



*Greenwich University*

# **POLICY MANUAL**

## **2023-24**

**Policies, Procedures  
and Guidelines**

## Contents

VISION.....	7
MISSION.....	7
ACADEMIC ADMINISTRATION .....	8
Purpose .....	8
Preamble .....	8
1. Students-Teacher Ratio.....	9
2. Course Allocation.....	9
3. Career Counseling .....	9
4. Remedial Classes (Every semester).....	9
5. Academic Report .....	9
6. Student Development Council.....	9
7. Student Intake .....	9
8. Drop-outs.....	10
9. Discrimination .....	10
10. Examination.....	10
11. Plagiarism .....	15
12. Academic Dishonesty .....	21
13. Scholarship / Financial Aid .....	21
14. Credit Transfer / Credit Exemption .....	23
15. Migration / Student Transfers.....	23
<b>Admission .....</b>	<b>24</b>
Role of the Admission Department .....	24
Admission Process.....	24
Undergraduate Program Admission Criteria .....	24
Graduate Program Admission Criteria .....	26
Post-Graduate Diploma / Short Course / Certificate Program Admission Criteria: .....	27
M.Phil. Program Admissions: .....	28
Faculty of Management Sciences .....	28
Faculty of Social Sciences and Humanities.....	28
Faculty of Management Sciences .....	30
Faculty of Social Sciences and Humanities.....	30
Ph.D. Program Admissions: .....	31
Business Administration.....	31
Social Sciences and Humanities .....	31
Faculty of Management Sciences .....	32
Faculty of Social Sciences and Humanities.....	33
Policies for Qualifying Examinations and Onward process .....	33
Policy of Award of Degree.....	36

Credit Transferee Policy .....	36
Policy of Supervision Load at PhD Level .....	36
Admission Requirements.....	37
Semester Fee Refunds .....	37
Faculty Appointment .....	38
Preamble .....	38
1. Process of Planning for Faculty needs.....	38
2. Faculty Hiring and Selection Process .....	38
3. Eligibility Criteria (In Conformity with Higher Education Commission).....	40
4. Faculty Diversity .....	42
5. Faculty Evaluation and Mentoring - Policies and Procedures .....	42
6. New Faculty Mentoring - A Guide for Academic Heads and Senior Faculty .....	45
7. Workload .....	46
8. Code of Conduct.....	48
9. Equal Opportunity .....	49
10. Health and Safety.....	49
11. Privacy.....	50
12. Ethical dealings.....	50
13. Respect and dignity .....	50
14. Equality.....	50
STAFF .....	51
1. Preamble .....	51
2. Categories of employment.....	51
3. Hiring.....	51
4. Salary scales .....	52
5. New Staff Orientation Program.....	52
6. Probation.....	52
7. Performance evaluation .....	53
8. Annual Increments.....	54
9. Promotions.....	54
10. Working hours .....	54
11. Leave .....	55
12. TA/DA & Outstation Attachment Policies .....	57
13. Temporary outstanding Assignment.....	58
14. Payroll Procedure .....	58
15. University/ personal cars .....	59
16. Maintenance.....	59
17. Personal Cars/ Motorbikes/ Scooter .....	59
18. Dress Code.....	60
19. Communication .....	60
20. Medical .....	61

21. Exclusions to the Insurance scheme .....	61
22. Group Life Insurance.....	62
Staff Loan Scheme.....	64
Welfare funds .....	64
Resignation .....	64
Termination .....	65
<b>FACULTY DEVELOPMENT .....</b>	<b>66</b>
Introduction .....	66
Policy Statement.....	66
Faculty Consultancy .....	68
Faculty Exposure .....	68
Grievance Policy, Basic.....	69
<b>RESEARCH AND DEVELOPMENT .....</b>	<b>72</b>
Preamble .....	72
Definitions .....	72
Office of Research Innovation and Commercialization .....	72
Board of Advanced Studies and Research.....	73
Research Journals .....	73
Objectives .....	73
Strategies .....	74
Performance Indicators.....	74
4. Policy .....	74
<b>CONFLICT OF INTEREST.....</b>	<b>77</b>
Purpose .....	77
Preamble.....	77
Policy / Procedures .....	77
<b>LINKAGES AND EXCHANGE PROGRAMS.....</b>	<b>80</b>
Policy on International Linkages.....	80
Policy on National Linkages.....	80
Policy on Corporate Linkages .....	81
Policy on Exchange Programs.....	82
<b>CORPORATE SERVICES &amp; PLACEMENT.....</b>	<b>85</b>
Introduction .....	85
Objectives .....	85
Policy .....	85
<b>ALUMNI ASSOCIATION.....</b>	<b>88</b>
Mission .....	88
Objectives .....	88
Alumni Involvement.....	88
By-laws and Statutes .....	88
<b>CORPORATE SOCIAL RESPONSIBILITY .....</b>	<b>89</b>

Preamble .....	89
Introduction .....	89
Objectives .....	89
Policy .....	90
Implementation .....	91
Financing .....	91
<b>STUDENT DEVELOPMENT .....</b>	<b>92</b>
Participation in Co-curricular and Extra-curricular activities.....	92
Counselling and Guidance.....	93
Career counselling .....	93
Grievances .....	94
<b>INTELLECTUAL RIGHTS .....</b>	<b>97</b>
Introduction .....	97
Definition.....	97
Guidance and Awareness.....	97
Ownership and Exclusions .....	97
Disclosure .....	98
Waiver of Rights.....	98
Exploitation of IPR.....	98
<b>EXAMINATION DEPARTMENT .....</b>	<b>99</b>
Examination Plan.....	99
Winding up of papers .....	99
Submission of Exam Papers .....	100
Examination Paper Moderation.....	100
Internal Verification Policy .....	100
Revised Grading Policy ( ) .....	101
Assignment / Quiz Policy .....	101
Marks Distribution.....	102
Rechecking / 'I' Grade Policy .....	102
Attendance/Leave Policy .....	102
Examination Rules.....	103
<b>PURCHASING POLICY .....</b>	<b>104</b>
Preamble .....	104
The Purchase Order .....	104
Responsibilities and Objectives.....	104
Authority for Procurement.....	104
Unauthorized Purchases .....	105
Selection of Suppliers.....	105
Vendor Qualifications.....	105
Supply Sources .....	105
Quality of Materials.....	105

Price Reasonableness.....	105
Purchases Requiring Special Approvals.....	105
Requisition to Purchase .....	105
Pre-Planning for the Procurement Process .....	106
Fund Source.....	106
Signature Authority .....	106
Completing a Purchase Order.....	106
Receiving Report Approval.....	107
Payment of Invoices .....	107
Return of Merchandise .....	107
Audit Process.....	107
<b>MALPRACTICE AND MALADMINISTRATION POLICY .....</b>	<b>107</b>
Introduction .....	107
Malpractice by students .....	107
Malpractice by University employees and stakeholders.....	108
Possible malpractice sanctions.....	109
Procedure .....	109
<b>DATA PROTECTION POLICY .....</b>	<b>111</b>
Policy statement.....	111
Legal Requirements.....	111
Purpose of data held by the University.....	111
Data Protection Principles .....	111
Passwords .....	112

## **VISION**

“Emerge as a global institution promoting academic excellence to complement knowledge-based economies around the world”.

## **MISSION**

“Nurture the competence and character of future leaders through quality education to realize transformative sustainable development”.

# ACADEMIC ADMINISTRATION

## **Purpose:**

This Policy on Academic Program Reviews is meant to guide the development of new undergraduate, graduate, and postgraduate programs, and to aid in the ongoing improvement of existing programs. It has been designed also to meet the University's responsibility of ensuring the quality of such programs. It applies to all undergraduate and graduate programs offered at Greenwich University.

Under this Policy, undergraduate and graduate program reviews may be conducted concurrently or in conjunction with other internal and accreditation reviews but may also be done independently. The decision on whether to combine the reviews rests with the Chair responsible for the program.

## **Preamble:**

The Academic Administration policy contents stated therein contain detailed information and justification with facts and figures where needs arise. This modest effort has been made to make the policy fair and effective by reflecting the aims and objectives laid down in the Greenwich University codebook.

This compendium deals with the academic matters, procedures, rules and regulations. The details right from the admission to the graduation stage of a student is explained within the parameter collaborating with the university vision and mission. Academic and administration guidelines are arranged to display a complete comprehension and direction to the subject matter. The salient educational components such as appointment of faculty, faculty evaluation criteria, faculty educational development, incentives for self-improvement in the concerned subjects and above all opportunities leading to higher education of M.Phil. and Ph.D. students are self-evident, including promotions, drop outs, adjustment, and equivalence.

The University vision stands for acquiring international repute in the domain of education. This arduous task can be achieved only with the continuous effort from the dedicated and devoted academicians. The academic and administration functioning has therefore, been thoroughly examined.

To conclude, it is evident that quality in education is a continuous endeavor. The University is mindful of this fact and continues its efforts for further improvements in higher education.

## 1. Students-Teacher Ratio

- Undergraduate : 1:25
- Graduate : 1:15
- Post Graduate : 1:8

It should be regularly monitored to ensure that for undergraduate program the ratio is lower than 25:1 and for graduates (MBA/MS) the ratio is lower than 15:1.

## 2. Course Allocation

The course allocation for the faculty member should be as follows for each semester:

- Lecturer : 4
- Assistant Professor: 3
- Associate Professor: 2
- Professor : 1

## 3. Career Counseling

The University allocates its full-time faculty members at least 06 working hours a week for the counseling of the students. This counseling is done for their future career plans, personal grooming, along with their professional and academic counseling.

## 4. Remedial Classes (Every semester)

A faculty member should be allocated a specific batch of the slow learners for counseling and their personal grooming. After every semester the batch is analyzed, and their progress is regularly monitored and reported to the Head of the Department and the Dean, Faculty of Management Sciences. The slow learner students are detected and work on them is fully carried.

## 5. Academic Report

The daily monitoring of the Academic Report and the daily follow up procedure of the report are ensured. Class observations are carried out by the Head of Department and other authorized persons. It gives insight of the teaching learning done on that day.

## 6. Student Development Council

It should be the prime objective of the university to involve the students into the co-curricular and extracurricular activities to enhance and groom their skills / talent. Greenwich University involves the student in co-curricular and extracurricular activities. For this purpose, a student body titled “Student Development Council” (SDC) has been formed.

The Student Development Council is a non-political / non-religious body in character and its routine activities are looked after by the President, Student Development Council.

The activities and programs organized by the SDC fall into three broad categories:

- Academic activities, such as arranging lectures by Guest Speakers, Seminars, Workshops, Career Marts
- Co-curricular activities such as, debates, declamation, elocution, self-composed poetry, writing competition
- Extra-curricular activities, such as organizing film shows, concerts, funfairs, etc.

On the other end, faculty involves the students in various extracurricular and co-curricular activities, i.e. Brand Management, Entrepreneurial activities, event management etc.

## 7. Student Intake

Only candidates on Merit are selected for Admission after a rigorous evaluation, which consists of an interview, a group discussion, and the University Placement Test. Selection Criteria is to be maintained in letter and spirit and the students with good understanding and talent are given admission.

Number of Applicants and Intake: the average ratio is 1:5.

## **8. Drop-outs**

The concerned Dean and HoD monitor dropouts every semester, based on the information received from the Registration Department.

The drop out ratio for any reason (academic / administrative) is not to be more than 5% in a semester. To maintain the ratio, appropriate measures such as student academic counseling is carried out in order that the slow learning students improve themselves during the session/ semester.

## **9. Discrimination**

Greenwich University strictly prohibits discrimination against any employee or applicant for employment because of the individual's race, color, religion, area, gender, sexual orientation, gender identity or expression, national origin, age, disability, veteran's status, or any other characteristic protected by law. Affirmative action will be taken to ensure that all employment decisions, including but not limited to those involving recruitment, hiring, promotion, training, compensation, benefits, transfer, discipline, and discharge, are free from unlawful discrimination. The University will provide reasonable accommodation to otherwise qualified individuals with a disability consistent with the law. What constitutes a reasonable accommodation depends on the circumstances and thus will be addressed by the University on a case to case basis.

## **10. Examination**

### **Introduction**

- Examinations at Greenwich are given utmost priority and attention
- The Department is fully equipped and works independently
- There is a complete procedure which ensures the credibility of academic degrees being awarded to students
- These procedures safeguard the interest of every individual student
- The transparency of all records during the procedure are maintained strictly by adhering to rules and regulations
- Greenwich University Mauritius Branch Campus, being a sub campus is fortunate enough to have a full-fledged and flourishing principal seat. The main campus will ensure efficient operations of the sub campus by adopting the entire procedures and system.

### **Semester Schedule / Academic Calendar**

- The entire semester schedule is formulated and issued by the Office of the Registrar, Greenwich University
- The Examination Department plans the Academic Calendar accordingly
- All important dates and details of the semester are put up on all the notice boards around the campus.

### **Student Attendance**

- It is required for students to have 100% attendance. However, on extremely compassionate ground, students may avail 2 absences in each course throughout the semester.
- Final clearance to students is allowed at 80% attendance.
- Records are maintained in hard copy and also updated in the software on daily basis.
- The attendance sheet of the students, which is monitored by the faculty and one of the members of Examination Department. The teacher gets the attendance signed by the students at the beginning of the class and after the break.
- The members of the Examination Department visit the class twice, once at the start of the class, and the second time just after the break. He counts the students and tallies it with the number of students sitting in the class room and puts up his remarks and signature in red pen which is evident on the screen.
- The record is also maintained the very same day by another correspondent of the examination department on software installed in the examination center.
- Along with the attendance, the quiz and assignment marks are also maintained on the software, which are mentioned on the attendance sheet against the name in the column given. This helps to maintain a comprehensive record of the student, which can be produced at the end of the semester if any mishap occurs.

### **Conduct of Examinations**

- There are two types of exams conducted:
  - Mid-Term Exam
  - Final Exam
- Duration of Mid-Term Exam is 2 hours
- Duration of Final Exam is 3 hours
- Letters are issued to the faculty members from the Examination Department for the submission of the exam papers in the 2<sup>nd</sup> and 7<sup>th</sup> week of the semester for their Mid-Term and Final Exam papers respectively.
- The faculty submits the question papers in a sealed envelope to the Controller of Examinations.
- Letter issued to the faculty member for the submission of question papers.
- Schedules are posted on all Notice Boards around the campus as well as on the Greenwich University website in the fourth week and the ninth week for the midterm and final term respectively.

### **Moderation of Exam Papers**

- The Moderation Committee works diligently and efficiently with complete confidentiality and devotion towards the University.
- The Controller of Examination issues the letter to the moderation committee in the 4<sup>th</sup> and 9<sup>th</sup> week of the semester.
- The Moderation Committee evaluates the question papers. They do not evaluate their own papers.
- The examination paper after evaluation is referred back to the faculty member for amendment or changes if any are recommended by the moderation Committee.
- The remarks of the moderation Committee remarks are recorded
- Teachers acknowledge if any changes are required
- The letters are issued to the moderation committee and the proforma is filled in by the moderation committee

### **Examination Rules**

- Examination Rules standees are put up at various places in the campus before and during the examinations
- Students are expected to maintain examination room decorum
- ID card must be carried and displayed by all students, and is mandatory to be worn at all times
- No students is allowed to enter examination room without clearance slip
- Students are not allowed to leave the examination room until half an hour has passed after the commencement of the exam
- No unfair means are allowed
- If caught cheating during a midterm exam, grade 'F' in particular course is given
- If caught in final exam, grade 'F' is given in all the registered courses
- To reach the examination room before or within 30 minutes after the commencement of the examination
- Students to use black or blue ink
- During the exam, lending or borrowing of stationery is not allowed
- To bring transparent pencil box / pouch
- No mobile phone or digital diary is allowed
- In case of any unfair means during the examination, the student is asked to leave the room, and evidences are collected through the surveillance cameras and the invigilator's report, etc.
- The student is asked to write a confession letter explaining his case
- The case is put up in front of the Examination Standing Committee for decision / recommendation, and student is informed of this decision accordingly in writing
- A notice is also placed on the notice board regarding the name of the student and the unfair means used by him / her in the examination hall so as to set an example for the rest of the students.

### **Students Clearance Slip**

- The Examination Department issues a notice regarding the clearance slip
- No student is allowed to enter the examination hall without the ID card and clearance slip
- Students are asked to download the clearance slip from the Greenwich University's Official website
- Students download it and get it verified by the computer department
- The clearance slip and the ID card are also checked at the entrance of the examination room

### **Entry to Examination Room**

- Invigilators are available in the examination room half an hour before the start of the exam.
- The answer sheets are issued exactly in number as per the students in the class.
- The student ID cards and clearance slips are checked at the entrance of the exam room.
- The students are not allowed to take any book/writing material inside the exam room.
- Head of the examination delivers the sealed question paper enveloped to the invigilator about 5 minutes before the start of exam.
- Use of digital diary / computer note book during exam is strictly prohibited
- Mobile phones should be switched off during examination
- Use of highlighters is prohibited unless otherwise directed by the teacher.

### **Midterm Examination**

- Midterm examination is held after the six weeks of the start of the semester
- Midterm examination is of 2 hours duration
- Midterm examination is usually of 30 marks
- Midterm examination papers are reviewed in the class. The students discuss the answers of the question with the teacher.
- After review, the faculty is not allowed to take away the papers, but submit them in the Examination Department.
- There is no makeup midterm examination
- If there is a case of misconduct by the student during the exam, the subject paper is cancelled and grade 'F' (Fail) is recorded in his / her grade report.

### **Final Examination**

- Final examination is held at the end of 12<sup>th</sup> teaching session
- Final examination is of 3 hours duration and 40 marks
- Final examination papers are not reviewed in the class like the midterm exam, however, their rechecking is allowed within 3 days of the declaration of result of the respective paper.
- If a student for any genuine reason can't take his/her final examination, he/she can apply for an I-Grade (incomplete grade) on a specified form supported with documentary evidence as to why he/she could not appear in the exam.
- Final examination papers are marked within 3 days of the conduct of exam and the result is declared.
- There can be no change in the result once it has been announced, except through the rechecking of the paper.
- If there is a case of misconduct by a student during the final exam the work of whole semester is declared null & void and grade 'F' is recorded against all the courses registered in that semester.

### **Exam Working Procedure**

- The Controller Examinations plays a vital role in the commencement of the examination. He personally hands over the question papers to the invigilators 15 minutes before the commencement of the examination.
- The examination attendance is of extreme importance and significance.
- All the students are required to sign the attendance sheet in the examination room which is given to them after half an hour of the starting of the paper.
- The students sign against their names on the attendance sheet provided to them by the invigilator.
- Additional sheet is also provided to the students if required
- The record of the additional sheet is also maintained
- The invigilator signs it and maintains the record of it on a separate proforma provided by the Examination Centre.
- Examination Department provides assessment sheet to the invigilators and maintains its records.
- Assessment sheet consists of: Student Roll Number, and the leaving time from the Examination Hall.
- The proforma is given to maintain a record of the student and to conduct a research whereby evaluating the standard of the paper and the students' performance and the grade achieved in the paper.
- It helps to monitor victimization and favoritism if any.

- It helps to find out the weakness and strength of student towards various discipline/subjects and to analyze the learning performance of low-grade students accessing their history of attempts.
- The Invigilator collects all the question papers and answer scripts and submits them to the Examination Department.
- Whereby the Invigilator stamps the answer scripts in front of the Controller of Examinations
- The three stamps are made the 'End of the page', the 'Blank page', and 'Work Completed.'
- These stamps further prevent any unfair means from any end.
- The answer sheet is further encoded with a specific number, which is allocated serial wise on two places, the bottom and top of the first page of the answer sheets.
- After coding, the perforated part is removed from the answer sheet in order to secure the identity of the student from the faculty to avoid any biased decisions.
- The Examination Department after encoding, counts, seals, and stamps the answer sheets. One question paper is also put in the envelope and handed over to the faculty member.
- The faculty member signs the Acknowledgement memo confirming that he has received the examination papers.
- The record is also maintained through this procedure.

### **Receiving of rechecking / 'I' Grade applications**

#### **Rechecking:**

- The examination department follows a complete procedure for the rechecking of the paper.
- The notice for applications are put up on the board within 3 days of the announcement of the examination results of the respective course.
- Once the application is submitted, the answer script is forwarded to another faculty member teaching the same course
- They evaluate the marks given by the faculty member
- The rechecking marks are compiled on a proforma and placed before the examination standing committee
- After a thorough analysis by the committee, it is forwarded to the Director Examinations for the final decision and approval for the change of marks if any, and the student is informed accordingly.
- The rescheduling notice is put up on the board and the marks proforma is forwarded to the Examination Standing Committee and the Director Examination.
- The Examination Department once having received the checked answer sheets, decode them.
- The midterm examination sheets are given for review by the students in the class held in the week after the examination.
- The rule is not implicated in the final examination as the final scripts are never given for review.
- However, if the student is not satisfied he / she may apply for rechecking.
- The faculty member is required to check and return the scripts within 3 days of the commencement of the examination.

#### **'I' Grade:**

- If a student for some authentic reason has not appeared in the final examination papers of any course, he / she may apply for an 'I' Grade Exam – (Incomplete Grade)
- Application is required to be submitted within three days of the conduct of the respective course examination
- Examination Department prepares the proforma of the selected students applying for an 'I' grade exam.
- Final list is placed on the notice board after the approval of Examination Standing Committee and Director of Examination.
- Notice of the approved students' list and the proforma for the 'I' Grade Examination.
- The 'I' grade exam schedule is placed on the notice board during the 7<sup>th</sup> week of the semester.
- 'I' grade exam is then conducted in the 9<sup>th</sup> week of the semester.

#### **Coding and Decoding of the answer sheet**

- The Examination Department decodes the answer scripts and uploads the final result on the website
- The students can access their results through the ID and password provided to them at the beginning of the semester.
- Once the result is uploaded it cannot be changed
- Only the Director Examinations has the right to scrutinize any case of changes and pass orders if required.

**Issue of Faculty White Card/Students Assignment Marks List:**

- The faculty maintains a manual on attendance and course work of the students in the white card provided to them by the Examination Department in the second week of the semester.
- The faculty member is also issued an assignment list to enter marks of assignment/quizzes/class participation/project, and return it to the Examination Department duly signed by the students and faculty.
- This helps to maintain transparency and also the portfolio marks are justified and evaluated by the students so as not to create any miscommunication or issues after the result is declared.

**Use of Form/Application in Exam:**

- The different forms used at the examination center by the students throughout the semester
- The Red application form is used by the students for any attendance or general issues. These issues include the leave applications, attendance issues, or complaint/queries about exam result, rechecking, etc.
- The Green form is used for applying for an 'I' Grade.
- The Challenge Exam may be taken by the student if he / she has previously attempted that subject during their academic career and has sufficient knowledge about the course. The eligibility criteria is 2.75 CGPA.
- The concerned Dean or Head of the Department interviews the student. If the student qualifies in the interview, then the student is allowed to take the challenge exam.
- The challenge exam applications can be obtained from the Examination Department.
- The second form is the duplicate degree from which is used in case degree being misplaced or lost.
- The third form is the Transcript/Grade report form. It is used to apply for the Consolidated Grade Report and consists of course detail which he / she has acquired throughout the tenure at Greenwich.
- The queries of the students through the different forms shown are answered on a daily basis.
- The response to the query is entered in the software whereby the student can access it through the software installed in the computer, which is placed on the Examination Department's front desk.
- The students may approach it and check their responses accordingly throughout the working hours i.e. From 9:00 Am to 9:00 Pm.

**Semester Promotion Policy:**

- Upon clearance of the previous module and fulfillment of the prerequisites (mentioned below), a student is allowed to register for courses for the subsequent module.
- The conditions for undergraduate semester promotion are that the student should secure at least 2.0 CGPA of the current and last two modules, in order to be able to take the full course load of six courses in the subsequent module.
- Those students having CGPA of below 2.0 will be restricted to register for a maximum of four courses in the subsequent module.
- The conditions for master's program semester promotion are that the student should secure at least 3.0 CGPA of the current and last two modules, in order to be able to take the full course load of five courses in the subsequent module.
- Those students having CGPA of below 3.0 will be restricted to register for a maximum of three courses in the subsequent module.

# **POLICY**

## **Research Ethics**

### **Introduction**

Greenwich University is committed to upholding the highest ethical standards in research. This policy provides a framework for ensuring that all research activities conducted under the University's auspices are carried out with integrity, respect for all participants, and in accordance with local, national, and international ethical guidelines.

### **Scope**

This policy applies to all members of Greenwich University Pakistan, including faculty, students, staff, and external collaborators engaged in research activities. It covers all forms of research, including but not limited to, empirical studies, theoretical research, applied research, and participatory research.

### **Principles of Ethical Research**

The following principles guide research at Greenwich University Pakistan:

- **Integrity:** Researchers must conduct their work with honesty, transparency, and accuracy. All research findings should be reported truthfully and without fabrication, falsification, or inappropriate data manipulation.
- **Respect for Persons:** Researchers must respect the dignity, rights, and autonomy of all participants. Informed consent must be obtained from all research participants, with particular care given to vulnerable populations.
- **Confidentiality:** Researchers are required to protect the confidentiality of information related to research participants and must store all data securely.
- **Justice:** Researchers should ensure that the benefits and burdens of research are distributed fairly. Participants must not be exploited, and all research should contribute to the public good.
- **Responsibility to the Public:** Research should be conducted with a commitment to advancing knowledge while considering the potential impact on society. Researchers must avoid causing harm to individuals, communities, and the environment.

### **Research Ethics Review Committee (RERC)**

The University will establish a Research Ethics Review Committee (RERC) responsible for reviewing and approving all research proposals. The RERC will ensure that all research meets the ethical standards outlined in this policy.

### **Composition of RERC:**

The RERC comprised of members with diverse expertise, including Deans, Heads of the Department, Director Research, Director QEC, legal experts, and external representatives.

### **Functions of RERC**

Review and approve or reject research proposals based on ethical considerations  
Monitor ongoing research to ensure continued compliance with ethical standards.  
Provide guidance and support to researchers on ethical issues.  
Maintain records of all research proposals and decisions.

### **Informed Consent**

Researchers must obtain voluntary and informed consent from all participants before involving them in the research. This consent must be documented, and participants must be provided with sufficient information about the study, including its purpose, procedures, risks, and benefits.

### **Confidentiality and Data Protection**

Researchers must ensure that all personal data collected during research are handled in accordance with applicable laws and university guidelines on data protection. Data should be anonymized whenever possible, and access to data should be restricted to authorized individuals only.

### **Conflicts of Interest**

Researchers must disclose any potential conflicts of interest that may affect the integrity of the research. The RERC will evaluate these disclosures and determine the appropriate course of action to mitigate any risks.

### **Misconduct in Research**

Greenwich University Pakistan has zero tolerance for research misconduct, including plagiarism, fabrication, and falsification of data. Any allegations of misconduct will be investigated thoroughly, and appropriate disciplinary actions will be taken against those found guilty.

### **Ethical Considerations in Collaborative Research**

When engaging in collaborative research, especially with external institutions, researchers must ensure that ethical standards are consistent across all parties involved. Collaborative agreements should clearly define the ethical responsibilities of each party.

### **Training and Capacity Building**

The University is committed to providing ongoing training and resources on research ethics to all members of the research community. This includes workshops, seminars, and access to relevant literature on ethical practices in research.

### **Review and Amendment of Policy**

This policy will be reviewed regularly by the RERC and updated as necessary to reflect changes in legal, social, and academic contexts. All amendments will be approved by the University's governing body.

## Conclusion

Greenwich University Pakistan is dedicated to fostering a research environment that prioritizes ethical conduct, academic integrity, and respect for all research participants. Adherence to this policy is mandatory for all individuals involved in research activities at the University.

## 11. Plagiarism

### 1. Preamble

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 such 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, we 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. A Plagiarism Policy has therefore become necessary to create awareness, define various forms in which Plagiarism exhibits itself, present a methodology of investigation, cater for punitive action proportional to the extent of the offence and even address the issue of false or spurious complaints.

### 2. Definition

According to the Concise Oxford Dictionary, Plagiarism is defined as "taking and using the thoughts, writings, and inventions of another person as one's own". This, or various similar definitions found in recognized publications / documents, are very broad and can be used to create awareness about Plagiarism but are not practical enough to apply in order to ascertain guilt or innocence in specific cases. In order to establish the violation of ethical norms, or academic or intellectual dishonesty resulting from Plagiarism and to take punitive actions in this regard, it is necessary that the variety of forms in which Plagiarism manifests itself are known. These include but are not limited to the following:

- "Verbatim copying, near-verbatim copying, or purposely paraphrasing portions of another author's paper or unpublished report without citing the exact reference.
- Copying elements of another author's paper, such as equations or illustrations that are not common knowledge, or copying or purposely paraphrasing sentences without citing the source.
- Verbatim copying portions of another author's paper or from reports by citing but not clearly differentiating what text has been copied (e.g. not applying quotation marks correctly) and /or not citing the source correctly"
- "The unacknowledged use of computer programs, mathematical / computer models / algorithms, computer software in all forms, macros, spreadsheets, web pages, databases, mathematical deviations and calculations, designs / models / displays of any sort, diagrams, graphs, tables, drawings, works of art of any sort, fine art pieces or artifacts, digital images, computer-aided design drawings, GIS files, photographs, maps, music / composition of any sort, posters, presentations and tracing."
- "Self-plagiarism, that is, the verbatim or near-verbatim re-use of significant portions of one's own copyrighted work without citing the original source."

### 3. Aim

The aim of this policy is to apprise students, teachers, researchers and staff about Plagiarism and how it can be avoided. It is also aimed at discouraging Plagiarism by regulating and authorizing punitive actions against those found guilty of the act of Plagiarism.

### 4. Applicability

The policy is applicable to students, teachers, researchers and staff of all institutions and organizations in Pakistan who are involved in writing or publishing their work. In this context, a "Student" is a person who, on the date of submission of his / her paper / work is a registered student of any University or Degree Awarding Institution recognized by Higher Education Commission (HEC). "Teachers and Researchers" include faculty members or equivalent of the University / Organization or/of a constituent or affiliated college or researchers of an organization and such

other persons as may be declared to be so by regulations. "Staff" is any employee of an organization involved in writing and publishing his / her work.

Any person listing his CV on the website or any current publication or applying for any benefit on the basis of published or presented work that is plagiarized will be liable to be punished as per prescribed rules.

## 5. Responsibility of the Institutions & Organizations

All institutions and organizations are responsible to apprise their students, teachers, researchers and staff of the definition, implications and resulting punishments in case, after due investigation, they are found guilty of plagiarism. The institutions / organizations must acquaint their students, teachers, researchers and staff with this policy and ensure that they are fully aware that all authors are deemed to be individually and collectively responsible for the contents of papers published by Journals / Publishers etc. Hence, it is the responsibility of each author, including the coauthors, to ensure that papers submitted for publication should attain the highest ethical standards with respect to plagiarism. To facilitate the institutions / organizations in creating awareness about Plagiarism, a modified version of "Little Book of Plagiarism", a publication of Leeds. Metropolitan University is appended as "Annexure" to this policy. Any University or Degree Awarding Institution which does not adopt and implement this policy will have its degree derecognized by HEC.

## 6. Reporting:

To inform HEC or respective Universities / Organizations of alleged plagiarism, a complaint is to be made by email, post, fax or other means to HEC Quality Assurance Division or respective Universities / Organizations. In case of lodging a complaint in the form of a letter, copy may be sent to HEC. The following information is to be provided:

- a) "Citation of the original paper or document or idea which was plagiarized, (paper title, author(s), publication title, month and year of publication if available and the journal, in which published, with details). If the original paper is unpublished (e.g. an institutional technical report, an on-line paper), the complainant is to provide as much information as possible to ensure authenticity of the claim.
- b) The citation of the alleged plagiarizing paper (paper title, author(s), publication title, month and year of publication if available and the journal with details in which published). If the paper is unpublished (e.g. an institutional technical report, an on-line paper), the complainant is to provide as much information as possible to ensure proper investigation.
- c) Copies of both papers if possible.
- d) Any other information that would help HEC or respective Universities / Organizations to efficiently resolve the claim."
- e) Name, designation, organization, address, e-mail address and telephone number of the complainant.

## Investigation:

7. Upon receipt of an allegation of Plagiarism, the HEC Quality Assurance Division will request the respective Vice Chancellor / Rector / Head of the Organization to carry out investigation. The complaints received through HEC or directly by a University / Organization will be dealt with by the Universities / Organizations according to the procedures given below. The Vice Chancellor / Rector / Head of the Organization will have the discretion of not taking any action on anonymous complaints. For investigation of Plagiarism cases, the Vice Chancellor / Rector / Head of Organization will have an obligation to:

- a) Constitute a "Plagiarism Standing Committee" consisting of 3 senior faculty members, a subject specialist in that particular field is to be coopted, a senior student (only if a student is being investigated upon) and a nominee of the HEC. The seniority of the members of "Plagiarism Standing Committee" should be of a level keeping in view the seniority of the individual being investigated upon and the nature and gravity of the offence.
- b) Provide a guideline, prepared by HEC for the functioning of the "Plagiarism Standing Committee", to all members of the Committee.
- c) Provide clear terms of reference to the "Plagiarism Standing Committee" for their investigation.
- d) The members of the "Plagiarism Standing Committee" are to sign a confidentiality statement that during the investigation they will, under no circumstances, disclose any individual author's name,

paper titles, referees, or any other personal or specific information concerning the plagiarism complaint under investigation, nor shall they reveal the names of the committee members.

- e) Provide opportunity to the author / authors under investigation to justify the originality of their concepts and research work. Similar opportunity will also be provided to the author whose paper is deemed to have been Plagiarized and / or the complainant, to justify the complaint.
- f) Provide every opportunity to the “Plagiarism Standing Committee” to use all foreseeable means to investigate the plagiarism claim.

8. The Plagiarism Standing Committee shall then conduct the investigation. Depending on the details of the claim, the investigation may include, but may not be limited to, any or all of the following steps:

- a) Manual and / or automated tests for content similarity.
- b) Determination of the extent and quantum of significant material plagiarized.
- c) Soliciting comments to the claim, from the Editor-in-Chief (of a journal) or Program Chair (of conference proceedings) and referees of either or both papers.
- d) Consultation with legal counsel.
- e) Consult / contact witnesses and record statements there-of if so required.
- f) Consult / contact present and / or past employers of the authors.

9. The “Plagiarism Standing Committee” will submit its report with clear cut findings and recommendations to the Vice Chancellor / Rector / Head of the Organization within a specified period not exceeding sixty days. The Vice Chancellor / Rector / Head of the Organization will have the discretion to implement the recommendations after approval through the statutory process and take punitive action against the offender as per penalties prescribed under this policy or to forward the report to HEC or his / her parent organization for further action if outside their purview / jurisdiction.

#### Penalties for Plagiarism

10. Plagiarism is an intellectual crime. As such the penalties for plagiarism should not only take into account the severity and recurrence of the offence, but also the intellectual standing of the offender. This entails a gradual increase in punitive action with minimum punishment for a first-time offence by a student who copies a homework assignment to a maximum punishment for a teacher/researcher/staff who attempts to present / publish, or actually presents / publishes plagiarized material; as his own, in a conference / journal. Therefore, the punishments for Plagiarism have been divided into two separate categories, i.e those for "Teachers, Researchers and Staff" and those for the "Students". The groups have already been defined in para 5 above.

- a) Penalties for Teachers, Researchers and Staff: When an act of plagiarism, as described earlier in paras 2 and 3, is found to have occurred, the "Plagiarism Standing Committee" in its recommendations, DEPENDING UPON THE SERIOUSNESS OF THE PROVEN OFFENCE, will advise the Competent Authority of the Organization, to take any one or a combination of the following disciplinary action(s) against the teacher, researcher and / or staff found guilty of the offence:

**i. Major Penalty:**

In cases where most of the paper (or key results) have been exactly copied from any published work of other people without giving the reference to the original work, then: (a) a major penalty of dismissal from service needs to be prescribed, along with (b) the offender may be “Black Listed” and may NOT be eligible for employment in any academic / research organization, and (c) the notification of “Black Listing” of the author(s) may be published in the print media or may be publicized on different websites at the discretion of the Vice-Chancellor / Rector / Head of the organization.

**ii. Moderate Penalty:**

In case where some paragraphs including some key results have been copied without citation, then a moderate penalty involving any one or both of the following needs to be imposed (a) demotion to the next lower grade, (b) the notification of “Black Listing” of the author(s) which may be published in the print media or may be publicized on different websites at the discretion of the Vice-Chancellor / Rector / Head of the organization.

**iii. Minor Penalty:**

In case a few paragraphs have been copied from an external source without giving reference of that work, then minor penalties need to be prescribed for a specified period involving any one or more of the following: (a) warning, (b) Freezing of all research grants, (c) The promotions/annual increments of the offender may be stopped, for a specified period and (d) HEC or the University / Organization may debar the offender from sponsorship of research funding, travel grant, supervision of Ph.D. students, scholarship, fellowship or any other funded program for a period as deemed appropriate by the “Plagiarism Standing Committee”.

- b) Students: When an act of plagiarism, as described earlier in paras 2 and 3, is found to have occurred, the "Plagiarism Standing Committee" in its recommendations, **DEPENDING UPON THE SERIOUSNESS OF THE PROVEN OFFENCE**, will advise the Vice Chancellor / Head of the Organization, to take any one or a combination of the following disciplinary action(s) against the student(s) found guilty of the offence:
- i. In the case of thesis, the responsibility of plagiarism will be of the student and not of the supervisor or members of the Supervisory Committee.
  - ii. The offender may be expelled/ rusticated from the University and from joining any institution of Higher Education in Pakistan for a period as deemed appropriate by the "Plagiarism Standing Committee". A notice may be circulated among all academic institutions and research organization to this effect.
  - iii. The offender may be relegated to a lower class.
  - iv. The offender may be given a failure grade in the subject.
  - v. The offender may be fined an amount as deemed appropriate.
  - vi. The offender may be given a written warning if the offence is minor and is committed for the first time.
  - vii. The degree of a student may be withdrawn if **AT ANY TIME** it is proven that he or she has presented Plagiarized work in his / her MS, MPhil or PhD dissertation if the extent of plagiarism comes under the category of major penalty as conveyed in Para 11(a-1).
  - viii. The notification of the plagiarism by the author(s) may be published in the print media or may be publicized on different websites at the discretion of the Vice Chancellor / Rector / Head of the Organization.
  - ix. HEC or the University / Organization may debar the offender from sponsorship of research funding, travel grant, scholarship, fellowship or any other funded program for a period as deemed appropriate by the "Plagiarism Standing Committee".
  - x. Any other penalty deemed fit by the “Plagiarism Standing Committee”.
- c) Co-Authors/Declarations
- i. Provided that a co-author has listed a paper in his/her resume and applied for a benefit forthwith, any co-author is deemed to be equally responsible for any plagiarism committed in a published paper presented to or published in a journal or presented at a conference.
  - ii. All Journals in Pakistan must require ALL authors to sign a declaration that the material presented in the creative work is not plagiarized.

#### 11. Additional Actions Required:

In addition to the above punishments, the following additional common actions must be taken if the offence of Plagiarism is established:

- a) If the plagiarized paper is accessible on the web page its access will be removed. The paper itself will be kept in the database for future research or legal purposes.
- b) The author(s) will be asked to write a formal letter of apology to the authors of the Original paper that was plagiarized, including an admission of plagiarism. Should the author(s) refuse to comply then additional punishments as deemed fit may be recommended by the "Plagiarism Standing Committee.
- c) If the paper is submitted but not published yet, the paper will be rejected by the Editor-in-Chief or the Program Chair without further revisions and without any further plagiarism investigation conducted. However, Warning may be issued to the author/ co-author.

## 12. Appeal:

As the penalties are severe, the affected person(s) will have the right to appeal to the Chairman HEC / Vice Chancellor / Rector / Head of the Organization for a review of the findings or may submit a mercy petition within 30 days from the date of notification. Such appeals / petitions will be disposed off within 60 days of receipt, by following the laid down procedures regarding such appeals.

## 13. Penalty for Wrong Reporting / False Allegation:

If the case of Plagiarism is not proved and it is confirmed that a false allegation was lodged, the Vice Chancellor / Rector / Head of the Organization will inform the complainant's Organization and will recommend disciplinary action against the complainant, to be taken by his / her parent organization.

## 12. Academic Dishonesty

Academic dishonesty covers a wide range of a student's acts, many of which have one element in common: falsely submitting the work of another as one's own. Most of these acts can be classified in one of the following categories:

- Cheating: intentionally using or attempting to use materials, information, or study aids authorized by the instructor; copying from another student's answer script; submitting work prepared by another as one's own work; or violating the rules governing the administration of examinations.
- Fabrication: intentional falsification, misrepresentation, or invention of any information or citation in an academic exercise
- Plagiarism: intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise; failure to attribute direct quotation, paraphrase, or borrowed facts, information or prose
- Facilitation of academic dishonesty: Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty. The Instructor may specify his or her intended response to instances of academic dishonesty in this syllabus

Upon discovery of evidence of a student's cheating, the instructor shall

1. Document the evidence,
2. Inform the student of the instructor's proposed action, and
3. Take such proposed action.

In this case of single incidence of cheating, the instructor may give a warning or a grade "F" for that assignment or test to be averaged into the total grade for the course. The instructor may also have a letter placed in the Registrar's Office indicating that the student was caught cheating. In case of repeated cheating by the same student, the instructor may continue to record a grade "F" for each incident and warn the student that such an action will likely result in grade total that is below passing for the course. Furthermore, if in the instructor's judgment the matter is serious enough, the instructor may recommend to the appropriate Department Head that the matter be referred to the Dean's standing committee on Academic Advising and that the student be considered for more serious disciplinary actions, including dismissal.

A student has the right to appeal against the action of the instructor by first going to the appropriate Department Head. The Head must consider both sides of the case and make a decision within two working weeks of the date the appeal is made. If any party still feels dissatisfied, or if the problem is of an unusual and serious nature, a final appeal can be made to the Dean.

## 13. Scholarship / Financial Aid

The University follows a generous policy of providing financial assistance to the deserving students. The scholarship program is designed to ensure that no deserving student is denied admission and pursuit of studies, or drops out of a program merely because of the inability to pay fees. The salient features of the scholarship program are as follows:

- The amount of scholarship offered is determined on case-to-case basis
- The fee concession ranges between 10% and 100%
- Across-the-board 25 per cent fee concession is given to all those students who make to the Dean's List on the basis of their Grade Point Average (GPA). The qualifying GPA is 3.8 on a scale of 4

with the workload of 15 credit hours for Undergraduates, and 12 credit hours for Graduates degree programs

- The siblings of the registered students are given a fee concession of 25 per cent
  - The siblings of the alumni are also given a fee concession of 25 per cent
  - The siblings of staff qualify for a fee concession ranging from 25 per cent to 100 per cent
  - The faculty of the University qualifies for fee concession ranging from 25 per cent to 75 per cent
- There are clear and documented procedures for granting the various kinds of scholarships which are fair and transparent. The student can refer to these through the student handbook or the Greenwich University website.

## **14. Credit Transfer / Credit Exemption**

1. Credit transfer from other institutions:
  - a. The Admission Office will evaluate credits from other accredited and recognized institutions on a course-by-course basis in accordance with such agreements as may exist. The acceptability of each credit will depend on the appropriateness of the courses to the University curriculum, on their compatibility to courses offered by Greenwich University, the period since the course credits were earned, and the grade earned.
  - b. All passing grades of 'B' or above in transfer courses are acceptable for students who leave their prior institution with good academic standing. Students who were not in good academic standing at their previous colleges may be accepted, but only with Provisional Acceptance status. Transfer credits will be awarded after the student has achieved good academic standing. However, a tentative evaluation of such transfer credits may be requested by the student upon admission. All transfer credit will be recorded as "TR" on the student's transcript.
  - c. Before graduating, transfer students must complete a minimum of 30 credit hours of the University courses in order to be eligible for an associate degree and a minimum of 60 credit hours for the Undergraduate degree. A maximum of 60 credit hours can be transferred.
  - d. Undergraduates must be in residence for the final 60 hours of course work prior to receiving their degree.
  
2. Credit by Challenge Examinations:
  - a. Students may obtain credit through successful performance on a challenge examination. A student seeking credit by examination must have an exceptional background in the subject and minimum grade point average of 2.75. He or she must first secure written permission from the concerned Dean. If permission is granted the Dean will arrange for preparation of challenge exam and may also require written reports, related supplementary readings, or a term paper if appropriate. Forms for challenge examinations are available with the Registrar's Office/Communication Center. Students are limited to 9 credit hours by challenge examinations.
  
3. Credit for Prior Work Experience / Life Learning:

College credit may be earned through the careful academic assessment of prior college level learning acquired through life or work roles or through selected educational programs offered by collegiate organizations. The total of such credit may not exceed 60 credits for undergraduate students
  
4. Admission of transfer students:

Greenwich University accepts credit earned with a Grade 'B' or above from other regionally accredited universities and from foreign programs.
  
5. Transfer of Credit / Advance Placement at Graduate Level:

Incoming graduate students may be given credit awards under any of the following arrangements

  - i. Transfer of credit from other institutions; or
  - ii. Credit for prior work / life learning at graduate level
  - iii. Graduate students are limited to a transfer of maximum of 9 credit hours from any source(s) other than Greenwich courses towards a degree. Acceptance of credits that have been earned more than 10 (ten) years ago are subject to review and approval by the Academic Committee.

## **15. Migration / Student Transfers**

A student may avail the opportunity of migration at any time. The university will be responsible for issuing the requisite grade sheet (current fee payment) degree certificate. In case any student wants to migrate / transfer from Greenwich University, first the student needs to fill out a left-out form. The Registrar Office verifies that the student has completed all the academic, accounts, library and examination department requirements. Upon clearance of all the requirements, the student is issued a No-Objection Certification (NOC) for migration enabling the student to be admitted in any other university.

# ADMISSIONS

## **Role of the Admission Department**

The Admission Department looks after and evaluates applicants for admission strictly based on the parameters of their past academic performance, University Placement Test, interview and Group Discussions. After completion of the Admission Process, the Admission Department evaluates the applicants based on their positions.

## **Admission Process**

Admission Process for Undergraduate and Graduate Programs:

### **UPT:**

Applicants give an entry exam which comprises of three subjects i.e. English, Mathematics, and General Knowledge

### **Individual Interview**

The Interview Committee, comprised of both visiting and permanent faculty of Greenwich University, interviews candidates on a broad range of topics to assess their expression, exposure, attitude, knowledge, personality, etc.

### **Group Discussion**

These are conducted by the faculty, whereby a topic is chosen, applicants are divided into groups, and tasked with sharing their viewpoints on the matter. The objective is to analyze the candidate on their personality and confidence.

**Admission Process for M.Phil. and Ph.D. Programs:**

### **UPT / GAT**

Applicants give an entry exam which comprises of three subjects i.e. English, Mathematics, and General Knowledge

### **Individual interview**

The Interview Committee, comprised of both visiting and permanent faculty of Greenwich University, interviews candidates on a broad range of topics to assess their expression, exposure, attitude, knowledge, personality, etc.

### **Group Discussion**

These are conducted by the faculty, whereby a topic is chosen, applicants are divided into groups, and tasked with sharing their viewpoints on the matter. The objective is to analyze the candidate on their personality and confidence.

### **Research Proposal**

A research proposal must be submitted by the applicants as part of their entry requirements to the Post Graduate programs. The proposal must state in 1000 words or more the topic of research, research problem, and the significance of the research.

## **Undergraduate Program Admission Criteria**

**Eligibility:**

At least Three (03) A levels subjects with grade “Passing Grade” or higher OR Intermediate (HSC) from recognized Board.

**Classification of Admissions:**

There are three classifications of admissions. Regular Acceptance, Provisional Acceptance and Non-Degree Student Status. A placement evaluation is required for all students before being admitted. Places offered are valid for one term only; if not taken up, they are offered to applicants on the wait list

**Regular Acceptance:**

Applicants who meet all admission requirements are admitted as degree candidates.

**Provisional Acceptance:**

Applicants who are accepted provisionally are those who do not submit official documents or submit incomplete documents. Transfer student who do not submit official documents from the institution previously attended fall in this category. Conversely any applicant who does not meet minimum requirements may be denied regular admission to the University and its programs.

**Non-Degree student status:**

Applicants who desire to take courses without seeking degree candidacy are designated as Non-Degree Students.

## Transfer of Credit / Advanced placement:

Students may apply for advanced placement keeping in view prior academic qualifications and experience. **Credits from other institutions:** The Admission Office will evaluate credits from other institutions on a course-by-course basis in accordance with such agreements as may exist. The acceptability of each credit will depend on the appropriateness of the courses to the University curriculum, on their compatibility to courses offered by Greenwich University, the period since the course credits were earned, and the grade earned.

All passing grades of B or above in transfer courses are acceptable for students who leave their prior institution with good academic standing. Students who were not in good academic standing at their previous colleges may be accepted, but only with Provisional Acceptance status. Transfer credits will be awarded after the student has achieved good academic standing. However, a tentative evaluation of such transfer credits may be requested by the student upon admission. All transfer credit will be recorded as "TR" on the student's transcript.

Before graduating, transfer students must complete a minimum of 30 credit hours of the university courses in order to be eligible for an associate degree and a minimum of 60 credit hours for the Undergraduate degree. A maximum of 60 credit hours can be transferred.

Undergraduates must be in residence for the final 60 hours of course work prior to receiving their degree. **Credit by Challenge Examinations:** Students may obtain credit through successful performance on a challenge examination. A student seeking credit by examination must have an exceptional background in the subject and minimum grade point average of 2.75. He or she must first secure written permission from the concerned Dean. If permission is granted the Dean will arrange for preparation of challenge exam and may also require written reports, related supplementary readings, or a term paper if appropriate. Forms for challenge examinations are available with the Registrar's Office/Communication Center. Students are limited to 9 credit hours by challenge examinations.

**Credit for Prior Work/Life Learning:** College credit may be earned through the careful academic assessment of prior college level learning acquired through life or work roles or through selected educational programs offered by collegiate organizations. The total of such credit may not exceed 60 credits for undergraduate students.

**Admission of Transfer Students:** Greenwich University accepts credits earned with a Grade B or above from other accredited universities and from foreign programs.

### Placement Test:

English, General Knowledge and Mathematics proficiency, are measured by the results of the University Placement Test (UPT) or Institutional TOEFL examination. All students have to appear for an Interview and group discussion with the board as a part of the selection process.

### How to Apply:

Applicants for admission must follow the following procedure:

**1. Application Form:** Submit the complete Admission Form along with photocopies of all academic documents, NIC copy and 10 passport size photographs.

### When to Apply:

Applications must be received on or before the due date as advertised and as mentioned in the academic calendar.

### Ownership of Documents:

All application material (academic records, financial support documents, test scores, reference letters, translations, and other material) submitted in support of an application, become the property of the University and cannot be returned or forwarded elsewhere, except the original documents which will be returned after verification.

## Graduate Program Admission Criteria

### Eligibility:

Bachelor's degree in the relevant discipline from any university recognized by the Higher Education Commission, or of a recognized foreign university. Graduates with no background of English may be required to do foundation courses.

### Classification of Admissions:

There are two classifications of admissions for graduate students: Regular Acceptance and Non-Degree Student Acceptance. Places offered are valid for one semester only, if not taken up, they are forfeited.

### Regular Acceptance:

Applicants can be admitted to the graduate degree program if they satisfy the following:

Submission of transcripts and degrees showing that the applicant has received a Bachelor's Degree from an accredited university or college or an equivalent degree from a foreign university. Copies of all official documents and other admission material of these students must be submitted to the Admission Committee along with two letters of recommendation and a personal statement. Other factors, such as GMAT score of at least 400, work experience, academic references and aptitude to succeed in the graduate program, may also be considered.

### Non-Degree student status:

Greenwich University welcomes those students who wish to take courses without any qualifications as non-degree students. These students, if they wish to change their status, must make a regular application to the University and meet all requirements for admission into the graduate degree program. Non-degree students may apply up to 9 credit hours that they have earned at Greenwich towards a graduate degree program.

### Re-admission at Graduate level

Former graduate students, who were in good academic standing, do not owe money to the University, or were not dismissed, may re-enroll at any time during the one-year period following their initial enrollment at Greenwich. Applicants who were previously dismissed must petition the Admission Committee for re-admission. The Committee on the recommendation of the Program Director will take the decision as to re-admittance and will notify the petitioning student. If the student does not re-enroll within a year, application for re-admission must be made to the Admission Committee. Readmits must contact the Admission Office on time to meet registration requirements prior to the term of their intended return.

### Transfer of Credit / Advanced placement at Graduate level:

Incoming graduate students may be given credit awards under any of the following arrangements:

1. Transfer of credits from other institutions, or
2. Credits for prior work/life learning at the graduate level.

Greenwich University accepts up to 9 credit hours of college credits earned with a grade of B or above from other recognized universities and from foreign programs.

Graduate students are limited to a transfer of maximum of 9 credit hours from any course(s) other than Greenwich courses towards a degree. Acceptance of credits that have been earned more than 10 (ten) years ago are subject to review and approval by the Academic Council.

### Transfer of Credits from Other Institutions:

Upto 9 hours of credits from other institutions will be allowed by the university on a course-by-course basis in accordance with normal accreditation standards. The acceptability of each credit will depend on the appropriateness of the courses to university curriculum, on their compatibility to courses offered by Greenwich, the period since the course credits were earned, and the grade earned. Only A and B level grades will be considered.

### Placement Test:

English and Mathematics proficiency, will be determined by the results of the Greenwich Placement Test (GPT). All students have to appear for an Interview and group discussion with the board as a part of the selection process.

### How to Apply:

Applicants for graduate programs at Greenwich University, should follow the procedure as mentioned below:

**1. Application Form:** Submit the Graduate Application Form along with photocopies of all academic documents, NIC copy and 10 passport size photographs.

### Admission of Transfer Students:

Transcripts must be received prior to admissions for the purpose of evaluation.

### When to Apply:

Applications must be received on or before the due date as advertised and as mentioned in the academic calendar.

### Ownership of Documents:

All application material (academic records, financial support document, test scores, reference letters, translations, and other material) submitted in support of an application, become the property of the University and cannot be returned or forwarded elsewhere, except the original documents which will be returned after verification.

### Post-Graduate Diploma / Short Course / Certificate Program Admission Criteria:

#### Classification of Admissions:

There are two classifications of admission. Regular Acceptance and Provisional Acceptance. A placement evaluation is required for all students before being admitted. Places offered are valid for one semester only; if not taken up they are offered to applicants on the wait list.

#### Regular Acceptance:

Applicants who meet all admission requirements are admitted as regular students.

#### Provisional Acceptance:

Applicants who are accepted provisionally are those who do not submit official documents or submit incomplete documents. Transfer students who do not submit official documents from the institution previously attended fall in this category.

#### Transfer of Credit / Advanced Placement:

Students may apply for advanced placement keeping in view prior academic qualifications and experiences. Credit can only be confirmed after a student has registered and submitted documentary evidence of academic qualifications or courses taken. The office will determine and award credit. Students should not assume that their academic qualifications will allow them credit till written confirmation has been given.

#### Placement:

All students have to appear for an interview and group discussion with the admission board as part of the selection process.

### How to Apply:

All applicants for admission must follow the following procedure:

**1. Application Form:** Submit Application Form along with photocopies of all academic documents, NIC copy and 10 passport size photographs.

**2. Transcripts:** Arrange to have original or certified copies of transcripts of all previous examination results, and forward it directly to the Office of Admissions.

### When to Apply:

Applications must be received on or before the due date as advertised and as mentioned in the academic calendar.

### Ownership of Documents:

All application material (academic records, financial support documents, test scores, reference letters, translations, and other material) submitted in support of an application become the property of the

University and cannot be returned or forwarded elsewhere, except the original documents, which will be returned after verification.

## **M.Phil. Program Admissions:**

### **Aims & Objectives**

The main objective of this program of study will be to:

- Develop specialized knowledge of research skills that is necessary to conduct scholarly research and to become an effective professional.
- Develop philosophical, ethical and humanitarian principles in a systematically organized manner.
- Develop deep understanding of analytical tools, which are used for quantitative and qualitative research

### **Admission Criteria**

#### **Faculty of Management Sciences**

- Candidates who have 16 years of education at their credit i.e. old MBA/MPA/M.com/ACMA/ACA **OR** having Four Years B. Com/BBA (130-136 credit hours) with minimum Second Class (50% or 2.5 CGPA) will be eligible for Master Program of Business Administration. (Road map given by the HEC will be followed).
- If 16 years education is in non-business area, then 10 deficiency courses will be offered as given in road map by HEC in approved curriculum provided by HEC.

#### **Faculty of Social Sciences and Humanities**

- Candidates who have 16 years of education at their credit i.e. old Master **OR** having four years bachelor degree (125-136 credit hours) with minimum Second Class (45% or 2.5 CGPA) will be eligible for master Program of all related field. (Road map provided by HEC will be followed).
- If 16 years education is in non-related field area then 10 deficiency courses will be offered, or guidelines will be sought from road map approved curriculum provided by HEC.
- In case, if candidates who have already education of 18 years or equivalent in non-related field then 8 courses+ 2 independent studies (research work) will be offered as deficiency. Student will be allowed to appear in challenging exam and 100 marks paper may be given just like in annual system.
- It is must for an applicant to clear a test designed on the pattern of International Princeton Graduate Record Exam (GRE) / NTS/University Placement test (UPT). In case of further guidelines issued by Higher Education Commission (HEC) will be followed.
- The applicant, who has already passed HEC's MPhil/PhD Entry Test, will be eligible for admission, which will be valid for 2 years with following marks: 50 % marks in NTS is allowed till December 2011 and 60% marks are allowed hereafter. Greenwich University Placement Test (UPT) with 70 % is also allowed.

### **Procedure for Admission**

- Admission will be announced /advertised by registrar. An applicant for MS/ MPhil/equivalent Program shall submit prescribed application form issued by the admission office of the GU, clearly mentioning the proposed major subject of research work that he/she intends to undertake for Master Degree.
- The Admissions Committee shall assess each applicant's suitability on the basis of his/her:
  - Academic and professional qualifications
  - Professional experience
  - Convincing reasons for enrollment in the MPhil and equivalent programs.
  - Allocation of marks will be 70% on academic qualification, 20% on Aptitude test and 10% will be on interview.
- The Admissions Committee shall submit its recommendations to Board of Advanced Studies & Research (BASR) for approval of his/her application.

### Enrolment Conditions

- Once the student is admitted, he /she will be required to enroll himself/herself as per rules and regulations of GU.
- No student shall be allowed, without the prior permission of the BASR to join any other course of study or appear in an examination conducted by any other University or Public Institution.
- Within a year of his/her qualifying test, the student may modify module of his/her study with the approval of BASR, by submitting an application duly recommended by the Supervisor, and forwarded by the concerned DGS of GU. In such a case, BASR shall determine the minimum duration of study for submission of his/her thesis.
- On the recommendation of the Supervisor and the DGS, the Migrated Research scholars (MRS) of other Universities can be exempted for a maximum period of one-year term with the approval of BASR. In such cases, BASR will also determine the minimum duration after which the thesis can be submitted.
- After the registration the MRS has to submit a synopsis (preferably within six months of registration or after completion of courses), a Proforma will be filled in by the candidate; duly signed by the Supervisor.
- The qualifying marks in subjects should be 70% before working on the research thesis.

### Study Schedule & Duration

- The PhD degree program consists of 3 modules of two to seven years' duration. Classes will be conducted as per given study schedule. After the registration minimum period 18-24 months and maximum 7 years is required for in depth study. Classes will be conducted as per given study schedule.
- If one is not able to complete it within 7 years, then one has to re-register. In this case course previously have been completed will be counted for new registration but at least next six months are compulsory to complete the degree and maximum three years are allowed with this admission.
- If any student is absent in three consecutive semester then admission will be cancelled and have to re-register.

### Thesis Submission

After the completion of 18 months or 2 years (24 credit hours course) candidate will have to submit a Thesis to BASR, on the recommendation of his/her Supervisor through DGS of Faculty.

### Grading Policies

Examination comprises of assignments of 10% marks, research report of 30% marks and final exam of 60% marks.

### Research Work for Award of Degree

Degree of MS/MPhil/Equivalent will be awarded to the scholars on the completion of:

- Qualifying the 8 courses of 24 credit hours
- Submission of Synopsis/ Research Proposal
- Supervisor assigned
- Minimum one Seminar
- One publication in any journal is preferred not compulsory
- Final Seminar and Dissertation defense
- Incorporation of suggestions in final seminar
- Favorable comments from at least one evaluator, out of two
- One external evaluator should be from another university and one internal evaluator from GU
- Final recommendation of viva voice and presentation of defense by the panel of examiners mentioning at least satisfactory

## Areas of Specialization

### **Faculty of Management Sciences**

Department of Business Administration

- Marketing
- Management
- Human Resources Management
- Finance

Department of Economics and Finance

- Economics
- Finance

### **Faculty of Social Sciences and Humanities**

Department of Social Sciences and Humanities

- Sociology
- Political Sciences
- International Relations
- English

Department of Media Art and Design

- Mass Communication & Media Studies
- Media Management and Advertising

Department of Education

- Education

## Ph.D. Program Admissions:

### Aims & Objectives

The main objective of this program of study will be to:

- Develop specialized knowledge of research skills that is necessary to conduct scholarly research and to become an effective professional.
- Develop philosophical, ethical and humanitarian principles in a systematically organized manner.
- Develop deep understanding of analytical tools, which are used for quantitative and qualitative research

### Criteria for Admission

#### Business Administration

To get admission into a PhD program, an applicant must hold 18 years education at their credit with 70% or 3 CGPA, as:

- MBA (1.5 years- after 4 years BS- BA with 36 CH)
- MBA (3.5 years- after 14 years non-business education with 90 CH)
- MBA (2.5 years-after 16 years Non-business education along with 66-72 credit hours)
- MBA (2 years MBA after 14 years non-business education along with second MBA with 36 CH)
- 18 years education is in non-business area then 10 deficiency courses of master and 10 deficiency courses of MS will be offered (20 deficiency courses of master level)
- MS/ MPhil
- Business Education of 17 years from international universities after equivalence from HEC
- Permission letter from HEC in case of CGPA is below required level of 3.
- It is a must for an applicant to clear a test designed on the pattern of International Princeton Graduate Record Exam (GRE) NTS/ GMAT/ University Placement Test (UPT) before admission as per guidelines of HEC. However, provisional admission may be given till one semester and if the entire requirement will not be complete during this semester then admission will be cancelled, and courses may be exempted, if re-registers and qualifies admission criteria.
- If 18 years education is in non-business area, then 10 deficiency courses of masters and 10 deficiency courses of MS will be offered. They will not get degree of MPhil but because already they have 18 years education degree.
- Student will be allowed to appear in challenging examination and 100 marks paper may be given just like in annual system. Challenging exam means if number of scholars is short and after taking admission student is being taught by any GU assigned instructor as tutorial class and then that teacher will guide student as a tutor individually and prepare paper of 100 numbers.

#### Social Sciences and Humanities

- Candidates who have earned 18 years of education at their credit (Master **OR** having four years bachelor degree, 125-136 credit hours with minimum first Class, 60% or 3 CGPA) will be eligible for PhD Program of all related field. (Road map given by HEC will be).
- If 18 years education is in non-field area then 10 deficiency courses of master and 10 deficiency courses of MS will be offered. They will not get degree of MPhil, because already they have 18 years education degree.
- It is must for an applicant to clear a test designed on the pattern of International Princeton Graduate Record Exam (GRE) / NTS/ UPT. In case of further guidelines, if issued by HEC will be followed.

### Procedure for Admission

An applicant shall submit institute's duly filled-in prescribed Application Form for admission to the PhD Program, with proposed major subject of research work to be undertaken by him/her, for assessment by Admissions Committee of the GU. The Admissions Committee shall assess each candidate on the basis of:

- Academic and professional qualifications
- Professional experience, if any.
- Reasons for desiring to enroll in the Program

### Enrolment Condition

- Once the student is admitted, he /she will be required to enroll him/herself as per rules and regulation of the University.
- No student shall be allowed, without the prior permission of the BASR, to join any other course of study or appear in an examination conducted by any other University or Public Institution.
- Within a year of his /her qualifying the required test, the student may modify module of his/her Research study, with the approval of the BASR, by submitting an application duly recommended by the Supervisor, and forwarded by the concerned DGS of GU. In such a case, BASR shall determine the minimum duration of study for submission of his/her thesis.
- On the recommendation of the Supervisor and the DGS, the MRS of other Universities can be exempted for a maximum period of one-year term with the approval of BASR. In such cases, BASR will also determine the minimum duration after which the thesis can be submitted.
- After the registration the scholar has to submit a synopsis (preferably within 12 months of registration), a Performa will be filled in by the candidate; duly signed by the supervisor.
- Candidacy letter will be issued after completion of courses and comprehensive examinations. Student may work with supervisor provisionally recommended by DGS, but final approval authority is BASR.
- The qualifying marks in subjects are 70 % before working on the research dissertation.

### Study Schedule & Duration

The PhD degree program consists of 3 modules of two to seven years' duration. Classes will be conducted as per given study schedule.

### Dissertation Submission

Candidate will have to submit a dissertation to controller of examination after the completion of 2 years with the recommendation of his/her Supervisor through DGS of Faculty.

### Grading Policies

Examination comprises of assignments of 10% marks, research report of 30% marks and final exam of 60% marks

### Research Work for Award of Degree

Research work shall consist of the following programs:

- Qualifying the 6 courses of 18 credit hours
- Qualifying comprehensive exam
- Submission of Synopsis/ Research Proposal
- Supervisor assigned
- Minimum one Seminar for synopsis defense if DGS thinks possible
- One publication in HEC recognized journal / ISI indexed journal
- Final Seminar and Dissertation defense
- Incorporation of suggestions in final seminar
- Favorable comments from at least two evaluators, out of three included supervisors
- Two evaluators should be from technologically /academically advanced countries
- Final recommendation of viva voice and presentation of defense by the panel of examiners mentioning at least satisfactory

### Areas of Specialization

#### **Faculty of Management Sciences**

Department of Business Administration

- Finance
- Human Resources Management
- Management
- Marketing
- Supply Chain Management

Department of Economics and Finance

- Economics
- Finance

## **Faculty of Social Sciences and Humanities**

Department of Social Sciences and Humanities

- Sociology
- International Relations
- English

Department of Media, Arts and Design

- Mass Communication and Media Studies
- Visual Effects and Animation
- Textile and Fashion Design

Education

- Education

## **Policies for Qualifying Examinations and Onward process**

### **Admission policy**

Admission will be announced by registrar. All criteria as specified by HEC and approved by the statutory bodies of GU will be followed.

An applicant shall submit institute's duly filled in prescribed Application Form for admission to the MPhil / PhD Program, with proposed major subject of research work to be undertaken by him/her, for assessment by Admissions Committee of the GU. The Admissions Committee shall assess each candidate on the basis of:

- Academic and professional qualifications
- Professional experience, if any
- Reasons for desiring to enroll in the Program
- NOC from government employees (in case scholar joins regular program in duty times)

### **Certification verification Policy**

Admission committee will be responsible for sorting and verifying certificates and all required document.

### **Entry test policy**

Notification from registration office will be issued for entry test and interview date for admission.

### **Admission confirmation policy**

List of successful candidates will be displayed on notice board and, website and emailed to candidates and to appear in interview and document verification. After verification letter of confirmation will be issued to candidates for provisional enrolment. This list of enrolment will be sent to BASR for approval of confirmation and candidates will be informed to attend orientation and class schedule will be given to every candidate along with full kit of admission.

### **Orientation policy**

All enrolled scholars in orientation ceremony. GU will be introduced by GRDC representative through multimedia. All faculty members will be introduced. All concerned HoDs and faculty members may be present in this orientation. An admission kit will be providing to students along with time table.

### **Completion of Course Duration**

- MPhil scholars may complete 8 courses within one-year duration. Maximum 4 courses may be allocated per semester.
- PhD scholars may complete 6 courses within one-year duration. Maximum 3 courses may be allocated per semester.
- In some special cases, DGS may allow an extra course.

### **PhD Admission Announcement**

It may be announced in every semester from office of registrar. DGS will monitor and make sure that classes are running properly and may submit progress report to Vice Chancellor.

### Qualifying Examination Policy

Before starting the research work, all MPhil/PhD scholars must pass the Qualifying Examination, which may consist of written exam from subjects of specialization. If any candidate is failed in the qualifying exam he will be given only one more chance to pass the qualifying exam after 6 months.

### Thesis Proposal Seminar policy

The research proposal must be written in the light of guidelines provided by the Supervisor. In order to forward Thesis/Dissertation proposal to BASR a seminar is may be arranged under supervision of DGS, if DGS thinks possible (not compulsory).

### Supervision policy

The Principal Supervisor shall be responsible for guiding the candidate in developing the research proposal and for working on the research study. The candidate must meet the Principal Supervisor at least twice a month. If the Principal Supervisor is unable to continue supervision, then a co-supervisor/s will provide supervision until another Principal Supervisor is appointed by BASR. The new Supervisor will be appointed, on the recommendation of the DGS in agreement with the candidate, within three months of the departure of original Supervisor.

### Policy of Supervision Load at MPhil Level

A PhD degree holder supervisor may supervise 8-10 scholars with subject to 3 years' experience after completion of PhD degree. However, extra scholars may be accepted with consent of supervisor. Years of supervisory will be counted from date of result declaration. Supervisor should be at least once listed in Higher Education Commission (HEC) directory as a Registered Supervisor. HEC scholarship holders' scholar may only be supervised by HEC recognized supervisor.

MPhil degree holder may supervise 3-5 scholars of MPhil level scholars with subject to experience of at least 3 years with at least 2 research papers published in any journal.

### Progress Reports policy

After qualifying examination subjects, comprehensive and completion of parts of his/her research proposal, the candidate will have to present the progress report on his research work to BASR through DGS 4 times in a year. The BASR will assess the presentation and will advise whether his/her research progress conforms to the MS/ MPhil/PhD standard or not. Along with this progress attendance sheet of meetings should be provided.

### Publication of Research Articles policy

All PhD scholars are required to write at least one article and that should be published in one of the HEC recognized Journals (in case of Policy changed by HEC, guidelines of HEC will be followed)

### Plagiarism Policy

After completion of thesis signed by supervisor, student will submit thesis for plagiarism test and if, it is plagiarized then student will correct it as suggested by test report. Greenwich University has zero tolerance of plagiarism.

Similarity index will be checked from chapter first to last. All other pages will be excluded. Less than 20% of similarity will be accepted by GU. It will be tested on Turnitin from GU and it is mandatory to add these pages in preliminary pages of thesis before final submission

### Policy of Submission of Thesis for Evaluation

Student will submit thesis in spiral 3 copies for evaluation to the office of DGS. DGS will require 10 names for evaluation suggested by supervisor and finally VC will approve 2 names of foreign evaluators in case of PhD and one name from national level.

In case of MPhil DGS will suggest one names of evaluators from approved list and that should be external. Supervisor will act as internal examiner.

### Policy of Final Seminar (Defense)

After evaluation of thesis student has to submit final dissertation for final seminar (defense). Student has to defend it before Faculty, Guest Scholars and Evaluators the scholars, under the Chair of Chancellor, DGS and Supervisor (for PhD only). In case of Master degree DGS may chair. Scholars will be advised in the light of his presentation, whether his/her research dissertation be awarded degree or not.

### Policy of Cancellation or Suspension of Research Work

In case, a candidate due to unavoidable circumstances intends to cancel or is not in a position to continue the work temporarily, he/she must apply to BASR through the Supervisor for suspension, but such leave should not exceed 12 months. On the expiry of suspension period he/she may continue the research work on the recommendation of Supervisor and approval by DGS under intimation to BASR.

Admission of any PhD candidate will be liable to cancellation by BASR under the circumstance given below:

- (i) When the candidate is not regular in his/her research work.
- (ii) When he/she is liable to serious disciplinary action
- (iii) When he/she fails to present satisfactory progress on his/her research work.

### Policy of Modification in the Title of Thesis/ Dissertation

A candidate, within a year of his/her qualifying examination, may modify his/her Research Title with the approval of BASR on the recommendation of Supervisor, through DGS of the GU. In such a case, BASR shall determine the minimum duration, not exceeding 12 months, after which the thesis may be submitted of approval.

To a candidate, who has migrated from any other University, BASR can be given an exemption of time up to a maximum duration of one year, on the recommendation of Supervisor, through DGS. In such a case, BASR may determine the minimum duration within which Dissertation can be presented.

### Policy of Submission of Thesis/ Dissertation

A candidate must submit his/her thesis/ dissertation within the prescribed time limit. BASR shall review all the inability of candidates to submit their thesis within the stipulated time. BASR is authorized to extend the date of submission of thesis by the deserving candidates, on the recommendation of the DGS.

### Check List Evaluation of Thesis and Degree Awarding

- i. Plagiarism will be checked by university management
- ii. A candidate is required to submit his/her thesis in English and in prescribed structure approved by the GU and after fulfilling conditions of Scheme of Study, shall submit an application, on the prescribed form, for evaluation by BASR.
- iii. No thesis shall be considered eligible for awarding Degree unless it reflects evidences of original inquiry, capacity for development or application, and ability to presenting innovative ideas.
- iv. The result of the evaluation shall be declared in the following manner:
  - a. Requirements fulfilled without any correction
  - b. Requirements fulfilled with minor corrections
  - c. Deferred – Requirements fulfilled with major corrections suggested by the examiners
  - d. Failure rejected by the examiners on the basis of organization of his/her work.

In case of result with minor corrections, the Supervisor and DGS/ member appointed by DGS shall certify that the corrections have been carried out. In case of deferred decision, the examiners will advise modification in the material of the thesis. In case of failure result, the candidate will not be eligible for a Degree.

### Policy of Evaluation of Thesis

Evaluation of Thesis for Master Degree

Master thesis will be evaluated by one external evaluator from within country and an internal evaluator (supervisor/any other). In case of adverse remarks by external evaluator the thesis will be re-sent (after making necessary improvements) to same or other evaluator, whose evaluation will be considered as final.

Evaluation of Thesis for Doctor of Philosophy

Doctor of Philosophy dissertation will be evaluated by two (2) external examiners from technologically advanced countries and an internal (supervisor or from within country). In case of adverse remarks by external examiners the thesis will be sent (after making necessary improvements) to other examiner whose evaluation will be considered as final.

#### Policy of Re-Evaluation of Thesis

- The re-evaluation of thesis, if applied, will be re-evaluated only once.
- The thesis will be re-evaluated by the same examiners unless;
- If an examiner shows his/her inability to re-evaluate the thesis then the concerned DGS, in agreement with the Supervisor, will recommend to BASR for replacement of examiner(s).

#### Declaration of result of the re-evaluation

The result of the re-evaluation shall be declared in the following manner:

- i) Requirements fulfilled without any correction
- ii) Requirements fulfilled with minor corrections
- iii) Failure, rejected by the examiners.

#### Policy of Award of Degree

Degree of PhD will be awarded within two months of the approval of dissertation by the external examiners. The candidate will be asked to appear for the viva voce by the examiners, as per the procedure given below:

- The Supervisor, in consultation with the DGS will fix a date and time for viva voce.
- The panel of examiners will consist of one external examiner, the Supervisor, Head of Department and DGS of the concerned department.
- The DGS will act as the Chairman of the examiners' panel.
- The examiners panel will communicate the decision to the Controller of Examinations on a prescribed form.

#### Credit Transferee Policy

- a) Those scholars who have completed 8 courses (24 CH) of master program from any HEC recognized institute / University and scholar desires to get admission in GU in master program then all courses may be exempted with subject to area of study is same, no matter subjects taught are not same, which are being taught in GU.
- b) In case, if student come from 14 years education and desires to get degree of 18 years education then he/she has to complete 90 credit hours. Whatever courses are already completed from any HEC recognized institute / University 50% of them may be exempted.
- c) Those scholars who have completed 6 courses (18 CH) of PhD program from any HEC recognized institute / University and scholar desires to get admission in GU in PhD program then all courses may be exempted with subject to area of study is same, no matter subjects taught are not same, which are being taught in GU.
- d) If DGS feels some deficiency, then some deficiency courses may be offered in all above three cases.
- e) If DGS want to counter check the eligibly equivalent to GU standards, then all courses taught in other university may be examined as challenging papers. Each paper will be of 100 marks. Marks will be shown in transcript of GU with CGPA. Scholar should pass at least 50%-time duration of total duration of degree in GU.
- f) All the above three cases will be presented by DGS to BASR. BASR will finalize time duration of degree awarding and courses exempted and confirmation of enrolment.

#### Policy of Supervision Load at PhD Level

A PhD degree holder supervisor may supervise 5 PhD of relevant field which may extend 8 scholars with special permission of HEC with subject to 3 years' experience after completion of PhD degree. However, after two years of supervisory of scholar either scholar has finished thesis or not, will not be counted in total count in list of supervising scholars. Supervisor should be at least once listed in Higher Education Commission (HEC) directory as a Registered Supervisor. HEC scholarship holders' scholar may only be supervised by HEC recognized supervisor.

## Admission Requirements

The admission requirements are as follows:

Program	Admission Policy (Basic Eligibility, Quota or nominations (if any))	Minimum Requirements	Eligibility
BS-BA (4 Year)	Intermediate / A levels or equivalent Two Recommendations Letters IELTS or TOFEL Entry Test <ul style="list-style-type: none"> <li>English</li> <li>Composition, Comprehension</li> <li>Mathematics</li> <li>General Knowledge</li> </ul> Interview by Panel, Group Discussion	50% or above in Intermediate or At least 3 A-Levels  IELTS (min 5.5 Bands) or TOFEL (Min 500 Score)  60% Score in Entry Tests, Interview & Group Discussion all together	
MBA (3.5 Year)	14-Year Bachelor or equivalent Two Recommendations Letters GMAT / GRE Entry Test <ul style="list-style-type: none"> <li>English</li> <li>Composition, Comprehension</li> <li>Mathematics</li> <li>General Knowledge</li> </ul> Interview by Panel, Group Discussion	CGPA 2.5 on 4-Scale / 2 <sup>nd</sup> Division or above in 14-Year Degree 400 GMAT or GRE  60% Score in Entry Tests, Interview & Group Discussion all together	
MBA (2 Year)	16-Year Bachelor or equivalent Two Recommendations Letters IELTS or TOFEL Entry Test <ul style="list-style-type: none"> <li>English</li> <li>Composition, Comprehension</li> <li>Mathematics</li> <li>General Knowledge</li> </ul> Interview by Panel, Group Discussion	CGPA 2.5 on 4-Scale / 2 <sup>nd</sup> Division or above in 16-Year Degree 400 GMAT or GRE 60% Score in Entry Tests, Interview & Group Discussion all together	
MBA Executive	16-Year of education or equivalent 05-Year industry experience Detailed Curriculum Vitae Two Recommendations Letters IELTS or TOFEL Entry Test <ul style="list-style-type: none"> <li>English</li> <li>Composition, Comprehension</li> <li>Mathematics</li> <li>General Knowledge</li> </ul> Interview by Panel, Group Discussion	CGPA 2.5 on 4-Scale / 2 <sup>nd</sup> Division or above in 14-Year Degree 400 GMAT or GRE  60% Score in Entry Tests, Interview & Group Discussion all together  Minimum 5 years of Corporate Experience	

## Semester Fee Refunds

- In case a student drops the semester before the start date the fee will be adjusted in the next term.
- In case a student withdrawal within the 02 weeks of the semester 50% of the fee will be adjusted in the next term
- In case a student drops the semester after the 2<sup>nd</sup> week of the start date no fee will be adjusted.

## Faculty Appointment

### Preamble

Greenwich University follows established Faculty Appointment Criteria Policy in total conformity of HEC Quality Assurance Guidelines.

The Selection Board shall appoint the faculty members as per the requirements of faculty for the following posts:

- Lecturer,
- Assistant professor,
- Associate Professor,
- Professor,
- Full time / Adjunct / visiting faculty member
- Guest Speakers as guest lecturers

Performance of the faculty member should be evaluated on regular basis. They should also be given rewards in monetary terms. Other monetary benefits include:

- The faculty members will be sponsored by the University, HEC funds and International sponsors to present their research papers nationally / internationally.
- The faculty members will be sent for the short courses / training sessions / seminars / conference for their overall grooming and development opportunities are extended to participate in the workshops and short courses.

### 1. Process of Planning for Faculty needs

Planning of specific faculty needs is based on the following:

#### By Area (Marketing, Finance, Management, Economics...)

Before the start of semester, students undergo the registration process for next semester's courses. Depending upon the selected courses, the department head analyzes the current numbers available of full-time, contractual and visiting faculty, and if the need for hiring new staff arises, the same is requested to the Dean of the faculty, who then forwards the request to the selection committee for hiring of visiting/full time faculty accordingly.

A meeting of academic heads of departments is convened before the commencement of each semester, where faculty needs for the upcoming semester are discussed. The discussion identifies specific faculty requirements for each discipline i.e. Marketing, Human Resource Management (HRM), Management Information Systems (MIS), Social Sciences, Computer Science, Quantitative, etc.

#### By seniority (Professors, Associate Professors, Assistant Professors, Lecturer)

At the end of each year, department heads ensure that there are sufficient number of professors, associate professors and assistant professors and lecturers present in the department, and if the need for hiring new staff arises, the same is requested to the Dean of the faculty, who then forwards the request to the selection committee for hiring of visiting/full time faculty accordingly.

Based on the decisions taken by the academic head of departments, and determining the level of course(s), the experience and qualification of required faculty members is established. This includes the raising of requisition of faculty members for each semester to the HR department for initiating the selection procedure of the faculty.

#### By Role (Teaching, Administration...)

Depending upon the workload, student-teacher-ratio, and introduction of new courses, the Dean and Heads of departments discuss the issue in a general meeting. Accordingly, an analysis is conducted to assess the need. The Dean forwards the request to selection committee for new hiring.

Based on requirement of faculty and level of courses, specific roles are identified so that the students may get the required knowledge desired from a course. This involves developing the course content and specific knowledge and experience required from a faculty member for imparting knowledge among the students.

### 2. Faculty Hiring and Selection Process

The hiring of faculty is the responsibility of the Selection Board, which initiates the recruitment process as need arises by any department. After receiving the CVs, The Selection Board short lists the desired candidates, conducts interviews, and finalizes candidates.

Composition of Selection Board is provided below:

SELECTION BOARD	
<p><b>Composition</b> (as per clause 7 (i) of the 1<sup>st</sup> Statutes of Greenwich University Act, 1998)</p>	<ul style="list-style-type: none"> <li>- Vice Chancellor,</li> <li>- Nominee of the Board</li> <li>- Two Nominees of the Chancellor (Not University Teachers)</li> <li>- Nominee of the Society</li> <li>- Dean of the Concerned Faculty</li> <li>- Head of the Concerned Department</li> </ul>

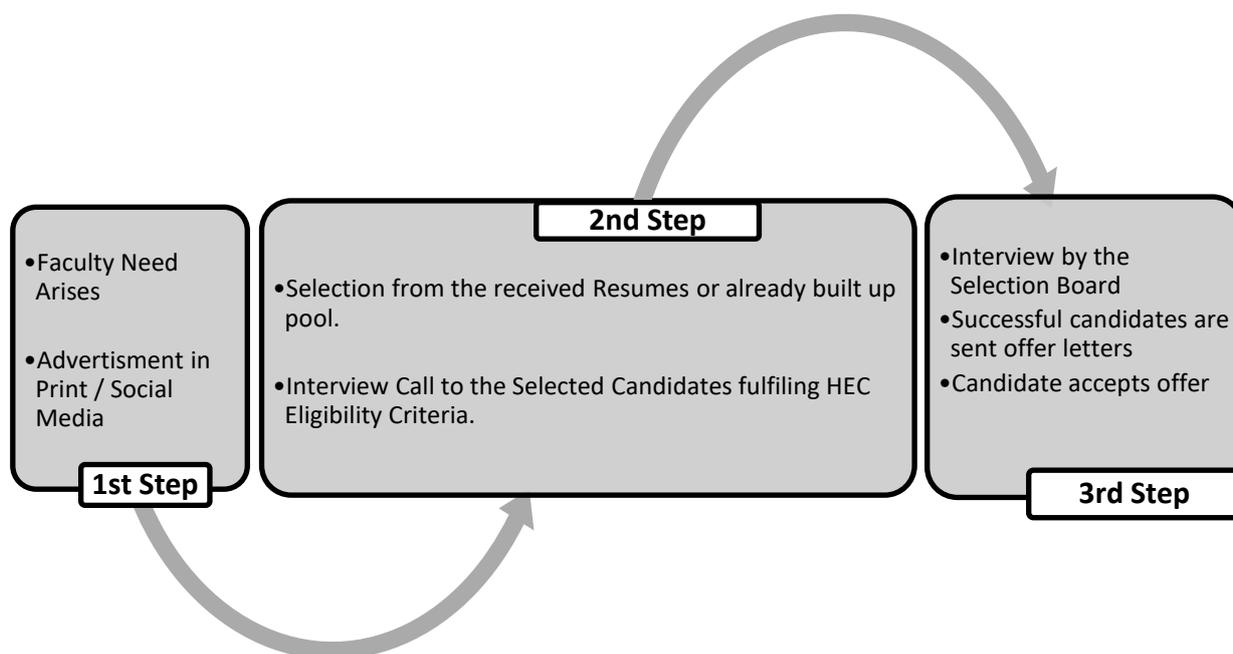
**Provisions:**

- The Institute reserves the right to obtain prospective employee(s) personal and work references before or after selection process.
- At the time of appointment, employee(s) will be given a written letter of appointment / offer.
- Employment is conditional upon the employee being prepared to work in Pakistan or abroad as needed.

**Types of appointment are:**

- **Fulltime** - These are permanent Faculty Members employed on full time basis by the institution.
- **Adjunct** - Employed at another institution but available to the Greenwich for certain period of time.
- **Visiting** - Appointed on the course to course basis & may be working as a permanent employee elsewhere.

Faculty hiring process:



### 3. Eligibility Criteria (In Conformity with Higher Education Commission)

#### Lecturer

The requisites for the post of Lecturer are as follows:

##### **Minimum Qualification:**

- First Class Master's Degree **OR** equivalent degree awarded after **16 Years** of education in the relevant field from an HEC recognized University/Institution with no 3<sup>rd</sup> division in the academic career.
- Condition of no 3<sup>rd</sup> division shall not be applicable in the qualification of appointment as lecturer in Greenwich University, provided that the candidate holds a higher degree i.e. M.Phil. / PhD or equivalent degree with not more than one 3<sup>rd</sup> division in entire academic career.
- Furthermore, the candidate with 2<sup>nd</sup> division in the Master's Degree but holding higher degree i.e. M. Phil. / PhD or equivalent degree with **18 years** of education are considered.
- First division (1<sup>st</sup> Division) in Master of Arts in English is acceptable in favor of the second division (2<sup>nd</sup> Division) as the minimum eligibility condition for appointment of Lecturers in English for Annual System degree holders for a period of five years.

##### **Experience:**

- Fresh candidates can apply.
- Teaching experience would be a plus.

##### **Published Research Articles**

- Candidates with no published research articles can apply.

#### Assistant Professor

The requisites for the post of Assistant Professor are as follows:

##### **Minimum Qualification:**

- PhD in relevant field from HEC recognized University/Institution **OR**
- Master's degree (foreign) or M.Phil. (Pakistan) or equivalent degrees awarded after **18 years** of education in the relevant field from an HEC recognized University /Institution.

##### **Experience:**

- In case of PhD holders, fresh candidates can apply.
- In case of non-PhD, 4–years teaching / research experience in HEC recognized University or a postgraduate Institution or professional experience in the relevant field in National or International organization.

##### **Published Research Articles:**

- Candidates with no published research articles can apply.

#### Associate Professor

The requisites for the post of Associate Professor are as follows:

##### **Minimum Qualification:**

- Ph.D. in the relevant field from an HEC recognized University/Institution.

##### **Experience:**

- At least 4-years Post–PhD level experience in an HEC recognized University or 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.

##### **Published Research Articles:**

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

## Professor

The requisites for the post of Professor are as follows:

### **Minimum Qualification:**

- Ph.D. from an HEC recognized Institution in the relevant field.

### **Experience:**

- At least 8 years Post Ph.D. level experience in an HEC recognized university or postgraduate 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.

### **Published Research Articles:**

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

#### 4. Faculty Diversity

Workforce diversity is about respecting and valuing the differing backgrounds, skills and experiences we all bring to the workplace. It also involves recognizing the value of individual differences to support our broader collective goals. The Workforce Diversity Policy is a commitment by the management of the University to create a workplace that is fair and inclusive, and promotes a workforce which better reflects the diversity of our students, parents/careers and communities. Workplace diversity integrates the principles of equal employment opportunity to include genders which are equally represented in our workforce.

##### Our priorities

We will continue to develop our reputation as an employer of choice for people from diverse backgrounds and perspectives and utilize our diversity as a source of strength. This includes applying fair and inclusive recruitment and selection practices to maximize the employment outcomes for both genders to be equally represented in our workforce. We will develop and retain high performing, committed staff from diverse backgrounds and perspectives and provide opportunities for them to progress. Leaders and managers across the department play a key role in fostering diversity, and it makes good business sense to improve diversity in our workforce in order to strengthen a workplace culture that values fair and inclusive practices.

##### Purpose

Innovative strategies are required if we are to attract, recruit and retain high quality staff and respond to workforce challenges. The Workforce Diversity Policy outlines how the department will instill a workplace culture that values diverse skills and perspectives, and fair and inclusive practices.

##### **These principles ensure:**

- Staff are selected for positions on merit
- Equitable access to opportunities for employment, capability development and workplace participation are provided for people both males and females in our workforce
- Workplaces are free from all forms of unlawful discrimination and harassment.

##### Implementing the Policy

The success of the policy depends on how well it is implemented. All staff have responsibilities to ensure that the outcomes of the policy are achieved.

To attract a high quality diverse workforce, we will:

- Promote the department as a workforce diversity employer of choice
- Encourage innovative approaches to attract people from diverse backgrounds and perspectives into our workforce
- Ensure accessible and inclusive recruitment and selection processes
- Promote an inclusive culture whereby workforce diversity is valued, nurtured and celebrated
- Continue to promote strategies which foster inclusive work practices

##### **KPI's**

By , our success will be measured by:

- Improved knowledge about our organization and its attractiveness as an employer of choice
- Increased number of high quality graduates in all locations
- Build the capability of leaders and managers to support the performance planning, management and development of a diverse workforce
- Increase the utilization of knowledge, skills and broad perspectives of a diverse workforce

#### 5. Faculty Evaluation and Mentoring - Policies and Procedures

##### Preamble

Faculty Evaluation is an integral part of the overall academic process in the Greenwich University. It is a means towards the creation of a complete and accurate documented record, which is used in making recommendations and reaching decisions on contract renewal, tenure, promotion in rank, and salary increments. Equally important is the use of Faculty Evaluation as a vehicle through which strengths are reinforced, achievements recognized, weaknesses identified and addressed, and constructive criticism offered with the objective of improving a faculty member's performance. Faculty Evaluation is also intended to be a means for exploring attitudes about changes within an Academic Unit, recommending improvements or new initiatives to meet the challenges of change and providing a formal framework for an open dialogue with constructive exchange of ideas.

- Self-Evaluation

- Student Evaluation of Instruction
- Peer Evaluation
- Administrative Evaluation on the basis of punctuality, regularity and discipline.

Greenwich University reviews the performance and achievements of each faculty member in four broad areas as per University's policies and the Faculty plan of work.

- Educational / teaching
- Scholarship and other academic and professional qualifications and activities
- Service to the University
- Community activities

The Greenwich University believes that it is desirable for a faculty member to work in ways that are professionally creative for the individual and useful to the current needs of the University. It is further understood that the nature of the activities in which faculty members are involved will vary from year to year and from individual to individual. Therefore, the Greenwich University evaluation process recognizes the importance of this diversity of activities. Specific criteria on which evaluation of a faculty member is based appear in the section that immediately follows.

The listing should neither be considered all-inclusive nor exclusive, nor should it be interpreted that every faculty member should be engaged in all of these activities at any given time. Rather, the specific items are defined for each member of the faculty in the process of negotiation of the annual Faculty Plan of Work. As a long-standing practice and an overall philosophy of the Greenwich University, Senior Faculty members play an important role in the process of Faculty Evaluation.

#### Faculty Evaluation Criteria

The following are criteria against which faculty performance will be evaluated for purposes of tenure, promotion, and annual merit-based salary adjustments. The list is neither fully inclusive nor exclusive, but is intended to reflect the factors that form the basis for the faculty member's Workload Portfolio.

#### **Educational and Instruction:**

- Demonstrated ability to organize course material
- Effective presentation style
- Development and conduct of meaningful laboratory experience
- Development of meaningful web-based material
- Receptiveness and responsiveness to student questions and concerns
- Utilization of clear and effective testing procedures
- Availability and helpfulness to students
- Demonstration of ability to intellectually stimulate and engage the student in the learning process
- Presentation of course content that is up to date and in keeping with advances in the discipline

#### **Scholarship, Academic and Professional Qualifications and Activities:**

- Work experience of professional nature
- Involvement of students in research and development efforts
- Sponsoring students in independent study and undergraduate/graduate research courses
- Development of new courses and/or programs
- New approaches to improve teaching
- Research directed towards improvement of teaching techniques
- Special studies of student learning problems
- Professional writing
- Presenting professional papers
- Publishing research results
- Submitting grant applications
- Securing research funding
- Editing and reviewing professional manuscripts, proposals, and books
- Research activity, including supervision and stimulation of research
- Consulting that is externally validated by normal scholarly means
- Activity in professional organizations
- Participation in professional seminars
- Involvement in continuing education programs/maintaining professional licensure/board certification

- Organizing professional meetings and seminars
- Attending professional meetings
- Work with student organizations
- Work with individual students, faculty, or staff
- Generation of ideas on institutional improvement
- Maintaining contact with co-op employers and internship affiliates
- Involvement in student advising and student activities
- Participation in development work for University
- Helping recruit prospective students
- Fostering articulation agreements with Community University
- Participation in efforts toward student retention
- Involvement in interdisciplinary activities
- Off-campus representation in an official capacity
- Community service which reflects favorably on University in a direct way
- Offering courses, seminars and workshops to the community at large
- Organizing professional meetings and seminars
- Volunteering in the community
- Participation in Faculty Exchange Programs

### Procedures

#### **Self-Evaluation:**

Senior faculty shall annually prepare a self-evaluation document / survey to be submitted to QEC. The self-evaluation will contain at least the following:

- A report of activities during the past semester
- Self-evaluative elements
- A final Faculty Plan of Work for the coming semester
- A discussion on achievement of goals established in the previous Faculty Plan of Work

#### **Student Evaluation of Instruction:**

Each member of the senior faculty will be evaluated by students in all sections of each course taught.

#### **Administrative Evaluation:**

Each Faculty member will receive written detailed evaluation from the Academic Unit Head every semester. The evaluation will place the faculty member in one of the following categories: Outstanding, Very Good, Satisfactory, Needs Improvement, or Unsatisfactory. Semester based merit increments shall be determined based on the performance review. All the evaluation documents will be shared with the faculty and the Dean of the University. The contents of this document will be discussed in a meeting involving the evaluatee and the Dean/Head; such a meeting must be concluded prior to end of mentioned semester.

Additionally, each senior faculty member will meet with the Dean of the Faculty at least once every other semester for the purpose of reviewing the faculty member's activities and plans for continued professional development and for mutual critique.

#### **Peer Evaluation:**

All faculty members will be subject to a peer evaluation at least every semester. The Dean will appoint an adhoc committee comprised of three faculty members one of which will be a junior faculty, another will be a faculty having same area of expertise as of the faculty member under review, if available, and one who is a full professor. A peer review report will be written and submitted to the Head.

Optional Annual Peer Review: Each faculty member, who believes that the elements used to conduct the Administrative Evaluation do not provide enough or accurate information and feedback on his/her performance, will have the option to ask for a Peer Review.

Discretionary Peer Review: If a faculty member's student evaluations of instruction are consistently below the average by more than one-half standard deviation for three consecutive academic terms, the faculty member must comply with peer review. The purpose of the peer review will be to help the faculty member identify areas of teaching that need improvement or attention.

## Documentation

In Greenwich University, a faculty member's file consists of the joint contents of two files. One file is in the office of the faculty member's Dean and one file is located in the Record Room. All official documents pertaining to a faculty member are kept in these files, except for the results of the Student Evaluation of Instruction which are kept on electronic files. The contents of files and access to the contents are governed by university policy. At the time of tenure and promotion consideration of a faculty member, those contents of the faculty files allowed by Institute policy plus the results of the Student Evaluation of Instruction will be organized in collaborative fashion by both Dean and the faculty member and placed at the disposal of the Greenwich University Selection Board. Among the official documents placed in a faculty member's file are:

- The initial employment agreement, which specifies the conditions of employment, expectations, and requirements with respect to tenure plus any additional documents which pertain to these matters.
- All Administrative Evaluation documents prepared by the Academic Head during the process of evaluation, as well as any document either the faculty member or the Dean may prepare and share as a record following their biennial meeting.
- Copies of (or reference to) publications; grant and research proposals; letters of commendation for participation in committees, task forces, recruiting activities, interactions with industry and other groups; and any other written materials that reflect the activities and performance of the faculty member.
- The Self Evaluation document prepared annually by the faculty member.
- Copies of the annual Faculty Plan of Work negotiated between the member of the faculty and the Academic Head.

## 6. New Faculty Mentoring - A Guide for Academic Heads and Senior Faculty

### Purpose

The purpose of the specific mentoring plan is to propose practices that will help our faculty to become effective teachers, engaged scholars and participating members of the Greenwich University's communities. The initial transition to academia is critical to a pre-tenured faculty member's success. Faculty mentoring is one of our priorities and we are committed to making sure that we will provide to our pre-tenured faculty members the environment they need to succeed.

### Mentoring Plan

Greenwich University's mentoring plan is focusing on providing all our pre-tenured faculty members with a support system that will enable them to succeed during their first year and throughout their career at Greenwich. The goal of our plan is to give a clear understanding of our expectations on teaching, scholarship, professional development, and sense of collegiality and community. The dean, associate deans and the academic heads should commit to practices that will help the faculty succeed. What follows is a set of practices that will provide guidance for the academic heads and senior faculty.

- **Communicate Expectations for Performance:**  
We should include in the letter of appointment a statement of expectations that is clear and detailed enough to let new faculty hires know what is expected.
- **Familiarity with Goals and Objectives:**  
The academic heads are and must be familiar with the Greenwich University's vision, mission and objectives and must share with all stake holders about all running program and Greenwich University team.

The Dean and HoDs should provide mentoring to faculty to help them develop teaching skills and meet teaching expectations by coordinating class observations and peer reviews of teaching performance, by providing constructive criticism, and by sharing best practices.

**Shadowing:** During the first two years faculty member should be encouraged to shadow a senior faculty member's course to help them prepare teach their own courses.

**Meetings with the Dean:** Once a month the dean should meet with all the faculty members of the University to identify any issues or concerns, to provide support, to keep the communication open, to shed light on any misunderstandings, and to keep them informed on policies and expectations. At the end of each academic year, the Dean will meet with each faculty member to discuss progress toward tenure and to assure that all necessary resources are in place to facilitate the goals of the faculty member.

**Providing Feedback on Progress:** Every semester, as the Greenwich University Policy on Faculty Evaluation requires, senior faculty will conduct a review of each faculty member and will write an appraisal that will be shared and discussed with the faculty member. This appraisal will be conducted by a Peer Evaluation Committee that will be carefully selected by the academic unit head. The Peer Evaluation Committee will review each junior faculty member's statement of expectations, activities report, self-evaluation, plan of work, course evaluations, class observations reports, and future intended research, teaching, and service plan.

**Mentoring by Senior Faculty:** We should encourage senior faculty to provide guidance to our faculty by offering to review their papers, visiting their classes, and where common research interests exist explore the possibility of authoring a paper or grant proposal.

### **Support Teaching Effectiveness**

- We should be providing faculty members with a comprehensive blueprint that will guide them on:
- Preparing course syllabi (provide samples of existing syllabi)
- Writing learning goals
- Making effective use of class time
- Adopting efficient and effective grading strategies that are well spelled out on the course syllabi
- Creating multiple grading opportunities rather than having their grade determined solely on a midterm and final exam; a mix of exams, quizzes, homework, projects, term papers and group presentations should be recommended
- Incorporating technology into teaching to engage students
- Engaging students in the learning process.

## **7. Workload**

### **Introduction**

The primary responsibilities of the academic staff at HEIs are education, research and community service. For institutions to achieve their missions and visions, the academic staff are required to do their best in:

- Ensuring effective teaching and learning of high quality
- Making scholarly contributions - research or creative work
- Consultancy, knowledge transfer and public service
- Play their part in the academic administration of the HEI and its program

In this policy, academic staff workload is broadly conceived to refer to all academic activities that are related to professional duties and responsibilities. These include but are not limited to:

- Preparation for lecture delivery
- Lectures & tutorials
- Assessments [coursework, final exams, deliberations of exams]
- Laboratory/excursions/practical [If applicable]
- Distance Education- face-to-face sessions; [If applicable]
- School or clinical practice/internship/supervision of placements
- Module writing/Program development/short courses
- Research project supervision
- Research
- Service Activities (Professional consultancy, delivery of workshops/seminars and conferences, participation on various institute standing and ad hoc committees, leadership in professional and civic organizations etc)
- Guidance and counseling
- Leadership/administrative responsibilities/academic administration.

In addition, time must be allowed for personal and professional maintenance – answering emails and correspondence, talking to colleagues, filing, talking to students, professional reading and web use beyond what is needed for the revision of lectures, staff development, etc.

### Applicability of the Policy

This workload policy applies, in its entirety, to all full-time and probationary academic staff of Greenwich University. Part-time staff are employed for only limited duties, such as teaching specific courses or supervision of students doing research projects, and thus are under obligation to perform responsibilities only in those areas that are explicitly identified in their part-time contracts.

### Workload responsibility guidelines

All academic staff members are expected to pursue professional duties and responsibilities in each of the three primary domains of intellectual activity: imparting knowledge (teaching, managing students' learning activities), creating new knowledge (research, scholarship and creative activities) and transferring knowledge and skills to the community (service and consultancy).

### Office hours

All members of staff are required to have scheduled office hours that permit reasonable access by students and which must be approved by the Head of Department. Office hours should be conspicuously posted and filed with the Head of Department and the Dean of Faculty.

### Professional staff development

All academic staff are expected to continue with their professional development through research and scholarly activities in their areas of study and by updating and enhancing their teaching and management of student learning. Those who are yet to complete their higher degree studies must do so within reasonable time after their employment. Staff development through attending courses and workshops on aspects of teaching and learning is also encouraged.

### Teaching Load

The workload obligation of an individual staff member should reflect the agreed proportion of time to be spent on each of the four aspects that make up the institution's mission – teaching, research, consultancy/knowledge transfer and academic administration and leadership. Each staff member should negotiate workload with the Head of Department at an annual review meeting. Account may be taken at this time of the previous year's performance – time allowed for activities which did not produce the promised outputs, or extra work undertaken in the previous year for which compensation might be made in the current one. The Dean has also to review the overall distribution of teaching to ensure that the Faculty's commitments are being met; pending the expansion of staff, it may not always be possible to honor research allowances fully in a given year. 'Debts' of this kind should be carried forward, however.

The teaching workload obligation and its match to the teaching that the individual is actually delivering in a given year will be taken into account when considering whether the individuals can be permitted to supplement salary by undertaking teaching at other institutions. Where an individual's teaching load falls short of his or her computed obligation, outside work for additional payment will not be permitted; instead, the individual will be seconded to do teaching at the other institutions (with entitlement to refund of travelling expenses).

The Deans are responsible for ensuring that workload distribution and its implementation are fulfilled in a timely manner. He/she exercises oversight to ensure that the collective, approved workload distribution within the institution results in a fair distribution of effort among academic staff members and that it promotes the efficient and timely completion of programs of study by students and facilitates compliance with quality assurance and enhancement benchmarks. He/she is responsible for ensuring that reviews on workload policy are done and approved by the Senate and consequently implemented and that staff resources are sufficient to cover the teaching load and permit time for other duties.

New faculty should be given few courses to prepare, and they should be allowed to teach at least one course again in the next semester. The committee and other service assignments should be monitored closely to assure they are not being asked to do extraordinary service that will burden their progress in teaching and research.

## 8. Code of Conduct

Code of conduct at the workplace is as under:

(i) The code provides a guideline for behavior of all employees, including management, and the owners of the organization to ensure a work environment free of harassment and intimidation;

(ii) “Harassment” means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment;

The above is unacceptable behavior in the organization and at the workplace, including in any interaction or situation that is linked to official work or official activity outside the office.

### Explanation:

There are three significant manifestations of harassment in the work environment:

#### **b) Abuse of authority**

A demand by a person in authority, such as a supervisor, for sexual favors in order for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

#### **c) Creating a hostile environment**

Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual’s work performance or creates and intimidating, hostile, abusive or offensive work environment.

The typical “hostile environment” claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

#### **d) Retaliation**

The refusal to grant a sexual favor can result in retaliation, which may include limiting the employee’s options for future promotions or training, distorting the evaluation reports, generating gossip against the employee or other ways of limiting access to his/her rights. Such behavior is also part of the harassment.

(iii) An informal approach to resolve a complaint of harassment may be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis;

(iv) A complainant or a staff member designated by the complainant for the purpose may report an incident of harassment informally to her supervisor, or a member of the Inquiry Committee, in which case the Supervisor or the Committee member may address the issue at her discretion in the spirit of this Code. The request may be made orally or in writing;

(v) If the case is taken up for investigation at an informal level, a senior manager from the office or the head office will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner;

(vi) If the incident or the case reported does constitute harassment of a higher degree and the officer or a member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of a complainant, the case can be taken as a formal complaint;

(vii) A complainant does not necessarily have to take a complaint of harassment through the informal channel. She can launch a formal complaint at any time;

(viii) The complainant may make formal complaint through her in-charge, supervisor, CBA nominee or worker's representative, as the case may be, or directly to any member of the Inquiry Committee. The Committee member approached is obligated to initiate the process of investigation. The supervisor shall facilitate the process and is obligated not to cover up or obstruct the inquiry;

(ix) Assistance in the inquiry procedure can be sought from any member of the organization who should be contacted to assist in such a case;

(x) The employer shall do its best to temporarily make adjustments so that the accused and the complainant do not have to interact for official purposes during the investigation period. This would increase temporarily changing the office, in case both sit in one office, or taking away any extra charge over and above their contract which may give one party excessive powers over the other's job conditions. The employer can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required;

(xi) Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side;

(xii) The harassment usually occurs between colleagues when they are alone, therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behavior immediately to someone they trust, even if they do not wish to make a formal complaint at the time. Although not reporting immediately shall not affect the merits of the case; and

(xiii) The code lays down the minimum standards of behavior regarding protection of women from harassment at workplace, etc. but will not affect any better arrangement that an organization may have developed nor will it bar the grant of protection that employees working in an institute may secure from their employers through negotiation.

## 9. Equal Opportunity

Greenwich University is an equal opportunity employer and is committed to the principle of equal employment opportunity for all employees. All employment decisions at Greenwich University are based on business needs, job requirements and individual qualifications, without regard to race, color, religion or belief, national, social or ethnic origin, sex (including pregnancy), age, physical, mental or sensory disability, marital, civil union or domestic partnership status, family medical history or genetic information, family or parental status, or any other status protected by the laws or regulations in the locations where we operate. Greenwich University encourages applicants of all ages.

### **Special Considerations:**

## 10. Health and Safety

Greenwich University will provide its employees with a safe and healthy workplace in compliance with all applicable laws and regulations. Consistent with these obligations, the University will have and will implement effective programs that encompass things such as life safety, incident investigation, chemical safety, ergonomics, and will provide safe standards of health and safety in any housing and transportation provided for our employees by Greenwich University.

### Obligations

Management is firmly committed to a policy enabling all work activities to be carried out safely, and with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of workers, contractors, authorized visitors, and anyone else who may be affected by our operations.

### Goals

This policy:

- shows the commitment of (your business name)'s management and workers to health and safety
- Aims to remove or reduce the risks to the health, safety and welfare of all workers, contractors and visitors, and anyone else who may be affected by our business operations aims to ensure all work activities are done safely.

### Responsibilities:

#### **Management:**

Will provide and maintain as far as possible:

- a safe working environment
- safe systems of work
- plant and substances in safe condition
- facilities for the welfare of workers
- information, instruction, training and supervision that is reasonably necessary to ensure that each worker is safe from injury and risks to health
- a commitment to consult and co-operate with workers in all matters relating to health and safety in the workplace
- a commitment to continually improve our performance through effective safety management

#### **Employees:**

Each worker has an obligation to:

- comply with safe work practices, with the intent of avoiding injury to themselves and others and damage to plant and equipment
- take reasonable care of the health and safety of themselves and others
- wear personal protective equipment and clothing where necessary
- comply with any direction given by management for health and safety
- not misuse or interfere with anything provided for health and safety
- report all accidents and incidents on the job immediately, no matter how trivial
- Report all known or observed hazards to their supervisor or manager.

### Application of this policy:

We seek the co-operation of all workers, customers and other persons. We encourage suggestions for realising our health and safety objectives to create a safe working environment with a zero-accident rate. This policy applies to all business operations and functions.

### **11. Privacy**

Greenwich is committed to protecting the privacy and confidentiality of information about its employees.

### **12. Ethical dealings**

GU expects its employees to conduct business in accordance with the highest ethical standards at all times. The University strictly complies with all laws and regulations on bribery, corruption and prohibited business practices.

### **13. Respect and dignity**

GU will treat all employees with respect and dignity and will not use corporal punishment, threats of violence or other forms of physical coercion or harassment.

### **14. Equality**

Greenwich University endorses and encourages equality at the workplace in terms of education, employment, advancement, benefits and resource distribution, and other areas should be freely available to all citizens irrespective of their age, race, sex, religion, political association, ethnic origin, or any other individual or group characteristic unrelated to ability, performance, and qualification.

We are committed in our pursuit of academic excellence and a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity.

## STAFF

### 1. Preamble

We will continue to develop our reputation as an employer of choice for people from diverse backgrounds and perspectives and utilize our diversity as a source of strength. This includes applying fair and inclusive recruitment and selection practices to maximize the employment outcomes for both genders to be equally represented in our workforce.

### 2. Categories of employment

An employee may be recruited in one of the following categories:

2.1 Probationer - against a permanent vacancy.

2.2 Permanent employee - against a permanent vacancy where the probationary period is not considered necessary or has been satisfactorily concluded.

2.3 Part-time employee - for a job requiring the availability of an employee for less than four hours a day or twenty-four hours a week.

2.4 Contract employee - for employees contracted for a specific assignment on special terms and conditions

2.5 Temporary employee - for people employed for short term assignments

**Note:** Part-time, contract and temporary employees will be entitled only to those benefits as specified in their letters of appointment/service contracts.

### 3. Hiring

Hiring of full-time, part-time and contractual staff may only be undertaken after a Manpower Requisition form (Appendix A) has been filled in by the department, which is send to the VC/DA for approval of the same. Once an MRF has been approved by the VC/DA for creation of the new position at Greenwich University, then a separate manpower requisition form need not be required in case of replacements for the new positions. The requisition must mention the following information:

- Why does the new position need to be created?
- Can this new position be filled by an existing employee of Greenwich University?
- What division the employee is being hired in?

It is understood that at the time of filing the manpower requisition the new employee may not have been identified and therefore the exact salary may not be known. Therefore, it is not necessary to mention the salary in the requisition, although the salary range will be dictated by the requisitioned division mentioned in point 2.1.1. second point in the Code Book.

The Administration shall approve all replacements (in connection with an approved MRF by the VC/DA). (See Appendix B for Manpower Replacement Request Form) Once the manpower requisition form is approved, the manager may interview and hire an employee to fill that position, provided that his/her salary falls within the salary range of the division mentioned In the original requisition. In case of a replacement, the manager shall pursue the hiring once the replacement form is approved by the VC/DA.

All new employee hiring is to be finalized by the DA unless otherwise stated on the MRF.

In the absence of a department manager, the senior- most person in the department must seek the approval of the before hiring an employee.

Only the VC/ DA may hire a particular individual directly.

No relative, spouse, finance, or Intimate associate of any staff member may be hired without the knowledge and written approval of the VC/DA.

All new employees will be hired according to the Greenwich University salary scales. (Appendix "C").

The probation/training period for all employees will be a minimum of 3 months, and can be extended as per the situation.

The minimum and maximum salaries of employees within a certain level must be In accordance with the tables overleaf: (see next page). These brackets shall ONLY be applicable at the time of hiring.

All hiring related documentation is to be handled by the Administration Department at University. No employee of Greenwich University is authorized to issue appointment letters on behalf of the university except for the DA.

No appointment letters will be issued by the DA unless the employee has submitted all the required documents.

#### **4. Salary scales**

Level, Designation, Salary Range, Salary Scales

This needs to be done by Director Admin & Personnel.

#### **5. New Staff Orientation Program**

All new employees must undergo proper orientation and be in receipt of a job description before they start work.

Upon completion of the orientation program, the employee should have a good understanding of the university's goals and values.

The employee's immediate supervisor shall brief him/her on:

- The procedure and purpose of the orientation program
- The objectives and activities of the department tasks, duties and expectations
- The dos and don'ts of the university

The VC/DA shall brief the new employee on:

- The university's goals and values
- Possible career paths
- Policies
- The training and development program

Upon completion of the orientation program, the immediate supervisor must update the staff training record, a copy of which should be given to the DA for placement in the employee's personal file.

#### **6. Probation**

All employees will be placed on probation for a minimum period of 3 months, which can be extended based on the evaluation of the employee at the end of 3 months by the immediate supervisor.

All employees will be given a Letter of Appointment (Appendix F) or a service contract (see Appendix G) upon joining the organization. Once all the required documentation of the employees' personal file is complete (see Appendix D for Personal File Checklist) and received by the competent authority, it shall prepare the appointment letter/ Service Contract within 3 working days, and send the same to supervisor. The authority shall then explain the clauses of the appointment letter to the concerned employee, get it signed & accepted by the employee and send the copy of the same to the DA. The DA shall put the copy of the signed appointment letter/Service Contract in the employee's personal file.

All employees will be expected to read and sign a non-disclosure letter (Appendix H) upon joining the organization. This letter, once signed by the employee, shall be placed in his/her personal file by the DA.

At the end of a successfully completed probationary period, the probationer will be confirmed in his/her job by the DA.

During the probationary period, the probationer may resign or his/her services may be terminated by giving a notice period and without assigning any reason.

A probationer is not entitled to any benefits due to a confirmed employee (e.g. paid annual, casual and sick leave, medical insurance, etc.)

At the end of the probationary period, the employee's performance will be evaluated by the immediate supervisor. The salary of the employee will not be revised upon confirmation unless otherwise stated in the appointment letter.

Upon gaining a satisfactory evaluation, the concerned employee will receive a letter of confirmation from DA and will henceforth be entitled to all the benefits and allowances due to an employee in his/her category.

A confirmed employee's probationary period will be included when calculating his/her annual and sick leave entitlements unless otherwise stated at the time of hiring.

Only the DA is entitled to issue confirmation letters on behalf of Greenwich University.

## **7. Performance evaluation**

All confirmed employees shall go through the Annual Increment Review exercise in January of each new year based on the previous year's performance.

It is the DA's duty to ensure that the employee understands the purpose of the performing evaluation and how it will be conducted.

A confirmed employee's performance will be evaluated thereafter by the DA on a yearly basis unless otherwise indicated by the manager. The same shall be put in the employee's personal file.

At the end of an employee's probation period, will undergo a performance evaluation conducted the DA according to the performance evaluation form.

The probationary employee will stand confirmed if DA performance evaluation is considered satisfactory by DA manager at the end of 3 months probationary period.

The DA may give a copy of an unfilled Performance Evaluation form (Appendix J) to the employee, well in advance of the actual evaluation, so that (s)he is aware of the areas to be evaluated.

All performance evaluations will be conducted in private.

The employee must be informed in advance when DA evaluation will be held (and given the performance evaluation notes - Appendix J) so that (s)he may come to it fully prepared.

The evaluation is a time when the DA should let the employee know what are considered as his/her areas of weakness.

The evaluation is also a time when the employee may let the DA/manager know of any difficulties or problems (s)he may be facing which may be making it harder for him/her to do his/her work satisfactorily.

An employee has the right to disagree with his/her performance evaluation and state on the form itself in which area and why (s)he disagrees. The DA will then discuss the matter with the employee and the manager so that it may be resolved.

The DA must sign the completed Performance Evaluation form and give it to the DA for filing in the employee's personal file.

After he/she has undergone a satisfactory performance evaluation, the probationer will receive a Letter of Confirmation, validating his/her employment as a permanent member of staff from the DA.

Probationers will only get increments upon confirmation under exceptional circumstances and with written approval of the VC/AD.

Promotion upon confirmation is highly unlikely and will only happen under exceptional circumstances and with approval of the VC/ AD.

Promotion and the annual award of additional increments will be based on the employee's yearly performance evaluation report.

Promotion of an employee to a higher position Is the prerogative of the management and may not be claimed as a right.

## **8. Annual Increments**

All new employees hired on or before Sep. 30 of a cer-tain year will receive their annual increment (Is entitled and written in the contract) on December 31 of the same year and thereafter on every December 31.

All new employees hired on or after Oct. 01 of a certain year will receive their annual Increment (Is entitled and written in the contract) on December 31 of the following year and thereafter on every December 31.

Increment (Is entitled and written in the contract) will only be awarded once a year.

Further Increments will be awarded based on a performance evaluation, which must be conducted by the super visor and discussed with the DA and the DA during the Increment Review.

A maximum of further Increments may be awarded (total of 4 Increments)

An overall evaluation shall be connected to the number of increments the employee shall be rewarded.

**Unacceptable** - No increments to be awarded in case of probationary employee, the probation must either be extended or the employee's services be terminated.

## **9. Promotions**

A promotion may take place at any time. However, an employee may not be promoted during his/her probation/training period.

The approval of DA is required for promoting any employee before (s)he has completed 6 months of service with the organization.

Double promotions are only permissible in exceptional cases and require the approval of the VC/ AD.

An employee may not claim promotion to a higher post as a right; promotion of an employee Is the prerogative of the management.

If an employee Is offered a promotion to a position he/ she is unable to accept, for any reason (such as unwillingness/inability to relocate to a different center) the university is not obligated to offer him/her an equal substitute position.

## **10. Working hours**

All employees other than part-time or contract employees will observe an 8-hour working day, six days a week from Monday through Saturday as per the schedule given to them.

**Note:** the 8-hour working day is inclusive of a 1-hour lunch break

All employees in all categories are expected to work longer hours and/or on official holidays from time to time as required PY the university.

## 10.1 Overtime

Faculties are expected to be ready to take their classes at least five minutes before the start of class.

Attendance is to be strictly monitored by the examination Department.

Any employee who comes late (see clause 9.6) not necessarily consecutive days in a single month will be penalized as under

One day will be deducted from his/her casual/ annual leave

OR

one day's salary will be deducted from his/her pay

Overtime may be permitted if an employee is required to work longer hours than laid down in 15.1

Late coming refers to arriving 15 minutes after the time employee is required to report to work. For Instance, employees who work on a 9-5 shift must report to work before 9:15. or they shall be considered late. All employees must note that he/she must start work at 9:00a.m. sharp (in case an employee works from 9-5, different employees may have different shift schedules). The 15 minutes margin is given to cover unforeseen conditions such as bad traffic, rain, thunder, etc.

Any employee who takes leave (whether half day or more and whether sick leave, casual leave, annual leave, maternity leave, compassionate leave, etc.) must fill in a leave application form, attach any relevant documentation that may be required, have the leave application approved by their manager, and ensure that it is sent to the DA, where the DA shall place the relevant documents in the employees' personal files. The DA may require additional documentation, which supports the application from time to time.

Any employee whose personal file leave record is incomplete will not be sanctioned any leave encashment.

## 11. Leave

Confirmed employees are entitled to the following leave with full pay:

28 days annual leave per annum

10 days medical leave per annum

5 days casual leave per annum

### 11.1 Annual leave

Employees shall fill out the Leave Application form (see Appendix L) stating their annual leave plans which they shall submit to DA for approval at least one month before they wish to avail of that leave.

Once the leave has been approved, the employee's DA shall send the Leave Application form to the DA

The DA will place the Leave Application in the employee's personal file for record.

The university reserves the right to disapprove requests for annual leave based on operational needs.

Un-availed annual leave is cashable. However, the university reserves the right to send employees on leave if it is deemed necessary without providing any reason.

Encashment claims for un-availed annual leave should be approved by the DA and received by the Accounts Office within one calendar year (e.g. If an employee joined Greenwich University on 1st March 1997, his/her encashment claim for un-availed annual leave for the year 1st March 1998 to 28th February 1999 should be made before 29th February 2000). If an employee does not claim encashment for un-availed annual leave within the prescribed time frame, (s)he will automatically lose his/her encashment privilege for that calendar year. Each employee's leave encashment claim for the previous year' (including the number of days annual, sick, and casual leave availed of by the employee, etc.) should be noted by the

Branch Accountant on a Leave Encashment Form (see Appendix M) and signed as recommended by the Center Head. The Leave Encashment Form should then be forwarded to the Corporate office for approval by the DA and then onto the accounts department for payment.

Un-availed annual leave may not be carried over to the following year.

Annual leave taken in excess of the permitted 28 days will be treated as unpaid leave.

An employee who has tendered his/her resignation and is working out his/her notice period shall not avail of any outstanding annual leave unless approved by the DA.

In the first year of employment, the annual leave cannot be consumed during the year. Any such employee who has consumed all his/her sick & casual (total of 15 leaves) shall then have to take leaves without pay during the first year of employment.

Employees In their second year and onwards may be eligible to consume their annual leave during the year.

### 11.2 Sick Leave

An employee availing of sick leave must inform the DA latest within two hours of his/her official time of arrival in office otherwise the leave will be counted as:

Part of his/her annual leave

OR,

Unpaid leave if (s)he has availed in full of his/her annual leave. Upon return to the office, the employee must fill out a Leave application form (see Appendix L) and submit it to the DA for approval.

A medical certificate is must for all medical leaves of three or more days at one time.

If an employee takes sick leave of three days or more without producing a medical certificate, that leave will be counted as:

Part of his/her annual leave

OR,

Unpaid leave If (s)he has availed in full of his/her annual leave.

Un-availed sick leave is non-cashable.

Un-availed sick leave will automatically expire at the end of the year of employment. Sick leave taken in excess of the allotted 10 days will be treated as:

Part of his /her annual leave or,

Unpaid leave if (s)he has availed in full of his/her annual leave.

### 11.3 Casual leave

Employees shall inform the DA and fill out the Leave Application form (see Appendix L) before availing of casual leave or no more than one day's casual leave will be sanctioned at any given time. If an employee requests more than one day's leave, all the days requested will be counted against his/her annual leave entitlement.

The DA will place the Leave Application in the employee's personal file for record.

The university reserves the right to disapprove requests for casual leave based on operational needs.

Casual leave may not be appended to sick leave or annual leave. Such leaves will automatically be adjusted against the employee's annual leave or as unpaid leave in cases where his/her annual leave has been fully utilized.

Un-availed casual leave is not cashable.

Un-availed casual leave will automatically expire at the end of the year.

Casual leave taken in excess of the allowed 5 days will either be treated as:

Part of his /her annual leave or,

Unpaid leave if (s)he has availed in full of his/her annual leave.

An employee is also entitled to a half day's casual leave (2 half days shall be calculated as one casual leave). The process of filing a half day's absence shall remain the same as claiming a full day off.

#### 11.4 Maternity leave

Maternity leave with full pay will be granted to confirmed female employees for a period of eight weeks.

If maternity leave is affixed to annual leave, it will be sanctioned with full pay for a period of six weeks only.

Maternity leave with full pay will be granted only once during a three-year period and only twice during the employee's tenure with the organization.

Employees must fill out the leave Application form stating their maternity leave plans and submit it to the DA for approval at least one month before they wish to avail that leave.

**Note:** While It Is understood that JI may be difficult to give exact dates in which maternity leave will be required, the university will at least have an approximate idea.

The DA shall place the Leave Application in the employee's personal file for record.

Payment of maternity leave shall be made along with the employee's salary after she rejoins the university (i.e. if she rejoins on 1st January after taking 8 weeks maternity leave, she will get the maternity leave salary along with January's salary - i.e. she will get 3 month's salary altogether)

## 12. TA/DA & Outstation Attachment Policies

### 12.1 TA/DA

Employees may be required to travel intercity on the university's business. Before undertaking such a journey, the concerned employee must obtain approval from his / her immediate head.

TA /DA expenses shall be paid according to the rates and provisions specified in the TA/DA annexure (Appendix N)

TA /DA is only payable for outstation trips of less than two weeks in duration.

The daily allowance may be issued before the trip Is undertake & The accountant is required to fill in a bill payment request for approval by the DA before issuing a cheque to the employee. (See TA/DA form in Appendix N)

Dally allowance is also payable for the actual days of air or train travel unless the employee starts his/ her outgoing journey after 4:00 pm or ends his/her journey before noon.

In cities/towns where there is a university guesthouse facility, the employee is expected to stay at the university guesthouse and to take his/her meals there, if the facility is available. Employees staying at a fully comprehensive university guesthouse may only claim 50% daily allowance (see Appendix N for a complete listing of university guesthouses and their status)

In cities/towns where there is no university guesthouse facility, the employee will be accommodated at a hotel, the grade of which shall be determined on a case-to-case basis by the DA. Full daily allowance may be claimed.

No bills for room service, mini bar service, laundry service, or cost of meals in excess of the approved daily allowance shall be paid for by the university - all such amounts shall be borne in full by the employee him/herself and shall be settled at the time of leaving the hotel.

If an employee does not wish to make use of the accommodation provided by the university, the university will not compensate him/her for staying elsewhere, unless prior approval has been granted.

For air travel, an employee may upgrade him/herself at his/her own cost, if so desired, but only after he/she has received the ticket from the university.

Employees must return all used tickets with the boarding passes (in case of Air Travel) to the DA or the ticket shall be considered as used for personal travel and the employee shall be charged accordingly.

Only the DA is authorized to make travel arrangements on behalf of employees. Employees must inform the DA of their travel plans by sending the Travel-TA /DA form (Appendix N) 4 working days in advance of the actual date of travel.

Employees may NOT use any official university car for outstation visits without receiving prior written approval/permission from the DA

Employees who opt to use personal vehicles for outstation visits are not entitled to claim the fuel allowance.

If an outstation trip is two weeks or longer, but does not exceed six weeks, the Daily Allowance no longer applies and is replaced by an "Outstation Attachment Allowance".

### 12.2 Outstation attachment

Any employee who is sent on outstation duty for a period of between two and six weeks shall be considered to be on outstation attachment. (S)he will, therefore, be eligible for an Outstation Attachment Allowance (OAA) and shall neither claim nor receive TA/DA.

Outstation Attachment allowances to be calculated as 55% of the TA /DA entitled to each employee.

**Note:** Any employee who is posted outstation for a period exceeding 6 (six) weeks shall, from the (seventh) week onwards, be deemed to be on permanent or temporary transfer and shall be eligible for neither OAA nor TA /DA at time.

### 13. Temporary outstanding Assignment

Any employees may be send to any other affiliated campus temporary assignment, within one-week notice. The temporary assignment could be as long as 3 months. Employees will be paid as mentioned under TA/DA policy.

### 14. Payroll Procedure

The accounts department shall prepare the Payroll by the 25th of every month, which would be submitted to DA for the approval.

All the overtime will be calculated till end of 25th of every month, and the remaining overtime will be paid along with the salary of the following month.

The Salary will be paid by the 10th of every month. Employees with bank accounts will be paid directly into personal account in any bank.

OR,

Employee will be notified as soon the salary is deposited in their respective accounts.

## 15. University/ personal cars

All university cars assigned to employees are to be used for official duties during office hours.

Official cars may NOT be taken on any outstation visits without written permission from DA. The DA shall be informed of such permissions.

### Note:

1. If permission is granted to use a university car for an outstation visit, claims for fuel allowance for the trip must also be approved in writing by the relevant department.
2. Fuel claims will NOT be automatically sanctioned.

The fuel allowance for all university employees shall be set at a fixed amount (of petrol, in liters) per month, on a case-to-case basis as decided by the DA.

Payment of fuel allowances shall be made by the accounts department monthly against cash memos for the sanctioned amount.

Each month's fuel allowance must be claimed latest by the first week of the subsequent month.

Unused/unclaimed fuel allowance of any given month may not be carried over to or claimed in the subsequent month.

Insurance, road tax and lease installments, where applicable on all university cars, shall be paid by the university.

## 16. Maintenance

Proper maintenance and timely repair of university cars shall be the responsibility of the employee to whom the car has been assigned.

- An official car must be serviced once per month. (Receipt of which shall be provided to DA reimbursement).
- The engine oil and oil filter are to be replaced at every 3000 Kilometers or 3 months (whichever comes first).

Reimbursement of repair and maintenance work undertaken on university cars shall be made subject to prior approval being obtained from the chase Requisition form (Appendix 0). An individual car, personal car is eligible to get the car repaired for up to Rs. 3,000, after seeking approval from (DA In case of personal cars. In case the repair is going to be above Rs. 3,000, the approval from DA shall be requested.

The approved and signed Purchase Requisition form along with supporting documents (I.e. bills, estimates, etc.) shall be submitted to tile branch accountant (please refer to the Operations/Finance procedures for details regarding the submission of the Purchase Requisition and subsequent payment/ reimbursement of any work done.

Payment of repair and maintenance work shall be made to the Employee no later than one week after receipt of the approved Purchase Requisition form.

A logbook maintained should be of the kilometers driven / repairs / maintenance shall submit a copy of the same to the DA on the last day of each month.

Employees who have been allowed to use the university cuticle for personal use shall pay a sum to be fixed by the university for every KM that they drive. The flat rate includes petrol and the general maintenance of the automobile.

## 17. Personal Cars/ Motorbikes/ Scooter

Employees who use their personal cars/ motorbikes/ scooters for Official duties and who do not receive a fixed monthly fuel allowance from the university may claim a fuel allowance for the kilometers they travel on official university business. This does not include the driving done while coming to work or going home after work.

Fuel allowance shall be paid by the university at the rate fixed by the university:

Motorbike/scooter (These amounts includes a percentage for general maintenance of the vehicle.)

In case the official travel is going to be more than 10 kms, the employee must have a request approved by the Administration Department and attach the same with the reimbursement request.

The month's fuel allowance may be claimed on the first Friday of the following month by filling in a Fuel Allowance form (Appendix P) giving details of the journeys undertaken.

The filled in Fuel Allowance form should be approved and signed by the employee's H.O.D. and then submitted to the branch accountant for payment. Once the fuel allowance has been submitted to DA, the DA shall verify and forward the claim to the accounts/ finance for processing and payment.

The DA may spot-check any employee's fuel allowance requisition at any time to check its accuracy.

All approved fuel allowance claims shall be paid no later than the second Friday of the following month.

Payment of insurance, road tax and repair and maintenance of an employee's personal vehicle shall be the responsibility of the employee.

Payment of insurance, road tax, and repair, and maintenance of an employee's personal vehicle shall be the responsibility of the employee.

#### **18. Dress Code**

- All permanent Male employees are expected to wear a clean, ironed shirt with tie and regular, neatly ironed trousers and clean shoes at all times when on duty.
- The wearing of jeans, shorts, T-shirts, sports shoes, and all other forms of informal or casual wear is strictly prohibited during office hours.
- Male employees may wear a blazer or suit/sports jacket according to the weather.
- All male employees must properly shave every day or grow a properly trimmed beard/mustache, so a tidy look may be projected.
- On Fridays, male employees may wear clean, ironed shalwar-kameez in place of formal western clothes if they wish.
- However, Fridays are not to be treated as 'casual day'. If the option to wear shalwar-kameez is not exercised by male employees, formal western clothes must be worn as usual.
- Female employees may wear shalwar kameez with dupatta or western clothes if they wish.
- If female employees choose to wear western clothes, they must wear formal western clothes, not jeans and T-shirts.
- All employees must present a neat and tidy appearance while on duty.
- All H.O.D. are responsible to regularly check their subordinates on the dress code.
- Contractual staff may dress-up informally but they must wear a collared shirt/T-shirt and may not wear jeans and joggers. In addition, points 24.4 to 24.7 shall also apply to all contractual employees.

#### **19. Communication**

- It is the job of every supervisor and H.O.D to ensure that effective communication exists in his/her department.
- Noting and acting upon problems faced by employees
- Noting and acting upon Improvements that need to be made in the department.
- Reviewing the performance of the department.
- Encouraging and following up on employee and customer feedbacks getting and giving updates on departmental and other relevant activities

Effective means of communication include:

**Administrative meetings:**

These should be held on fortnightly basis, which should be chaired by the Department Head / DA. In the absence of Department Head / DA, these meeting should be chaired by a senior person. A 'copy of the minutes of the meeting should be given that only the attendees but a copy must be given to VC and to the related person not present in the meeting.

All formal meetings must be minuted, and the points followed through to a satisfactory conclusion with the necessary action being taken a proper file must be maintained for future reference.

## 20. Medical

All confirmed/ permanent employees may be covered by the Group Medical Insurance Policy as written in the contract of the employee.

The details of this scheme are as follows:

**Hospitalization & surgical expenses:** Any expense incurred by a confirmed full-time employee on the non-pregnancy related hospitalization and surgical procedure due to any sickness or accidental injuries subject to the predetermined maximum limits.

**Serious disease (critical illness) cover:** There are nine serious diseases, which may cause heavy inpatient and outpatient treatment expenses. These diseases are:

1. Myocardial Infarction (heart attack)
2. Open-heart surgery for coronary bypass
3. Cancer
4. Stroke
5. Kidney failure or major organ transplantation,
6. AIDS
7. Multiple sclerosis
8. Hepatitis-b
9. Severe burns

**Accidental injury cover:** The per confinement limit under the basic policy may Increase by 50% if the cause of hospitalization is accidental Injury.

### **The Structure of medical benefits is as follows:**

A list of hospitals with which Insurance company has a credit arrangement whereby they will settle medical bills direct as attached' (Appendix R). if an employee elects to go to any other hospital, (s)he will be expected to pay the full amount of the treatment, room rent, etc., which amount (or part thereof) shall be reimbursed by the Insurance company and university according to the above terms and conditions

The bill for hospitalization in an unapproved hospital within Pakistan will be reimbursed according to the rates/charges of an approved hospital in the same town/city provided the employee ensures that the Insurance company and university is informed within 24 hours of hospitalization.

### **How to get admitted into an approved hospital:**

An insured employee is advised by his/her doctor that (s)he requires hospitalization should go to any of the approved hospitals with 'the doctor's referral letter to the hospital and an attested copy of his/her letter of authority. The approved hospital in question will keep the attested copy of the letter of authority for their files (they may also require to see the original letter) and extend the required hospitalization services as advised by the attending doctor.

The letter of authority to the insured employee contains his/her name, age and the maximum limit for room entitlement in the hospital.

## 21. Exclusions to the Insurance scheme

- Illnesses or accidental Injuries for which the insured employee receives medical treatment during the 3-month period immediately preceding the date the policy becomes effective are not covered during the first policy year. However, insurance provides coverage for such illnesses/ injuries

provided that they were fully disclosed to the Insurance company prior to the date of eligibility for insurance.

- Existing illnesses or accidental injuries that were not fully disclosed at the date of eligibility for insurance will be excluded.
- Mental Illness and any illness/condition arising out of drug abuse, alcoholism or criminal act on the part of the Insured employee.
- General check-ups or rest cures.
- The supply or fitting of eyeglasses, contact lenses or hearing aids.
- In hospital dental examinations, X-rays, extractions, or fillings unless necessitated by Injury sustained while covered under the scheme.
- Cost of limbs or supporting equipment for the revival or correction of the function of the body.
- Cost of radial chemotherapy or laser procedures.
- Cosmetic surgery unless necessitated due to accidental Injuries sustained while covered under the scheme.
- Injury or illness due to war.
- Self-Inflicted injuries while sane or insane.
- Injury sustained as a result of any form of aviation, gliding or aerial flight except as a passenger in a commercially licensed passenger aircraft.

## 22. Group Life Insurance

All confirmed/permanent full-time employees between the ages of 18 and 60 may be covered by the Insurance company Life policy. The benefits entitlement of the group insurance is specified in the letter of appointment/ser vice contract.

### 22.1 Group life policy

Individual sum assured: Salary range sum assured

Up to Rs 5,000	Rs. 100,000
5,001 to 10,000	Rs. 150,000
10,001 and above	Rs. 200,000

The above amount (according to salary) will become payable upon the death of an employee to his/her nominees

- All Insured employees are to fill in a form of nomination stating the nominees' names, addresses, ages and relationship to the insured employee along with the amount to be paid to each nominee. This form should be returned to the DA for onward dispatch to for their records.

- Notice of claim and proof of death - written notice of claim must be presented to and received at the office along with all certificates, information and evidence required by EFU to prove cause of death.

Exclusions to the Group Life Policy - no benefit is payable in respect of death arising directly or indirectly from the following:

- Disease, incapacity or bodily injury or their result which existed prior to the employee being insured.
- An insured employee failing to seek or follow medical advice.
- Any form of racing other than athletics or swimming.
- Any form of aviation, gliding or any form of aerial flight except as a passenger in a commercially licensed passenger aircraft.
- The insured employee being involved in a breach of law, war, riot, civil commotion, military or usurped power struggles, Illegal organization,
- Self-inflicted injury.
- The taking of alcohol or drugs (other than medication taken in the agreed manner and as prescribed by a medical practitioner)
- Disease, incapacity or bodily injury or their result which existed prior to the employee being insured.
- Mental or psychosomatic disorder due to other than traumatic injury or physical disease.

### 22.2 Group accidental disability benefit:

In the case of accidental disability, an insured employee shall have the right to claim half of his/her monthly salary up to a maximum of Rs.1500 per month, payable on a fortnightly basis for a maximum period of twelve calendar months. This payment is subject to insurance company receiving substantiating documents regarding the disability such as a medical certificate, letter from a doctor, etc.

**Notice of claim** - written notice of claim must be presented to and received at the office of Insurance Company within 90 days of the date of accident, otherwise the claim shall be Invalid.

#### **Exclusions to the Group Accidental Disability Policy:**

No benefit is payable in respect of losses or disability arising directly or indirectly from the following:

- Self-Inflicted Injury
- The taking of alcohol or drugs (other than medication taken in the agreed manner and as prescribed by a medical practitioner).
- Disease, incapacity or bodily injury or their result which existed prior to the employee being insured.
- An insured employee failing to seek or follow medical advice.
- Any form of racing other than athletics or swimming.
- Any form of aviation, gliding, or any form of aerial flight except as a passenger in a commercially licensed passenger aircraft.
- The insured employee being involved in a breach of law, war, riot, civil commotion, military or usurped power struggles, illegal organization, industrial dispute.
- Mental or psychosomatic disorder due to other than traumatic Injury or physical disease.

A list of injuries deemed to result in permanent total or partial disability and the percentage of the principal amount paid in compensation for such disabilities are available with the DA.

### 22.3 Group natural disability benefit:

**Definition** - Natural disability shall be deemed to mean permanent and total disablement by sickness preventing the insured employee from ever again following his/her own occupation or any other occupation for which (s)he is reasonably suited by education, training or experience. This illness must have persisted for a period of six months and satisfactory proof must be shown to the insuring University that the illness is of a permanent nature.

**Amount Insured** - Upon receipt by the insuring /university of due proof in writing that the insured employee has, whilst the policy is in full force and effect and prior to his/her 60<sup>th</sup> birthday, become permanently and totally disabled as defined herein under, (s)he may claim and receive his/her individual sum assured as per point 20.2 above.

**Notice of claim** - written notice of claim must be presented to and received at the office of the insurance company within the lifetime of the insured employee otherwise the claim shall be deemed Invalid.

**Evidence of disability** - All certificates, information and evidence required by the Insurance university shall be furnished at the time of claim and the Insured employee in question shall be required to undergo a medical examination at the Insurance university's expense.

**Exclusions to the Group Natural Disability Policy** - no benefit is payable in respect of losses or disability arising directly or indirectly from the following:

- The taking of alcohol or drugs (other than medication taken in the agreed manner and as prescribed by a medical practitioner).
- Disease or incapacity, which existed prior to the employee being insured.
- An insured employee failing to seek or follow medical advice.
- Mental or psychosomatic disorder due to other than traumatic injury or physical disease.

#### 22.4 Other Greenwich University medical benefits

All confirmed Greenwich University employees, if entitlement is written in the service contract may claim Doctor's fees and minor medical expenses for medication. Claims of up to Rs.500 shall not require a Doctor's prescription and may be claimed against a medical store receipt.

The total sum of an employee's claim may not exceed one third of his/her one month's gross salary in any one calendar year (e.g. If an employee earns a gross salary of Rs9,000/- per month, (s)he may claim for up to Rs3,000/- in medical expenses as described above over a period of twelve calendar months).

The policy entitles an employee to claim for spouse, children, of any employee.

The branch accountant will inform the DA in writing of all such approved and paid claims. An account of each approved request will be recorded the employee's personal file.

In order to claim this medical benefit, the confirmed employee must present his/her claim for payment on a purchase requisition form along with bona fide doctor's prescription (Not required in case where total claim is less than Rs.500) and bills for the medication, etc. to his/her manager for approval.

After the H.O.D. has signed approval of the request, the purchase requisition along with the relevant supporting documents must be presented to the DA for verification. The DA shall then pass the verified copy of the same to the accounts dept. for payment. The DA reserves the right to question any/all claims. The accountant will only accept these claims on Friday of each week and will request the office DA In writing to confirm the balance in that employee's 'medical benefit account' before paying the claimed for amount to the employee.

Once the accountant has been informed in writing by the DA that the employee has sufficient credit in his/her medical benefit account, the claim will be paid in full.

All payments shall be made on a Friday.

The time frame between the accountant receiving the claim and making payment should not exceed one week.

#### Staff Loan Scheme

- A loan scheme is present and can be availed by the staff of Greenwich University.
- To apply for a loan, an employee fills out a loan application form, providing all necessary details such as the amount required, the payback period, method of repayment, purpose, etc.
- The completed form must be submitted to the Manager Coordination, who forwards it the Registrar's Office for approval.
- Upon approval of the loan, the amount is disbursed to the employee's account.
- Records for these loans are maintained by the Finance Department.

#### Welfare funds

- A separate fund has been set aside by the University for the welfare of staff.
- The Finance Department sets aside a pre-determined amount every month for this purpose.
- An amount from these funds is utilized to pay for any medical, accidental, or unforeseen emergency faced by the staff of Greenwich University.
- Records of welfare funds are maintained by the Finance Department.

#### Resignation

- A faculty member (regular/contract, full-time and part-time), or staff member (regular/contract), who has successfully completed the probation period and is intending to leave Greenwich University must give a written notice of intention to resign at least one month before he/she intends to leave.
- The faculty/staff member intending to resign will inform his/her department head of this formally in writing, indicating the last day of work, and preferably also stating the reason(s) that have led to this decision.
- If the faculty/staff member decides to discontinue employment with Greenwich University during the probation period, then no notice is required.

- An employee can utilize his/her earned leave balance to count towards notice period prior to separation from employment. If there is no leave balance, and the faculty/staff member is unable to serve the required notice period or a portion thereof, he/she will be required to pay the Greenwich University, in lieu thereof, an amount equivalent to his/her salary for the requisite notice period not served.
- The Human Resource department will obtain final clearance from all relevant departments in accordance with the separation checklist, which is then forwarded to the Finance Division (Payroll Department) for the settlement of dues.

### **Termination**

- As per the terms of employment, during the probation period, an employee's services may be terminated at any time without any prior notice, or any remuneration in lieu of. In that case, the employee will only be entitled to receiving salary up to and including the day of termination of services.
- In the event that an employee is terminated for cause, the separation from the Greenwich University will be with immediate effect and no deductions will be made from employee's salary in lieu of notice period, nor will Greenwich University owe the employee any notice pay.

# FACULTY DEVELOPMENT

## Introduction

Every semester, the Dean plans numerous workshops, seminars and symposia on different aspects of education / information and faculty members are encouraged to participate. Furthermore, the Dean analyses the skill level of faculty members and suggests long-term / short-term training programs in specific disciplines. Greenwich University has a mechanism in place that allows each faculty member to play his/her role in the academic development, and to ultimately be a part of strategic decision making. This process comprises of three stages:

### **Stage1:**

#### **Board of studies:**

The concerned HoDs are responsible for conducting periodic Board of Studies meetings, which are held thrice a year. All faculty members involved in teaching courses within the department are invited in these meetings, and encouraged to contribute fully in identifying current job requirements, course development, a review of the performance during the previous semester, and other related issues pertaining to the specific academic discipline. This forum provides many opportunities to all faculty members for playing a part in curriculum development that is in line with HEC requirements, as well as being suited to modern corporate requirements.

### **Stage 2:**

#### **Board of faculty:**

The points raised, issues and trends identified during the Board of Studies meetings and the courses proposed, are brought forward by the respective academic Heads of Department in the Board of Faculty's meeting. All academic Heads of Departments are members of Board of Faculty, with an additional three experts from the industry, with the concerned Deans as the heads of the Board. All academic proposals are discussed at length in the Board of Faculty meeting and are then finalized to be presented in the academic council's meeting, for a final decision and implementation.

### **Stage 3:**

#### **Academic Council:**

Proposals forwarded by the Board of Faculty are brought forward for the final approval and implementation in the Academic Council. All members that include internal and external members who are expert of their fields discuss the proposals in detail and then decide upon implementing the academic programs in the institute. The academic council includes the Deans of the university, representatives of Higher Education Commission of Pakistan, representatives from the Education Department of the Government of Sindh, and a representative of the judiciary. The Vice Chancellor of the University heads the Council.

#### **Board of Advance studies and Research:**

Headed by the VC, the Board of Advanced Studies and Research also comprises of the Deans, University Professors appointed by the VC, other University teachers with relevant experience appointed by the Academic Council, and a Professor Emeritus. The Board serves various functions, which include identifying industrial and corporate problems, assigning topics for researchers to discover issues that impact industrial and corporate performance, and suggesting solutions to these derived from this research. The academicians also play a part in the development of the curriculum and courses in a manner where they develop the required skills among the students to face the relevant research related challenges of the modern era.

## Policy Statement

Greenwich University fosters educational and service excellence through continuous improvement of the university's most valuable resource - employees. All full-time and continuing part-time employees will participate in professional development annually as identified within the employee's performance review and evaluation.

## **Procedure:**

Responsibility for professional training and development extends to all levels of the organization:

The University is responsible for providing opportunities for professional development and training to enhance and build the capacity, skills, excellence, and professionalism of employees to enable them to contribute effectively and creatively to the university's mission. University leadership and administration are responsible for identifying and communicating priorities and goals, as well as relevant developments and trends affecting the college.

Deans, department heads, chairs, and directors are responsible for adopting flexible strategies which promote participation in professional development and training activities. In addition, they are responsible for working with their employees to identify needs and for creating a professional development and training plan that will benefit the unit as well as the individual.

Supervisors are responsible for assessing and communicating professional development and training needs of individual employees. Supervisors plan for and allow appropriate professional development and training activities that occur as part of work time.

Employees are responsible for engaging in the development of plans in partnership with their supervisor and for participating in designated learning experiences. Employees are responsible for assessing their job-related skills and knowledge, for maintaining a high level of performance throughout their employment, and for seeking appropriate professional development and training opportunities in conjunction with their supervisors. All full-time and continuing part-time employees must complete a minimum of 5 hours of professional development and training each academic year.

Examples of Professional Development for non-instructional staff:

1. Learning directly related to optimal job performance
  - o business skills, including financial stewardship, human resource management and strategic leadership; knowledge of university policies, procedures, mission or governance structures
  - o communication skills, including basic skills, conflict management and resolution, negotiation and facilitation
  - o team communications and/or team building skills
  - o knowledge and skills related to acting as a member of an ethnically and culturally diverse college community and workforce in an inclusive and respectful manner
  - o knowledge and skills in recognizing and responding effectively to discrimination and harassment
  - o knowledge and skills in the uses of technology to increase the efficiency and effectiveness of the college's business and/or educational practices
  - o taskforce/committee/council participation in leadership roles
  
2. Maintaining and developing professional expertise such as discipline development, instructional development, career development and organizational development. Activities may include:
  - o attending conferences, seminars, workshops, classes, teleconferences, or webinars
  - o participation in workshops on classroom research, teaching methods or learning styles
  - o courses in administrative training, project management, certificates in supervision, human resources, financial management
  - o participation in strategic planning, change management, coaching, communication processes, group dynamics, performance management, systems integration and strategic goal alignment workshops or coursework
  - o participation in professional networks associated with one's profession, job responsibilities or organization

Examples of Professional Development for faculty:

- Conferences, seminars, workshops, classes, teleconferences, or webinars to support the faculty member's content/discipline expertise
- Conferences, seminars, workshops, classes, teleconferences, or webinars to support the faculty member's teaching expertise
- Participation in professional associations, networks, and accreditation agencies professional licensures and continuing education credits

### Faculty Consultancy

The Office of the Research Innovation and Commercialization (ORIC) encourages faculty members to participate in consultancy and other outside activities. Furthermore, all events arranged by the students ranging from CSR to media are made mandatory to attend by relevant faculty members.

The faculty at Greenwich University is also involved in providing consultancy to various individuals and organizations to improve their working environment. Faculty members organize various research conferences, training sessions and other seminars at the university.

Greenwich University also arranges in-house workshops and conferences in which external faculty members and professionals are invited to learn from these specific opportunities. Greenwich University's ORIC has organized the various workshops which have been attended by a large number of researchers, faculty, and students. Some of these are as follows:

- **Resource Development Sessions**
- **Workshops**
- **Interactive Sessions**

Greenwich University, with its core competency in the area of business administration provides consultancy in the area of its core competencies which are related to research and solutions of specific problem for corporates and industries.

### Faculty Exposure

Numerous efforts are made to keep the faculty of Greenwich University abreast of the latest innovations, concepts and frameworks being developed in the educational and corporate sectors both nationally, and on the global scale. Some of these are detailed below:

#### External Organizations

Greenwich University encourages the participation of faculty in external academic and professional organizations, and has signed numerous MOUs for this purpose with Higher Education Institutes of different countries such as Turkey and Bangladesh, besides others within Pakistan. These MOUs call for the mutual collaboration in fields of research and development, faculty and student exchange programs, sharing of knowledge and joint partnerships in various other projects. The faculty is also encouraged to attend various trainings and workshops held in other HEIs to develop their exposure and broaden their horizons of learning.

#### Corporate World

The faculty at Greenwich is deputed and assigned duties to link with industry personnel and organizations from the social sector and the corporate world. The faculty is encouraged to attend trainings in various focus areas of corporations and social organization such as interpersonal skills, time management, and leadership.

Furthermore, the University continually seeks to establish links with the corporate sector for the mutual benefit of both, and in order to increase the exposure of faculty to the corporate sector. The aim is to keep the faculty abreast of the latest technological and management innovations in the sector, so that they may further benefit the students by imparting this knowledge to them.

Various MOUs have been signed by Greenwich University's ORIC (Office of Research, Innovation, and Commercialization) with different Industrial and business partners for the mutual sharing of knowledge in terms of processes, operations, etc. as well as to carry out research and development for solutions to any problems that these firms may face.

## International

Almost every year, members of the faculty go abroad to attend conferences, seminars, study tours, or presentation of their papers in various conferences. This leads to their personal development, and ensures exposure to the international academic life, practices, and people.

## Grievance Policy, Basic

Applies to: All employees

### Policy Statement

Situations may occur where an employee believes that the fair and consistent application of a policy affecting him or her has not been followed. In most cases, Greenwich expects that the employee will be able to satisfactorily address such concerns within his or her work area or group. However, when a recent or continuing problem has not been resolved within a particular work area or group, the University wishes to provide employees an alternative vehicle for doing so. No employee shall be subjected to discrimination or adverse treatment for participating in a grievance procedure.

### Definitions or Regulations

A “basic grievance” is defined as a claim that the University has violated a published policy in the manner in which an employee was treated. Basic grievances do not involve claims of:

Possible discrimination on the basis of race, color, sex (including sexual harassment or sexual orientation), religion, creed, age, handicap, national origin, or status as a veteran. Employees wishing to pursue claims of such discrimination must contact the Office of Institutional Diversity and Equity. Disputes over salary grades or salary/rate of pay, or disputes over a supervisor’s judgment regarding job performance or professional competence should be brought to the employee’s human resources consultant. Although problems of this nature are not covered by the Basic Grievance Policy, an employee with these concerns is encouraged to discuss them with his/her Grievance Committee consultants, department head, or the appropriate contact within the applicable dean or Vice-Chancellor’s office.

The Office of Human Resources will determine whether or not a dispute is within the scope of this policy.

### Procedure

Greenwich University's grievance procedure consists of three steps:

- (1) Step I–Informal,
- (2) Step II–Formal, and
- (3) Step III–Appeal.

Each step has its own procedures, as set forth below.

### Time Limits

If an employee waits an unreasonable length of time before submitting his or her grievance or proceeding to the next step, the fact-finding process could be difficult and appropriate action inappropriate. As such, employees are strongly encouraged to follow the time limits set forth below. The Head of the Grievance Committee, or his or her designee, may waive the time limits if extenuating circumstances prevent the timely filing of the grievance.

The following time limits apply to this procedure:

- Step I – Grievance must be filed within 14 days of the event(s) that lead to the grievance.
- Step II –The grievance must be filed at Step II within 14 days of the supervisor’s written response at Step I.
- Step III –The grievance must be filed at Step III within 14 days of the written decision of the relevant Head of Grievance Committee, his or her designee, at Step II.

### Step I – Informal Step

In many cases, disputes over the application or interpretation of policy can be resolved through communications within a particular department or work area. As such, the first step in the grievance process is a discussion between the employee and the supervisor or the Head of Grievance Committee. The employee can initiate this step in one of two ways:

- a) Talk with his or her supervisor. The employee should promptly bring the matter to the attention of the immediate supervisor, explaining the nature of the problem and the relief sought. The supervisor should respond within three business days, if possible. If the supervisor provides an oral response to the employee, the supervisor should prepare a written record of the response.
- b) Talk with the Head of the Grievance Committee. If an employee cannot decide whether or not to initiate a grievance or is reluctant to discuss the matter with the supervisor, he/she may seek the advice of the appropriate Grievance Committee consultant for the work area who may seek to resolve the issue by discussions with the supervisor. The Head of Grievance Committee or the supervisor should provide a written response to the employee at the completion of this process.

If the informal procedure fails to resolve the grievance, and the employee wishes to continue the matter, the employee must begin the steps of the formal procedure no later than 14 calendar days after the receipt of the supervisor's response.

### Step II – Formal Step

1. If the matter is not resolved at Step I, the employee may proceed to Step II by submitting a written statement to the Head of Grievance Committee. This statement should outline the relevant facts that form the basis of the employee's grievance, indicating the College policy that has allegedly been violated, and stating the resolution sought. The statement should also identify the supervisor who was involved at Step I.
2. Upon receipt of the employee's written statement, the Head of the Grievance Committee, or his or her designee, will:
  - a) Advise the employee's department head of the grievance and determine if the Step I procedure was complied with. (If the Step I procedure was not followed, the chief human resources officer or his or her designee will refer the employee back to Step I unless the chief human resources officer determines that such referral is not likely to resolve the matter.)
  - b) Schedule a meeting with the employee, the department head, and the employee's supervisor. The meeting should be held promptly (if possible within 14 calendar days of receipt of the employee's written statement).
  - c) Act as chairperson of the meeting, hear both sides of the dispute, render a written decision following the hearing, and provide the parties with copies of the decision.

If the employee wishes, a fellow College employee may accompany him/her to the Step II meeting to provide support. However, this effort at resolution is not to be regarded as an adversarial proceeding and is not subject to the legal procedures of a court of law. The presence of legal counsel at the meeting is not permitted. Note taking is allowed, but tape recording of the meeting is prohibited.

### Step III–Appeal

If the employee is unsatisfied with the response from the Grievance Committee at Step II, the employee can proceed to Step III by submitting a written request to the Head of Grievance Committee, or his or her designee for a hearing before an appeal committee. A three-member appeal committee shall hear the grievance and provide a written recommendation to the Vice-Chancellor or the Vice-Chancellor's designee. Members of the committee shall be chosen as follows:

1. The department head and the employee shall each choose three people from the appeal panel. An "appeals panel" is defined as a standing list of Greenwich University employees, chosen by the Vice-Chancellor, from which appeals committees are chosen to hear grievances under Step III of this policy. The Head of Grievance Committee shall first identify an appeal committee member from the list submitted by the employee, based on the employee's preference and the availability of the person listed. The second member will be identified in the same manner from the list of persons submitted by the department head.
2. The two committee members selected by the parties in the grievance shall select a third member from the panel to chair the committee. If the two committee members cannot agree on a third member, both shall number in ascending order of preference their respective choices from among all the names on the panel. These numbered lists shall be given to the Head of the Grievance Committee and the person receiving the lowest sum from the two lists shall be appointed to the committee as chairperson.
3. Members of the appeal committee shall be impartial and are not "representatives" of the party selecting them. If any committee member, in the opinion of that member or the Vice-Chancellor, has a bias or an interest in the case and is thus impartial, a new person from the panel will replace him or her. This person will be selected in accordance with the above procedures.
4. When the appeal committee has been formed, the chairperson will designate a date and place for a hearing of the grievance. The Grievance Committee will assist the chairperson in the administrative arrangements and will be present at the hearing. The function of the committee shall be to determine, based upon the facts, whether or not the University followed its policy in the manner in which an employee was treated. The appeal committee will conduct its hearings under the following guidelines:
  - a. Prior to the hearing, the parties to the dispute (the department head and the employee) shall determine with the assistance of the Head of the Grievance Committee, or his or her designee:

- i. Stipulated facts and documents that shall be prepared and transmitted to the committee. (If the parties are unable to stipulate to facts, documents, or issues, both parties can present a list to be transmitted to the committee.)
    - ii. The unresolved issue(s) to be brought before the committee.
  - b. The committee shall conduct the hearing in any manner it deems fair and equitable. To ensure a fair hearing, the parties will present all relevant facts directly to the committee and will present witnesses who have direct knowledge of the facts and can offer information about the grievance.
  - c. The hearings will be conducted privately. The parties may have any University employee of their choice, who is willing to serve in this capacity, as adviser at the hearing. Such advisers may offer suggestions and comments. However, the appeal hearing is not an adversarial proceeding and is not subject to the procedures of a court of law. The presence of legal counsel at the hearing is not permitted. The committee may request that a tape recording of the proceeding be made. Such recordings may not be used outside the committee.
  - d. The committee shall draft a recommendation based on the stipulated facts and the evidence brought forth at the hearing.
5. The written recommendation of the appeal committee will be reported to the Vice-Chancellor or the Vice-Chancellor's designee within 15 working days after the conclusion of the hearing.
6. The appeal committee's recommendation will be consistent with University policy and will be advisory to the Vice-Chancellor, or his or her designee, whose decision will be final and not subject to review under any other grievance procedure in force at the University. Copies of the Vice-Chancellor's decision will be provided to the employee, the department head, and the Head of the Grievance Committee. The University shall not be responsible for expenses associated with the hearing that employee incurs.

#### Remedies

At each step in the grievance process, the individual representing the University may fashion a remedy that is consistent with his/her authority. If the University determines that as a result of a failure to follow policy the grieving employee had a financial loss, the University may provide compensation to the employee for the loss if he or she signs an appropriate release concluding the matter.

#### Documentation

There are no specific documents or forms to be used under this policy. As set forth above, there are a number of places where written communication is required. That communication will typically take the form of a memorandum.

## RESEARCH AND DEVELOPMENT

### Preamble

Research and development is a vital paradigm in the advancement of a university, which aims to elevate a student's thinking and intellect, while quality research is one of the key measures which sets it apart from other tertiary organizations. As such, modern knowledge and training in the respective domain becomes imperative for the university faculty, as well as its implementation in the curricula for optimum results.

The Research and development policy highlights the guidelines, methods, and measures for encouraging impactful research, as well as setting guidelines on decision making, setting goals and strategies, and paving a strategic direction for research activities being carried out at Greenwich University. This is also evident through the university mission, which is committed to promote, enhance, and maintain quality education by conducting problem oriented research.

The policy further provides an insight in the progress of research and development being carried out in the university. Greenwich University has adopted its inspiration and direction from research and academic bodies that are endeavoring to tackle the emerging challenges, more so which have their roots in the corporate world, and also aims to enable students to identify research creative solutions to the current economic and social problems prevailing in the country.

### Definitions

For the purposes of this policy, the following definitions shall apply:

#### “Research”

Research is the systematic investigation into and study of materials, sources, etc., in order to establish facts and reach new conclusions. As per this policy, it will also be taken to include development and innovation.

#### “Development”

Development shall mean the innovative and creative adaptation of information and knowledge for a new purpose, thereby creating new information.

#### “Director”

Director shall mean the Director of the Office of Research Innovation and Commercialization unless otherwise stated.

#### “Research Centre”

A Research Centre is an entity that facilitates the development of research (and hence teaching and outreach to the wider community), in a specified field of endeavor, and which meets a standard defined by the University.

#### “Office of Research Innovation and Commercialization” (ORIC)

The Office of Research and Development is the office responsible for the implementation of Research Policy.

#### “Board of Advanced Studies and Research”

The Board of Advanced Studies and Research is a body responsible for advising the Office of Research and Development on the development, review, and implementation of research policy.

### Office of Research Innovation and Commercialization

The Office of the Research Innovation & Commercialization (ORIC) helps students of undergraduate, graduate, and post-graduate levels to identify trends and problems of the industry, and provides students with appropriate guidance by industry-experts, enabling students to come up with innovative and marketable solutions for various organizations in the corporate world. Our quality teaching, adequate facilities and resources provide sufficient means of fulfilling our objectives and maintaining our core values. The development of new courses is done in collaboration of industry experts, alumni and the various Boards at the University, keeping in mind HEC policies and guidelines in regard, which results in the courses to be in line with, and reflect modern corporate practices.

## Board of Advanced Studies and Research

The statutes governing the Board are as follows:

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

## Research Journals

Greenwich University, under the Faculty of Social Sciences & Humanities publishes research journal titled 'New Horizons', and under the Faculty of Management Sciences and Information Studies publishes the 'Journal of Business Strategies'. Acknowledging the level of research in the research journals of Greenwich University, Higher Education Commission has recognized both the journals.

**Name:** JOURNAL OF BUSINESS STRATEGIES

**Aim/Scope:** To promote research and contribute towards building a research based culture in the business school, and act as a mode of publishing research work / articles for the students and faculty working in the Faculty of Management Sciences, as well as scholars of other universities who wish to publish their research work in the management field.

**Guidelines:** Guidelines are present within the journal under the sections 'Notes for Contributors,' and 'Call for Papers.'

**Volumes:** 2 (BI-ANNUAL)

**Inception:** 2007

**Name:** NEW HORIZONS

**Aim/Scope:** To promote research and contribute towards building a research based culture in the business school, and act as a mode of publishing research work / articles for the students and faculty working in the Faculty of Social Sciences, as well as scholars of other universities who wish to publish their research work in the related field.

**Guidelines:** Guidelines are present within the journal under the sections 'Notes for Contributors,' and 'Call for Papers.'

**Volumes:** 2 (BI-ANNUAL)

**Inception:** 2007

## Objectives

- To promote and motivate faculty members and students to prepare research papers for seminars, symposiums, conferences, lectures and publications etc.
- To impart professional research training to all members and assist them in acquiring research projects for Greenwich University from public and private sectors.
- To improve liaison between Greenwich University and the user industry.
- To promote healthy interaction among faculty, students and alumni by arranging seminars, symposiums, national and international conferences.
- To develop and foster a lasting relationship and interrelationship between Greenwich University (alma mater) and Alumni regarding presenting internship to Greenwich students, imparting practical knowledge through lectures, guest speaker sessions, internship and job creations.

1. The Research and Development budget should be 16% of the total budget which should be generated by the University resources and by the national and international bodies. This budget would help the faculty and students to enhance their research skills. Research and development is the key factor to increase the capability of both faculty and students.

2. The University for extending its border for the research and development and strengthening the academia will sign more Memorandum of Understandings with the universities / industries in the local region. The main purpose is the joint research collaborations. It would enhance the mental acumen of the faculty and the students. Accreditations have been received from the prestigious organizations to this effect. The linkages are available on the websites.

3. Faculty members are encouraged to do their research during the office hours. The research should more emphasis on business and corporate / industry issues. By this way they are engaged with the industry / corporate sectors, and they become updated about the current scenario of the job market. The same they apply on their students, which are equally beneficial for students, faculty, university and the corporate sector. Modern trend has developed to acquire the practical work by doing job in the relevant industry and organization. The faculty gets enrichment in their knowledge and experience which is ultimately extended to the students.

4. In support of the University's overarching objectives, the Greenwich University will build on its strengths to manage a research environment which will:

- Promote rigorous research that is relevant to the nation and the region
- Develop and support existing and emerging research strengths within a "high performance culture"
- Facilitate multidisciplinary research excellence
- Build sustainable research partnerships with government, industry and other universities
- Provide a suitable enabling research infrastructure

## Strategies

In addition to the University's strategies, specific research strategies include:

- The Working Paper Series
- Regular Research Seminars (open to the public)
- Consultation with the local business community to identify research opportunities
- Provision of funding support for research activities
- Research training workshops for staff
- Research mentoring
- Establishment of a multidisciplinary research Centre
- Provision of incentives to promote quality research outcomes
- Awards for recognizing research excellence

## Performance Indicators

The University employs a range of broad performance indicators to assess progress towards objectives. The Research manual is Prepared and modified as and when need and ready to use for both faculty and students. Publications of research bi-annual journals are routine and available on GU website.

The faculty members are encouraged to do their research / consultancy work and share its results with the other faculty members through exhibitions, seminar, workshops etc. The focal point is to facilitate students with the ideas of the consultant. It is the right way to enlighten the students with the modern attitudes and exploitation of the opportunities. GRDC has undertaken Data Mining and building a Data Warehouse for future with the aim to develop GRDC branding, as "Greenwich Research & Consultancy".

Greenwich University, under the Faculty of Social Sciences & Humanities publishes research journal titled 'New Horizons', and under the Faculty of Management Sciences and Information Studies publishes the 'Journal of Business Strategies'. Acknowledging the level of research in the research journals of Greenwich University, Higher Education Commission has recognized both the journals.

## 4. Policy

### 4.1 General

**4.1.1** The policy shall apply to all members of the University Community, and other users of University resources.

**4.1.2** Research activities will aim at fulfilling the University Vision, Mission and Value statements

**4.1.3** The University will take into account goals and priorities established by appropriate Government bodies in establishing its research priorities.

**4.1.4** Staff shall be free to research any area, provided that they adhere to the University's ethical principles and values.

**4.1.5** The University shall recognize the value both of internationally recognized research, and of research that is of direct benefit to the country and its industry, and will strive for excellence in both.

**4.1.6** The University will have priority areas for research which will be encouraged through the preferential use of university resources.

#### 4.2 Striving for Excellence

**4.2.1** The responsibility for ensuring the academic quality and reliability of research and research outputs shall rest with the researcher concerned. Assessment and management of the academic quality of research shall be the responsibility of the faculties, centers or departments concerned.

**4.2.2** The responsibility for approving and monitoring the progress of all funded research studies, will lie with the Director, ORIC.

**4.2.3** All teaching units will have a research program.

#### 4.3 Building Research Capacity

**4.3.1** The University will identify existing research strengths and strategically important new research areas and, when available, will commit additional resources to those areas.

**4.3.2** The University will strive to set internal funding levels for research at levels that are consistent with Universities that espouse similar goals, locally.

**4.3.3** The University will have procedures to recognize and reward successful researchers.

**4.3.4** The research component of staff appraisal and promotion assessments will be based on research priorities and policies.

**4.3.5** The University will identify and adjust policies or practices which hinder or discourage research and development activity.

**4.3.6** Collaborative research with outside organizations will be approved only if there is a well-defined capacity building component of benefit to Greenwich University, or where the study makes a significant contribution to the industry.

**4.3.7** The University will provide training in the management and practice of research to enable staff to continue to develop their research abilities.

**4.3.8** Subject to finance and availability of facilities, the University will develop and maintain research resources and facilities for staff and research students to international standards.

#### 4.4 Building Graduate Research

**4.4.1** The University shall continue to develop its graduate research program throughout the University.

**4.4.2** All qualified staff shall be eligible to supervise research students, and will be nominated accordingly by the Dissertation Monitoring Committee.

#### 4.5 Commercialization of Research Outputs

**4.5.1** The University will work with a researcher to commercialize Research outputs where appropriate on the basis of benefit to the University and the Nation. The aim of commercialization shall be "To advance the intellectual and human resource capability of the nation and the regional community".

#### 4.6 Publicity and Research Databases

**4.6.1** A validated research outputs database will be used for all matters relating to staff research activities.

**4.6.2** The University will publicize its research activities, and seek ways to make them available to the wider community.

#### 4.7 Ethical Values

**4.7.1** The University community shall adhere to a code of ethics dealing with any sensitive issues or areas of research.

#### 4.8 Policies for promotion and incentives

**4.8.1** The number of research papers published / research work supervised / statistical or analytical work contributed, as well as the arrangement or participation in national & international conferences are key for

promoting or retaining a faculty member. The annual appraisal has a very high percentage allocated to research activities conducted by the faculty. A faculty member who writes research papers receives higher financial rewards along-with non-financial recognition. Each faculty member is required to submit a minimum of one research paper each semester. The reward for the paper is as follows:

- For publishing a research paper without impact factor: PKR. 5000
- For publishing a research paper with impact factor: PKR. 10,000

#### 4.9 Policy Review

**4.9.1** This policy shall be subject to periodic review.

#### 4.10 Implementation

**4.10.1** Details of the procedures for implementation of this policy will be contained in the University Research Handbook. The handbook shall be prepared and maintained by the ORIC, in consultation with the Board of Advanced Studies and Research.

## CONFLICT OF INTEREST

### Purpose:

The purposes of this Policy are:

- To educate Faculty and Staff about situations that generate Conflicts of Interest and Conflicts of Commitment;
- To provide means for individuals and the University to manage these conflicts;
- To promote the best interests of students and others whose work depends on Faculty and Staff direction; and to describe situations that are prohibited.

All members of the University community are expected to conduct University business with high ethical and legal standards. This Policy establishes a standard of conduct to protect the financial well-being, reputation, and legal obligations of the University. Furthermore, this Policy establishes a method to protect the University community from questionable circumstances that might arise and to resolve any apparent or real conflicts.

### Preamble

Greenwich University Faculty and Staff have a fundamental obligation to act in the best interests of the University and not let outside activities or outside financial interests interfere with that obligation. University expects its Faculty and Staff to advance the University's mission of education, research and service.

As part of this responsibility, the University expects Faculty and Staff to apply their time and effort appropriately and use University resources toward University ends. When the application or use of University time or resources results in inappropriate personal advantage, or is detrimental to the University's mission, that use of time or resources represents a conflict between one's interest and that of the University.

### Policy / Procedures

#### 1. Conflict of commitment

- Greenwich University Faculty and Staff owe their primary professional allegiance to the University; their primary commitment of time and intellectual energies is to the education, research and other programs supporting the University's mission.
- A Conflict of Commitment occurs when a Staff or Faculty member's professional loyalty is not to Greenwich because the time devoted to outside activities adversely affects their capacity to meet University responsibilities.
- Faculty and Staff intending to engage in an activity that involves significant effort outside of the University and that may present a Conflict of Commitment must have written approval from the respectable Vice Chancellor.

#### 2. Conflict of interest

The following activities are examples of situations that may raise questions regarding an apparent or real Conflict of Interest:

- Undue personal gain from University funds or resources
- Excessive or unauthorized use of University time or resources for professional, charitable or community activities
- Exploitation of students for private gain
- Compromise of University priorities due to personal financial considerations
- Unfair access by an outside party to Greenwich programs, services, information or technology
- Selection of an entity as a University vendor by an individual who has a personal or economic interest in that entity; this includes engaging a relative as an independent contractor, subcontractor or consultant.

#### 3. Appropriate use of university resources

- University resources are to be used only in the interest of the University. Faculty and Staff may not use University resources, including facilities, personnel, equipment or confidential information, as part of their outside consulting activities or for any other non-University purposes.

#### 4. Faculty

- Appointment as a Faculty member of Greenwich University confers the obligation to pursue teaching, research and/or University service.

- Faculty engagement in Outside Professional Activities is a privilege and not a right and must not detract from a Faculty member's obligation to his or her University duties.
- A full-time appointment conveys an obligation for a Faculty member to have a significant physical presence on campus, to be accessible to students and Staff, to carry his or her share of committee responsibilities, to meet any assigned obligations and to be available to interact with colleagues, unless the relevant department chair and dean has granted specific prior approval for extended or frequent absences from campus.

#### 5. Financial interests

- Financial Interests create Conflicts of Interest when they provide, or appear to provide, an incentive to the Faculty member to affect a University decision or other University activity (for example, because of the possibility for personal gain) and when the Faculty member has the opportunity to affect the University decision or other University activity (for example, because he/she is the principal investigator for a research project).

#### 6. Annual reporting requirement

- On an annual basis, all Faculty members must provide information on the nature and extent of their Outside Professional Activities and Financial Interests.
- Faculty disclosure/certification reports will be submitted to the appropriate dean's office and University research center, if applicable.
- At the discretion of the Vice Chancellor, the reports may also be shared with and reviewed by department chairs and division chiefs.

#### 7. Disclosure update requirement

- Faculty members must update their disclosure information in a timely manner.
- Changes in financial interests or external activities, including changes that alter the nature or eliminate an actual or potential conflict previously disclosed.
- Activities that may be subject to questions of Conflict of Commitment or Conflict of Interest must be approved before the activity is undertaken.

#### 8. Reporting requirements for staff

- A Staff member about to engage in an activity that may present a Conflict of Commitment or Conflict of Interest must provide written notification to the Administration personnel.
- The Administration Personnel considers all factors relevant to the situation and advises the Staff member in writing regarding whether the activity may be undertaken.

#### 9. Conflicts in research

- Greenwich strongly encourages its Faculty, students and, where appropriate, Staff, to participate in scholarly activities that may benefit not only the participants, but also the University and the larger public.
- Researchers are expected to carry out such activities with the highest ethical standards. All individuals engaged in research at University must follow the University's Policy on Conflict of Interest in Research.
- The Policy on Conflict of Interest in Research supports Greenwich's commitment to the basic values of openness, academic and scholarly integrity as well as to its tradition and expectation that Faculty and Staff will at all times conduct themselves with integrity in their scholarly pursuits.
- University researchers must be open about their involvement with and obligations to outside parties who could benefit from the work or ideas of students, Staff and colleagues, and inform these individuals of any personal or commercial interest in the research project.

#### 10. Greenwich university conflict of interest committee

- The Greenwich University Conflict of Interest Committee reports to the Office of the Director Administration and Personnel.
- The Committee will be responsible for policy development and implementation, training and education.
- Conflict of Interest Committee should comprise of representatives from each of the department of the University and from central administration.

#### 11. Appeal process

- If a Faculty member disagrees with a management plan issued he or she may appeal that determination to the Committee.
- Appeals must be made in writing within 15 calendar days of the date of receipt of the determination regarding the Conflict.

## 12. Gifts

- Faculty and Staff shall not solicit a gift or accept a significant gift when such solicitation or acceptance may influence, or have the appearance of influencing, the performance of duties.
- A significant gift“ is defined as any item, service, favor, money, credits, or discounts not available to others.
- Faculty and Staff may accept trivial items as a matter of courtesy, but may not solicit them.
- Acceptance of social invitations to occasional business meals, entertainment and hospitality will be subject to prudent judgment as to whether the invitation places or appears to place the recipient under any obligation.

## LINKAGES AND EXCHANGE PROGRAMS

### Policy on International Linkages

International Linkages and agreements endorse collaboration with international scholars and universities, and a major aspect of Greenwich University is its involvement in international programs that provide a unique environment in which to meet the University's vision and mission of teaching, research, and public service.

The University has an official position regarding the development of these linkages and agreements which is outlined in the following Policy. These three major thrusts of the University can be supported and extended through selective involvement of students, faculty, and staff with academic, governmental, or private institutions in other nations of the world.

Linkages between international institutions and Greenwich University are developed through mutual agreement and provide mutual benefit and require mutual investment of resources. The emphasis is on mutual collaboration.

#### Scope

The policy governs the review and approval processes in connection with any agreement entered into, by or on behalf of Greenwich University. Agreements governed by this procedure include, but are not limited to, friendship agreements and memoranda of understanding (with or without financial obligations); program-specific linkages with or without financial obligations (e.g., a library access or exchange program, an internship, a language program, a training program, a field research program); and institutional linkages that commit the University to broad-based programs and/or exchanges with associated financial obligations (e.g., faculty and student exchanges, joint research projects).

#### Policy

To facilitate this involvement and to provide University constituencies with appropriate guidelines for the establishment of linkages with institutions in other nations, the following criteria and procedures are provided to faculty and departments.

Any agreement under the scope of this policy, prior to being executed in accordance with Greenwich University bylaws, must be reviewed and approved by each Dean, Director, and/or Department Chair through whose units such proposed agreements arise; and by any other university official having jurisdiction over the resources involved, if any.

Linkages may result from the initiative of an individual faculty member, department head, or administrative official of the University. They may be based upon an informal understanding between the two parties involved or upon formal agreements. Those requesting that a linkage agreement be initiated must ensure that the above guidelines are met, and complete a Request for Consideration of International Linkage Agreement.

Successful international linkages remain so due to faculty and/or departmental ownership of the international collaboration. Only those linkages deemed to be active and viable ones will be signed.

Linkage agreements may be categorized into three types, which are not mutually exclusive:

**1. Institutional Linkages-** A comprehensive institutional linkage reflects a formal understanding between individual institutions or groups of institutions. An institutional linkage agreement must be based on administrative decisions and commitments at all levels and require approval of the Chancellor.

**2. Departmental Linkages -** Linkage with counterpart departments of international institutions may involve faculty, student and/or collaborative research or other scholarly activities. Department-level linkages are formalized through the department chair and require approval of the Chancellor.

**3. Individual Linkages -** Individual faculty may develop collaborative activities with international colleagues without a formal linkage agreement. Because such collaboration involves the name and/or resources of the University, Department Chair approval is required. The Office of Vice Chancellor should receive notification of the activities.

The goals and objectives of each linkage activity should be complementary to the vision, mission and purpose of the University and consistent with and reflected in its strategic plan. The elements of the linkage program will be specific and periodically reviewed by QEC and in conjunction with the effort, those responsible for generating or continuing the linkage will be asked to report the linkage activity on an annual basis to the Registrar's Office.

### Policy on National Linkages

National Linkages and agreements endorse collaboration with national scholars and universities, which provides a unique environment in which to meet the University's vision, mission of teaching, research, and public service.

The University has an official position regarding the development of these linkages and agreements which is outlined in the following Policy.

These three major thrusts of the University can be supported and extended through selective involvement of students, faculty, and staff with academic, governmental, or private institutions across the nation. Linkages between institutions across the nation and Greenwich University are developed through mutual agreement and provide mutual benefit and require mutual investment of resources. The emphasis is on mutual collaboration.

#### Scope

The policy governs the review and approval processes in connection with any agreement entered into, by or on behalf of Greenwich University. Agreements governed by this procedure include, but are not limited to, friendship agreements and memoranda of understanding (with or without financial obligations); program-specific linkages with or without financial obligations (e.g., a library access or exchange program, an internship, a language program, a training program, a field research program); and institutional linkages that commit the University to broad-based programs and/or exchanges with associated financial obligations (e.g. joint research projects).

#### Policy

To facilitate this involvement and to provide University constituencies with appropriate guidelines for the establishment of linkages with institutions across the nation, following criteria and procedures are provided to faculty and departments.

Any agreement under the scope of this policy, prior to being executed in accordance with Greenwich University bylaws, must be reviewed and approved by each Dean, Director, and/or Department Chair through whose units such proposed agreements arise; and by any other university official having jurisdiction over the resources involved, if any.

Linkages may result from the initiative of an individual faculty member, department head, or administrative official of the University. They may be based upon an informal understanding between the two parties involved or upon formal agreements. Those requesting that a linkage agreement be initiated must ensure that the above guidelines are met, and complete a Request for Consideration of National Linkage Agreement.

Successful National linkages remain so due to faculty and/or departmental ownership of the collaboration. Only those linkages deemed to be active and viable ones will be signed.

Linkage agreements may be categorized into three types, which are mutually exclusive:

**1. Institutional Linkages-** A comprehensive institutional linkage reflects a formal understanding between individual institutions or groups of institutions. An institutional linkage agreement must be based on administrative decisions and commitments at all levels and require approval of the Chancellor.

**2. Departmental Linkages** - Linkage with counterpart departments of national institutions may involve faculty, student and/or collaborative research or other scholarly activities. Department-level linkages are formalized through the department chair and require approval of the Chancellor.

**3. Individual Linkages** - Individual faculty may develop collaborative activities with colleagues across the nation, without a formal linkage agreement. Because such collaboration involves the name and/or resources of the University, Department Chair approval is required. The Office of Vice Chancellor should receive notification of the activities.

The goals and objectives of each linkage activity should be complementary to the vision, mission and purpose of the University and consistent with and reflected in its strategic plan. The elements of the linkage program will be specific and periodically reviewed by QEC and in conjunction with the effort, those responsible for generating or continuing the linkage will be asked to report the linkage activity on an annual basis to the Registrar's Office.

#### Policy on Corporate Linkages

Corporate Linkages and agreements endorse collaboration with businesses and organizations, which provides a unique environment in which to meet the University's vision, mission of teaching, research, and public service.

The University has an official position regarding the development of these linkages and agreements which is outlined in the following Policy.

These three major thrusts of the University can be supported and extended through selective involvement of students, faculty, and staff with private, public, local and international organizations across the nation. Linkages between organizations across the nation and Greenwich University are developed through mutual agreement and provide mutual benefit and require mutual investment of resources. The emphasis is on mutual collaboration.

#### Scope

The policy governs the review and approval processes in connection with any agreement entered into, by or on behalf of Greenwich University. Agreements governed by this procedure include, but are not limited to, friendship agreements and memoranda of understanding (with or without financial obligations);

program-specific linkages with or without financial obligations (e.g., a library access or exchange program, an internship, a language program, a training program, a field research program); and institutional linkages that commit the University to broad-based programs and/or exchanges with associated financial obligations (e.g. joint research projects).

### Policy

To facilitate this involvement and to provide University constituencies with appropriate guidelines for the establishment of linkages with organizations across the nation, following criteria and procedures are provided to faculty and departments.

Any agreement under the scope of this policy, prior to being executed in accordance with Greenwich University bylaws, must be reviewed and approved by each Dean, Director, and/or Department Chair through whose units such proposed agreements arise; and by any other university official having jurisdiction over the resources involved, if any.

Linkages may result from the initiative of an individual faculty member, department head, or administrative official of the University. They may be based upon an informal understanding between the two parties involved or upon formal agreements. Those requesting that a linkage agreement be initiated must ensure that the above guidelines are met, and complete a Request for Consideration of Corporate Linkage Agreement.

Successful Corporate linkages remain so due to faculty and/or departmental ownership of the collaboration. Only those linkages deemed to be active and viable ones will be signed.

Linkage agreements may be categorized into three types, which are mutually exclusive:

**1. Institutional Linkages**- A comprehensive institutional linkage reflects a formal understanding between individual institutions or groups of institutions. An institutional linkage agreement must be based on administrative decisions and commitments at all levels and require approval of the Chancellor.

**2. Departmental Linkages** - Linkage with counterpart departments of organizations may involve faculty, student and/or collaborative research or other scholarly activities. Department-level linkages are formalized through the department chair and require approval of the Chancellor.

**3. Individual Linkages** - Individual faculty may develop collaborative activities with members of organizations across the nation, without a formal linkage agreement. Because such collaboration involves the name and/or resources of the University, Department Chair approval is required. The Office of Vice Chancellor should receive notification of the activities.

The goals and objectives of each linkage activity should be complementary to the vision, mission and purpose of the University and consistent with and reflected in its strategic plan. The elements of the linkage program will be specific and periodically reviewed by QEC and in conjunction with the effort, those responsible for generating or continuing the linkage will be asked to report the linkage activity on an annual basis to the Registrar's Office.

### Policy on Exchange Programs

Exchange programs and agreements endorse collaboration with international scholars and universities from the exchange of faculty and students, and a major aspect of Greenwich University is its involvement in international programs that provide a unique environment in which to meet the University's vision, mission of teaching, research, and public service.

The University has an official position regarding the development of these exchanges and agreements which are outlined in the following Policy. These three major thrusts of the University can be supported and extended through selective involvement of students, faculty, and staff with academic, governmental, or private institutions in other nations of the world.

Exchanges between international institutions and Greenwich University are developed through mutual agreement and provide mutual benefit and require mutual investment of resources. The emphasis is on mutual collaboration.

### Scope

The policy governs the review and approval processes in connection with any agreement entered into, by or on behalf of Greenwich University Agreements governed by this procedure include, but are not limited to, friendship agreements and memoranda of understanding (with or without financial obligations); program-specific linkages with or without financial obligations (e.g., a library access or exchange program, an internship, a language program, a training program, a field research program); and institutional linkages that commit the University to broad-based programs and/or exchanges with associated financial obligations (e.g., faculty and student exchanges, joint research projects).

### Policy - Student Exchange Programs

- The University recognizes the value of exchange programs to the overall academic, professional and personal development of students and faculty. Providing students and faculty with

opportunities for academically relevant international experiences as part of their course of study is a strategic priority for the University.

- The University supports and strongly encourages students and faculty to participate in exchange programs, and welcomes inbound exchange and study abroad students to promote cross-cultural awareness, understanding and partnerships.
- International study experiences provide opportunities for students to:
  - expand academic learning opportunities to gain an internationalized degree;
  - develop cultural and global competencies as graduate learning outcomes;
  - enrich professional learning and skills;
  - enhance personal development including leadership skills, social awareness, and global citizenship; and
  - improve employment opportunities.
- The University offers a range of international exchange programs including student exchange and study abroad for one or more semesters, and short programs offered by faculties, third parties, university partners or independent providers. Short-term programs may include industry-based study tours, work-integrated learning and internships, intensive language and culture programs, international field trips, student volunteering, conference participation and research activities.
- International exchange programs will be available to all students including international students subject to eligibility criteria in this policy and conditions of programs.
- Student exchanges are not limited to exchanges with other universities and colleges but may be arranged with industrial firms, government agencies, businesses, and such, where both parties involved may benefit from the exchange.
- International programs will be developed with a focus on demonstrable and course-relevant learning outcomes. Wherever possible programs are academically recognized and students receive pre-approved formal credit.
- Programs will be academically rigorous and appropriate for the level and type of course in which the student is enrolled.
- Credit for international experiences will be assessed by academic staff in the relevant discipline and faculty.
- The University will provide support to staff and to students on student exchange programs through clear, comprehensive information, transparent processes, administrative and welfare assistance before, during and after programs are undertaken.
- The health and safety of students travelling on approved international exchange programs is paramount. The University considers risk and appropriate management strategies as part of any authorized international program.
- The University will search for opportunities to develop exchange programs for students including the development of collaborative partnerships with international universities and organizations that enhance the University's reputation. Programs will be widely promoted to maximize student access.
- Students on international exchange programs are regarded as ambassadors for the University. Students must respect the culture and customs of their host community. Students whose conduct is unsatisfactory may be recalled to Pakistan.
- Students undertaking exchange programs must abide by:
  - the rules and requirements of the partner institution, program provider or host party and the laws and regulations of the country in which the program is held; and
  - Greenwich University Student Conduct Rules and all other rules and policies applicable to Greenwich students.
- Student complaints and appeals relating to student mobility programs will be dealt with under the Student Grievance Policy.

#### Policy - Faculty Exchange programs

Greenwich University actively supports a program of faculty exchanges between national and international universities. The benefits to the University from this program are manifold and include (1) wider experience for our faculty members teaching in new and different environments; (2) broader exposure for our students from visiting faculty members; (3) expanding reputation of the University in the quality of its students and faculty; and (4) increased opportunities for faculty to meet and work with colleagues in different institutions.

Faculty exchanges are not limited to exchanges with other universities and colleges but may be arranged with industrial firms, government agencies, businesses, and such, where both parties involved may benefit from the exchange.

Guidelines: Appointments of faculty being exchanged must be approved by departments and colleges of the institutions concerned. Each institution involved in the exchange shall continue to pay the salary and fringe benefits of its own faculty member, who will simply be considered on assignment elsewhere.

Faculty exchanges shall normally be at the same or equivalent rank, with clear advantages in the exchange to both institutions. Work assignments will be determined by the host institution and agreed to by all parties in advance of the exchange.

Upon final approval of the exchange by the Chancellor, and the Registrar, a contract shall be initiated by the department at least six weeks before the visiting faculty member's expected arrival or commencement of activities on the campus.

The contract shall indicate the visitor's rank, beginning and ending dates of residence at the Greenwich University, and department or other unit in which the visitor is engaged in teaching or research.

A copy of the contract will be supplied to the visitor upon arrival on campus.

## CORPORATE SERVICES & PLACEMENT

### Introduction

The University has a **Corporate Services and Placement Office**. The Department offers its services to students, passing out graduates, alumni and the corporate sector with an aim to connect them to a diversified result-oriented talent pipeline. Students expect to find good jobs through the aid of placement department where we attempt to channel all contacts between students and prospective employers.

- The Corporate Services and Placement office will look after the interest of the students for their enhancement in their professional development.
- The Corporate Services and Placement office will extend practical facilities to students for their convenience in projecting themselves dexterously in the course of internship and future entrepreneurship.
- The Corporate Services and Placement office will conduct job fairs, workshops, etc.
- The Corporate Services and Placement office will keep records of all their activities and update them every semester
- The CSP office will assist students, graduates and alumni achieve decent, rewarding and professional careers as interns, employees and even as entrepreneurs.
- The CSP office will arrange interviews for students in such a manner that it does not cause disturbance to their academic life.

The policy is in line with the university vision that looks forward to groom students to earn respect and recognition by reforming and refining the society and to think and act selflessly for the greater cause of the nation with its value system.

The University engages the corporate entities for the development of curriculum, teaching, student's guidance and mentoring. The students benefit by its exposure. The leading corporate bodies are actively approached to lend their services to the aggrandizement of the students' caliber and competence. This is a continuous process and scheduled activity. It is available on Greenwich University's website.

### Objectives

Key Objectives of CSP are to:

- Provide placement assistance to the students of Greenwich
- Conduct pre-placement training in coordination with GRDC
- Organize guest lectures and corporate interactions with the resource people from industry
- Coordinate Greenwich Alumni meet
- Develop effective network with the industry in order to understand the needs of the industry and give an appropriate feedback to the academia at Greenwich
- Explore the opportunities for research, consultancy, and executive development programs
- Invite companies and domain to visit Greenwich

### Policy

This Policy applies to all students who are undertaking an industry placement activity either as part of their degree for credit or as part of Beyond Greenwich as a component of their program requirements. This Policy also applies to Greenwich University staff involved in developing relationships with placement providers and in supervising placements.

### Principles

It is the responsibility of the Internship and Placement Office, acting on behalf of Greenwich University to:

- Ensure the equitable allocation of available placements, taking into account the preferences of students wherever possible;
- Take all reasonable precautions to ensure the health and welfare of students on placement;
- Risk assess and quality assure placements to ensure learning outcomes are met;
- Monitor the progress and attendance requirements of students while on placement; and
- Ensure that all those involved in a placement are appropriately oriented, and aware of their rights and responsibilities.

### Placement Provider Eligibility

The University values its relationships with external stakeholders and seeks to develop arrangements for industry placements for mutual benefit.

## Student Eligibility

- All students must be currently enrolled in a full degree at Greenwich University
- Internship students must have achieved a cumulative Grade Point Average (GPA) of 2.5 or above;
- Undergraduate students must have completed the majority of their degree (twelve (12) + subjects) OR the core and foundation subjects PLUS a minimum of three (3) subjects in the relevant major;
- Postgraduate students may apply after their first semester;
- Some placements have prerequisite subjects that Faculties require students to have completed.

## Placement Providers

### Selection and Approval

- The University is responsible for identifying and engaging placement providers who can provide:
- A safe, positive and ethical learning environment for students;
- Suitable induction, training, and mentoring in professional behavior;
- Varied experiences to students that support the attainment of course learning objectives and the University's Graduate Attributes; and
- Appropriate supervision and performance evaluation of students.

A risk assessment will be carried out on all industry placement providers before approval for a placement provider to receive Greenwich students. The Placement Agreement will outline the responsibilities of the University and the placement provider, and will include insurance, dispute resolution and termination clauses.

### Roles and Responsibilities

The placement provider will:

- Nominate a workplace supervisor to be responsible for the student during the placement;
- Provide the student with the appropriate orientation, induction and training in the organization's policies, procedures and rules including safe work procedures;
- Inform students that they must comply with the organization's policies and rules with respect to confidentiality, behavior and discipline whilst undertaking a placement;
- Provide the appropriate facilities, equipment and learning experiences for the student, taking into account the level of the student's skills and experience;
- Immediately notify the University if the student is injured or involved in any adverse incident at the placement premises;
- Notify the University if the student does not meet agreed attendance requirements;
- Comply with its obligations under applicable equal opportunity, anti-discrimination and workplace health and safety laws;
- Maintain confidentiality regarding the University's confidential information and comply with applicable privacy laws with regards to a student's personal information;
- Participate in the assessment of the student's performance against a pre-agreed list of criteria;
- Appropriately manage records relating to the student including attendance and progress reviews;

## Roles and Responsibilities

The Career Development Centre on behalf of Greenwich University will:

- Nominate a University supervisor for the student who will oversee the student's academic requirements, most liaisons with the industry placement provider about all aspects of the placement will be conducted by
- Monitor student progress and ensure that assessment appropriately aligns with students' expected learning outcomes and tasks;
- Inform the student of confidentiality, privacy and other obligations, including their responsibility to adhere to all relevant workplace policies of the placement provider, including policies relating to behavior and dress code.

## Student Responsibilities

While on placement students will:

- Behave in a manner appropriate to that of an employee of the placement provider and in compliance with the Internship/Work Experience Agreement;
- Adhere to the professional ethics and codes of conduct appropriate to the discipline of the placement;
- Maintain communication with the workplace supervisor as required;
- Raise issues of concern with the workplace supervisor and the University supervisor;

- Complete and submit required assessments;
- Advise the placement coordinator of any fact which may affect their capacity to undertake the placement, such as a disability or personal difficulty;
- Use resources available at the placement site for the purposes they are intended; and
- Sign a Student Placement Agreement which outlines the student's rights and responsibilities, and scope of the work they will undertake while on placement.

### Allocation of Placements

Students will also have the opportunity to include a justified request not to participate in a particular placement. Reasons may include a conflict of interest, a disability that would be difficult to accommodate by the placement provider, or extreme difficulty in accessing transportation. While every effort will be made to accommodate student preferences, there will be no guarantee that a student will be placed in an organization on their list of preferences.

### Conflict of Interest

The Placement Office will not approve placements whereby the following conflicts of interest occur:

- Placements offered by current students to other current students within their own business;
- Placements offered by staff members to current students;
- Students seeking placements within their own business;
- Placements where students are supervised by direct family members.

### Appeals

Students may access the Student Appeals Against Decisions Procedures if they have a complaint about the allocation of an industry placement, or a University response to concerns expressed about any aspect of their placement.

### Complaints Process

Any adverse placement feedback (written or verbal) from either the student or placement provider will be investigated thoroughly and documented within files.

### Quality Assurance

1. The Placement Officer will provide an ongoing review process of all industry placements.
2. For students undertaking internships for academic credit an evaluation form will be required by the University from the placement provider and will form part of the student's overall assessment.

## ALUMNI ASSOCIATION

### Mission

The mission of Alumni Association is to inform, engage and inspire alumni to stay connected to their alma mater, support its vision and contribute to its success.

### Objectives

The Alumni Association is required:

- To maintain an up-to-date and comprehensive database of its alumni.
- To identify and promote alumni success and achievements to advance the credibility and reputation of the University.
- To maintain, deepen and strengthen an enduring lifelong relationship between alumni and their alma mater.
- To maintain an alumni liaison program that will encourage alumni to identify themselves with the University; to generate and sustain interest and participation in the University; to inspire alumni to contribute to the development of the University and the promotion of its good name and reputation, locally and internationally.
- To keep alumni informed and connected through a comprehensive communications and social media program that inspires commitment to and confidence in the University.

### Alumni Involvement

Alumni are a regular part of academic and administrative activities at Greenwich University, such as:

#### Academic:

- Teaching
- Curriculum Development
- Part of Statutory bodies

#### Administrative:

- Career Counseling of current / existing students
- Guest Speaker Sessions
- Skills Development Lectures / activities
- Corporate / professional activities i.e. job / internship placement,
- Entrepreneurial incubators
- Alumni get together
- CSR Activities

For covering these activities, the **Alumni Association** office bearers should make annual calendars. Yearly funding may be allotted to the Association by the University. The Association also brings the funds through sponsorship from the corporate sector for running the activities of the Association. It is available on Greenwich University's website.

### By-laws and Statutes

All the statutes and by-laws governing the alumni association are present in the Alumni Charter.

## CORPORATE SOCIAL RESPONSIBILITY

### Preamble

Greenwich University is aware of the importance Corporate Social Responsibility (CSR), and actively pursues initiatives to bring about an improvement in society. The need for CSR to take root in our corporate culture is all the more acute in the prevailing economic and social conditions of Pakistan. The Constitution of Pakistan prescribes certain essential principles of policy. Without the observance of these avowed goals the country cannot progress towards elimination of poverty. The principles of policy for promotion and social justice and the economic well-being of the people include (subject to availability of resources) basic human necessities.

### Introduction

Greenwich promotes a culture of corporate social responsibility that respects the rights and safety of individuals, as well as the laws, environs and sustainability of the communities, where we operate. Our top priority is our responsibility to the employees and the community we operate in, which focuses on how we deal with environmental, social and economic impact.

Our CSR programs serve to benefit our business model in two-fold: to help the businesses operate in ways that benefit the society and in building the trust level on the company brand image. Finding the most affordable price no longer matters most to consumers, instead, they expect the companies they do business with to operate in a socially responsible approach.

We at Greenwich University take initiatives to contribute to harmonious and sustainable development of society through all business activities that we carry out in any country and region, based on our guiding principles.

We will conduct every aspect of our business with honesty, integrity and openness, respecting human rights and the interests of our employees, customers and third parties. In order to contribute to sustainable development, the management in collaboration with stakeholders will endeavor to build and maintain sound relationships through open and fair communication so as to maximize on impact made to the society.

### Objectives

Greenwich University strives harder and works for the betterment of society / community along with its stakeholders i.e. students, faculty, the accreditation and affiliating bodies for:

- Promotion of the education and economic interests of backward classes and areas;
- Securing just and humane conditions of work and ensuring that children and women are not employed in vocations unsuited to their age or sex.
- To secure the well-being of people, irrespective of religion, gender or ethnicity;
- To provide for all citizens facilities for work and adequate livelihood with reasonable rest and leisure;
- To provide necessities of life, such as food, clothing, housing, education and medical relief;
- The faculty, students and the management will be encouraged to engage in Social Activities, as a part of their coursework. This involves faculty and students in fulfilling their Corporate Social Responsibility.
- Cultural activities, interaction with the renowned personalities and outdoor activities such as walking and holding of gatherings will form an integral component of academic activities.
- All activities conducted with respect to, and under the umbrella of Corporate Social Responsibility will be documented by the Focal person supervising the particular activity, and provide the same to the relevant department for record keeping.

## Policy

### Our Stakeholders

Even as we encourage all students and parents to fulfill their obligation on fee payment, we will develop an endowment fund to ensure that no student drops out of University for lack of fees.

### Our Employees

- At Greenwich University, we understand that employees are the backbone of our business and our critical stakeholders. We respect our employees and believe that the success of our business is led by each individual's creativity and involvement in teamwork.
- We are committed to creating and maintaining a safe and healthy working environment for our employees so as to stimulate an environment that will foster personal growth.
- We support equal employment opportunities, diversity and inclusion for our employees and do not discriminate against them.
- Through communication and dialogue with our employees, we build and share the value "Mutual Trust and Mutual Responsibility" and work together for the success of our employees and the company.
- Our employees will be part through which this policy will be driven. They are encouraged to develop their own initiatives of staff driven programs in the community.
- We will work towards achieving a diverse workforce, recruiting, employing and promoting employees only on the basis of objective criteria and the qualifications and abilities needed for the job to be performed.

### Our Business Partners

- We respect our business partners such as suppliers and dealers and work with them through long-term relationships to realize mutual growth based on mutual trust.
- We will diligently seek new partnerships and business opportunities based on fair play. We will seek to leverage our business partners' core competencies and products to fund and operationalize this policy.
- CSR Platforms:
- Greenwich University CSR initiatives will focus on, but not limited to; education, environment, youth affairs, Boy/Girl child programs, health and economic empowerment of communities around where we do business.
- Wherever we do business, we will actively promote and engage at individual and partner level, in social contribution activities that strengthen communities and contribute to the empowerment of the society.

### Environment

- We are committed to making continuous improvement in the management of our environmental impact through noble initiatives such as working to reduce water wastage, effective waste management approach and checking the effect of our programs and operations on climate change.
- We will engage in activities that conserve the environment such as tree planting, conserving water towers, cleaning towns, cities and the community.
- We will work with our partners to promote environmental care, increase understanding of environmental issues and disseminate good practice.

### Youth Affairs

At Greenwich University, we acknowledge that young people are key stakeholders of our business. We will make every effort to include them in our decision-making systems, continuously and meaningfully involve them in our programs and endeavor to tap and develop their talents.

### Health

In recognizing that a healthy community will have more disposable income, Greenwich University understands that the health and safety of our employees and customers is our paramount concern. We will engage in activities that provide prevention of communicable diseases and preventable infections as well as support health infrastructure acquisition and development whenever possible.

### Economic empowerment of the community

We will endeavor to use our expertise to empower the community economically through capacity building in business management of micro and small enterprises. Whenever possible we will seek partnerships that add value to small scale business men and women and strengthen their capacity in the value chain.

### Philanthropy

Donating to national and local charities is another way we will act responsibly. We will partner with local charities to implement programs that are beneficial to the community. We will determine our resource allocation in either monetary or man-time, to ensure that programs that are agreeable to us succeed.

#### Objectives:

- To deploy our expertise for the benefit of the community we work in
- To enrich our programs from lessons learnt in the Community
- To contribute to community/society continuity by empowering young people through youth and children programs.
- To empower the community where we operate through social-economic programs.

### Implementation

This policy will be implemented at 2 levels:

1. Students' level: Students are encouraged to find programs that they can implement in the community. The programs must be aligned with this policy and discussed with the appropriate department of the University. Students will be encouraged to select activities that they can resource. They can seek top up funding/support from the University management.
2. Greenwich Faculty & Staff level: Greenwich staff will drive the CSR policy by implementing well-funded and well thought out programs in the community. The programs will be aligned with this policy and will have full backing of the management.

### Financing

Financing will be done through the following sources:

- Students' contributions
- Faculty & Staff contributions
- Private business partnerships
- External funding from Government, foundations, NGOs, and private equity funds

## STUDENT DEVELOPMENT

### Participation in Co-curricular and Extra-curricular activities

Student Clubs and Societies are an integral part of student life at Greenwich University. As such, students are encouraged to form and participate in recognized student clubs and societies as a way to increase students and faculty interaction and to enrich the overall collegial experience. We encourage students to apply to have their groups approved as official and recognized societies by the Student Development Centre at Greenwich. The registration process offers the Societies a number of benefits, such as getting sponsors for funding. Registration also establishes a means for on-going communication between student organizations and Greenwich Administration, which can provide support, stability and guidance when needed.

Activities within the Club include curricular, extra-curricular and sports events.

The Student Development Centre is dedicated to the provision of an array of integrated services especially designed for undergraduate and graduate students on campus to achieve their personal, academic and personal goals. Our staff members are highly trained and experienced professionals who know what campus life is all about. A dedicated group of student volunteers work with us to provide our programs. In its work, the SDC seeks to:

- Respect the dignity and diversity of students
- Prepare students for engagement as global citizens
- We support and promote the future wellbeing of students. We enhance student development and success through innovative programs, services and partnerships. We strive to create a community that is accessible to all, one where diversity is celebrated and good citizenship is valued.

It should be the prime objective of the university to involve the students into the co-curricular and extracurricular activities to enhance and groom their skills / talent. Greenwich University involves the student in co-curricular and extracurricular activities. For this purpose, a student body titled “Student Development Council”.

The Student Development Center runs the following clubs and societies:

- Arts and Creativity Committee
- Athletics
- Badminton
- Basketball
- Community Outreach Society
- Conference and Seminar Committee
- Cricket
- Entertainment Committee
- Excursion Committee
- Football (Boys Only)
- Greenwich Rotaract Club
- GUMUN (Greenwich University Model United Nations)
- Hockey (Boys Only)
- Public Speaking Committee
- Snooker (Boys Only)
- Softball (Girls Only)
- Squash (Boys Only)
- Swimming
- Table Tennis
- Tennis (Boys Only)
- Theatre and Production Club
- Throw Ball (Girls Only)
- Vocal Talent Committee
- Volley Ball (Boys Only)

- Writers' Club

The Student Development Council is a non-political / non-religious body in character. Its routine activities are supervised, and controlled by the President, Student Development Council.

The activities and programs organized by the SDC fall into three broad categories:

- Academic activities, such as arranging lectures by Guest Speakers, Seminars, Workshops, Career Marts
- Co-curricular activities such as, debates, declamation, elocution, self-composed poetry, writing competition
- Extra-curricular activities, such as organizing film shows, concerts, funfairs, etc.

### **Counselling and Guidance**

Greenwich University follows a semester system. The process of guiding and satisfying any queries of the university students is carried out by providing them a complete, comprehensive orientation program of their respective disciplines in the beginning of semester. As regards personal issues, the university has a general application form for the convenience of students to commit to writing their personal issues for redress. Open door interview on each Saturday with the VC is a very practical process of appeasing personal issues.

Furthermore, a counseling office with dedicated counseling staff has been established on campus to facilitate students regarding any issues that they might have in terms of career, semester, guidance, or any other academic or nonacademic issue. The teaching faculty also maintains an open-door policy for students to discuss anything related to coursework, etc.

### **Career counselling**

A lot of educated young men and women lose sight of their goals by opting for careers they are not cut out for. We believe in exploring the potential in students and finding out what their aptitude and strengths are. On the basis of thorough analysis, the students are guided through the appropriate course of studies. We ensure the right course for the right person.

Our Academic Advisory Program is a part of these continuing efforts to provide academic counseling to our students. This program offers professional services to help students overcome problems, past and present, and gain self-understanding and direction with regard to their courses of study and career plans.

Our counselors assist all students with their academic needs, course planning, program selection, probation counseling as well as change of academic status. Apart from full-time Academic Advisers, faculty members also assist advisers, as they are closest to the students' requirements and problems, and can give them friendly, on-the-spot advice at all times. Our scientific method provides students with an opportunity to discuss their plans, including academic plans, and it also provides a number of facilities, including the all-important job-searching skills, resume-writing, appearing for interviews, and teaching how to assess their aptitude towards the end of their studies.

In the context of Pakistan, career counseling is extremely important so that students who do not have a clear idea about what career to choose are counseled in this regard. They must be guided towards acquiring an active and positive attitude towards their future in an environment which is becoming increasingly difficult and stressful. Various channels are used as discussed in the previous point to encourage students to have all their issues and problems resolved through student counseling center.

Furthermore, the university has established two departments especially serving the cause of satisfying the needs of students. Counselling department and Corporate Services & Placement department look after the needs of the students – both academic related and career concerned. The University advocates freedom of speech and encourages innovative and novel projects or ideas. There is a student advisor who has been assigned this task of entertaining plans from the students. The plan gets vetted by the Deans and finally approved by the VC. University grants assistance in the execution / finalization of the plan / project where needed.

Activities associated with career guidance and counseling programs typically include:

- Advising students and parents on high school programs and academic curriculum, preparing them for college application and admission.
- Arranging dual/concurrent enrollment and Advanced Placement credits to prepare students for the rigor of postsecondary education.
- Planning and preparation for college admissions tests, SAT and ACT.
- Informing students about postsecondary financing that can be used to support advanced education and training.
- Developing career portfolios, which include test and grades results, examples of student work, and resumes and cover letters to prospective employers.
- Arranging job shadowing, work placements, and community-based learning programs to allow students to directly experience workplace situations.
- Sponsoring workshops, classes, focus groups, and special presentations that focus on job skills and personal development.
- Providing specialized counseling and intervention services to provide students with individualized attention.

Career counselors can help you to:

- Explore career possibilities
- Learn about how your studies and careers relate
- Clarify your values, skills and interests
- Discover and articulate your story
- Create strategies for making the most of your Duke experience
- Find industry-specific advice and information
- Identify internship and job opportunities
- Develop job search skills

## Grievances

### Objective

The objectives of this policy are to provide:

- Students with a framework within which they may raise complaints or grievances in relation to decisions of or advice provided by the University. This includes but is not limited to:
  - decisions by academic staff members affecting individuals or groups of students;
  - the content or structure of academic programs, including the nature and quality of teaching and assessment;
  - supervision of students undertaking research projects;
  - authorship and intellectual property;
  - quality of student services,
- The University with a framework to ensure there are transparent, fair and timely procedures for addressing complaints and grievances in accordance with principles of natural justice, ensuring that all parties are treated equally and fairly.

### Scope

- This policy applies to all students of the University. It may also be used by former students of the University whose enrolment ended no more than 6 months before the date the complaint is lodged.
- This policy covers issues arising from a student's involvement with the University, except where the matter relates to decisions based solely on academic or general misconduct, academic judgement, unlawful discrimination, sexual harassment or bullying, or to matters covered by the Academic Progress Review Policy.
- Complaints of unlawful discrimination, sexual harassment and bullying by or of staff or students are addressed by the Appropriate Workplace Behavior Policy and Student Conduct Policy respectively.

### Policy

As part of its commitment to quality, the University recognizes that, from time to time, students may raise complaints or grievances about matters or issues relating to their experiences at the University.

### Nature of complaints

- Students may raise complaints or grievances in relation to administrative decisions, including but not limited to:
  - decisions by administrative staff affecting individuals or groups of students
  - administration of policies, procedures and rules of the University
  - standard of service received through the University administration
  - access to resources or facilities.
- Students may raise complaints or grievances in relation to misconduct by a University staff member
- Students may raise complaints or grievances in relation to misconduct by another student.
- Students may raise joint complaints or grievances where more than one student has been affected, in which case the matter will be considered as one issue. If two or more complaints or grievances about the same matter are submitted independently, they may be considered jointly by agreement of all parties concerned.
- The University investigates anonymous complaints at the discretion of the Registrar, taking into account:
  - the nature and seriousness of the complaint
  - whether there is sufficient information for an investigation to be conducted, and
  - whether there is a statutory requirement for investigation.

### Grounds for complaints

Grounds for complaint or grievance include, but are not limited to the following:

- a student being affected by a decision made without sufficient consideration of facts, evidence or circumstances
- a student being affected by a failure to adhere to appropriate or relevant published policies and procedures
- a penalty applied to the student being unduly harsh or inappropriate
- a student being affected by improper or negligent conduct
- a student being affected by unfair treatment, prejudice or bias.

### Communication and approach

- The University recognizes that effective communication is of paramount importance when attempting to resolve difficulties experienced by students and is committed to a culture of openness, fairness and continuous improvement.
- The University gives students who raise complaints or grievances the opportunity to formally present their cases by submitting an application at the Communication Centre or Examination Centre.
- The University takes all appropriate measures to ensure students do not suffer any victimization or discrimination as a result of raising complaints or grievances in good faith.
- The complainant must not be hindered or prevented from continuing to use University facilities and attend lectures, classes, laboratories and tutorials and to submit assessment as required, simply by virtue of having made the complaint.

### Timeliness

- The University must consider complaints and grievances in a timely manner, within specified and achievable timeframes.
- Students should raise complaints and grievance as soon as possible after the event, decision or action which is the subject of the complaint or grievance. The University may be unable to investigate a complaint where, due to the length of time elapsed since the event, decision or action, there is insufficient information available to enable investigation of the complaint or grievance.

### Procedural principles

The investigators must:

- Acknowledge receipt of the complaint or grievance in writing within five working days and indicate when a resolution of the matter should be expected
- Recommend any immediate corrective action that needs to be taken before the complaint or grievance is investigated
- Independently review the complaint or grievance including hearing from all parties who wish to partake in the process and attempt to resolve the problem

- Within 15 working days of receipt of the complaint or grievance, notify the student and the Registrar in writing of the nature of the investigation process
- Provide the Registrar with a report of the investigation for review prior to its release;
- Provide the student with the outcome of the review process, including a resolution or why a resolution could not be reached; and
- Notify the student and the Registrar if they conclude that the grievance is frivolous, or if no grounds could be adduced to support it.

### Investigations

The Registrar must undertake a quality check of all investigation reports to ensure that:

- All issues raised in the student complaint or grievance are investigated
- All key stakeholders are interviewed
- The report is fair and balanced
- All relevant circumstances have been considered
- The findings and recommendations are evidence based and defensible.

On consideration of the details of the complaint, grievance or outcome of an investigation, the Registrar may:

- Recommend reconsideration of the original decision, or
- Direct the decision maker to change the original decision or outcome, noting that they may not impose a harsher outcome than initially decided, or
- Override the original decision.

### Recordkeeping

- Student complaints and grievances must be registered on a University-wide register, maintained by the Examination Centre, and must include data collected on student complaints and grievances.
- Examination Centre when receiving complaints or grievances must keep appropriate, confidential records of informal discussions and outcomes.
- Investigators must report findings and outcomes to the Registrar, who must ensure appropriate, confidential records are kept.
- The Registrar must ensure that reporting of complaints and grievances and their resolution is undertaken in such a way as to address problems and improve existing policies, procedures and processes.
- The Registrar must analyze data relating to complaints and grievances on an annual basis to identify trends.

## INTELLECTUAL RIGHTS

### **Exploiting and Commercializing Greenwich University's Intellectual Property through Licensing, Assignment and Spin-outs**

#### **Introduction**

- Greenwich University is establishing an entrepreneurial culture, whereby its students will have greater opportunities to learn from experienced entrepreneurial academics, it will be a powerhouse of creativity for the regional economy and contribute significantly to public well-being, therefore investing in the generation and exploitation of Intellectual Property (IP) in order to:
  - Encourage and support the creativity, innovation and entrepreneurship of employees and students;
  - Maximize benefits for the region;
  - Strengthen the University's reputation;
  - Achieve success for its Academic Vision and in particular its Research and Knowledge Exchange strategy.
- Through this policy, the University seeks to recognize the achievements of University Employees, students and associates who contribute to the generation of commercial IP by means of an encouraging reward structure.
- The Research and Knowledge Exchange Office (RKE) on behalf of the University will manage the University's patent portfolio and will provide appropriate support in the decision-making process as outlined in this policy.

#### **Definition**

For the purpose of this policy, IPR includes patents, rights to inventions, know how, copyright, database rights, rights in computer software, rights in designs, trademarks, domain names, rights in confidential information, and all rights of a similar nature.

#### **Guidance and Awareness**

- The Registrar Office will be available to advise on IP related matters including policy, process, and awareness. The Registrar's Office will also lead on the exploitation of University owned IP.
- In keeping with its aim to encourage appropriate exploitation of IP, and to share the benefits of exploitation, the University will promote the contents of this policy to all Employees, via induction; staff training; awareness-raising events; and internal newsletter articles.

#### **Ownership and Exclusions**

##### **Employees**

- The University shall own all IPR in work produced by University Employees in the course of their duties and employment by the University, or by association to their employment, unless otherwise agreed in writing.
- Material produced in the course of employment includes work in any media generated by the use of University equipment or facilities.
- For the avoidance of doubt, and without limitation, IPR in the following belongs to the University:
- Material produced for the purposes of the design, content and delivery of a University course, whether used at the University's premises or used in relation to a distance learning and/or e-learning project;
- Material for projects specifically commissioned by the University;
- Material produced in connection with externally funded research (subject to any agreement between the University and the funder); and
- Material produced in the support and service capacity of University staff (including, without limitation, software, finance records and administration reports, results and data).
- If any University Employee wishes to involve any Associate or external third party in any University project, the Employee in question should liaise with the Registrar Office to ensure that an appropriate contract is put in place prior to involving such an Associate or third party. This is so that the University can consider what contractual arrangements need to be put in place to protect the University's position in respect of any IPR generated by the project.

The University supports and promotes the principle of academic freedom and encourages its employees to advance their academic development and reputation through the publication of academic articles, conference papers and books. Under the terms of the University's standard employment contract, a University Employee shall own the copyright in:

- Any scholarly work produced in furtherance of their professional career. A scholarly work includes books, contributions to books, articles and conference papers and shall be construed in the light of the common understanding in higher education of this phrase; and
- Any material produced by a University Employee for their personal use and reference, including as an aid to teaching.
- The University recognizes that in certain cases (including, without limitation, where a visiting professor remains an employee of another organization), special arrangements may need to be negotiated regarding the ownership and use of IPR which the relevant Associate may generate at the University.

#### Further Assistance

- University Employees, Students and Associates must at the University's request and expense undertake all such acts and execute all such documents which may be necessary to give effect to the terms of this policy and to vest in the University all right, title and interest in the relevant IPR.
- Nothing contained in this policy will limit any statutory or common-law right of a University Employee, Student, or Associate in relation to such IPR.

#### Disclosure

- Disclosure of potentially commercially or socially beneficial IP is an important mechanism for protecting the rights and interests of Employees, students and associates as well as those of the University. Disclosure helps to ensure that Employees, students and associates are in a position to benefit from any original IP they develop, and to minimize the possibility of infringing the IPR of others working in the same area of knowledge.
- Employees, students and associates are therefore required to disclose to the University all potentially commercially or socially beneficial IP generated during the course of their normal duties, or as the result of a task specifically assigned by the University.

#### Waiver of Rights

Should the University decide (at its sole discretion) to waive its claim to ownership of any IPR for any reason, the University will notify the "inventor" or "author" of such IPR (as those terms are defined in the Patents Act 1977 and Copyright, Designs and Patents Act 1988, respectively). Following such notification, the University will upon request and at the inventor's or author's expense, assign all right, title and interest in such IPR to the inventor or author in question, save that where the IPR requested to be assigned has joint inventors or joint authors, the University will not assign such IPR to a joint inventor or author without the written consent of all joint inventors or authors.

#### Exploitation of IPR

- The University is committed to maximizing impact from its IPR to support the growth of the regional economy, strengthening its association with industry and realizing potential social benefits/impact. As such, the University will exploit IPR generated by University Employees, Students and Associates with the aim of stimulating entrepreneurship at all levels in the University to build mutually beneficial relationships with industry that will assist in meeting the University's Research and Knowledge Exchange and Employment, Employability and Enterprise strategies.
- The Director of GRDC, on behalf of the University, in consultation with the inventor(s) or author(s) will decide on the most appropriate route to generating impact from its IPR - including licensing, assignment, spin-outs or publication.
- Although the University will endeavor to act in good faith to maximize the value of University-owned IPR, the University makes no representation and gives no warranty as to the extent of any financial returns that may arise from the exploitation of such IPR.
- All decisions related to patenting, licensing and assignment of University IPR will be the responsibility of The Head of Knowledge Exchange on behalf of the University having taken advice from the University's professional services, inventors, Associate Deans Knowledge Exchange and external experts as required.

## EXAMINATION DEPARTMENT

### Examination Plan

1. Dates for the start of semester are received from the Registrar's Office well before time
2. On receipt of date, an Academic Calendar is issued by Examination Department well before the start of the semester.
3. By the end of 2<sup>nd</sup> week of the semester, a letter (request) is forwarded to the faculty for submission of the Midterm Examination paper of 30 marks covering the syllabus to be covered in 1<sup>st</sup> six weeks of the start of the semester.
4. 30 marks question paper is submitted by the faculty by the end of the 3<sup>rd</sup> week.
5. A Moderation Committee is constituted from amongst the faculty duly approved by the V.C.
6. The question papers are personally submitted to the Head of Examination Department. In case he is not available, the papers are dropped in the Examination drop box which is personally opened by the Controller of Examination Department.
7. Controller of Examination Department keeps these papers under lock and key under his personal supervision.
8. Papers requiring typing, etc. are typed at an unspecified time and place.
9. Moderation Committee members are requested to meet at a specified time and place.
10. At least two members moderate a paper at a time.
11. Moderation Proforma is handed over to the Moderation Committee members.
12. Moderators make their observations /recommendations in writing and sign in a specified place on the moderation form.
13. After the remarks of the committee, the faculty is contacted and the observations are resolved before the paper is processed further.
14. The papers are then forwarded for printing.
15. Papers printed correspond to the number of students in the class plus 2 for official use.
16. The papers are thoroughly checked for their accuracy. They are serially numbered and sealed by the Controller of Examinations.
17. Sealed envelopes are placed under lock and key.
18. These papers are taken out by the Controller of Examination 5 minutes before the start of the examination and are personally handed over to the invigilator in the examination room.
19. The exam is conducted under strict personal as well as electronic supervision.
20. Students are not allowed to leave the examination room upto half an hour after the start of the examination.
21. At the end of the examination time, the papers are collected by the invigilator.

### Winding up of papers

1. At the end of the exam, the papers are brought into the exam department
2. The papers are stamped with the following stamps:
  - i. **End of Page** - is stamped at the end of each page
  - ii. **Blank Page** – Page left blank / all blank pages
  - iii. **Work Completed** – where the writing ends
3. The papers are coded with a specific number at two places.
4. The perforated part is removed to disguise the identity of the paper
5. The papers are counted again, sealed in an envelope and handed over to the respective faculty

6. The faculty marks these papers and return them to the Examination Department within 3 days of the conduct of the examination
7. Examination Department counts the pages against the receipt.
8. These papers are then decoded with the help of counter foils kept with the examination department
9. These coded papers are then forwarded to examination coordinator for manual as well as computer entries
10. After the marks are entered in the computer the result is announced.
11. Once the result is declared, no changes can be made in the computer data.

### **Submission of Exam Papers**

#### Midterm Exam

Examination Department issues letter to faculty for submission of Midterm papers in the 2<sup>nd</sup> week of the semester. The faculty submits the midterm exam papers by the end of the 3<sup>rd</sup> week.

#### Final Exam

Examination Department issues letter to the Faculty in the 7<sup>th</sup> week of classes. The faculty submits the final examination papers by the end of the 8<sup>th</sup> week.

### **Examination Paper Moderation**

#### Moderation Committee

The examination question papers are moderated by a Moderation Committee during both examinations strictly in close doors before they are finally typed and printed. The Moderation Committee is assisted by:

1. Provision of respective course outline.
2. Three previous semesters' papers.
3. Question papers which require Moderation.

The Following points will be kept in view by the Moderation Committee while Moderating:

- a. The question paper should justify the paper timings
- b. The questions papers for the last 3 semesters should not be repeated.
- c. The question paper should cover the whole course as per the course outline.
- d. Midterm papers are of 2 hours and final papers of 3-hour duration.
- e. The Moderation Committee must sign after their remarks/suggestions.

#### Examination Moderation Process

A moderation Committee is constituted by the Vice-Chancellor to moderate midterm as well as final examination papers. After the examination paper is received from the faculty, the moderation committee meets to evaluate the examination papers. At a time, two teachers jointly evaluate the paper of their respective field. The examination papers after evaluation are referred back to the faculty for amendment / if any amendment recommended by the Moderation Committee, the Moderation Committee remarks are recorded on a Moderation Committee evaluation proforma.

#### Assessment (Moderation of Papers)

The moderation process is a foolproof system adopted by the university. Moderation Committee members are not allowed to moderate their own papers. Such papers are given to other committee members. After moderation, the papers are not sent to printing unless the observations made by the Moderation Committee are fully settled. In case of a dispute / unresolved observations, the Vice-Chancellor office is requested to intervene. In whole of the process, the Moderation Committee is provided complete information such as course outlines, papers of 3 previous semesters to assess that the paper covers the course outline and the questions are not repeated. The Moderation Committee members are also required to endorse their remarks on the Moderation Committee proforma.

### **Internal Verification Policy**

Internal Verification is the process whereby grades and feedback are confirmed to ensure that they are appropriate, fair and reliable across all items of assessment. It begins with the process of second marking in relation to the appropriate sample size.

Internal Verification is usually carried out by the first and second assessors discussing and agreeing the grade and any feedback. Where agreement cannot be reached between the first and second assessors, the relevant Head of Department will adjudicate.

All Internal Verification discussions regarding first, second and agreed marks, as well as information regarding the assessment sample must be recorded in the Instructor/Grading Notes.

If there are any queries about the reliability of the grading, the Head of Department will provide oversight to ensure that one of the following will be undertaken:

- Second marking of a larger sample
- Agreed revisions to the markers' interpretation of assessment criteria
- Use of a third assessor
- Remarking or adjustment of grades for the whole batch of scripts

Once Internal Verification has occurred, grades will be provided to the Student Records team for input onto the student records system.

Once graded, all assessments must be stored for external scrutiny, in line with the University's policy on data storage.

### Revised Grading Policy ( )

Grade Point Average (GPA) is calculated on a four points system. The final grades in use are:

GRADE	RANGE %	GPA	QUALITY POINTS PER CREDIT HOURS	
A	85 - 100	4.00	12.00	
B+	79 - 84	3.50	10.50	
B	72 - 78	3.00	9.00	
C+	66 - 71	2.50	7.50	
C	60 - 65	2.00	6.00	
D	50 - 59	1.00	3.00	
F	Below 50	0.00	0.00	
I	Incomplete Grade	0.00	0.00	
W	Withdrawal	0.00	0.00	
TR	Transfer Credit	0.00	0.00	0.00
EX	Exemption	0.00	0.00	

### Assignment / Quiz Policy

It has been decided that in future the following policy will be adopted for uniformity for working out assignments/quiz marks.

1. Assignments/Projects.
  - a. Assignment/Projects missed by a student during the period for which his/her leave has been approved by the administration shall be accepted by the teacher.
  - b. Late submission of assignments/Projects and the assignments/Projects missed by a student during his/her absence for a period for which leave has been refused is entirely left at the discretion of the teacher.
2. Quizzes
  - a. There should be a minimum of Three (3) Quiz tests during a semester. However, there is no restriction on having more quizzes than three (3).
  - b. Instead of taking three best quizzes a more appropriate formula would be  $n - 1$  where "n" represents the total number of quizzes given during the semester. Thus, if three quizzes are given, the two best will be considered. In case of, say, five quizzes, four best quizzes will be considered.
  - c. A student who has missed a quiz or more will not be allowed to re-take quiz irrespective of his/her leave approved by the administration.
  - d. In case a student has missed more number of quizzes and has appeared only in one or two; his marks of the quiz(s) obtained will be taken as his/her final score.
  - e. Quiz test will not be conducted other than the combined class. This will from Greenwich University policy regarding Quiz/Assignment/Project and will be adhered to by all faculty members.
  - f. The faculty will conduct quizzes/assignments from the 2<sup>nd</sup> lecture onwards.
  - g. There should be 10 quizzes/assignments during the semester.
  - h. The quiz can be taken only during the class at staggered timings. This is to ensure the attendance and participation of students during class.

- i. In case a student misses/assignment he/she misses the marks, which are included in the final score of the course.

### **Marks Distribution**

Quizzes / Assignments / Presentations / Class participation:	30%
Midterm Examination:	30%
Final Examination:	40%
Pass percentage is 60% with C grade	

### **Rechecking / 'I' Grade Policy**

#### **Rechecking**

If a student is not satisfied with the result and he/she feels that there could be some mistake made in the marking /totalling/some question might have been left unmarked, he/she can make a request for the rechecking of the paper on a proper application form as under:

1. If the student wants his/her paper to be rechecked he/she will forward the request on a proper application form within 3 days of the declaration of result.
2. The answer sheet of the student is again taken out from the record, its top sheet is changed, it is again coded to disguise the identity of the student and forwarded to the faculty other than the one who had previously checked.
3. The re-checked answer script is received within two to three days. The result is compiled on Proforma which is placed before the examination standing committee.
4. The result after the recommendations of the examination standing committee is forwarded to Director Examination for his perusal.
5. After the approval of the Director Examinations the result is prepared and handed over to the student in the form of a letter

#### **'I' Grade**

1. If a student for any reason has not appeared in any of the final papers he/she can apply for an I Grade (Incomplete Grade).
2. The application for an 'I' Grade can be submitted on a proper 'I' Grade form within 3 days of the conduct of the respective examination.
3. The application must be supported with the documentary evidence as to why he/she could not appear in the examination.
4. All applications received are scrutinized and a complete comprehensive state is prepared.
5. All applications along with the details are put-up to the Exam Standing Committee for consideration & approval.
6. The Performa is then forwarded to the Director Examination for his perusal/approval.
7. After the approval of the Director Examination, the students are allowed to appear in the incomplete grade exam.
8. 'I' Grade examination is held during the eighth week of the semester.
9. 'I' Grade examination is of 40 marks.
10. The 'I' Grade examination extension is allowed only once.
11. Students are not allowed an 'I' Grade, if he/she has missed midterm examinations.
12. Students are not allowed an 'I' Grade if he/she has attendance less than 80%.

### **Attendance/Leave Policy**

It has been experienced that the students do not go through the notices placed on the notice board for their information, hence face problem during the clearance process for the final examination. Therefore, it has been decided that a comprehensive policy regarding sanctioning leave be formulated for the guidance of the students as well as for the university staff dealing with attendance. It is expected that the students will read it carefully and adhere to it religiously. After the issue of this policy no relaxation will be allowed and there will be no exceptions.

This information is provided for the information/guidance of the students and will be followed in its true letter & spirit.

The policy is as under:

### Attendance policy

- a. Students are required to attend all classes (100% attendance) and ensure that they sign the Attendance Sheets in the classrooms and ensure that the signatures used on the attendance sheet must be the same as on the application form.
- b. They should appear on time and remain in the classroom for the scheduled time. If a student is absent from a part of a two-part class, he/she shall be deemed absent for the whole class.
- c. Students having attendance percentage less than 80% will not be allowed to sit in the final examinations.
- d. No medical certificate or any other reason would be accepted to condone the attendance.

### Leave Policy

- a. There are usually twelve (12) classes in a semester for each course.
- b. 80% attendance is a must i.e. a student can only be absent in maximum of two classes in a particular course during the semester.
- c. In case of absence on genuine grounds, students must submit leave application within three days. Otherwise, the application will not be considered.
- d. Leave application must be supported by proper evidence.
- e. It is the students' responsibility to be aware of their attendance status always.
- f. Students must check from Examination Department whether leave application has been approved or not. This should be done within a week after the date of submission of application. Mere submission of leave application does not guarantee approval of the application.
- g. In addition to the absence a student can be given maximum of two leaves on production of valid certificate during a semester. The leave can be for being sick, travel abroad for Visa/Umra/Marriage purposes except Hajj leave.
- h. If a student brings a medical certificate from a doctor, i.e. not the university doctor he/she can be allowed only one day leave for one medical certificate.
- i. Only Hajj leave will be given in full, from the date of departure from Pakistan to the date of arrival in Pakistan.
- j. In exceptional cases of hospital admission, the special consideration will be given keeping in view the admission and discharge dates. However, in no case the student with less than 50% attendance will be allowed to take the final examination.
- k. Business trips/ Umrah and own marriage may be planned during the semester break.
- l. Leave sanctioned will not be counted as present, but will be excluded (omitted) in calculating the percentage. This means leave sanctioned as per the above rules will be deducted from the total number of classes to work out the attendance percentage.
- m. If a student is late in a class and he/she has been marked absent, will be taken as absent and no concession will be given that the student was late by 5 minutes or half an hour.
- n. The reply of student application & attendance record can be checked from the computer placed at Examination/Communication Center

### Examination Rules

As stated on page 9-10 of the Policy manual .

## PURCHASING POLICY

### Preamble

This manual of purchasing policies is intended to list the general policies developed to accomplish the procurement process for Greenwich University. The responsibilities for implementing the foregoing policies have been delegated to the Administration Department, and the cooperation of all individuals and offices is appreciated. This policy applies to all individuals purchasing goods and services on behalf of the University. The University's Administration Department works with faculty and staff identifying, selecting, and acquiring needed materials and services. This is to be done as economically as possible and within accepted standards of quality and service using professional ethics and best business practices, while obtaining the best value for the University. University Policies and Procedures have been developed to allow for purchases to be made in a timely and organized manner that provides for essential accountability of institutional expenditures realizing maximum value of the University's funds.

### The Purchase Order

A Purchase Order is a contract between the University and a vendor. It is the standard document used to procure goods and services. Using a Purchase Order to initiate purchases provides the means to ensure that transactions are covered by a proper contract. A properly completed Purchase Order is a legally binding contract and should be treated accordingly.

Purchases of goods or services are to be processed through the University's financial system and are to be preceded by a Purchase Order provided to the vendor by the Administration Department. No individual may obligate or commit the University to procurement indebtedness for goods or services and expose the University to unnecessary

liability. Employees involved with the purchasing process are responsible for understanding the University's policies and procedures regarding purchasing and vendor relations. The Administration Department has the right to review and question any purchasing transaction. All purchasing contracts and agreements are subject to approval by the University officers who may best determine the appropriateness of the acquisition or activity.

### Responsibilities and Objectives

The function of the Administration Department is the organization and administration of centralized purchasing services to ensure that the user departments' needs are accommodated with quality goods and services in a prompt, cost-efficient manner within the guidelines of the University policy.

These responsibilities include:

- a. Provide guidance to University departments and to ensure compliance with the University Purchasing Policies and Procedures.
- b. Develop sources of supply to assure University departments have an adequate number of vendors from whom to obtain supplies and equipment.
- c. Maintain liaison with vendors that service the University.
- d. Develop and maintain adequate procedures, controls, records and files.
- e. Coordinate the procurement of goods and services for the academic and administrative departments of the University.
- f. Obtain competitive bids, select vendors, negotiate price and assure quality and prompt delivery to the University.
- g. Ensure the highest purchasing standards and ethics are maintained.

### Authority for Procurement

The Administration Department has the responsibility for all procurement negotiations and the administration of Purchasing Policies and Procedures as delegated to the Head of Administration by the Registrar.

The Administration Department has the authority to enter into a purchase agreement or otherwise obligate the University for Procurement Indebtedness. A properly executed Purchase Order constitutes a contract that is binding on both the University and the supplier. Individuals not authorized to sign on behalf of the University, or bind the University in any manner, are in violation of University Purchasing Policies and Procedures. At no time is an employee permitted to request a supplier to ship a product or perform service without an approved Purchase Order.

All purchases must be made for the purpose of University-related activities. Purchasing goods or services for personal use is prohibited. Departments are required to submit fully completed Purchase Requisition/Orders to the Administration Department to authorize initiation of the purchasing process according to established procedures. All necessary supporting documentation must be submitted along with the requisition, i.e. contracts, proposals, quotes.

### Unauthorized Purchases

Any employee who commits the University to a purchase, sale, lease or other arrangement without proper authorization may be personally liable for the transaction and/or subject to disciplinary action if they injure the University through willful misconduct, bad faith, dishonesty or criminal negligence.

### Selection of Suppliers

Vendors are selected for their capability to serve the needs of the University in the most economical and efficient manner possible. Past performance and cooperation are important factors. Vendors must comply with all federal, state and local laws and directives. The Administration Department is committed to evaluating new suppliers, and whenever possible, more than one source will be sought and considered. Alternate or multiple sources of supply are maintained as a means of insuring fair value, performance, and service, and minimizing costs.

### Vendor Qualifications

The University will only make purchases from responsible vendors who possess the ability to perform successfully under the terms and conditions of the purchasing contract. The University will evaluate the vendors for their responsibility, business integrity, record of past performance, insurance, reputation, financial and technical resources in addition to any other measures the University deems relevant. All vendors doing business with the University are monitored as to how they perform, particularly vendors doing business with the University for the first time.

### Supply Sources

Requisitioning departments are encouraged to suggest sources of supply for unusual items. Authority for the final selection of the vendor, however, shall be left to the Administration Department, which will make its decision in light of the overall needs of the University.

### Quality of Materials

The Administration Department is committed to procuring materials of a quality suitable for their intended use and to assist University departments in determining the required quality of materials. Determining the proper quality is of greatest importance, since buying a higher quality than what is required is often as wasteful as buying a lower quality. Suitability and overall total cost of ownership is measured.

### Price Reasonableness

Reasonableness of a proposed price may be determined by a comparison of: prices found reasonable on recent previous purchases; current price lists; catalogs; advertisements; and similar items in a related industry. Also, reasonableness of price may be determined by a price analysis or a cost analysis.

### Purchases Requiring Special Approvals

Items That Must be Approved by Designated Campus Administrative Units or Officers To ensure University objectives are met and specific needs of end users are recognized, certain items and services must have prior approval before funds can be committed. Only officially designated persons shall have the authority to issue requisition approvals using signing authority.

ITEM OR SERVICE	APPROVAL REQUIRED
Air conditioning units, Heaters, Ovens, Dishwashers	Director, Administration
Building modifications - contracting for construction, renovations, etc.	
Communication Systems	IT Department
Computers, Technology, Hardware, Software, Printers, Scanners and Projectors	IT Department
University printing - stationery, letterhead, envelopes, business cards, etc.	Director, Administration
Office Supplies	Director, Administration
Classified advertising for faculty and staff personnel	HR Department
Logos - Use of the University identity/seal	Director, Administration
Signage - Interior/Exterior	Director, Administration
Locks - Interior/Exterior	Director, Administration
Utilities - gas, water, etc.	Director, Administration
Electrical outlets	Director, Administration

### Requisition to Purchase

The requisition process should, whenever possible, reside with the person with authority to requisition for the department. The prompt processing of all work, however, remains the responsibility of the department

chair person or department director. Requests for purchases must be processed through the Administration Department on the Purchase Requisition/Order Form. The Purchase Order is the standard instrument used to procure goods and services. All University procurement transactions require a Purchase Order except in cases where an alternative method has been approved. Submittal of the Purchase Requisition Form document is a request to purchase only. The requisition does not become a Purchase Order until approved by the Administration Department.

#### **Pre-Planning for the Procurement Process**

We emphasize the need for departments to plan their supply and equipment needs well in advance. The time required by Purchasing to process your requisition varies greatly through the approval cycle of the University. In addition, the Administration Department in some instances may need to obtain approvals from appropriate administrative units prior to encumbrances. Departments should anticipate their requirements to allow adequate lead time for orders to be processed and product(s) to be delivered.

#### **Fund Source**

All funds deposited with Greenwich University regardless of source are University managed funds and must be handled in accordance with the University's Purchasing Policies and Procedures. Although departments are allocated funds in their budgets for a given period, this allocation is only an authority to requisition, not to purchase. All procurement requirements should be processed on a Purchase/Requisition Order Form before the department receives the material(s) or service(s). Any deviation must be approved by the Vice President for Finance and Treasurer.

#### **Signature Authority**

Purchase Requisitions, Check Requests and other forms authorizing the expenditure of funds must be signed by the Budget Officer responsible for the account identified as the source of funding and approved in accordance with the Signatory Authority. Purchase Orders submitted without proper signatures will not be processed and will be returned to the initiating department.

#### **Completing a Purchase Order**

All supporting documentation relevant to the Purchase Order (i.e. quotations, proposed contracts and agreements, relevant correspondence, etc.) must be forwarded to the Administration Department for review and approval prior to the issuance of a University Purchase Order. Oral requisitions/purchases are not considered valid purchases by the University Requisition. The requisitioning department is responsible for defining quantity, quality, specifications, delivery date requirements and all other pertinent information essential to making a proper purchase.

The order should be described in as much detail as necessary, utilizing multiple pages if necessary. Specify exact quantity, catalogue number, description, and price. A record of the quoted price is helpful for comparison with the invoice.

\*Inside delivery and installation information should be included on the purchase order particularly if furniture or a large piece of equipment is being delivered and installed. If delivery and installation have not been arranged with the vendor beforehand, the equipment or furniture may be delivered only as far as a receiving dock or the steps of the building. Be sure to measure elevators/doorways for accessibility. Departments submitting a requisition are requested to follow the guidelines shown on the Purchase Requisition/Order.

All Purchase Orders must include the following information or they will be returned to the department.

- a. "Ship To" must contain full name of department, address, mail code and department phone number.
- b. "Suggested Supplier" must contain full name and address of vendor. Also include contact name, phone number and fax number if available.
- c. "Total Amount"- Enter total PKR amount of order.
- d. "GL Account"- Enter GL Account number(s) to be charged.
- e. "Object Code"- Enter corresponding Object Code that best describes goods/services.
- f. "Instructions to Supplier"- Check the box that says "Same as ship to" unless other instructions are noted in the body of the Purchase Order.
- g. "Quantity"- Enter quantity of each item to be ordered. All items should be listed in the body of the Purchase Order. "See Attached" will not be accepted.
- h. "Description"- The body of the Purchase Order must contain a complete description of the goods and/or services. Model numbers alone are unacceptable. You must describe what the item(s) is that you are ordering. \* Indicate if the item(s) is new or replacement.
- i. "Unit Price"- Enter price of each item.
- j. "Extended Price"- Enter total price of each line item.
- k. "Total Price"- Enter total price of Purchase Order. (Must match total amount in front of GL account number. See No.3)

- l. "Requisitioned By"- Print name of individual generating the order.
- m. "Signature"- Proper signature(s) must appear (name must be printed legibly) or Purchase Order will be returned.

### **Receiving Report Approval**

The University has a responsibility to our suppliers to pay promptly for goods or services received. Signed receiving reports (the yellow copy of the Purchase Order) should be returned, along with the invoice, to Accounts Payable promptly, since the credit standing of the University depends on fulfilling its obligations on time. In the event a department budget officer feels payment should not be made because a vendor has not met the terms and conditions specified in the Purchase Order, he or she should notify the Administration Department immediately, in writing, of the details surrounding this Purchase Order.

### **Payment of Invoices**

Invoices are paid by the University Accounts Payable Department. Vendors are instructed on the Purchase Order to mail invoices directly to the originating "ship to" department. It is the responsibility of the department after receipt of the vendor's invoice, to forward the signed Receiving Report to Accounts Payable for payment. Disputes over a vendor invoice require attention. Ordering departments are required to contact the supplier for corrections in a timely manner.

### **Return of Merchandise**

Merchandise to be returned to suppliers or manufacturers for adjustment or credit should be coordinated with the Administration Department. When a supplier has shipped items specified on the Purchase Order, he has legally complied with his part of the contract and is under no obligation to accept for credit any items delivered as specified. Acceptance of a return by the supplier is by no means automatic and a restocking charge may be incurred. This charge, along with any freight charges, will be the responsibility of the requisitioning department.

### **Audit Process**

University departments are subject to audits by the Office of Internal Audit. The audit process examines and evaluates the adequacy and effectiveness of internal controls, which include among other things, safeguarding of assets and compliance with policies, procedures, laws, and regulations. Departments should therefore review their buying practices periodically to be sure they are in compliance with all policies and procedures.

## **MALPRACTICE AND MALADMINISTRATION POLICY**

Greenwich University treats all cases of suspected malpractice\* very seriously and will investigate all suspected and reported incidents of possible malpractice. The purpose of this Policy and procedures is to set out how allegations of malpractice are dealt with. The scope of the policy is to provide:

- a definition of malpractice
- examples of student and center malpractice and maladministration;
- possible sanctions that may be imposed in cases of malpractice.

\*The term 'malpractice' in this policy is used for both malpractice and maladministration.

### **Introduction**

For the purpose of this document 'malpractice' is defined as:

- Any act, or failure to act, that threatens or compromises the integrity of the assessment process or the validity of Greenwich University qualifications. This includes: maladministration and the failure to maintain appropriate records or systems; the deliberate falsification of records or documents for any reason connected to the award of Greenwich University qualifications; acts of plagiarism or other academic misconduct; and/or actions that compromise the reputation or authority of the University, its campuses, officers and employees.
- Individuals and/or groups will report all relevant cases of suspected malpractice to the University, accepting that in certain circumstances, the University may take action of its own, including imposing sanctions.

### **Malpractice by students**

Some examples of student malpractice are described below. These examples are not exhaustive and all incidents of suspected malpractice, whether or not described below, will be fully investigated, where there

are sufficient grounds to do so.

- Obtaining examination or assessment material without authorization.
- Arranging for an individual other than the student to sit an assessment or to submit an assignment not undertaken by the student.
- Impersonating another student to sit an assessment or to submit an assignment on their behalf.
- Collaborating with another student or individual, by any means, to complete a
- coursework assignment or assessment, unless it has been clearly stated that such collaboration is permitted.
- Damaging another student's work.
- Inclusion of inappropriate or offensive material in coursework assignments or assessment scripts.
- Failure to comply with published Greenwich University examination regulations.
- Disruptive behavior or unacceptable conduct, including the use of offensive language, at center or assessment venue (including aggressive or offensive language or behavior).
- Producing, using or allowing the use of forged or falsified documentation, including but not limited to:
  - personal identification;
  - supporting evidence provided for reasonable adjustment or special consideration applications; and
  - Greenwich University results documentation, including degrees.
- Falsely obtaining, by any means, a Greenwich University Degrees.
- Misrepresentation or plagiarism
- Fraudulent claims for special consideration while studying.
- Possession of any materials not permitted in the assessment room, regardless of whether or not they are relevant to the assessment, or whether or not the student refers to them during the assessment process, for example notes, blank paper, electronic devices including mobile phones, personal organizers, books, dictionaries / calculators (when prohibited).
- Communicating in any form, for example verbally or electronically, with other students in the assessment room when it is prohibited.
- Copying the work of another student or knowingly allowing another student to copy from their own work.
- Failure to comply with instructions given by the assessment invigilator, i.e., working beyond the allocated time; refusing to hand in assessment script / paper when requested; not adhering to warnings relating to conduct during the assessment.

### **Malpractice by University employees and stakeholders**

Examples of malpractice by, teachers, tutors and other officers, are listed below. These examples are not exhaustive and all incidents of suspected malpractice, whether or not described below, will be fully investigated, where there are sufficient grounds to do so.

- Failure to adhere to the relevant university regulations and procedures, including those relating to center approval, security undertaking and monitoring requirements as set out by Greenwich University.
- Knowingly allowing an individual to impersonate a student.
- Allowing a student to copy another student's assignment work or allowing a student to let their own work be copied.
- Allowing students to work collaboratively during an assignment assessment, unless specified in the assignment brief.
- Completing an assessed assignment for a student or providing them with assistance beyond that 'normally' expected.
- Damaging a student's work.
- Disruptive behavior or unacceptable conduct, including the use of offensive language (including aggressive or offensive language or behavior).
- Allowing disruptive behavior or unacceptable conduct at the center to go unchallenged, for example, aggressive or offensive language or behavior.
- Divulging any information relating to student performance and / or results to anyone other than the student.
- Producing, using or allowing the use of forged or falsified documentation, including but not limited to:

- personal identification;
- supporting evidence provided for reasonable adjustment or special consideration applications; and
- Greenwich University results documentation, including Degrees
- Falsely obtaining by any means a Greenwich University degree.
- Failing to report a suspected case of student malpractice, including plagiarism, to the University.
- Moving the time or date of a fixed examination.
- Failure to keep examination question papers, examination scripts or other assessment materials secure, before during or after an examination.
- Allowing a student to possess and / or use material or electronic devices that are not permitted in the examination room.
- Allowing students to communicate by any means during an examination in breach of regulations.
- Allowing a student to work beyond the allotted examination time.
- Leaving students unsupervised during an examination.
- Assisting or prompting candidates with the production of answers.

### **Possible malpractice sanctions**

- Following an investigation, if a case of malpractice is upheld, Greenwich University may impose sanctions or other penalties on the individual(s) concerned. Any sanctions imposed will reflect the seriousness of the malpractice that has occurred.
- Listed below are examples of sanctions that may be applied to a student, or to a teacher, tutor, invigilator or other officer who has had a case of malpractice upheld against them. Please note that
  - this list is not exhaustive and other sanctions may be applied on a case-by-case basis.
  - The University will also impose sanctions where malpractice affects examination performance

### **Possible University sanctions that may be applied to students**

- A written warning about future conduct.
- Notification to an employer, regulator or the police.
- Removal from the course.

### **Possible sanctions that may be applied to teachers, tutor's, invigilators, and other officers**

- A written warning about future conduct.
- Imposition of special conditions for the future involvement of the individual(s) in the conduct, teaching, supervision or administration of students and/or examinations.
- Informing any other organization known to employ the individual in relation to the University's courses or examinations of the outcome of the case.
- Greenwich University may carry out unannounced monitoring of the working practices of the individual(s) concerned.
- Dismissal.

## **Procedure**

### **Reporting a suspected case of malpractice**

- This process applies to, teachers, tutors, invigilators students and other center staff, and to any reporting of malpractice by a third party or individual who wishes to remain anonymous.
- Any case of suspected malpractice should be reported in the first instance to the Director, Administration and Personnel.
- A written report should then be sent to the person identified in 5.2, clearly identifying the factual information, including statements from other individuals involved and / or affected, any evidence obtained, and the actions that have been taken in relation to the incident.
- Suspected malpractice must be reported as soon as possible to the person identified in 5.2, and at the latest within two working days from its discovery. Where the suspected malpractice has taken place in an examination, the incident be reported urgently, and the appropriate steps taken as specified by Greenwich University.

- Wherever possible, and provided other students are not disrupted by doing so, a student suspected of malpractice should be warned immediately that their actions may constitute malpractice, and that a report will be made to the center.
- In cases of suspected malpractice by center teachers, invigilators and other officers, and any reporting of malpractice by a third party or individual who wishes to remain anonymous, the report made to the person in 5.2 should include as much information as possible, including the following:
  - the date time and place the alleged malpractice took place, if known.
  - the name of the center teacher/tutor, invigilator or other person(s) involved
  - a description of the suspected malpractice; and
  - any available supporting evidence.
- In cases of suspected malpractice reported by a third party, or an individual who wishes to remain anonymous, Greenwich University will take all reasonable steps to authenticate the reported information and to investigate the alleged malpractice.

### **Administering suspected cases of malpractice**

- Greenwich university will investigate each case of suspected or reported malpractice, to ascertain whether malpractice has occurred. The investigation will aim to establish the full facts and circumstances. We will promptly take all reasonable steps to prevent any adverse effect that may arise as a result of the malpractice, or to mitigate any adverse effect, as far as possible, and to correct it to make sure that any action necessary to maintain the integrity of the University qualifications and reputation is taken.
- The office of the Director, Administration and Personnel will acknowledge all reports of suspected malpractice within five working days. All of the parties involved in the case will then be contacted within 10 working days of receipt of the report detailing the suspected malpractice. We may also contact other individuals who may be able to provide evidence relevant to the case.
- The individual(s) concerned will be informed of the following:
  - that an investigation is going to take place, and the grounds for that investigation;
  - details of all the relevant timescales, and dates, where known;
  - that they have a right to respond by providing a personal written response relating to the suspected malpractice (within 15 working days of the date of that letter);
  - that, if malpractice is considered proven, sanctions may be imposed either by Director, Administration and Personnel or by Greenwich University, (see section 6, below) reflecting the seriousness of the case;
  - that, if they are found guilty, they have the right to appeal.
  - that the Director, Administration and Personnel will inform Greenwich University and other relevant authorities / regulators, but only after time for the appeal has passed or the appeal process has been completed. This may also include informing the police if the law has been broken and to comply with any other appropriate legislation.
- Where more than one individual is contacted regarding a case of suspected malpractice, for example in a case involving suspected collusion, we will contact each individual separately, and will not reveal personal data to any third party unless necessary for the purpose of the investigation.
- The individual has a right to appeal against a malpractice outcome if they believe that the policy or procedure has not been followed properly or has been implemented to their detriment.
- Records of all malpractice cases and their outcomes are maintained by the office of the Director, Administration and Personnel for a period of at least five years and are subject to regular monitoring and review.

## DATA PROTECTION POLICY

### Policy statement

Greenwich University is committed to a policy of protecting the rights and privacy of individuals, voluntary and community group members, volunteers staff and others in accordance with The Data Protection Act of Pakistan 2005. The policy applies to all voluntary and community group members and staff at the community Centre. Any breach of The Data Protection Act of Pakistan 2005 or the university's Data Protection Policy is considered to be an offence, and in that event, disciplinary procedures apply.

As a matter of good practice, other organisations and individuals working with the University, and who have access to personal information, will be expected to have read and comply with this policy. It is expected that any staff who deal with external organisations will take responsibility for ensuring that such organisations sign a contract agreeing to abide by this policy.

### Legal Requirements

Data are protected by the Data Protection Act of Pakistan 2005. Its purpose is to protect the rights and privacy of individuals and to ensure that personal data are not processed without their knowledge, and, wherever possible, is processed without their consent.

The Act requires us to register the fact that we hold personal data and to acknowledge the right of 'subject access' – voluntary and community group members and staff must have the right to copies of their own data.

### Purpose of data held by the University

Data may be held by us for the following purposes:

1. Staff Administration
2. Fundraising
3. Realising the Objectives of a Charitable Organisation or Voluntary Body
4. Accounts & Records
5. Advertising, Marketing & Public Relations
6. Information and Databank Administration
7. Journalism and Media
8. Processing for Not For Profit Organisations
9. Research
10. Volunteers

### Data Protection Principles

In terms of the Data Protection Act of Pakistan 2005, we are the 'data controller', and as such determine the purpose for which, and the manner in which, any personal data are, or are to be, processed. We must ensure that we have:

#### 1. Fairly and lawfully processed personal data

We will always put our logo on all paperwork, stating their intentions on processing the data and state if, and to whom, we intend to give the personal data. Also provide an indication of the duration the data will be kept.

#### 2. Processed for limited purpose

We will not use data for a purpose other than those agreed by data subjects (voluntary and community group members, staff and others). If the data held by us are requested by external organisations for any reason, this will only be passed if data subjects (voluntary and community group members, staff and others) agree. Also, external organisations must state the purpose of processing, agree not to copy the data for further use and sign a contract agreeing to abide by The Data Protection Act of Pakistan 2005 and Greenwich University's Data Protection Policy.

#### 3. Adequate, relevant and not excessive

The Association will monitor the data held for our purposes, ensuring we hold neither too much nor too little data in respect of the individuals about whom the data are held. If data given or obtained are excessive for such purpose, they will be immediately deleted or destroyed.

#### 4. **Accurate and up-to-date**

We will provide our members (voluntary and community group members, staff and others) with a copy of their data once a year for information and updating where relevant. All amendments will be made immediately, and data no longer required will be deleted or destroyed. It is the responsibility of individuals and organisations to ensure the data held by us are accurate and up-to-date. Completion of an appropriate form (provided by us) will be taken as an indication that the data contained are accurate. Individuals should notify us of any changes, to enable personnel records to be updated accordingly. It is the responsibility of the Association to act upon notification of changes to data, amending them where relevant.

#### 5. **Not kept longer than necessary**

We discourage the retention of data for longer than it is required. All personal data will be deleted or destroyed by us after one year of non-membership has elapsed.

#### 6. **Processed in accordance with the individual's rights**

All individuals that the Association hold data on have the right to:

- Be informed upon the request of all the information held about them within 40 days.
- Prevent the processing of their data for the purpose of direct marketing.
- Compensation if they can show that they have been caused damage by any contravention of the Act.
- The removal and correction of any inaccurate data about them.

#### 7. **Secure**

Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of data.

All Association computers have a log in system and our Contact Database is password protected, which allow only authorised staff to access personal data. Passwords on all computers are changed frequently. All personal and financial data is kept in a locked filing cabinet and can only be accessed by the Executive officers. When staff members are using the laptop computers out of the office care should always be taken to ensure that personal data on screen is not visible to strangers.

### **Passwords**

Passwords are an important aspect of computer security. They are the front line of protection for user accounts. A poorly chosen password may result in a compromise of Greenwich University's entire network. As such, all Greenwich University employees (including contractors and vendors with access to Greenwich University systems) are responsible for taking the appropriate steps, as outlined below, to select and secure their password.

#### **Purpose**

The purpose of this policy is to establish a standard for the creation of strong passwords, the protection of those passwords, and the frequency of change.

#### **Scope**

The scope of this policy includes all personnel who have or are responsible for an account (or any form of access that supports or requires a password) on any system that resides at any Greenwich University facility, has access to the Greenwich University network.

#### **Password Construction Requirements**

- Be a minimum length of eight (8) characters on all systems.
- Not be a dictionary word or proper name.
- Not be the same as the User ID.
- Expire within a maximum of 90 calendar days.
- Not be identical to the previous ten (10) passwords.
- Not be transmitted in the clear or plaintext outside the secure location.
- Not be displayed when entered.
- Ensure passwords are only reset for authorized user.

#### **Password Deletion**

All passwords that are no longer needed must be deleted or disabled immediately. This includes, but is not limited to, the following:

- When a user retires, quits, is reassigned, released, dismissed, etc.
- Default passwords shall be changed immediately on all equipment.
- Contractor accounts, when no longer needed to perform their duties

### **Password Protection Standards**

Do not use your User ID as your password. Do not share Greenwich University passwords with anyone, including administrative assistants or secretaries. All passwords are to be treated as sensitive, Confidential Greenwich University information.

Here is a list of “do not’s”

- Don’t reveal a password over the phone to anyone
- Don’t reveal a password in an mail message
- Don’t reveal a password to the boss
- Don’ talk about a password in front of others
- Don’t hint at the format of a password (e.g., “my family name”)
- Don’t reveal a password on questionnaires or security forms
- Don’t share a password with family members
- Don’t reveal a password to a co-worker while on vacation
- Don’t use the "Remember Password" feature of applications
- Don’t write passwords down and store them anywhere in your office.
- Don’t store passwords in a file on ANY computer system unencrypted.

If someone demands a password, refer them to this document or have them call the support staff in the IT Department. If an account or password is suspected to have been compromised, report the incident to the IT Department and change all passwords. Password cracking or guessing may be performed on a periodic or random basis by the IT Department.

### **Penalties**

Any employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

Disclaimer /Declaration