CUST FACULTY HANDBOOK

Capital University of Science and Technology

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Vide No. XVI

2018-19

List of Contributors

The Faculty Handbook Development Committee was constituted by the worthy Vice Chancellor to compile the Faculty Handbook for the Capital University of Science and Technology (CUST). The committee extends its appreciations to university management for providing all possible support in preparing this handbook. The committee consisted of the following members:

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About the Book

The purpose of the this book is to familiarize the faculty members of CUST, and provide them information about the working conditions, teaching load, financial & supplement support, academic issues, and other policies affecting their employment/professional growth at the university.

The faculty members are requested to read, understand, and comply with all the provisions laid down in this handbook. It describes many of their responsibilities as a faculty member, and outlines programs offered by the University to develop them further. One of the major objectives of this document is to help maintain an ethical work environment that is conducive to both personal and professional growth of faculty members in their respective domains.

The guidelines in this handbook are organized as, Chapter 1: Introduction about the University and its Constituent Bodies; Chapter 2: Faculty Appointment and Responsibilities; Chapter 3: Course Delivery Assessment and Evaluation; Chapter 4: Faculty Development programs, and finally; Chapter 5: Research and Development programs of the University.

Owing to its continuous growth, improvement and expansion, the University reserves the rights to revise, supplement or rescind any of the policies or portion of the manual from time to time as it deems appropriate as part of its sole and absolute discretion. The faculty members of the University will, of course, be notified of such changes to the handbook as they occur. It is expected that Office of Human Resources (HR Office) will administer these policies in a consistent and equitable manner. The provisions of the manual are not absolute conditions of employment and may be modified, revoked, or changed by the University, with or without notice, at any time. Questions, Policies, and Procedures, which cannot be answered by this manual, may be referred to the University HR Office. Any comments, observations or suggestions, regarding this manual may be submitted to HR at hr@cust.edu.pk. Faculty Members are advised to read the Faculty Handbook in conjunction with Academic "Rules & Regulations", book available in Registrar Office.

Secretary

Mr. Nosherwan Khan

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Abbreviations

CUST	Capital University of Science and Technology	**FM**	Faculty Member
RFM	Regular Faculty Member	**FAC**	Faculty Affairs Committee
SRC	Socially Responsible Citizens	**HoD**	Head of Department
EOBI	Employees Old Age Benefits Institution	**HEC**	Higher Education Commission of Pakistan
HIV	Harassment Invigilation Cell	**PEC**	Pakistan Engineering Council
CLOs	Course Learning Outcomes	**PLOs**	Program Learning Outcomes
QEC	Quality Enhancement Cell	**ORIC**	Office of Research, Innovation and Commercialization
IAB	Industrial Advisory Board	**QA**	Quality Assurance
PBL	Problem Based Learning	**DBA**	Database Administrator
GPA	Grade Point Average	**COE**	Controller of Examinations
WTO	World Trade Organization	**CRC**	Curriculum Review Committee
IP	Intellectual Property	**HR**	Human Resources
TOR	Terms of Reference	**R&D**	Research and Development
PEO	Program Educational Objectives		

Chapter 1

Introduction: University and its Constituent Bodies

1.1 General Information

The President of Islamic Republic of Pakistan gave assent on 18th September, 2015 for the promulgation of an Act No. XVI of 2015 of Majlis-e-Shoora (Parliament) for the establishment of the Capital University of Science & Technology (CUST). The said Act has been published by the Senate Secretariat; Government of Pakistan in the Gazette of Pakistan vide No. F.9 (19)/2015-legis dated 22-09-2015.

Prior to promulgation of the Act, the University was operating as Islamabad campus of Mohammad Ali Jinnah University, Karachi since 1998 and offering degrees through the Departments of, Electrical Engineering, Mechanical Engineering, Civil Engineering, Computer Sciences, Bioinformatics, Mathematics, and Management & Social Sciences. All its programs are duly approved by the Higher Education Commission (HEC), and accredited by the respective council. The University believes in research and publications, and its professionally trained and devoted faculty has made tremendous contribution to the advancement and creation of new knowledge in higher education. The University has an excellent infrastructure, modern class room facilities, and well-equipped engineering & IT labs. It is ranked amongst W-4 category of Universities by the HEC. The management

is confident that the University will continue to strive hard for the promotion of higher learning with ever greater enthusiasm.

The University is managed by a group of dedicated professionals and academicians who have committed their lives for the cause of higher education in the country. The University has been successful in achieving its educational goals due to the motivation and hard work of skilled and qualified faculty who continuously endeavor to nurture students with relevant knowledge, skills and abilities, helping them evolve technically, professionally and socially as better human beings.

The University has highly sophisticated labs for the departments of Electrical Engineering, Mechanical Engineering, Civil Engineering, Management Sciences, Computer Science, Bioinformatics & Biosciences, and Mathematics. These labs provide facilities to undergraduate and graduate students to implement their ideas and projects and to contribute to the country's R&D activities.

The University has a well-equipped library having thousands of latest books pertaining to the disciplines being taught. The library has a seating capacity of 200 readers. It serves the students and faculty from 8:00 am to 9:00 pm. Besides this, university has developed a Digital library to meet the information challenges of the 21st Century. The University has its own transport fleet, which provides pick and drop to the students within twin cities of Rawalpindi & Islamabad, apart from suburbs, where need is created.

CUST, as a leading private-sector university in Pakistan, is highly conscious of the quality of education and the training it imparts to its students. The university has three focal points in its planning which are outlined below:

(a) the first focal point is the range and quality of its academic programs. It has the following four faculties offering degrees at undergraduate and graduate levels:

   (i) Faculty of Engineering

   (ii) Faculty of Computing

   (iii) Faculty of Management and Social Sciences

   (iv) Faculty of Life & Health Sciences

Faculty of Engineering offers BS, MS and PhD programs in Electrical Engineering, Mechanical Engineering and Civil Engineering. Faculty of Computing offers BS, MS and PhD programs in Computer Science, Software Engineering and MS and PhD programs in Mathematics. Faculty of Management and Social Sciences offers BBA, MBA, MS and PhD programs in HR, Marketing and Finance. In addition to this, this faculty also offers BS Psychology, BS Accounting/Finance, MS Project Management and MS Engineering Management programs. Faculty of Health & Life Sciences offers BS, MS and PhD programs in Biosciences. The faculty also offers BS Microbiology and Biotechnology programs. University academic programs are tailored not for the popular market but for the real need of our country's economy and manpower development.

(b) the second focal point of the university is training and human resource development. In addition to pure academic programs, the University runs training programs, seminars and workshops for the benefit of industry, public sector and community at large. The University believes in contributing to the development of professional manpower of the country. The focus is not only on the professional skills but also on personality building and inculcating ethical values amongst its graduates.

(c) finally, the third focal point is the University's endeavor in research. The University is deeply conscious of the fact that research and development are the main tools countries use to transform their economies. The University has mature Masters and PhD programs in Computer Sciences, Engineering, Management and Life Sciences. The University invests heavily in facilities, technology and faculty to promote research in meaningful and purposeful manners.

1.2   Vision and Mission

The University Vision and Mission statements are outlined below. All academic programs offered at the University follow the same Vision and Mission statements. The University Vision and Mission are published in all important forums: including the University Website; Academic Blocks; Students' Portal and in the University Prospectus.

1.2.1 University Vision

To be recognized as a leading institution for producing competent professionals who are instrumental in development of a prosperous society.

1.2.2 University Mission

CUST, through the pursuit of excellence in an ethical environment, is committed to providing to a diverse student population the intellectual and technological tools necessary to meet the challenges of the future.

1.3 Administrative Structure

As per the University Act, Vice Chancellor is the Chief Executive Officer, responsible for all administrative and academics functions, and for ensuring that the provisions of the Act, statutes, regulations and rules are faithfully observed. The Vice Chancellor of the University is supported by Deans, Head of Departments (HoDs) on the academic side, and by the Registrar, Treasurer, Directors, and Managers on the non-academic side. The Controller of Examinations maintains the records of the graduated students and supervises conduct of examinations; whereas, Registrar's office is responsible for admissions to graduate and undergraduate programs, as per University rules and regulations. University Statutory bodies exercise check over the academic and research programs of the University on regular bases. There is an Executive Committee comprised of Deans, HoDs under the Chairmanship of the VC, which monitors the academic standards and their execution in the University.

1.4 Authorities of the University

Brief descriptions of the University authorities, established by the Act are appended below:

1.4.1 Board of Governors

The Board of Governors is the highest statutory body of the University and is responsible for governance of the University. It has the authority to create a school, faculty, department or any other teaching or research unit. The following are the members of the Board:

(a) Chancellor, who is the Chairperson of the Board.

(b) Vice-Chancellor

(c) one member of the Government, not below the rank of Additional Secretary from the Ministry of Education.

(d) four persons from society, being individuals of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, agriculture, science, technology and engineering, such that their appointment reflects a balance across various fields.

(e) one person from amongst the alumni of the University.

(f) two persons from the academic community of the country, other than an employee of the University, at the level of the professor or principal of a college.

(g) four University teachers.

(h) one person nominated by the commission.

1.4.2 Executive Committee

The Executive Committee is responsible for the general supervision of the affairs and management of the University. It consists of the following:-

(a) Vice-Chancellor, who is the Chairperson

(b) Deans of the faculties of the University

(c) three professors from different departments

(d) Principals of the constituent colleges

(e) Registrar

(f) Treasurer

(g) Controller of Examinations

1.4.3 Academic Council

The Academic Council is the principal academic body of the University and has the powers to lay down proper standards of instruction, research, and examination to regulate and promote the academic life of the University. It consists of the following:

(a) Vice Chancellor, who is the Chairperson.

(b) Deans of faculties, and such Heads of departments as may be prescribed.

(c) five members representing the departments, institutes and the constituent colleges, to be elected in the manner prescribed by the Board.

(d) five professors including professors Emeritus.

(e) Registrar

(f) Controller of Examinations

(g) Librarian

1.5 Authorities Established by the Statutes

Brief descriptions of the University authorities, established by the Statutes, are described below:

1.5.1   Board of Advanced Studies and Research (BASR)

The Board of Advanced Studies and Research (BASR) is responsible for updating rules and regulations of the graduate programs, and looks into individual matters related to graduate studies, including Master and PhD programs. The board consists of the following members:

(a) Vice Chancellor, as the Chairman

(b) all Deans

(c) three professors, other than Deans, appointed by the Chancellor.

(d) three University teachers, other than Deans and the professors, possessing research qualifications, to be appointed by the Vice Chancellor.

(e) Registrar, as Member/Secretary.

1.5.2   Board of Studies (BoS)

Board of Studies (BoS) of each department has a central role in the curriculum development and improvement. The BoS reviews proposals by the Curriculum Review Committee (CRC) of the department and finalizes the recommendations related to updation in the curriculum, to be forwarded to Academic Council through Board of Faculty. The composition of the BoS, of each department, is as follows:

(a) all Professors and Associate Professors of the concerned department of the University.

(b) two teachers of the concerned department of the University, other than Professors or Associate Professors, to be nominated by the Vice Chancellor.

(c) three experts, other than the University's own teachers, to be nominated by the Chancellor or Vice Chancellor. At least one expert must be from industry.

1.5.3 Industrial Advisory Board (IAB)

Each faculty will have an Industrial Advisory Board (IAB), which will be headed by Dean of the Faculty. Its members include HoDs of each department, three Professors (one from each department), and three Industrial Experts (One from each subject area).

The functions of the Industrial Advisory Board are, to:

(a) act as a link between the academic department and its industrial and professional partners, providing an opportunity for communication of current and future industry and professional needs.

(b) act as an advisory group to the department to develop the curriculum as per the need of the industry.

(c) provide recommendations to the department, on initiatives that the department should undertake to continuously improve, to meet industry needs.

(d) evaluate achievement of the program educational objectives (PEOs).

(e) facilitate the sponsorship of senior year design projects, and graduate research.

(f) advise the engineering graduates on product realization process.

(g) advise the department on internships and collaborative projects.

1.5.4 Quality Assurance Committee (QAC)

Establishment of quality assurance system in higher education is a global concern now. There is a growing demand for Quality Assurance (QA) mechanisms at national, regional, and global levels. Over the years, there has been an increase in the number of HE institutions and their involvement with external stakeholders through changes in governance structures. The higher education institutions around the world have been introduced to quality assurance systems internally, with formal institutional approaches and documentation. This has been done with the establishment of quality assurance agencies and accreditation bodies, at the national level.

CUST has always been in the forefront for accepting and adapting best practices in the field of education. Recognizing the role that it has to play in higher education sector, University has established a Quality Enhancement Cell. This cell has the responsibility to ensure that the University's quality assurance procedures are compatible with international standards and are designed to improve the quality of higher education.

Quality Enhancement Cell at CUST is taking deliberate steps to bring about continual improvement in the effectiveness of the learning experience of students. In Quality Enhancement Cell (QEC) there is greater emphasis on Internal QA and the encouragement of an institutional "Quality Culture".

At the University, we believe that quality enhancement and assurance is a collective responsibility, and that it is the professionalism and creativity of teaching staff, individually and severally, that makes the most vital contribution to this enhancement, through its attention to students' experiences as learners, development of their discipline, and engagement with teaching practices.

The functions of QEC are to:

(a) review quality standards, and the quality of teaching and learning in each subject area.

(b) promote public confidence that the quality and standards of the award of degree are enhanced and safeguarded.

(c) define lucid and explicit standards as point of reference for reviews to be carried out. It should also help the employees to know as to what they could expect from candidates.

(d) develop qualification framework by setting out the attributes and abilities that can be expected from the holders of qualification.

(e) develop quality assurance processes and methods of evaluation, to affirm that the quality of provision and the standard of awards are being maintained, and to foster the curriculum, subject and staff development.

(f) develop procedures for approval of new programs, monitoring and evaluation, departmental review, student feedback, employer feedback, quality assurance of various degree programs, subject review and qualification framework.

1.5.5   Office of Research, Innovation and Commercialization (ORIC)

The objective of the establishment of the Offices of Research, Innovation and Commercialization (ORIC) is to develop, expand, enhance and manage the University's research programs, and to link research activities directly to the educational, social and economic priorities of the University and its broader community.

ORIC provides strategic and operational support to the University's research activities/programs, and has a central role in facilitating its research outcomes. It is also responsible for assuring that the quality of research, reflects the highest international standards, and advances the stature of the University among world's best research institutions.

In pursuit of this mission, the ORIC has the responsibility of guaranteeing that all research programs and policies reflect the core values of academic freedom, professional integrity, ethical conduct, and compliance with policies, legal requirements and operational standards of the University.

In short, ORIC seeks to enhance the environment for all research and scholarship by:

(a) supporting the University's strategic research directions and policies.

(b) increasing and diversifying external research funding.

(c) improving recruitment and retention of top faculty.

(d) improving integration of research and education at all levels of the University.

(e) improving translation of research into public benefit.

(f) strengthening University-industry relationships.

(g) promoting entrepreneurship, technology-transfer and commercialization activities that energize and support the local and national economy.

(h) promoting and enhancing cross-cutting and multi-disciplinary research initiatives.

1.5.6 Selection Board

The selection board helps the University to recruit outstanding individuals. The functions of selection board are, to:

(a) consider the applications of eligible candidates for teaching positions of the University.

(b) interview the prospective candidates and recommend the names of suitable candidates for appointment.

(c) consider promotion cases of the University teachers and recommend suitable candidates to the Chancellor for approval.

The Selection Board consists of:-

(a) Vice Chancellor   Chairman

(b) Dean concerned   Member

(c) HoD concerned   Member

(d) a nominee of the Chancellor   Member

(e) a nominee of the Executive Committee   Member

(f) Registrar   Member

(g) Manager HR   Secretary

The terms of office of members Selection Board, other than ex-officio members, shall be for three years. The quorum for a meeting of the Selection Board shall be one half of the total number of members, a fraction being counted as one.

1.5.7   Finance and Planning Committee

Finance and Planning Committee is constituted to:

(a) prepare the annual statement of accounts, propose annual budget estimates, and advise the Executive Committee thereon.

(b) review periodically the financial position of the University.

(c) advise the Executive Committee on all matters relating to finance, investments, and accounts of the University.

(d) perform such other functions as may be prescribed by the statutes.

1.5.8   Representation Committee

Representation committee shall be constituted by the Board through Statutes for recommendation of persons for appointment to the Board, in accordance with the provisions of section 19 of the Act, and other statutory bodies.

1.5.9   Discipline Committee

The discipline committee handles disciplinary cases of students. The functions of the Discipline Committee shall be, to:

(a) deal with all cases of students' discipline.

(b) propose regulations or amendments therein regarding conduct of University students.

(c) formulate or revise procedures for conducting students' related inquiry and / or imposing penalties.

(d) hold inquiry about the violation of University discipline or any misconduct by a student.

(e) issue show cause notice to the accused student requiring written reply, or offer an opportunity of personal hearing by the Discipline Committee.

(f) call for witness and evidence for inquiry proceedings.

(g) recommend to the Vice Chancellor such disciplinary action, as prescribed under rules and regulations.

Members of the Discipline committee:

(a) Chairman, to be appointed by the Vice Chancellor.

(b) Concerned HoD(s)

(c) three nominees of the Executive Committee.

(d) Secretary, to be appointed by the Vice Chancellor.

The term of the members of the Discipline Committee other than ex-officio members shall be three years. The quorum for a meeting of the Discipline Committee shall be one half of the total number of members, a fraction being counted as one.

A student may appeal within 7 working days against the decision of the Discipline Committee to the Deans Committee which shall be the appellant body of the University. A convicted student shall have a right to file a mercy appeal to the Vice Chancellor within two weeks from the announcement of the decision of the Deans Committee.

1.5.10 Admission Committee

Admission policies are reviewed annually by the Admission Committee (constituted by the Academic Council for the same purpose where every faculty has an adequate representation). If any revision is required, the faculty submits its suggestions as an agenda to the Academic Council, which after deliberation approves necessary revisions in the admission policies (if required). The Admission Committee consists of:

(a) all HoDs	Member
(b) Director Admissions	Member
(c) Deputy Registrar	Member/Secretary
(d) Database Administrator(DBA)	Member

1.5.11 Board of Faculty

The main functions of the Board of Faculty are, to:

(a) coordinate and oversee academic activities within the faculty, and advise the Dean in educational matters of the faculty.

(b) ensure implementation of the University's academic policies.

(c) review academic standards and program outcomes and advise the Academic Council for improvement.

(d) ensure compliance of its academic programs with the University's Vision and Mission;.

(e) review the recommendations of Board of Studies for presentation to the Academic Council for approval.

(f) approve course and program learning outcomes.

(g) assess and evaluate academic review reports and suggest measures for improvement.

(h) plan and execute academic and research activities.

(i) devise and implement faculty development program.

(j) advise on any other academic matter referred by the Vice Chancellor.

The Board of Faculty consists of:

(a) Dean of the Faculty, Chairman.

(b) HoD of each academic department.

(c) all Professors of the faculty.

(d) two teachers to be nominated by the Vice Chancellor.

(e) two experts in the field from outside the University to be appointed by the Vice Chancellor.

1.5.12   Curriculum Review Committee (CRC)

The committee (of each department) shall be responsible for all matters related to curriculum design and finalization. The Committee shall also be responsible for preparing agenda for Board of Studies meetings. The nomination of the CRC and its Terms of Reference (TOR) will be made by the concerned HoD.

1.5.13   Faculty Affairs Committee

The disciplinary cases of the faculty shall be dealt by the Faculty Affairs Committee (FAC) on behalf of the Vice Chancellor. The FAC shall accord full opportunity to the faculty members to plead their cases. Statement made by the faculty member and cross examination by the Committee will be recorded, and recommendation(s) made to the Vice Chancellor.

The FAC constitutes of following members:

(a) Dean of Faculty

(b) Head of the concerned department

(c) Two senior most faculty members from the department.

The faculty member may make an appeal to the Vice Chancellor against any decision within six days. The decision of the VC shall be final.

1.6 Important University Offices

Important University offices are as follows:

1.6.1 Registrar Office

The office of Registrar strives hard to extend full facilitation and cooperation to the students, faculty members and the employees. It plays a part as a regulator within the University assisting in the interpretation and application of regulations, rules and guidelines.

The main objectives of the Registrar Office are, to:

(a) assist the office of the Vice Chancellor of the University in academic and administrative affairs.

(b) correspond with external organizations and educational institutions and other bodies of higher learning.

(c) conduct meetings of Statutory Bodies.

(d) maintain academic records of the students, including the registration of Graduates of the University.

(e) maintain and disseminate the University records for furnishing degrees and other University publications.

(f) keep liaison between the officers, authorities, related organizations and employees of the University.

(g) keep in safe custody, the common seal of the University and such other University records that the VC may commit to his charge.

1.6.2 Examination Office

The role of an examination office is like a guardian of students, ensuring complete systematic records and facilitating trustworthy support and service. This is done to prevent results from being unproductive or unfair. The Controller of Examinations is responsible for conducting examinations, result announcements, and awarding degrees as per the HEC requirements. Examinations are based on semester basis. The main objectives of the Examination Office are, to:

(a) prepare and manage examination schedules along with assigning of invigilators.

(b) administer Midterm and Final term examinations.

(c) review petitions with regard to results, missed exams, or academic status of students.

(d) manage convocation requirements through timely calls, return graduation forms, printing of transcripts and degrees.

(e) ensure genuineness of any degree, transcript or medal being awarded.

(f) supply assessment instruments to evaluate capabilities of students.

(g) ensure adherence and compliance of the rules, regulations and policies during all examinations.

(h) institute a credible evaluation system based on continuous improvement cycle by updating and improving evaluation policies; make them flexible while keeping their integrity.

(i) enhance the overall examination framework to achieve the best and consistent results, in the most efficient and effective manner and

(j) form a reliable communication network, integrating all examination office components, ensuring quality management of all examinations held.

1.6.3 Human Resource Office

Human resources (HR) office of the University is responsible for hiring, developing and looking after employees. The main functions include; training and monitoring performance, and ensuring the implementation of HR policies in due spirit. The key role of HR office is, to:

(a) support the development and implementation of HR initiatives and systems.

(b) provide counseling on policies and procedures.

(c) be actively involved in recruitment by preparing job descriptions, posting ads and managing the hiring process.

(d) create and implement effectively on board plans.

(e) develop/implement training and development programs.

(f) assist in performance management processes.

(g) support the management of disciplinary and grievance issues.

(h) maintain employee records (attendance, leave data, etc.). according to policy and legal requirements.

(i) review employment and working conditions to ensure legal compliance.

1.6.4 Student Affairs Office

The mission of Student Affairs Office is the creation of both supportive and stimulating environment at University campus, and the provision of a range of experiences in which personal development thrives and learning flourishes.

The main objectives of the Student Affairs Office are to:

(a) foster students' academic and intellectual development, and create a climate that reinforce learning in all aspects of students life.

(b) create services, programs and opportunities to assist students with their personal and professional development.

(c) develop programs, services, and environment to build a welcoming and inclusive community that offers a sense of safety and belongingness for all students.

(d) provide a wide range of educational opportunities, a greater appreciation and understanding of Pakistani nationalism, and preparation to assume leadership roles in the community.

(e) deliver co-curricular opportunities that foster learning, self-discovery and respectful engagement in student life.

(f) respond to the issues, ideas and needs of the students community-existing and alumni, by providing support and services to faculty, staff and the community that ignites a sense of pride, ownership and personal investment in the ongoing success of the University.

1.6.5   Office of Corporate Linkages

The Office of Corporate Linkages is responsible to network and liaison with industry, chamber of commerce, and alumni. It further initiates and manages programs to create an environment which assists students in becoming employed or self-employed i.e. it assists graduating students in finding the right job/career. The office of corporate linkages remains very active throughout the academic year concentrating on the following four pivotal tasks:

(a) liaison with the chamber of commerce: networking.

(b) skills for corporate life: employment and self-employment ready.

(c) alumni relations: vital connections for University growth.

(d) advocacy and image building: branding the University.

1.6.6 Accounts Office

This department's prime focus is maintaining excellence in financial and administrative practices to cater the dynamic and evolving University needs. The purpose is to ensure communication of financial policies and procedures, in a thorough and effective manner.

The main objectives of the Accounts Office are, to:

(a) provide finance related services to the University, and maintain accounts for both Teaching and Non-Teaching Departments or Units.

(b) deliver best service and support to the diverse customer base.

(c) execute timely payroll of the employees.

(d) maintain accounting records in line with general accounting principles and University policies.

(e) manage cash in emergent needs.

(f) ensure effective reporting and review of financial processes.

(g) deliver and sustain University financial performance, and to ensure that decision making delivers best value.

(h) carry out risk identification and mitigation processes.

1.6.7 Transport Office

The aim of this office is to facilitate students' transportation. The University has a fleet of buses that cover different areas of Islamabad, Rawalpindi and a part from suburbs. The transport office is headed by a Transport Officer whose responsibilities are, to

(a) manage transport services in a thorough and professional manner.

(b) ensure that transport services are cost effective.

(c) develop fleet management system to ensure timely services.

(d) maintain the vehicles and equipment in an excellent working condition.

(e) ensure the fleet operators in line with University policies.

(f) maintain safe parking lots for both faculty and students vehicles.

(g) operate, maintain and repair vehicles in line with safety standards directed by the University.

1.6.8 University Health, Safety and Security

CUST is highly conscious of on Campus health, safety and security of its students, staff and faculty. In this respect, a comprehensive policy is in place and implemented in letter and spirit. The policy is based on the firm conviction that accidents, which cause personal injury or damage to property or the environment, should be prevented. No phase of University business or operation is of a greater importance than the health, safety and security of its people. It is the responsibility of all concerned to comply with the safety and security policy in such a manner as to safeguard injuries for themselves and others, and to prevent damage to the environment.

A University wide Committee comprising of members from different departments is ensuring that all health, safety and security measures are in place, and updated on regular basis. To attend medical emergency, a dispensary is also available on the campus to give first aid to students, staff, and faculty.

Health and Safety Committee is not only actively pursuing the University policy, but also trains its students by providing them awareness through "Learn and know what to do in an emergency". CUST also requires all students, staff, faculty, and visitors to observe Laboratory Safety Rules and Regulations at all times.

The University Health and Safety Committee is looking after the following activities:

(a) health and safety seminars/workshops for students, staff and faculty.

(b) health and safety trainings at the start of each regular semester for undergraduate students, particularly for each lab course of the semester.

(c) health and safety trainings of graduate students, doing research, through experimental testing in lab.

(d) monitoring of health, safety and security measures at different places of the University.

1.6.9 Volunteers in Service (VIS) Directorate

The vision of VIS is to foster socially responsible citizens (SRCs), who are self-starters in terms of social development. VIS strives to instill a spirit of volunteerism in youth to make them realize the importance of their role in the betterment of society, and in eradicating social evils like poverty and illiteracy.

This program aims to give our youth a view of the flipside of this world, which happens to be worlds apart from the one they were brought up in. In light of our beloved Prophet's words, "Allah Almighty will remain helping an individual until he extends his support to others (Muslim)". We at the University believe in inculcating social responsibility and volunteerism in our students. For this purpose, every undergraduate student of the University is required to volunteer 65 hours of community service in order to make him/her a socially responsible citizen.

Social responsibility is an ethical framework which, in the context of an individual, obliges him or her to act for the benefit of society at large. Moreover, it is a duty which every individual needs to be aware of, and perform, in order to maintain a balance within the society. The Directorate overview is elaborated below:-

(a) every undergraduate student of the University has to perform 65 hours of volunteer work.

(b) placement is made by the VIS directorate in one of its partner organizations.

(c) Volunteer work may include.

  (i) teaching in non-formal schools.

  (ii) social welfare event designing and management.

(iii) marketing of social welfare activities.

(iv) participating in routine activities of a welfare organization.

  (v) facilitating or guiding patients.

(vi) taking care of disabled and elderly persons.

(d) fund raising and other pecuniary activities are NOT allowed.

The benefit to the students will include:-

(a) sense of empathy.

(b) actualizing ethics of caring.

(c) becoming trend-setters and pioneers of volunteerism.

(d) accreditation and recognition abroad.

VIS program recognizes the University as a socially responsible organization, which is helping the society by producing socially conscious citizens. It also focuses on the character building of the students and partnership with the social sector. Apart from that it helps in providing:-

(a) a better society with lesser problems.

(b) more helping hands than needy.

(c) support to government.

Chapter 2

Faculty Appointment and Responsibilities

At CUST, faculty is appointed by evaluating their academic and research credentials. Faculty induction is usually carried out by adopting an exhaustive process, which includes assessment of the following factors:

(a) previous academic profile of the applicant.

(b) teaching competency.

(c) research potential.

(d) compatibility of the prospective faculty member with the existing team.

There are different categories of faculty induction, and the details are elaborated in the following section.

2.1 Types of Employment

CUST categorizes its faculty members into following three types, on the basis of their term of employment:

2.1.1 Regular Faculty Members

The term Regular Faculty Member is used for those who are employed through a formal induction process, which requires a personal appearance before the selection board of the University, and subsequent approval of the section board recommendations by the BoG of the University. Regular faculty members shall be full-time employees of the University whose assignments include teaching, research, and/or service to the University, and who hold academic ranks such as professor, associate professor, assistant professor, lecturer or junior lecturer.

2.1.2 Contractual Faculty Members

Contractual Faculty Members are appointed for a specific purpose and period. The assignments pertaining to the contract, its detailed terms and conditions, and the procedure to terminate the contract are defined in the body of the contract, signed by the parties. Terms and Conditions of the contract are clearly defined, and have no long term benefits associated. The maximum duration of a contract cannot be more than five years.

2.1.3 Visiting Faculty Members

A visiting faculty member will normally be appointed for a semester on need basis, and only in exceptional circumstances such an appointment be made for a period exceeding one semester.

2.2 Specific Guidelines for Regular Faculty Members

(a) Regular Faculty Members shall perform, observe, and conform to such duties and instructions as may from time to time be assigned by the Dean of the Faculty/ HoD of the respective department or communicated by the university, and shall

discharge his/her duties efficiently and diligently to the satisfaction of the university's authorities, and shall not act in any manner contrary to the interest of the university.

(b) Regular Faculty Members must strictly adhere to the class timings and specify office hours for students' consultation.

(c) Regular Faculty Members shall not indulge in any political, sectarian, ethnic or unlawful activity.

(d) Regular Faculty Member's designation, responsibilities or duties may be changed according to the requirements of the university.

(e) usually, the first one year of the employment shall be a period of probation, during which the Notice Period for termination shall be only one month. In case a Regular Faculty Member omits to give one month's notice, one month's salary will be forfeited. The probation period may be extended, under special circumstances, on the recommendations of the HoD/Dean of the faculty.

(f) unless the Probation Period is extended, or the employment terminated during the Probation Period, Regular Faculty Member's employment shall be confirmed precisely one year after the date of appointment.

(g) Regular Faculty Members shall not be entitled to resign and leave during on-going semester as it would adversely affect the studies/research at the University. Therefore, Regular Faculty Members shall ensure that they opt for a date of resignation which shall be effective after the date of termination of the academic semester.

(h) for any breach of discipline/code of conduct/contractual obligations etc., the concerned Regular Faculty Member shall be issued an explanation by the respective HoD, or in his absence by the next superior officer. Copy of such explanation shall be sent to the Dean and the Vice Chancellor for information. For minor breaches the HoD may issue a letter of Advice or a Letter of Warning to the individual concerned. In case the offence is of a serious nature, or the Regular Faculty Member ignored an earlier warning by the HoD, his case shall be referred to the FAC.

(i) After the completion of the probationary period, Regular Faculty Members may be dismissed from service on the grounds of violating rules, inefficiency, moral turpitude, physical or mental incapacity, or gross misconduct, by the Vice Chancellor as per the recommendations of the FAC, on a notice of two months, or in lieu thereof, payment of two month's basic salary.

(j) Regular Faculty Member's employment shall be subject to unilateral termination by either party, with a notice of two months or whatever is mentioned in the employment letter, or in lieu thereof, payment of two months' basic pay.

(k) in case of leaving the university, he/she is required to get Clearance from the University on prescribed proforma provided by the HR Department.

2.3   General Guidelines

The faculty members will:

(a) observe the University working hours issued by the University from time to time, which usually are 9:00 a.m to 5:00 p.m (Monday through Friday). Sundays are weekly holidays. Saturdays are also weekly holidays unless notified otherwise. In case, one has a class before 9:00 a.m. or after 5:00 p.m. he/she needs to adjust the working hours (40 hours a week), according to his/her timetable for the concerned semester.

(b) be part of the organizing committees formed to conduct the University functions, admission tests, convocations, conduct of examinations, meetings, etc.

(c) not take part time jobs outside the university (Regular and Contractual), without prior approval of the Vice Chancellor. There is, however, no such restriction after the scheduled working hours.

(d) follow the chain of command through respective HoD / Dean, the Vice Chancellor and the Board of Governors.

(e) observe punctuality and regularity in taking classes, except in case of emergency, whereby the HoD should be informed well in time so that alternative arrangements can be made.

(f) mark the attendance of the students in each period/class.

(g) coordinate with the department to acquire the approved course outline before the Semester starts, and upload at the web/portal within the notified deadline.

(h) prepare and grade question papers, assess assignments, quizzes, tests and examinations and submit the result by or before the prescribed dates. Be particular in submitting the results of the mid-term and final examinations as well as those of internal evaluation (quizzes/projects/assignments) before deadline, so that the same are available to the Controller Examinations for announcing the results in time.

(i) assist the HoD/Dean in developing the academic courses and implementing the Teaching Plan.

(j) maintain discipline in the class and ensure students' conformity to the University Dress Code and class decorum.

(k) act as a role-model for the students through exemplary display of own behavior, dress and conduct, on and off the Campus.

(l) act as student counselor as per the guidelines given by the HoD.

(m) submit the course file as per guideline provided by the department.

(n) cooperate with other team members/employees.

(o) initiate fine slips to students, if given the charge for minor breach of discipline, and write report for an action on a more severe offence. The fine slips or reports are to be sent to the Students' Affairs Department, or the HoD Office, the same day for counter signatures and further disciplinary action.

(p) inform HR office about any change in personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), educational qualifications, honorary appointment etc., so that employee records can be updated.

(q) comply with the local laws in which we operate. Each employee is expected to be familiar with the law as it applies to his/her job, and management shall be responsible for the provision of necessary instruction and advice as appropriate.

(r) respect the personal dignity, privacy, and personal rights of every individual. Management will not tolerate any discrimination, harassment or offense. Faculty is expected to be honest, ethical and responsible. These principles shall apply to both internal cooperation and conduct towards external partners.

2.4 Specific Disciplinary Guidelines

(a) University has stringent rules for students regarding plagiarism when writing their papers, which are available in the form of a booklet on the university Portal. The same rules apply to faculty members in their research/publications.

(b) no employee of the University may directly or indirectly offer or accept gifts, services or entertainment intended for the personal use of an individual or employee or an agent of another corporation, organization or government in return for specific favorable business decisions or treatment, neither in monetary form nor as some other advantage.

(c) faculty/staff members should, as far as possible, politely decline the offer of gifts and communicate that they are not permitted to do so as an institutional policy. However, if the presenter is insistent, the faculty/staff member should inform him/her that the gift will not be retained but will be handed over to the University.

(d) gifts will not refer to flowers and eatables like sweetmeats (mithai), chocolates etc, often given by students to faculty and staff members in the department as a whole.

(e) no employee may use his/her job title to demand, accept, obtain, or be promised advantages.

(f) assets of the University such as vehicles, equipment, furniture & fixtures, machinery, spares, etc., are to be used exclusively for university business, unless specifically authorized.

(g) in no case may any information be retrieved or transmitted which incites racial hatred, glorification of violence, or other criminal acts. No employee shall be permitted without the consent of his/her superior to make records, databases, recordings or reproductions unless this is done for the University's business.

(h) confidentiality must be maintained with regard to internal matters, which have not been made known to the public. The obligation to maintain confidentiality shall extend beyond the termination of the employment relationship.

(i) the University provides access to and use of electronic mail, the intranet and the internet for business purposes. We do this to make it easier for the University employees to communicate with each other, and with appropriate outside parties - including contractors, suppliers, and government agencies, and other academic institutions.

(j) no one is authorized to use University's electronic media for any purposes that violate applicable laws, rules and regulations or university standards, policies or procedures. This includes transmission of threatening, obscene or harassing materials.

(k) incidental personal use of electronic media that does not interfere with University's business or an employee's performance of his or her responsibilities is acceptable, as long as such use does not include illegal, unethical or otherwise offensive subject matter.

(l) except as otherwise provided by applicable law, no employee has any right to privacy regarding use of or access to any electronic media provided by or through the University. CUST may monitor or access officer or employee use of its electronic media at any time in accordance with applicable law.

2.5   Guidelines for the Visiting Faculty

(a) the Visiting Faculty Member (VFM) is hired on a contract for a period of one semester on the basis of the actual contact hours undertaken. Duties like setting

and marking of the papers, etc. are not paid for. The Visiting Faculty Member (VFM) is to adhere to the following Working Rules:-

(i) it is the moral obligation of the Visiting Faculty Member to complete the term of contract in order to avoid administrative difficulties for the University and academic loss to the students.

(ii) VFM are to be punctual in reaching the classroom for taking the class on time, as well as in leaving the class on time. They must reach the University campus at least ten minutes before the class starting time.

(b) they are to specify a time period that is convenient to them as well as to the students, at least once a week, in which the students could discuss their individual academic problems with them outside the class.

(c) they are to follow the course outline as well as other instructions issued by the University.

(d) they are not to miss any assigned class without prior notice of at least one day in writing to concerned HoD. In emergencies too, the HoD/Dean must be informed. The missed classes are to be made up with consultation of the department.

(e) they have to mark the attendance of the students in each period/class.

(f) university shall make Visiting Faculty Member's payment twice in a semester through cross cheque but this mode of payment may change subject to University's account rules.

(g) they are responsible to submit the course file as per guidelines provided by the department.

2.6   Teaching and Other Workload

The academic load of teaching faculty is normally determined by the Head of Department in consultation with the respective Dean, keeping in view the following components:-

(a) research activities.

(b) any administrative assignment given by the university.

(c) involvement of the faculty member in Industrial research.

Typically, a junior faculty member (Lecturer/Assistant Professor) is required to teach 12 Credit Hours whereas a senior faculty member 9 Credit Hours.

2.7 Remuneration and Benefits

(a) **Salary:** Salary package of the Faculty Members will commensurate with their qualification and experience. However, it will be inclusive of House Rent, Conveyance Allowance, Utility Allowance and Additional Increments. Other benefits include contributory provident fund and medical insurance.

(b) **EOBI:** Regular Faculty Member's previous rights, if any, will remain intact.

(c) **Medical Cover:** Regular Faculty Members and their dependents (spouse, children and parents) are covered by a medical health insurance plan under the Umbrella of Punjab Group of Colleges. The amount of medical coverage is limited and details of medical cover are available with the University HR department.

(d) **Contributory Provident Fund:** Contributory Provident Fund scheme is applicable to Regular Faculty Members. The objective of the Fund is to provide financial benefit/relief as welfare measure. Employees contribute at the rate of 05% of their basic salary which is matched by the university. Further details of the scheme are available with account office.

(e) **Improvement in Qualification:** Opportunities would be there to enable the faculty members to obtain higher qualifications, through split or other collaborative programs within the university and abroad, subject to performance of the faculty and recommendations of HoD/Dean of the Faculty, and rendering of bond by him/her to serve the university for a specified period after attaining the higher qualification.

(f) **TA/DA:** TA/DA for official duty is admissible under the university rules.

(g) **Faculty Member Consultancy:** Consultancy/joint research of the faculty is allowed, as long as the university obligations are met.

(h) **Fee Rebate for Family:** Subject to availability of funds, faculty members' spouse and children may be provided with the benefit of full or partial tuition fee waiver to obtain their undergraduate/graduate degree at the university. Such family member shall not enjoy any special admission status, and must meet the eligibility criteria.

2.7.1 Retirement/Termination

All university employees shall retire at the age of 60 years, provided that the university may, in public interest with the prior consent of the Vice Chancellor and subject to physical fitness, re-employ a person, on contract, beyond the age of 60 years for a period not exceeding 2 years at a time, on the salary not exceeding the one he/she drew when he/she attained the age of 60 years. During post-retirement employment, a faculty/staff member will be entitled to all benefits as elaborated in the contract. A faculty/staff member will be informed of his/her retirement date one year in advance of the effective date through the HR Department.

2.7.2 Employees Old Age Benefits Institution (EOBI)

All regular employees of the University will progressively be registered with EOBI and will be entitled to the benefits, and governed by the terms and conditions as laid down in the EOBI Act-1976, as amended from time to time.

2.7.3 Death Coverage to Regular Faculty Members

In the event of the death of an employee, the dependent family members or legal beneficiaries of the employee shall receive from University the salary for the month during

which the death occurred. The family will, in addition, receive two months basic salary of the deceased to meet the immediate expenses.

(a) additionally, the University will cover reasonable expenses associated with transportation of the deceased to his/her home town.

(b) the VC may waive off any amount owed to the University or clearance requirements.

2.7.4 Research/Publication/Supervision

The details of other benefits associated with research publication/supervision are available in the Account office of the university. For the time being these are as follows:

(a) **Undergrad Project**

    (i) supervisor shall be paid Rs. 12,000/- per project upto maximum 05 projects per semester

    (ii) for a group less than 03 students, Rs. 3,000/- shall be paid

(b) **MS Thesis/Project**

    (i) Supervisor shall be paid on the completion of thesis/project as per following:-

    (ii) MS Thesis Rs. 18,000/-

    (iii) MS Project Rs. 6,000/-

    MS Thesis Examiner shall be paid as:-

    (i) External (01) Rs. 6000/-

    (ii) Internal (01) Rs. 3000/-

(c) **PhD Thesis**

    (i) On the successful completion of PhD dissertation, supervisor shall be paid Rs.100,000/-

    (ii) PhD Synopsis Examiner shall be paid as:-

    i. BASR nominee (01) Rs. 5000/-

    ii. Internal (01) Rs. 5000/-

(iii) Internal (01) and External (02) examiners of the PhD dissertation shall be paid Rs. 5,000/- and Rs. 10,000/- each, respectively.

(iv) Foreign evaluator/reviewer (02) shall be paid USD 350/- each.

2.7.5 Employees Laptop Provision Policy

The purpose of this document is to implement a standard official laptop allocation, purchase, usage and cost sharing mechanism for the Capital University of Science and Technology (the University).

(i) **Objective:** To devise a policy of laptop purchase, allocation to employees, usage of laptops, cost sharing and replacement of laptops (notebook) computers by the University.

(ii) **Process Owner:** Information Technology department of the University will be responsible for the implementation of this policy.

(iii) **Eligibility:** All teaching staff will be eligible to avail laptop policy. The following table will be used to establish eligibility criteria for the employees:

S.No.	Designation	Specifications
1	Dean	HP/Dell Core i7 , 8GB RAM, 1TB HDD
2	Professor	
3	Associate Professor	HP/Dell Core i5 , 4GB RAM, 500GB HDD
4	Assistant Professor	
5	Senior Lecturer	
6	Lecturer	
7	Associate Lecturer	
8	Director	
9	Manager IT	

(iv) **Purchase of Equipment:** The University will purchase employees recommended/selected brand laptop from its vendors to provide its employees.

(v) **Maintenance of Equipment:** Employees will be responsible for the maintenance of the equipment provided to them. The equipment means Laptop, Optical Mouse, Laptop Charger and Laptop Bag. Laptop comes with one-year warranty period. In-case any of the provided equipment fails while in their possession, employee(s) will be responsible to fix the issue.

(vi) **Useful Life:** The useful life of the laptops purchased will be four (4) years. After completion of four (4) year period the University will provide new laptops.

(vii) **Stolen/Theft:** In case of laptop stolen or theft during the four (4) years tenure replacement laptop will not be issued whereas depreciated amount will be recovered from the employee in case of resignation/termination within four (4) year of service. After completion of four (4) year period the University will provide new laptop.

(viii) **Replacement of Existing Laptops:** All laptop given to employees will be changed with a new laptop as per table 1 after 4-year laptop assignment.

(ix) **Ownership of the Equipment:** Since the purchase of the equipment, ownership of the equipment remains with the employee. Therefore, in case an employee leaves the University within four (4) years of the laptop purchase, equivalent amount mentioned in the following table will be deducted from his/her salary or provident fund. Employee will sign an undertaking attached as Appendix-D.

Age of Equipment	Percentage of Cost to be deducted
Up to one year	80%
More than 1 year, but less 2 years	60%
More than 2 years, but less 3 years	40%
More than 3 years, but less 4 years	20%
More than 4 years	0%

After 4 years of service, used laptop will be given to the employee.

(x) **Effective Date:** This Policy will be effective from the date of approval by the University Management.

2.8 Faculty Hiring and Evaluation

The requirement of the new faculty is justified by the Head of the Department according to department's goals and program objectives. The hiring decision is made by the Selection Board of the University. The new faculty hiring procedure is initiated once hiring proposal is approved. The faculty hiring procedure follows the guidelines defined in the Statutes of the University.

2.8.1 Annual Faculty Evaluation

All faculty members have to fill a Self Appraisal Form and submit to concerned HoD on an annual basis (Appendix-A). The HoD then appraises the faculty member based on the submitted Self Appraisal Form and his/her own assessment of performance during the year. The HoD then reports his findings through an Annual Evaluation Form for each faculty member (Appendix-B). The HoD's appraisal of the faculty is then countersigned by the Dean and submitted to HR office.

All promotions, renewal and extension of contracts, annual increment in faculty salary, etc., shall be based on these Annual Evaluation Forms.

2.8.2 Faculty Appointment/Promotion Policies

The appointment/promotion rules for faculty are provided below:

(i) **Lecturer/Research Associate:** First Class MS/MPhil/equivalent degree awarded after 18 Years of education in the relevant field from an HEC recognized University/Institution.

(ii) **Assistant Professor:** PhD in relevant field from HEC recognized University/Institution.
No experience required.

(iii) **Associate Professor:** PhD in the relevant field from an HEC recognized University/Institution.

10-years teaching/research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

OR

5-years post-PhD teaching/ research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

The applicant must have 10 research publications with at least 4 publications in the last 5 years in the HEC recognized Journals.

(iv) **Professor:** PhD from an HEC recognized Institution in the relevant field.

15-years teaching/research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

OR

10-years post-Ph.D. teaching/research experience in a recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

The applicant must have 15 research publications with at least 5 publications in the last 5 years in HEC recognized journals.

The faculty member can apply to HoD for promotion, if he/she fulfills the criteria of the next faculty position. The HoD will forward his/her request to FAC after the evaluation along with his/her opinion of recommendation/regret. The FAC after evaluating the

credentials of the faculty member will forward their recommendations to the VC. For the promotion to next rank, faculty members are required to successfully complete the mandatory training/workshop/seminar mentioned in the university Faculty Development Program (FDP) Calendar (see Table 5.1).

2.9   Leave Policy

Faculty members can avail a total of 24 days of leave in an academic year. The applicant shall submit the request for leave as per the prescribed format on portal (hard copy available at Appendix-C), at least one day before proceeding on leave, or the next morning in case of an emergency. For long leave, or ex-Pakistan leave, approval will be requested form CUST VC, through respective HoD/Dean.

2.9.1   Penalties

Following penalties are to act as deterrent against a Faculty Member going on leave without prior permission:

(a) any faculty member proceeding on leave without obtaining the approval of the concerned authority shall be considered absent from duty, and asked by the HoD/Dean to render a written explanation. If the explanation is found unsatisfactory, the faculty member can be fined 05% of his/her basic salary for every day of absence. In cases of prolonged or repeated absence, the faculty member will be subjected to disciplinary action that may lead to dismissal from service on the evaluation and recommendation by FAC.

(b) a copy of the faculty member's explanation, and the action taken thereon, shall be retained in his/her dossier, kept in the HR office, for record.

(c) the instructor availing the leave will have to take missed classes with consultation of the HoD.

(d) any leave exceeding the prescribed annual leave and casual leave, if granted, will be considered as leave without pay.

2.10   Harassment Policy

Harassment is defined as an unwelcomed behavior from a person who holds some kind of power or authority over the person being harassed. These advances may include, but may not be limited to verbal or physical communication with some sort of overtones, that make the victim uncomfortable and affect his/her performance. This becomes particularly problematic for students or employees, when:

(a) submission to such conduct is made a term or condition for employment or participation in an educational program.

(b) submission to or rejection of such conduct is used as a basis for employment or academic decision directly affecting the individual.

(c) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or student's academic performance, creating an intimidating, hostile, or offensive work or learning environment.

University upholds zero tolerance for any form of harassment that interferes with the work performance of a student or faculty member/staff. In order to prevent sexual and all other types of harassment on its campus, the University has developed a policy, whose aim is to make the campus harassment free. This policy is being followed in the letter and spirit. The University has an established "Harassment Invigilation Cell" (HIV Cell) on campus. If anyone (be it a student or faculty/staff) in the university feels that they are being harassed, they can either approach their class advisor, HoD/Dean or send an email to hiv.cell@cust.edu.pk. All cases are handled and resolved in a professional manner so that the confidentiality of all parties is maintained.

2.11 Harassment Invigilation Cell (HIV Cell)

The harassment cases shall be dealt by the HIV Cell on behalf of the Vice Chancellor. The HIV Cell comprises of the following members:

(a) Dean of Faculty, Convener

(b) Registrar, Member

(c) HoD, Member

(d) Director Student Affairs

2.11.1 Appeal Against HIV Cell Decision

The faculty member/staff /student may make an appeal to the Vice Chancellor against any decision within six days. The decision of the VC will be final.

2.12 Grievance Handling and Code of Conduct Violations

It is the policy of the University to provide every employee the right to an internal review of a condition, decision, or treatment unsatisfactory to the employee and affecting his or her employment. Open communications between supervisors and employees are strongly encouraged to assist in effective and timely resolution of employee issues. Human Resource staff is also available to discuss any matter brought forward and assist in informal problem resolution. Retaliation in any form against an employee initiating a grievance is discouraged and penalized.

The purpose of the grievance procedure is to provide a system for addressing Code of Conduct violations or other work-related issues. Matters related the University policy cannot be questioned.

Definition:

A grievance is defined as any dissatisfaction, complaint, irritation or any misunderstanding of an employee, or group of employees, concerning a matter or situation related to work or management. Some examples of grievances are listed below:

(a) grievances relating to the terms and conditions of employment;

(b) grievances relating to the work relationship between an employee and colleagues;

(c) grievances relating to various types of harassment, including sexual harassment;

(d) grievances resulting on account of victimization of an employee.

The university strongly encourages all employees to try and resolve issues before they become grievances by discussing them informally with their supervisor/department head and/or Dean.

2.12.1 Processing of Grievance Cases

When informal approaches have been exhausted and the issue has not been resolved, the employee has the option of resorting to a formal grievance procedure, which can be lodged as a formal written grievance to FAC. In case the applicant identifies conflict of interest with any member of FAC, he/she can give a written application to the Vice Chancellor for reconstitution of FAC committee for that specific case.

Disciplinary actions owing to Code of Conduct Violation can be:

(a) verbal Warning(s) / reprimand(s);

(b) written Warning(s) / reprimand(s);

(c) transfer to another position;

(d) restitution in whole or in part any pecuniary loss caused to the organization due to the negligence, dishonesty or any other act of omission;

(e) termination.

The Employee Grievance Procedure is not a legal proceeding and no legal representative will participate.

Chapter 3

Course Delivery, Assessment, and Evaluation

3.1   Course Delivery

The course instructor is required to upload the approved course plan on the portal before the start of classes. Approved course plan document includes the grading policy, Course Learning Objectives (CLOs) with their appropriate learning levels, according to Bloom's taxonomy, and CLOs-Program Learning Objective (PLOs) mapping.

Theory Course: The instructors strictly follows the course plan distributed at the start of the semester in consultation with the HoD. It is ensured that the contents taught in the course are as per approved course outline. The course instructor is expected to complete 100% of the approved contents and if some topics are left, he/she is required to mention them in the course file as a record along with the reason of non-completion. In each course, the students are trained for in-depth understanding of the concepts of the subject. The classes are usually of an interactive nature, and the instructors ensure the understanding of the subject matter to the students.

Lab Courses: A plan for the lab experiments to be performed by the students is also prepared by the instructor and adherence to it is closely monitored. The lab manuals

are regularly reviewed and updated, making sure that all the planned experiments are completed.

3.2   Assessment of Students

The examination papers are designed to judge the conceptual understanding of students. Minimum possible emphasis is placed on testing the memorizing abilities of the students. The students are supposed to answer all the questions without any choice. An important aspect of their assessment is exposing them to Complex Engineering/Computing Problems, Real Business Situations and Open-ended Projects. Problem Based Learning (PBL) is an integral part of our assessment methodology. Projects are usually assessed through pre-defined rubrics.

The experimental work is designed to develop practical skills of students in the handling and usage of modern equipment. The experiments performed by the students are monitored by the respective instructors and assessed through rubrics. The data analysis, presentation of results and conclusion are also evaluated for each experiment. Besides noting the experimental results on the lab manual, each student is also required to summarize the objectives, procedure, benefits and the outcome of the experiment in his own words. In the midterm, the student is required to perform one of the earlier experiments without help, including setting apparatus, implementation and analyzing results. Open ended lab projects are an important component in lab assessment where the learning of the student throughout the course is assessed. In final evaluation, usually the lab project is assessed through rubrics and report assessment. An oral examination for the experimental work is conducted at the end of the semester.

Tutorial and counseling system for cooperative learning: A very well organized counseling mechanism exists in the University and controlled by the respective HoDs. For each student, a counselor is nominated who guides and helps the student in his/her academic and non-academic matters throughout the study programs. Every faculty member is nominated as a counselor for a group of 20 to 30 students, and is expected to provide counseling to the students by arranging at least one meeting, in a month, providing

his/her counseling hours to the students. Moreover, official tutorial hours are also posted in every teacher's course portal, so that if students have any problems in the understanding of lectures or other academic issues, they can consult teachers during these hours. It is the responsibility of the HoD to ensure the compliance of office hours.

3.3 Students' Workload, Class Sizes and Completion of Courses

Net Instructional Hours: For a 3 Credit Hours (Cr. Hrs.) theory course, there are 32 lectures per semester. Specific courses are supported by the associated labs. Each lab has three hours duration per week and is equivalent to 1 Cr. Hr.

Student Load: Students can register courses through an online registration process. A typical student can take all courses, i.e. the entire load of a semester as defined by the curriculum roadmap. The roadmap is designed keeping in mind the academic load of students. However, for weaker students with low GPA in previous semesters, restrictions are applied on the allowed load to enable them to improve their performance through lesser loading. The maximum permitted course load for a student depends on performance during the previous semester. However, it cannot exceed 21 Cr. Hrs. per semester for any reason.

Class Size: For core/required theory courses, the class size varies from 30 to 50 and for elective theory courses, the number may go up to 40. The maximum class size for lab courses is 30 students per lab, including 2 to 3 students per group per workstation.

Course Completion: A 3 Cr. Hrs. theory course includes 32 lectures (of 1 hour and 30 minutes duration) in a semester. On daily basis, a report of class held status is generated and based on that report, HoD ensures that all theory classes are executed as per the time table, and 32 lectures for 3 credit courses are completed. If the contents are not completed, the instructors note the reasons of non-completion in the Course Review Report, which is available in the instructor portal.

3.4   Test and Examination

During each semester the student will be assessed as follows:

Home Assignments: The instructors will design and assign at least 4 individual/group assignments: two before midterm and two after midterm examinations. They shall be checked and returned to the students. Presentation and discussion in the classroom may be held if required.

Quizzes: A minimum of 4 quizzes will be conducted in each course throughout the semester: two before midterm and two after midterm examinations.

Midterm Examination: There will be one such exam in each semester, contributing 20% towards the final grades. Instructors are required to prepare the midterm examination in two equal parts, each having 10% weightage.

Semester Project: Depending upon the nature of the course, a semester project might be assigned to the students. Projects may be evaluated in the classroom but not at the expense of teaching hours.

Missed Quizzes, Assignments and Midterm Exams: As a general policy, there shall be no make-up for missed quizzes, assignments or a midterm examination, however under special circumstances, the decision regarding make-up for quizzes, assignments or projects can be made by the concerned instructor in consultation with the concerned HoD.

The selection decision about the average, all or highest of the quizzes and assignments (if more than 4 in each category) are made by the course instructor.

Final Examination: The final examination will be held for each course at the end of the semester. The controller of examinations will issue instructions, from time to time, regarding the conduct and mode of final examination. The weightage of the final exam should be 40%. Under OBE system, the university as a policy requires that the final examination shall have four parts/four questions each carrying 10% weightage. Instructors are not allowed to change the weightage of any parts of the final examinations.

Practical/Laboratory Work: In the course/programs where practical/laboratory work are part of the study scheme, the examination will be held according to the schedule prepared by the HoD.

Midterm and final examinations are arranged, controlled and executed by the office of Controller of Examinations, and in this respect, instructions issued by the Controller of Examinations office are final and binding for everyone. If a student is not happy with his/her grade or marking, the case shall be dealt with by the Controller of Examinations and the instructors are advised not to handle any such query directly.

3.5 General Rules About Examinations

All faculty will follow the examination rule published/announced by the Controller of Examination Office from time to time.

3.5.1 Paper Setting and Evaluation

Question papers of all examinations are to be set by the instructors in consultation with the respective HoD. Instructions to be adhered to follow:

(a) all question papers must be typed personally by the concerned faculty member.

(b) pages of question papers should be properly numbered. The numbering must indicate page number and total number of pages.

(c) all question papers will be vetted by the respective HoD before finalization.

(d) the faculty members will submit the question papers for the final examination to their respective HoD.

(e) the printing of the exam copies of the question papers will be arranged by the Controller of Examinations.

(f) fresh exam papers must be set for each semester and not be repeated from the past years. Visiting faculty members should not repeat papers they may have used elsewhere.

(g) answer books of students will be evaluated by the instructors concerned.

(h) assessment of answer books must be completed by the date announced by the Examinations Office, and results, complete in all respects, must be uploaded within notified schedule and marked answer scripts of final exam should be returned to Controller of Examination office for further processing.

(i) faculty members are required to return the final exam solved answer sheets of their subjects, within the announced date by the HoD office.

3.5.2   Invigilation

Invigilation is a part of instructional duties. It is to be carried out with the same spirit as that of teaching. Faculty Members appointed as invigilators will show zero tolerance for cheating in the examination, and shall ensure that:

(a) the examination material is collected from the exam office at least 15 minutes prior to the commencement of examination.

(b) the instructions printed on the title page of answer book are read out to the students before the commencement of the examination.

(c) the students are warned against the use of unfair means and are advised to surrender books, notes, papers, mobile phones, etc. before commencement of the examination.

(d) all answer books and continuation sheets, if any, used in the examination are signed by the invigilator and their serial numbers are entered by the student on the attendance sheet.

(e) the examinees must write their registration numbers and classes in the specified columns.

(f) no examinee may use lead pencil unless it is specific requirement of the exam.

(g) the attendance is taken during the first 30 minutes of the exam. The following points need particular attention:

    (i) seating must take place according to the seating plan provided by the exam office.

    (ii) attendance sheet must be signed by the invigilator.

    (iii) attendance roll should match with the actual number of students appearing in the exam.

    (iv) no student whose roll number is not included in the seating plan be allowed to sit in the exam room.

(h) students are not allowed to ask any question or inquire clarifications from other students. If a student requires any clarification, he/she needs to ask the invigilator. The invigilator may call exam office in this regard immediately. Official of the exam office may contact the concerned teacher, if needed.

(i) borrowing or lending any item among the students inside the exam room is prohibited.

(j) all unused answer books/answer sheets are returned to Examinations Department.

(k) the answer scripts are counted and tallied with the attendance record for that paper.

(l) any student found using unfair means or assisting another student during a test/examination is liable to severe disciplinary action. If the invigilator considers a student a source of disturbance in the examination room, he/she may turn him/her out of the room. A student found guilty of using unfair means will be referred to the Discipline Committee through prescribed proforma provided by the CoE office.

(m) the invigilators on duty are strictly advised not to involve in any of the following activities during their invigilation:

    (i) using laptops/cell phones.

(ii) reading newspapers/books.

(iii) marking examination papers.

(n) the invigilator should remain attentive, and be standing/sitting at a place from where a complete view of the examination room is visible.

Invigilators should not leave the examination room un-attended under any pretext.

Chapter 4

Faculty Development

CUST recognizes the importance of faculty development and thus, follows a comprehensive policy towards training, grooming and development of its faculty, including both senior as well as junior faculty members.

4.1 Objectives of Faculty Development Program

The main objectives of Faculty Development Program at CUST are to:

(a) facilitate the faculty members in improving and updating their content knowledge by providing sufficient learning opportunities to them.

(b) assist the faculty members, both seniors and juniors, to constantly update and improve their knowledge, instruction methodology, and adapt new innovative techniques towards teaching.

(c) promote research activities of the faculty members by providing conducive environment and maximum possible assistance.

(d) provide ample facilities and encouragement to faculty members for industrial liaison, in order to include a healthy flavor of industrial practices along with course work.

(e) ensure targeted approach for development skills of individual faculty members by analyzing their strengths and weaknesses on annual basis.

(f) assess the performance of the faculty members against the targets defined through mutual consent at the start of the year.

(g) support the development of each faculty member by using the faculty assessment outputs to set goals for the ensuing year.

Various modules of the Faculty Development cycle are described individually in the subsequent paragraphs. The complete flow chart of the Faculty Development and Assessment Cycle is given in Fig. 4.1.

4.2   Higher Education Opportunities

Faculty members are always encouraged to enhance their qualifications by providing ample opportunities of higher education. Since, the University has its own credible and mature graduate programs, the junior faculty is encouraged to take admission in these programs. The faculty members are awarded scholarships if they are enrolled in these MS or PhD programs. Any faculty member interested in PhD abroad is granted an unpaid leave from the University.

4.2.1   Enrolment in PhD Program (within the University)

Faculty members can register for a PhD program in the University and can avail scholarships as mentioned in Table 4.1.

4.2.2   Enrolment in PhD Program (Indigenous)

Faculty members can register for PhD program (Indigenous), subject to the following conditions:-
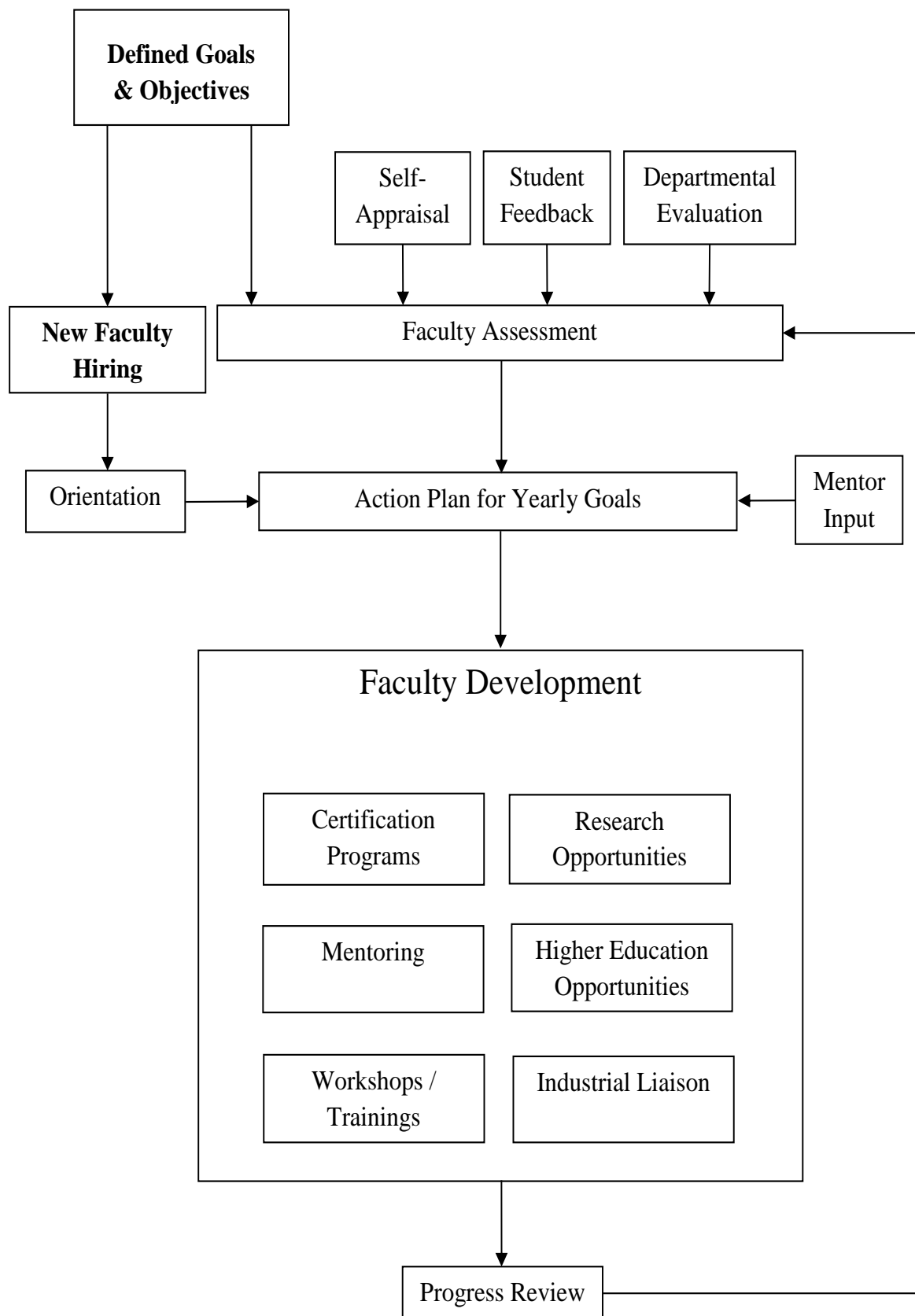
FIGURE 4.1: Faculty development and assessment cycle.

TABLE 4.1: Faculty scholarship.

S. No.	Service Length at the University	Scholarship	Continuation GPA
1	Faculty with at least 3-year service	50% Tuition Fee Waiver	GPA ≥ 3.0
2	Faculty with at least 4-year service	75% Tuition Fee Waiver	GPA ≥ 3.0
3	Faculty with at least 5-year service	100% Tuition Fee Waiver	GPA ≥ 3.0

(a) he/she needs MS/MPhil degree from a recognized institution.

(b) the faculty members shall be recommended by the department for admission only in an area related and relevant to existing or planned University programs. Each department may recommend a suitable number of faculty members, which would, in the judgment of HoD, not affect functioning of the department.

(c) the faculty member shall be less than 35 years of age.

(d) the HoD may recommend faculty member for financial sponsorships upto 75% of the tuition fee.

(e) in case the University sponsors faculty member for a PhD program, he/she may apply for, and be granted, a study leave of maximum one semester, with pay.

(f) Faculty member will continue to observe the regular office hours of the University, and shall obey all other rules and regulations.

(g) after at least two years of enrolling in the PhD program, the faculty member may apply for, and be granted, a study leave of maximum one semester with pay.

(h) in case sponsorship is not approved, University may grant leave without pay for specific time.

(i) maximum period for PhD will be 4 years.

4.3 Short Courses/Conferences/Workshops

The University is keenly interested in developing the abilities and teaching skills of its faculty members. For this reason, it encourages their participation in all such programs, on and off the campus, which may contribute towards their professional development (see Table 5.1).

Duration of such short courses/workshops may vary depending upon the approval of the competent authority. A faculty member can avail such opportunities, which will enhance his subject development or pedagogy of that particular subject. The university may sponsor such opportunities as per the recommendation of respective HoD.

4.4 Mentoring

Mentoring is an essential part of the faculty development plan as it makes the development more target oriented. Mentoring is not only essential for junior faculty but also for senior faculty and helps them to have an independent critical review of their own progress. For junior faculty members, mentoring will be beneficial as they will be provided with constant guidance. With each faculty member, a mentor will be assigned to support the faculty member on his progress review, self-assessment, planning or any official issue, which may arise. Any senior faculty member (Assistant Professors, Associate Professors and Professors) is eligible and can be assigned as a mentor.

4.5 Action Plan for Yearly Goals

Planning for the next year provides a targeted approach to faculty development. At the start of each year, the progress of each faculty member in the last year is reviewed thoroughly in an individual research meeting, and a development plan for next year is made. This plan is developed by mutual consultation of faculty member, his/her mentor and HoD. The targets are set for the next year, and avenues like specific trainings,

certifications, higher education courses, etc. are identified to further enhance the skills of the faculty member. These plans are important because for each year's assessment, the progress is gauged against the plans set for that year.

4.6   Industry Liaison

The industrial exposure of faculty contributes a lot in preparing students for the industry. CUST encourages its faculty members to have collaborations with the industry. Industry liaison of faculty members is considered a big positive during the assessment of his/her performance. Due to this encouragement, a number of its faculty members are actively pursuing joint projects or consultancy arrangements with industry. The revenue earned by the faculty through consultancy is shared in the ratio of 70:30 between faculty and university, respectively. As an outcome of these collaborations, a number of students are also involved in the industrial projects, which will boost their chances for jobs.

Chapter 5

Research and Development

5.1 Research and Development (R&D) Fund

CUST gives prime importance to research performance of the faculty members, and provides proper facilitation to enhance the research productivity. These efforts are reflected in the overall research output as evident from the number of research publications by its faculty members in last two years. Separate research labs are provided to faculty members who are actively pursuing research. CUST also provides partial sponsorships to its faculty members for research publications, and for participating in conferences, decided on case to case basis. Every research group is financially supported for its day to day running expenses by providing entertainment allowance.

An R&D fund will be made available to a department, which proposes a project for undergraduate/graduate studies or for faculty research. This fund can be provided either by the University, or case may be forwarded to a granting institution.

5.2 Property Rights (IP) Policy

(a) Intellectual property laws of Pakistan include copyright laws, patent laws and trademark laws. Law duly protects the work of creative individuals and businesses from

unauthorized use or exploitation by third parties. By utilizing intellectual property laws, creators and innovators can fully protect, and benefit from their creations.

(b) Pakistan is a signatory to World Trade Organization (WTO), which aims to increase international trade. Under the provisions of this agreement all states, which subscribe to WTO become bound to a mutual recognition of intellectual property rights at a higher level of protection, far beyond what the older conventions could offer. Pakistani intellectual property laws take into account the provisions of WTO.

(c) Further, Pakistan is a signatory to the Berne Convention for the Protection of Literary and Artistic Work of 1886 and the Universal Copyright Convention of 1952, and Agreement on Trade Related Aspects of Intellectual Property Rights, 1995 (the "TRIPs"). The Berne Convention's basic requirement is that each member state must follow the principle of national treatment, where in case, the country of origin of work is a Berne state, other members must accord the same treatment as they offer to their own nationals.

(d) The TRIPs is an international treaty administered by the WTO, which sets down minimum standards for most forms of intellectual property (the "IP") regulation within all member countries of the WTO. TRIPs deal with: copyright and related rights, such as rights of performers, producers of sound recordings and broadcasting organizations; geographical indications, including appellations of origin; industrial designs; integrated circuit layout-designs; patents, including the protection of new varieties of plants; trademarks; trade dress; and undisclosed or confidential information, including trade secrets and test data.

(e) Pakistan Penal Code provides punishment under sections 478 to 489 against infringement of trade, property and other marks. This shows both international and national ramification of IP laws. Owner of the exclusive license of copyrights, in case of an infringement, are entitled to all such remedies by way of injunction, damages, accounts and otherwise as are conferred by law for the infringement of a right. Similarly, the holder of a valid Patent in Pakistan shall have the right to prevent

the third parties, not having owner's consent, from the acts of making, using, offering for sale, selling, or importing and having the right to assign, or transfer by succession, the Patent and to conclude licensing contracts.

(f) the proprietor of a registered trade mark shall also have exclusive rights in the trade mark. The infringement of the registered trade mark shall entitle its proprietor without prejudice to the rights to obtain any relief, by way of damages, injunctions, accounts or otherwise as is available in respect of the infringement of any other property right, under any law in force, the proprietor shall also have the right to obtain relief under the ordinance if the trade mark is infringed.

5.2.1   Purpose

This policy provides guidelines for the staff, students and researchers of the University regarding intellectual property rights and their implications, and to protect their interest and rights against infringement. The IP policy seeks to provide proper guideline to facilitate the commercialization of research outputs.

5.2.2   Objectives

The main objectives of this policy are to:

(a) provide a platform for the encouragement of discovery spirit among the faculty and students, and encourage and aid scientific investigation and research.

(b) set out the procedures on the identification, ownership rights, protection and commercialization of intellectual property.

(c) protect the ownership rights of researchers/innovators with respect to their intellectual efforts.

(d) provide researchers assistance for Patenting of their creative work.

(e) raise awareness and sensitize about intellectual property rights.

(f) ensure that economic benefits arising from the commercialization of intellectual property are distributed in a fair and equitable manner, recognizing the contributions of the inventors, the University, as well as any other relevant stakeholder.

(g) assure that name, insignia and logos of University are properly used, and to receive a fair share of any commercial gains from the use of its names.

(h) protect the interests of the University, and ensuring that the University receives value in the commercialization of its intellectual rights.

5.2.3   Scope and Jurisdiction

(a) this policy shall apply to all intellectual property developed or created in the course of work or study at the University with university support.

(b) the jurisdiction of the policy extends to all University personnel and students, and applies to all programs supported by the University.

(c) this IP policy shall cover all types of intellectual property rights under relevant IP Laws of the country, such as:

   (i) Copyright Ordinance, 1962

   (ii) Registered Designs Ordinance, 2000

   (iii) Registered Layout-designs of Integrated Circuits Ordinance, 2000

   (iv) Patents Ordinance, 2000

   (v) Trade Marks Ordinance, 2001

   (vi) Merchandise Marks Act, 1889

   (vii) The Trade Marks (Invalidation and Summary Registration) Act, 1950

   (viii) The Electronic Transactions Ordinance, 2002

   (ix) Sections relating to infringement of Trade, Property and Other Marks in the Pakistan Penal Code, 1860

   (x) Press, Newspapers, News Agencies and Books Registration Ordinance, 2002

5.2.4   Ownership Policy Principles

(a) all rights and titles in intellectual property devised or created by an employee and student of the University in the course of his/her duties and activities of employment shall be shared mutually by the University and the concerned parties. This however; excludes articles, dissertations, thesis, and books, which are produced solely by one or more students/employees of University in performance of the research agreement.

(b) if the University's resources are used and the funding is generated from any external source, University shall be the owner of any IP thus, generated.

(c) if the research leading to an intellectual property has been funded by or through the University by way of a grant or any other funding body (government or private), the terms of the grant or the funding agency may override any of the rules contrary to the University's IP policy.

(d) if an employee of the University creates intellectual property outside the normal course of his or her duties of employment, with the significant use of University resources, he/she will be deemed to have agreed to transfer the IP rights in such intellectual property to the University as consideration for the use of University resources.

(e) intellectual property created in the course of, or pursuant to a sponsored research or other type of agreement with a third party, shall initially belong to the University and then ownership shall be determined according to the terms of such agreement.

(f) in case of inventions, improvements, or discoveries and all works of authorship by joint sponsorship, all rights and titles to joint intellectual property will belong jointly to University and sponsor, and will be subject to the terms and conditions of this agreement.

(g) rights related to intellectual property that is created during an academic visit by the employee of the University to another University, shall be governed by an agreement between the University and the other University. If the University's IP Rights are not affected, the IP created during the visit shall belong to the other University unless otherwise provided in an agreement.

(h) visiting researchers are required to transfer to the University any Intellectual Property they create in the course of their activities arising from their association with the University. Such individuals will be treated as if they were University employees for the purposes of this Policy.

(i) students who are not employed by the University shall own all Intellectual Property and associated IP Rights they create in the normal course of their studies. However, the following exceptions shall apply:

    (i) if a student is offered a scholarship sponsored by a third party under a separate agreement, under which the third party has a claim on Intellectual Property arising from the studentship, the student must agree that the Intellectual Property shall initially belong to the University and ownership will then be determined in accordance with the terms of the agreement concluded with the third party.

    (ii) Intellectual Property created by students in the course of, or pursuant to, a sponsored research or other agreement with a third party shall initially belong to the University and ownership will then be determined in accordance with the terms of the agreement concluded with the third party.

    (iii) if a student creates Intellectual Property with the significant use of University Resources in connection with his or her research activity, he or she will be deemed to have agreed to transfer the IP Rights in such Intellectual Property to the University as consideration for the use of University Resources.

    (iv) the University shall claim ownership of all Intellectual Property created in the course of postgraduate (doctorate) students' research activity.

    (v) students shall be given the option to assign IP Rights to the University, and shall then be granted the same rights as any employee Inventor, as set out in this Policy.

(j) all rights in Copyrighted Works are owned by their creators regardless of the use of University Resources. Copyrighted Works specifically commissioned by the University, or developed in the performance of a sponsored research or other third party

agreement, shall constitute an exception where the provisions of such agreements shall be taken into account.

5.3   Administrative Procedures

The Office of Research, Innovation and Commercialization (ORIC) will be responsible for the management of this policy, including all activities regarding implementing, evaluation, patenting, providing drafting of patent applications, and licensing of new inventions and discoveries made at the University. Requests for any transfer of rights from the University to the Inventors(s), or any other third party, should be made in the first instance to the person or department designated by the University.

5.4   IP Disclosure

(a) The University encourages its Researchers to identify research results with potential commercialization value, as it may enhance the reputation of the University through bringing them to public use and benefit.

(b) The ORIC Office shall be responsible for the protection and commercialization of the University's Intellectual Property. The Inventor(s) however, shall be consulted in each phase of the procedure.

(c) Researchers shall be required to present in writing the draft publications containing scientific results to the relevant Head of Department before publishing them, and shall state in writing, that to the best of their knowledge such works do not contain any results for which protection may be obtained, or which can be exploited in any way.

(d) Inventors shall fully disclose all research activities and results relevant to the Intellectual Property and provide information about themselves, in particular the percentage of their contribution to the creation of the Intellectual Property and

the circumstances under which it was created. The detailed description of the Intellectual Property shall be presented in such a manner that the inventive activity involved, and its novelty as well as its susceptibility of industrial application, becomes explicit and clear-cut for a person skilled in the art.

(e) Researchers, including employees and students are obliged to disclose all Intellectual Property falling within the scope of this policy.

(f) Copyrighted works shall be excluded from the disclosing obligation, except for those which were developed in the performance of a sponsored research or other third party agreement.

(g) If an inventor has developed any IP, the ownership of which is vested in the University, the Inventor(s) must promptly disclose the full details of the IP to the ORIC within one month. The ORIC will evaluate the commercial potential and patentability of the IP. The ORIC may consult independent experts who are competent in the field to assist in the evaluation. In all cases where IP is disclosed by a member of staff for possible commercialization, the University is obliged to ascertain its commercial potential. Intellectual property disclosures are normally considered confidential by the University, but for the sake of ascertaining its commercial potential, ORIC will inform all members to get feedback.

5.5 Revenue Distribution

All revenues derived from the University owned IP will be received and administered by the ORIC. For each specific piece of IP owned by the University, costs incurred in the process of perfecting, transferring, and protecting university rights to the property paid by the University will first be deducted from the gross income available before distribution. An accurate accounting of all such costs shall be made available to the author/creator upon request. The distribution of net proceeds that is received from University owned Intellectual Properties shall be shared between the creator, and the university, or on mutually agreed terms and conditions.

5.6 Plagiarism Policy

In the wake of fundamental improvements being introduced in the system of Higher Education in Pakistan, the credit, respect, recognition of research and scholarly publications, career development and financial gains are now linked with original works accomplished without replicating the efforts of other researchers. It has therefore become necessary that the menace of plagiarism is highlighted and curbed through exemplary punitive actions. On the other hand, one must also guard against bogus or false complaints in order to prevent victimization, which may make researchers and scholars shy away from research, simply because of the fear of prosecution. Recognizing, the need for such a policy, HEC has duly circulated one which may be referred either at the HEC website, or accessed from the Registrar Office of the university.

5.6.1 Criteria

A dissertation shall be cleared for evaluation if its similarity index is less than 20% in total and less than 5% from a single source. Similarity from the student's own published work carried out during the PhD studies shall be excluded.

5.6.2 Dispute Resolution

In case of any ambiguity in plagiarism assessment, the following committee shall evaluate the case and shall submit its recommendations to the BASR for decision:

  (a) Concerned Dean

  (b) Concerned HoD

  (c) Student's Supervisor

  (d) Director Graduate Studies

TABLE 5.1: Faculty development calendar.

S. No.	Semester	Target Audience	Methodology/Material	Nature of The Training	Areas Covered
1	1st semester	All Faculty Members (Newly Appointed)	• Presentation • Notes • Interactive Session	Department wise Orientation and Certification	**Introducing CUST** • Exposure to institutional policies, culture, and expectations • Basic Institutional Structure and Design • CUST Hierarchy and Decision Making System • Role of Different Committies/Bodies of CUST in Academia
2	1st semester	All Faculty Members (Newly Appointed)	• Presentation • Demonstration of Portal • Sample papers, assignments and quizzes • Interactive session	Department wise Workshop and Certification	**CUST Academic Procedure** • Use of portal • Grading policy • CUST policy about development of Papers (Quiz, Assignment, Midterm and Final Term) • Paper marking system and culture • Result announcement procedure • Course file introduction • Assigning of mentors

S. No.	Semester	Target Audience	Methodology/Mateiral	Nature of The Training	Areas Covered
3	1st semester	All Faculty Members (Newly Appointed)	Demonstration	Department wise Training and Certification	**Development of Course Files**
4	Semester wise	• Associate Professor • Assistant Professor • Lecturer • Junior Lecturer •Lab Engineer	Open	One on One Meetings with Mentors	**Goals in Teaching Profession** • Process for the achievement of assigned goals. • Discussion about barriers/obstacles.
5	Summer For Existing FMs, 1st Semester of Newly Appointed FMs	• Professor • Associate Professor • Assistant Professor • Lecturer • Junior Lecturer • Lab Engineer	• Presentation • Reading material • Q/A session	• Training program university wide • On educational psychology • Certification	**Personality Development** • Role of teacher in personal grooming and development • Time and stress management **Classroom Management** • Handling disturbed students • Reaction of disturbances • Theories and approaches of learning

S. No.	Semester	Target Audience	Methodology/Mateiral	Nature of The Training	Areas Covered
6	Summer for Existing FMs, 1st Semester of Newly Appointed FMs	• Professor • Associate Professor • Assistant Professor • Lecturer • Junior Lecturer • Lab Engineer	• Presentation • Reading material • Q/A session	• Training program university wide • On advanced teaching skills • Certification	**Instructional Strategies** • Concept of teaching • Characteristics of a good teacher • Role of teacher • Teaching process • Teaching skills • Evaluation of teaching effectiveness • Teacher's competencies • Teaching techniques and methods • Emphasizing the need for ethical teaching practices
7	Summer for Existing FMs, 1st Semester of Newly Appointed FMs	• HoD/Dean • Professor • Associate Professor • Assistant Professor	• Presentation • Reading material • Q/A session	• Training program university wide • On administrative planning and technical communication skills • Certification	**Educational Administration** • Purpose • Functions • Principles **Communication Process** • Types of communication • Channels • Overcoming barriers • Guidelines for active listing • Tool kit for enhancing communications

S. No.	Semester	Target Audience	Methodology/Mateiral	Nature of The Training	Areas Covered
8	Summer for Existing FMs, 1st Semester of Newly Appointed FMs	• HoD/Dean • Professor • Associate Professor • Assistant Professor • Lecturer	• Presentation • Reading material • Q/A session	• Training program university wide • On curriculum development and material development • Certification	**Introduction to Objective Base Education (OBE)** • Understanding of program learning objectives • Development of course learning outcomes (CLO) • Mapping of CLO on PLO • Principles of curriculum development • Elements of curriculum development • Organizing contents
9	Summer for Existing FMs, 1st Semester of Newly Appointed FMs	• HoD/Dean • Professor • Associate Professor • Assistant Professor	• Presentation • Reading material • Q/A session	• Training program university wide • On research skills • Certification	**Educational Research** • Research approaches • Design of study • Statistics in research • Report writing • Tips for research • Supervising research students • Research groups • Research papers • Research publications

S. No.	Semester	Target Audience	Methodology/Mateiral	Nature of The Training	Areas Covered
10	Summer for Existing FMs, 1st Semester of Newly Appointed FMs	• HoD/Dean • Professor • Associate Professor • Assistant Professor • Lecturer • Junior Lecturer • Lab Engineer	• Presentation • Reading material • Q/A session	• Training program university wide • On education measurement and evaulation • Certification	**Assessment Methodologies** • Concept of measurement • Tools for measurement • Written test • Test construction • Test standardization • Concept and forms of assessment
11	Summer	• Deans/HoDs • Professors	• Presentation • Reading material • Q/A session	• Training program university wide • Certification	**Leadership Skills** • Team building
12	Open	Open	Open	Open	HEC/Other universities' Faculty development programs
13	Once a year	• Deans/HoDs • Professors	Open	• Team management skills/leadership	At least one seminar/worshop will be organized regarding teaching skill/ ethics/new methodologies in teaching/research
14	Open	Staff	Open	• Training program university wide • Certification	**Soft Skills Development Program** • Dealing Effectively with Customers • Conflict Management & Negotiation Skills • Interpersonal Communication Skills

S. No.	Semester	Target Audience	Methodology/Mateiral	Nature of The Training	Areas Covered
15	Open	Corporate Clients	Open	• Training programs university wide • Certification	**Soft Skills Development Program** • Presentation Skills • Effective leadership • Anger Management • Time & Stress Management • Team Building • Conflict Resolution & Negotiation Skill • Emotional Intelligence & the Power of Positive Thinking • Effective Meeting •7/8 Habits of Effective People • Dealing Effectively with Customers

Appendix-A: Self Appraisal Form

Capital University of Science and Technology Islamabad

SELF APPRAISAL FORM FOR THE YEAR ----
(To be filled online by the Faculty)

NAME: **DEPARTMENT:**

DESIGNATION: **DATE OF JOINING:**

1.TEACHING:					
Semester	Course Code	Course Title	No. of Students	Student's Average Grad	Student's Feedback

2. COURSE FILES DEVELOPED:	
Course Code	Course Details

3: NEW COURSES INTRODUCED:	
Course Code	Course Title

4: INTRODUCTION OF INNOVATIVE METHODS IN TEACHING:	
1.	
2.	
3.	
4.	
5.	
6.	

5: UNDERGRADUATE PROJECT SUPERVISED:	
S #	Title of the Project
1.	
2.	
3.	
4.	
5.	

6: MS THESIS SUPERVISED:	
S #	Title of the Thesis
1.	
2.	
3.	
4.	
5.	

7. PhD THESIS SUPERVISED:

Student's Name	Thesis Title	Degree

8. FUNDED RESEARCH PROJECTS:

Project Title	Funding Agency	Start Date	End Date	Role

9. PUBLICATIONS FOR THE LAST TWO YEARS:

Class:

CP:	Conference Publication	**PM:**	Publication in a Magazine
JP:	Journal Publication	**OP:**	Other Publication
TRP:	Technical Reports & Proposals		

Status:

A	Accepted/Published	**S**	Submitted

S #	Class	Title	Status
1.			
2.			
3.			
4.			
5.			
6.			

7.			
8.			
9			
10			

10. SEMINARS / WORKSHOPS / TRAINING

S #	Title	Place	Date
1.			
2.			
3.			
4.			
5.			

11. INDUSTRIAL VISITS ORGANIZED:

S #	Details
1.	
2.	
3.	
4.	
5.	

12: COLLABORATION AND MOUs:

S #	Details
1.	
2.	
3.	
4.	
5.	

13: COURSE COORDINATION:

S #	Details
1.	

2.	
3.	
4.	
5.	

14: OTHERS:	
S #	Details
1.	
2.	
3.	
4.	
5.	

Signature   **Date:**

Appendix-B: Annual Performance Evaluation Form

Capital University of Science & Technology
Islamabad

ANNUAL PERFORMANCE EVALUATION
BY THE HEAD OF DEPARTMENT

For the Period from _____ to _____

NAME: **DEPARTMENT:**

DESIGNATION: **DATE OF JOINING:**

1. TEACHING

Student Evaluation	Course Material	Other Teaching Activities
☐ Excellent ☐ Good ☐ Marginal ☐ Poor	☐ Excellent ☐ Good ☐ Marginal ☐ Poor	☐ Excellent ☐ Good ☐ Marginal ☐ Poor

Overall Teaching Evaluation:	☐ Excellent	☐ Good	☐ Marginal	☐ Poor

2. RESEARCH AND DEVELOPMENT

No. of Journal Publications in Last Two Years (ISI LISTED)			
No. of Conference Publications (Archived)			
Conferences Attended	**a- Local**		**b- Abroad**	

Overall Research Evaluation:	☐ Excellent	☐ Good	☐ Marginal	☐ Poor

3. PERSONAL TRAITS

Dependability	Co-operation	Initiative
☐ Highly Dependable ☐ Dependable ☐ Not dependable	☐ Highly Cooperative ☐ Cooperative ☐ Non Cooperative	☐ High Degree ☐ Medium ☐ Lacking

3. ANNUAL INCREMENT

☐ Routine Increment	☐ 1/2 Increment	☐ Special Increment

In case of Special OR ½ increment given quantifiable reasons:
NOTE: Only 2 persons can be recommended from a faculty for special increment.

5. PEN PICTURE (In case negative remarks it will be shown to the concerned individual)

6. OVERALL EVALUATION	7. RETENTION
☐Excellent	☐Indispensible
☐Good	☐Suitable
☐Marginal	☐Not suitable

Signature		**Date:**

8. COUNTERSIGNED BY THE DEAN

☐Agreed with the HoD	☐Partially Agreed	☐Disagreed

Remarks:

Signature:		**Date:**

Appendix-C: Leave Application Form

C.U.S.T.

Capital University of Science & Technology

Islamabad

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: 92-51-111-555-666 Fax:92-51-4486705
Email: info@cust.edu.pk Website: http://www.cust.edu.pk

LEAVE APPLICATION FORM

❏ **Name**	
❏ **Designation**	
❏ **Department / Office**	
❏ **Nature of Leave**	
❏ **Reason for Leave**	
❏ **Leave Required**	**From:** **To:** **No. of days:**
❏ **Contact No (during leave)**	**Land Line:** **Mobile:**

Date _____   **Signature** _____

RECOMMENDATIONS OF THE DEPARTMENT/SECTION INCHARGE

_____

_____

Signature _____

Leave Record:
Leave Availed: _____
Leave Balance: _____
Signature: (HR Dept.) _____

Approval:
Section Head/EVP _____
Signature: _____

Appendix-D: Undertaking for Ownership of the Equipment

Capital University of Science & Technology
Islamabad

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: 92-51-111-555-666 Fax: 92-51-4486705
Email: info@cust.edu.pk Website: http://www.cust.edu.pk

UNDERTAKING

I, Mr. /Ms. _____ son/daughter/wife of

_____ bearing CNIC No. _____

do hereby declare:

1. That I have been appointed in Capital University of Science and Technology as

   _____ on _____.

2. That I have applied to the university for the laptop required for my job.

3. That I will keep the laptop and associated accessories in safe and sound condition and

   will avoid damaging the same.

4. That in case of resignation/termination, the university will deduct the amount

   mentioned in laptop policy from my salary or provident fund.

5. That the use and provision of the equipment is governed by the "Employees Laptop

   Provision Policy" which I have carefully read and have fully agreed with, the

   conditions laid in it.

Executant:

Mr. / Ms. _____ Signature: _____

Date: _____