failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member's position at the University, despite repeated oral and written warnings; theft or misappropriation of University funds, supplies or equipment; failure to disclose fully or accurately information requested on the Habib University application form; failure to report conflicts of interest, appropriation of another person's work without appropriate credit, deliberate or serious violations of the rights or freedoms of other faculty members, students or staff; falsification of credentials or experience, conviction of a crime involving moral turpitude, or relating to a faculty member's fitness to practice his or her profession.

N.B.

Nothing in this Faculty Handbook shall conflict with the laws of the Islamic Republic Pakistan or the Province of Sindh. In cases where there may be apparent contradiction, the laws of the Islamic Republic of Pakistan and/or the Province of Sindh shall supersede this Handbook.