



Quaid-i-Azam University Tenure Track Statutes Ver. 2.0

Approved by the Syndicate on August 25, 2009

TABLE OF CONTENTS

1. Short Title and Commencement	3
2. Definitions	3
3. Extent of Application	4
4. Posts	4
5. General Introduction	4
6. Basis for Appointment	6
7. Indicative Sources of Information for Carrying Out the Evaluation of a Teacher:	7
8. Specific Minimum Qualifications for Appointment	8
9. Temporary Appointments	9
10. Tenure Track Appointments	10
11. University Selection Board	14
12. The Review Process in the case of an Assistant Professor appointed on Tenure Track	15
13. Review Process in the case of an Associate Professor or Professor appointed on probationary period	17
14. Transferring of Existing Faculty Members to Tenure Track System	18
15. Sabbatical Leave	19
16. Other Leaves	19
17. Resignation	19
18. Termination of Service:	20
19. Faculty Remuneration and Benefits	20
20. Gratuity and Pension for TTS Faculty	22
21. Retirement Age	23
22. Appeals	23
23. Rules	23
24. Pay Scale	23

1. SHORT TITLE AND COMMENCEMENT

- A. These Statutes may be called the Quaid-i-Azam University (QAU), Islamabad Tenure Track Statutes.
- B. They shall come into force with effect from the date that they are approved by the President of Pakistan/Chancellor, Quaid-i-Azam University.

2. DEFINITIONS

- A. The definitions as given in the Quaid-i-Azam University Service Statutes will apply to these Statutes.
- B. Regular Faculty Member: Is an Assistant Professor, Associate Professor or Professor who has been regularly appointed against the said position in accordance with the rules of the QAU.
- C. Experts: Experts in the relevant field would be academics and researchers of eminence in the relevant disciplines from institutions of repute preferably in technologically advanced countries.
- D. Publications: ONLY publications recognized for the purpose of appointments on Tenure Track System (TTS) by Higher Education Commission (HEC) shall be considered.
- E. Scrutiny Committee: Shall consist of:
 - a. The Vice-Chancellor
 - b. Dean of the Faculty concerned.
 - c. Chairman of the Department concerned
 - d. Any subject specialist co-opted by the Vice-Chancellor for giving advice
- F. Syndicate – means the Syndicate of the Quaid-i-Azam University.
- G. Technical Review Panel (TRP): A Technical Review Panel would be a panel of at least three experts in the relevant field chosen by the Vice-Chancellor from the lists of experts of eminent international academics and researchers, drawn only from technologically advanced countries. This list must be recommended by Departmental Board of Studies, the Selection Board, and approved by the Syndicate of the University in consultation with the HEC.
- H. Tenured Faculty: Is a faculty who has successfully completed the Tenure Review Process.
 - a. Departmental Tenure Committee (DTC): The committee shall consist of all Tenured Faculty members of the department. The Chairman of the department will be head of the DTC.
 - b. Till such time as there are less than five Tenured Faculty members, the

committee shall consist of:

1. All Professors of the department
2. If the number of Professors in the department is less than five then all the professor and Associate Professors shall comprise the committee.
3. If the total number of Professors and Associate Professors is less than 5 then the Vice-chancellor will appoint remaining members from the list of experts in that discipline on recommendation of the concerned Dean.
4. Any faculty member who's case is under review in the DTC will not attend the meeting during the review of his/her case.

3. EXTENT OF APPLICATION

- A. Except as otherwise approved, these Statutes shall apply to all teachers in the positions of Assistant Professors, Associate Professors and Professors in the service of the University whose pay is debit able to the University fund.
- B. These Statutes shall not apply to:
 - a. Any teacher between whom and the University a specific contract or agreement of service subsists.
 - b. Any person in a provincial or federal University or any employee of the Federal or Provincial Government who has been deputed to serve under the University on special terms and conditions.
 - c. Any person associated with the University only as holders of scholarships, fellowship or other kind of stipends.

4. POSTS

The posts under the TTS shall be as under:

- A. Assistant Professor
- B. Associate Professor
- C. Professor

5. GENERAL INTRODUCTION

- A. The University may make the following types of appointments of faculty members:
 - a. Temporary appointments
 - b. Tenure Track Appointments:
 1. First Term appointments of Assistant Professors

2. Second Term(Probationary) appointments of Assistant Professors
 3. Probationary appointments of Associate Professors and Professors.
 4. Tenured Appointments of Associate Professors and Professors
- B. The recommendations for appointments shall be in accordance with the rules and procedures prescribed by the QAU.
- C. Standard Terms and Conditions of appointment shall be framed by the Syndicate.
- D. It is to be understood that appointment of a faculty member on Tenure Track and appointment as a tenured faculty member are two different things. Being on Tenure Track means that one holds promise to be granted permanent tenure. This means that, during the next four years, one has the potential to do good research, establish a research group and demonstrate research excellence.

In line with this philosophy, it is clarified that only a tenured faculty member can assume responsibility in an administrative capacity of Vice Chancellor. However, a faculty member working under Tenure Track can assume responsibility in an administrative position of Director Research, Dean of a faculty and Head of a Department only, up to June 2014. After June 30, 2014, only tenured faculty members will be eligible for such appointments. Regardless of administrative responsibilities, a faculty member on Tenure Track is expected to be actively involved in research. This clause doesn't prevent non-TTS faculty from appointments on the administrative positions.

- E. The seniority of a teacher in each cadre of the University shall be determined on the basis of the date of joining in each cadre irrespective of whether the teacher has joined on BPS or TTS. In case of faculty joining on the same date, seniority shall be determined on the basis of the date of birth.
- F. Any graduate of the University shall not be eligible for appointment on TTS in the same Department of that University where he/she has obtained his/her terminal degree for at least three years following his/her graduation. This condition is relaxed until December 2011, when the matter would be reviewed.
- G. In case Government of Pakistan decides to abolish TTS then those faculty members working in the system as Professors, Associate Professors and Assistant Professors in Tenure or Track would be transferred to BPS in the same cadres.
- H. Total number of appointments on TTS and BPS shall not exceed the number of budgeted positions in a Department/Center.
- I. As a general rule Assistant Professor/Associate Professor on track/probation, before considered for promotion to the next cadre, must first secure Tenure in their positions in accordance with the prescribed Tenure Track procedures. There is no provision

where a faculty member can apply for an advertised position without completing the laid down TTS procedures. If a faculty member on tenure track chooses to apply against an advertised TTS/BPS position (before completing his/her track/probation period) in the same university, he/she would be required to resign from the University service before applying for the higher positions. The relaxation given to existing faculty members (transferred to TTS from BPS) to retain their lien with the BPS positions will be allowed only once during the entire career.

- J. Appointment of a faculty member on TTS shall be deemed continued until the completion of the review process.
- K. A faculty member shall not be allowed to apply on TTS position lower than his/her current position.

6. BASIS FOR APPOINTMENT

A. Appointment: For appointment a candidate should be evaluated in terms of effectiveness in four principal fields:

- a. Teaching
- b. Scholarship, research and other creative work
- c. Service
- d. Personal characteristics.

B. Teaching: The evaluation of this quality should include:

- a. A person's knowledge of the field of study.
- b. Awareness of the latest developments in that field.
- c. Skill in communicating to students and in arousing their interest.
- d. Ability to stimulate them to think critically.
- e. To motivate the students to appreciate the inter-relationship of different fields of knowledge.
- f. To motivate the students to be concerned with the applications of knowledge to vital human problems.

C. Scholarship Research and other Creative Work: In order to assess the scholarship, research and other creative work of a faculty member the following details will be analyzed:

- a. Has the scholarship research and other creative work of the faculty member made a contribution to the particular field of interest.
- b. Can his achievements be taken to serve as an indication of professional competence?

- c. What has he published or contributed to other media appropriate to his field.
- d. Are his achievements reflected in his teaching?
- e. Number of M. Phil and PhD candidates successfully produced and how many currently being guided.

D. Service: The term Service should include:

- a. Service to the University community in different positions and assignments in addition to class room teaching.
- b. Service to the public at large.
- c. Service to applicants own profession e.g. time and effort given to professional organizations at the national, provincial or local level.
- d. Service rendered to the local community where the university is located.

E. Personal Characteristics: This category would include:

- a. All traits which contribute to an individual's effectiveness as a teacher, as a leader in a professional area or as a human being.
- b. The teacher's intellectual depth, mental stability or maturity.
- c. Vitality and forcefulness to constitute effectiveness.
- d. A degree of compassion and willingness to cooperate so that the individual can work harmoniously with others while maintaining independence of thought and action.

7. INDICATIVE SOURCES OF INFORMATION FOR CARRYING OUT THE EVALUATION OF A TEACHER:

A. Evaluation of Teaching Abilities:

- a. Seeking out students' opinion. For this purpose, the University must put into position a reliable system for evaluation of courses taught.
- b. Colloquia, seminars etc. given in the Department or elsewhere. For this purpose, the papers read out by the teachers would be relevant.
- c. Guidance and leadership in student's activities.
- d. Initiation and participation in curriculum development e.g. new courses, new programmes etc.
- e. Teaching load at M. Sc. and M. Phil level.

B. Scholarship Research and other Creative Work:

- a. Assess published material in terms of its contents and journals in which it has been published.
- b. M. Phil and PhD students produced so far and currently under supervision.

- c. For appointments in Natural, Biological and Social Sciences, ONLY HEC recognized publications will be considered. In case of dispute in the scrutiny committee, the matter shall be referred to a panel of at least two experts in the relevant subject, appointed by the Vice Chancellor.
- d. Evaluate the work that the candidate has done as a consultant.
- e. Take into consideration the papers presented at professional meetings, seminars etc.
- f. Specific projects undertaken.
- g. Postdoctoral scholarship is indicative of continuing interest in professional development.
- h. Any other creative work should be assessed in terms of its public presentation and reception.

C. Service:

- a. In case of new appointments the judgment of service will depend greatly on the information obtained from letters of recommendations or the record provided by the institution where the person last served.
- b. The Annual Reports of the teacher available in the record of the university administration.

8. SPECIFIC MINIMUM QUALIFICATIONS FOR APPOINTMENT

The qualifications and experience may be revised from time to time in consultation with HEC. To be considered for appointment on TTS, the candidate is required to resign or retire from any position held previously in any public/private institution or organization, except in case that the candidate is incumbent of the QAU.

The qualifications and experience for posts under the TTS shall be as follows:

- A. Assistant Professor:** To be appointed as Assistant Professor on Tenure Track, the Candidate should possess the following qualifications:
 - a. PhD from a recognized institution
 - b. Excellent written and communication skills to be judged through the university selection process by a written test/seminar.
- B. Associate Professor:** The candidate for the post of Associate Professor should show evidence of knowledge of development in the field of expertise, evidence of research and conscious interest in improving teaching methods. Should possess the following qualifications:

- a. PhD from a recognized institution in the relevant field
- b. Six years post PhD teaching/research experience in a recognized university or a post-graduate Institution or professional experience in the relevant field in a national or international Research organization.
- c. Ten publications (with at least four publications in the last five years), recognized for the purpose of appointment on TTS by HEC.
- d. Minimum of six months continuous postdoctoral research experience from foreign University/Institute in the relevant field or successful supervision (as supervisor) of one PhD thesis or six M. Phil theses, or three M.Phil plus six M.Sc. theses where M.Sc. thesis is compulsory and carries a minimum of nine credit hours.

C. Professor

- a. A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge.
- b. It is expected that the Professor will continue to develop and mature with regard to teaching and research.
- c. Attention should be given to the quality and significance of contribution to the candidate's chosen field.
- d. He/She should be fully conversant with the general problems of university education and its social implications.
- e. To be eligible for appointment as Professor the faculty member is required to have a PhD from a recognized institution in the relevant field.
- f. Eleven years post PhD teaching/research experience in a recognized university or a post-graduate institution or professional experience in the relevant field in a national or international research organization.
- g. Fifteen publications (with at least five publications in the last five years), recognized for the purpose of appointment on TTS by HEC.
- h. Successfully supervised one PhD OR 10 M.Phil theses as supervisor OR have one postdoc experience of six months duration from a foreign University/Institute. However, candidates coming from R&D organizations, with at least six years of experience there, must have produced a PhD OR one patent OR 10 publications above the minimum number required.

9. TEMPORARY APPOINTMENTS

- A. Temporary appointments can be made in the following circumstances:

- a. To fill the gaps caused by faculty members on leave.
 - b. An appointment has to be made urgently and normal set procedures cannot be followed.
 - c. Any such appointment would be made following recommendations by DTC of the Department and Dean of the concerned faculty.
- B. Faculty members on temporary appointments should be appointed initially for a period of one year and such temporary appointee may be reappointed for a second or third year if approved by the Syndicate.
- C. Full time temporary appointment shall not lead to permanent/tenured position.
- D. Temporary appointments may also be made for
- a. Postdoctoral fellows working with a research group for a limited period.
 - b. Research Associates working towards their PhD degree.
- E. Lecturer (On Contract): This rank is most appropriate for persons beginning their teaching careers. It should be used by any Department or Faculty which finds it convenient and appropriate to include lectureship within its faculty rankings. It can also be used for persons needed to fill temporary posts under emergency conditions. As with any appointment, the status should be made clear and put in writing at the time of employment.
- a. Lecturers are appointed with the understanding that they will not be promoted to higher rank. However, lecturers *who earn* PhD degree would be encouraged to apply for higher positions on TTS.
 - b. Person who is primarily a graduate student may not be given a faculty appointment. Such a person may be appointed as a teaching assistant or teaching associate, in accordance with University policies.

10. TENURE TRACK APPOINTMENTS

- A. All appointments under the TTS shall be made by the Syndicate on the recommendations of the Selection Board.
- B. The Tenure Track Appointments must serve the needs of the common good of the society in which the university is located. The Tenure Track Appointments should:
- a. Enable the incumbent to have academic freedom to embark upon free search for truth and its free exposition.
 - b. It should provide freedom in research.
 - c. It must lead to the freedom of the student in learning.
 - d. To provide sufficient degree of economic security to make the profession

attractive to men and women of ability.

C. The Tenure Track Process in the case of an Assistant Professor:

- a. The Tenure Track Process in case of an Assistant Professor would involve an initial term contract appointment of a faculty member for a period of three years.
- b. This will be followed by second term contract appointment for an additional period of three years.
- c. Tenure decision must be made for an Assistant Professor in the 6th year of the contract appointment.
- d. If the tenured review for an Assistant Professor is favorable, he/she may be granted Tenure as an Associate Professor. In case a vacant post of Associate Professor is not available in the Department, his/her post of Assistant Professor shall be upgraded to Associate Professor.
- e. The services of a faculty member having tenure shall be terminated only after adequate cause and in accordance with the procedures prescribed by the University for termination of a permanent employee.
- f. If not given Tenure at the end of the probation, such a person will revert back to his/her substantive appointment in the University, or if he/she has been an employee from outside the university then the services will be terminated upon three months' notice.
- g. As a general rule, the length of service in the rank of Assistant Professor before being considered for promotion to the rank of Associate Professor is six years. However, an Assistant Professor who becomes eligible for Associate Professor may present himself/herself for tenure review after three years. In case of a positive external review he/she may be granted Tenured Associate Professorship. In case of an unfavorable external review for Associate Professorship, the person would have to undergo a second review at the end of sixth year.

D. Tenure Track Process for Associate Professor and Professor

- a. Person appointed on the Tenure Track for the position of Associate Professor or Professor will be on probation for a period of 4 years. However, tenured faculty will be exempted from probation on promotion.
- b. During the 4th year a Tenure decision must be made for such a faculty member.
- c. If not given tenure at the end of the probationary period, such a person will revert back to his/her substantive appointment in the University or if he/she is an employee from outside the University, then the services will be terminated

upon three months' notice.

- d. The services of a faculty member having tenure shall be terminated only for adequate cause and in accordance with the rules framed by the University for permanent employees.
- e. To be eligible for appointment or promotion to an associate professorship the faculty member is required to have a PhD from a recognized and reputable institution in the relevant field, with either 6-years post PhD, or minimum of 4-years of post PhD experience with at least 6 years of experience prior to PhD. (Three years of pre-PhD experience will be counted as one year of post-PhD experience, counting all fractions). The experience to be counted would be of teaching/research in a recognized University or a post-graduate institution or professional experience in the relevant field in a National or International Organization. Also required are 10 publications (with at least 4 publications in the last five years), recognized for the purpose of appointment on TTS by HEC, and having produced one PhD or 6 M.Phil, or three M.Phil plus six M.Sc. theses (where M.Sc. thesis is compulsory and carries a minimum of six credit hours) or 6 months continuous postdoctoral research experience from a foreign University/Institute.
- f. As a general rule, the length of probation in the rank of Associate Professor is four years. However, an Associate Professor who becomes eligible may present himself/herself for tenure review after two years. In case of a positive external review he/she may be granted Tenure Associate Professorship. In case of an unfavorable external review for Tenured Associate Professor, the person would have to undergo a second review at the end of the fourth year.
- g. The period between two consecutive reviews shall not be less than one year subject to the favorable external first review. In case of an unfavorable external review, the period between two consecutive reviews shall not be less than two years.
- h. If the review of an Associate Professor for promotion to Professorship is favorable, he/she may be promoted to Professor. In case a vacant post of Professor is not available in the Department, his/her post of Associate Professor shall be upgraded to a Professor.
- i. To be eligible for appointment or promotion to the rank of Professor, the faculty member is required to have a PhD from a recognized and reputable institution in the relevant field with either 11 years post PhD or minimum of 7 years of post-PhD experience with at least 12 years of experience prior to PhD. Three

years of pre-PhD experience will be counted as one year of post-PhD experience, counting all fractions. The experience to be counted would be of teaching/research in a recognized University or a post-graduate institution or professional experience in the relevant field in a National or International Organization. In addition 15 publications (with at least 5 publications in the last five years), recognized for the purpose of appointment on TTS by HEC and have successfully supervised one PhD OR 10 M.Phil theses as supervisor OR have post doc experience of continuous six months from a foreign University/Institute.

- j. As a general rule, the length of probation in the rank of Professor is four years. However, a Professor with exceptional performance during the probationary period may apply for tenure after two years. In case of a favorable external review he/she may be granted Tenured Professorship. In case of an unfavorable external review for Tenured Professorship, the person would have to undergo a second review at the end of the fourth year.

E. Procedure

- a. All posts under the Tenure Track Scheme should be advertised in the media within the country and given on the Internet.
- b. Reasonable efforts would be made to also advertise the posts in suitable publications abroad.
- c. Candidates from within the University and other institutions within the country and abroad would be free to apply if they fulfill the basic qualifications prescribed in these rules.
- d. The candidates should prepare a comprehensive application dossier that includes letters of reference from eminent academics and researchers in their area of specializations.
- e. The applications must be supported with the copies of publications recognized for the purpose of appointment on TTS by HEC.
- f. The dossier of each candidate, other than Assistant Professors, would be sent to an independent Technical Review Panel (TRP).
- g. The lists would be drawn up from amongst eminent international academics and researchers in the relevant field ONLY from technologically advanced countries.
- h. Members of the TRP: a) Should not have served as Supervisor/Co-Supervisor of the candidate under review. b) Should not have been a student of the candidate. c) Should not have been a co-author of the candidate on any publication for the

last seven years. d) Must have the rank of an Associate Professor or above in a recognized University or equivalent position in a recognized research organization. He/She also must not have a lower rank than the applicant.

- i. Upon receipt of the recommendation from the Technical Review Panel (TRP), the case will be placed before the Selection Board of the University.

11. UNIVERSITY SELECTION BOARD

- A. The Selection Board of the University as constituted under the Quaid- i-Azam University Act will be deemed to be the Selection Board for selection to the Tenure Track.
- B. The Selection Board can make any of the following recommendations on merit:
 - a. Reject the appointment on Tenure Track
 - b. Recommend the First Term appointment on Tenure Track at the level of Assistant Professor only for a period of three years.
 - c. Recommend the second term appointment of three years for an Assistant Professor after the first review has occurred.
 - d. Recommend probationary appointment on Tenure Track at the level of Associate Professor with a final tenure review accruing after a period of four years.
 - e. Recommend probationary appointment on Tenure Track at the level of Professor with a final tenure review occurring after a period of four years.
 - f. Recommend the grant of Tenure and promotion on the completion of the second term review in case of Assistant Professor, and grant of tenure on completion of the probationary period in the case of Associate Professor and Professor.
 - g. Recommend the grant of Tenure and Promotion on successful completion of external review in case of Assistant Professors meeting the minimum requirement of Associate Professor.
 - h. Recommend the grant of Tenure to Associate Professors and Professors after two years of probation period and received favorable external review from TRP.
 - i. Recommend grant of immediate tenure to those persons who are regularly appointed faculty members of the University and have applied for tenure. These recommendations will only be made by the Selection Board if the TRP has

categorically recommended the grant of tenure to such persons. Tenured appointments will be made only on concurrence of the HEC.

- j. Recommend the promotion of Tenured Associate Professor to Professor on successful review from TRP.

12. THE REVIEW PROCESS IN THE CASE OF AN ASSISTANT PROFESSOR APPOINTED ON TENURE TRACK

- A. An Assistant Professor appointed on Tenure Track shall be subject to review as under:
 - a. Annual Review
 - b. Mid Probationary Review at the end of the third year
 - c. Tenure Review
 - a. **The Annual Review:**
 1. Each Assistant Professor appointed on Tenure Track shall be reviewed annually by the Departmental Tenure Committee (DTC), the Dean of the Faculty and the Vice-Chancellor.
 2. Such review shall be forwarded to the University Administration by 30th June each year.
 3. The Vice-Chancellor shall communicate to the faculty member under review any adverse remarks or advice for improvement in areas of weaknesses.
 4. The review shall be done on the basis of the Proforma prepared by the University for carrying out such reviews. This Proforma will be filled by the concerned faculty member and after review by the DTC, countersigned by the Chairperson of the Department, the Dean of the Faculty and transmitted to the University Administration. The Vice-Chancellor will put in his remarks as a second countersigning officer.
 - b. **Mid Probationary Review:**
 1. The Mid Probationary Review for an Assistant Professor on Tenure Track will take place during the latter part of the third year of appointment.
 2. The candidate should prepare a comprehensive application dossier that may include letters of reference from the eminent academics/researchers in his/her area of specialization. The dossier must include CV of the candidate with details of the courses taught, M.

Phil and PhD students supervised and under supervision, and details of papers/books that have been written.

3. The dossier must also contain all publications recognized for the purpose of appointment on TTS by HEC.
4. While forwarding the dossier of the faculty member seeking the first term review, the Departmental Tenure Committee should include its assessment of the teacher in the light of the criteria mentioned in section.
5. The University Administration will forward the comprehensive application dossier to the Technical Review Panel constituted by the Vice-Chancellor from the lists of approved experts in accordance with the procedures of the University.
6. The University will prepare comprehensive guidelines to be sent to the members of the TRP. The guidelines must help the reviewers in identifying the areas of strength and weaknesses of the candidate.
7. On receipt of the written review report of TRP it shall be placed before the Selection Board for a decision.
8. A faculty member cannot be considered for second term appointment if he/she receives a 'Negative' report from the Technical Review Panel.
9. Every person will have some areas of strength and some areas of weaknesses. The Selection Board will identify the areas of weaknesses and the person reviewed will be communicated the negative observations of the Selection Board. The objective would be to bring about improvements in the person reviewed.
10. Where the Selection Board recommends the grant of second three year appointment to an Assistant Professor, the case will have to be put up to the Syndicate for a decision to grant such a person an additional three year appointment on probation.
11. Where the recommendation of the Selection Board is 'unfavourable' the contract of such a person will not be extended.

c. Tenure Review

1. In the 6th year of the Assistant Professor's probationary period, it is mandatory that a full review report should be made.
2. The Tenure Review will start with the Departmental Tenure Committee, who shall conduct a thorough review of the person's fitness for tenure following the same procedure as outlined in the mid-

- probationary review including evaluation by a TRP.
3. The recommendations of the Selection Board shall be put up to the Syndicate for a decision.
 4. If awarded, the Tenure shall be effective immediately upon the faculty member's acceptance of the award and joining the University.

13. REVIEW PROCESS IN THE CASE OF AN ASSOCIATE PROFESSOR OR PROFESSOR APPOINTED ON PROBATIONARY PERIOD

A. Annual Review

- a. There shall be an annual review of the work of an Associate Professor or Professor under the TT process. The review shall be done on the basis of the Proforma prepared by the University for carrying out such reviews. This Proforma will be filled up by the candidate, and reviewed by the DTC and countersigned by the Chairperson of the Department, Dean of the faculty and transmitted to the University Administration. The Vice-Chancellor will put in his remarks as a second countersigning officer. The assessment by the DTC will be based on Students' Evaluation of the teacher, teaching load, M. Phil and PhD students supervised, research papers published. Books published, patents obtained, involvement in University administration in different committees and as indicated in **para 6**.
- b. The annual evaluation should be forwarded to the University administration and the Vice-Chancellor shall convey the weaknesses and negative remarks to the person concerned with the object of enabling the person in making improvements.

B. Tenure Review

- a. Early in the 4th year of the faculty member's probationary period, it will be mandatory that a full review report should be made.
- b. The comprehensive dossier would be forwarded to a Technical Review Panel constituted under the Rules.
- c. The recommendations of the TRP and the whole dossier would be placed before the Selection Board of the University for a decision.
- d. The recommendations of the Selection Board will be placed before the

Syndicate for approval.

- e. Where the external Review Panel has not recommended the grant of Tenure, the tenure shall Not be granted.

14. TRANSFERRING OF EXISTING FACULTY MEMBERS TO TENURE TRACK SYSTEM

- A. Existing Lecturers, Assistant Professors, Associate Professors and Professors who are regularly appointed in their respective posts on BPS and are eligible in accordance with these rules can apply for appointment on Tenure Track.
- B. All interested existing faculty members of the University should prepare a comprehensive application dossier which may include letters of reference from eminent researchers in his/her area of specialization, publications recognized for the purpose of appointment on TTS by HEC, details of M. Phil and PhD students supervised.
- C. The applications so received will be placed before the Scrutiny Committee to determine the eligibility of the applicant.
- D. The dossiers of the persons, other than for those applying for Assistant Professors, found to be eligible by the Scrutiny Committee will be forwarded to a Technical Review Panel for opinion along with detailed dossier maintained by the University giving the annual reviews of the teacher concerned.
- E. The opinion of the TRP will be placed before the Selection Board.
- F. The recommendations of the Selection Board shall be placed before the Syndicate for decision.
- G. Where a tenure is not granted, the teacher shall be reverted to the substantive post held by him in the University on BPS before joining TTS.
- H. Existing faculty members who are not immediately eligible for appointment on TTS against the post that they are holding may wait for such time in their existing position till they are ready to be considered.
- I. On selection for Tenure Track a regularly appointed faculty member will be immediately brought on the TTS pay scales.
- J. For existing faculty members 3 year of pre-PhD teaching at the University will be counted as one year of Post-PhD teaching experience. However, the pre-PhD experience may be counted upto a maximum of (i) 2 years of post-PhD experience for the case of an Associate Professor; (ii) 4 years of post-PhD experience for the case of a Professor. However, the period spent on PhD, up to a maximum of four years, shall not be counted

as pre-PhD experience.

15. SABBATICAL LEAVE

A faculty member on tenure track may proceed on Sabbatical Leave to a reputable Post-graduate Institution/R&D Organization at the rate of one semester (four and a half months) for every three years of University service on TTS. The leave period shall count towards the TTS probationary period, if applicable.

The existing faculty who opted for TTS and were eligible for sabbatical leave on BPS basis may be allowed to avail this facility soon after joining TTS. However, the payment during leave should be equivalent to BPS employees. For those existing faculty members who have completed three years of University service on TTS, the payment during leave shall be equivalent to TTS salary.

The period of sabbatical leave will be counted against the probationary period on TTS. Sabbatical leave may not be combined with any other leave.

16. OTHER LEAVES

Faculty members in tenure track system may avail leaves, except study leave, as per existing rules for BPS faculty.

The existing faculty who opted for TTS is allowed to proceed on Post Doctorate as per University rules for the BPS faculty. However, the payment during leave should be equivalent to BPS. This period of Post Doctorate leave, however be counted against the probationary period on TTS.

Those faculty members who are directly appointed on Tenure Track cannot avail long leave/sabbatical leave/study leave/deputation or any other leave. However, they could avail leave for Post Doctorate studies up to one year ONLY on completion of at least 3 years University service on TTS. Such faculty members would be required to spend this leave only at reputable International Post-graduate Institution/R&D Organization, recognized by HEC. The payment during leave should be equivalent to TTS salary. This period will be counted towards their probationary period.

The Tenured Faculty could avail all kinds of leave as per rules of the University.

17. RESIGNATION

The faculty members working under TTS are strongly discouraged to resign from TTS.

Nevertheless, the existing faculty after joining on TTS can join back on the respective substantive post only if the Tenure appointment is not approved after review. If, in the meantime, a faculty member decides to resign from his/her Tenure Track position, he/she will have no right of absorption back in the University.

If an “existing faculty member” (who has been transferred from BPS to TTS) reverts back to BPS due to unsatisfactory performance under TTS, he/she will not be allowed to rejoin TTS again.

An “existing faculty member” while on TTS cannot revert back to BPS on his/her own accord. The relaxation given to existing faculty members (transferred to TTS from BPS) to retain their lien with the BPS positions will be allowed only once during the entire career.

18. TERMINATION OF SERVICE:

A: Termination of Service of Faculty Members on Tenure

The services of a faculty member holding tenure shall be terminated only in accordance with the rules of the University applicable to confirmed members of the faculty and in accordance with the procedures prescribed by the University.

B: Termination of Service of Faculty Members on Track

If at the end of the tenure track period (i.e. 6 years) for Assistant Professor, or probationary period for Associate Professor and Professor, a faculty member unable to secure the tenure, his/her services shall be terminated. However, those who have permanent service with QAU would be reverted back to BPS. All such persons shall not be considered for appointment on TTS again.

19. FACULTY REMUNERATION AND BENEFITS

- A. Faculty remuneration shall be in accordance with the scales mentioned in annexure-A to the Statutes or as amended by the University from time to time in consultation with the HEC.
- B. The salary scales are all inclusive and no other allowance (PhD allowance, orderly allowance, etc) or benefit will be admissible to the concerned faculty members, except gratuity equal to one month's pay for each completed year of service. For this purpose the pay would mean the last pay drawn after each completed year of service. However, medical facility will be provided by the University as per BPS scales. If the person is in occupancy of a University residence, the house rent deductions will be at ceiling for

requisition of such houses in each BPS grade.

- C. The faculty members appointed under these scales will be subject to annual review of their performance as provided in the TTS statutes.

D. Initial Pay:

The initial pay of the faculty member appointed to a post shall be determined as a sum of basic pay and a maximum of 4 advance increments.

- a. The advance increments shall be based on the following criteria.
1. Total one increment for publishing 8 papers for Professor and 5 papers for Associate Professor above the minimum requirement, and 3 papers for Assistant Professor as recognized for the purpose of appointments on Tenure Track System (TTS) by Higher Education Commission (HEC).
 2. Total one increment for having Impact Factor + Citation (excluding self-citation) of 100 for Professor, 60 for Associate Professor and 10 for Assistant Professor.
 3. Total one increment for successfully supervising 2 PhDs for Professor, 1 for Associate Professor and 1 for Assistant Professor.
- OR
- Total one increment for successfully supervising 10 MPhil/MS thesis for Professor, 6 for Associate Professor and 1 for Assistant Professor.
4. One increment for award for research OR receiving research grants excluding QAU funds.
 5. One increment for market factor.

- b. Salary package may change as per HEC decision.

c. Annual Increase

The Syndicate of the QAU is authorized to sanction an annual increase in basic pay of all faculty members.

d. Determining the date of annual increase for new entrants

Annual increment shall be awarded as per existing BPS rules of the University.

e. Procedure for grant of annual increase

By 30th June each year, every faculty member will complete and submit to the respective DTC a self-assessment report for the previous calendar year.

1. The self –assessment report should contain information about the courses taught, publications / books (published and accepted), research projects in progress and completed, industrial projects undertaken, details of new courses developed, PhD and MPhil thesis

supervised, advisory and administrative services rendered.

2. Completed report will be verified by the DTC and forwarded with comments to the Dean of the respective faculty. The Dean shall forward the report to the Vice-Chancellor after noting his observations.
3. The Vice-Chancellor will make the final decision on assessment of the faculty members and shall forward the reports for record purpose of the Syndicate.
4. Following allocation of budget to the University the Vice-Chancellor shall recommend to the Syndicate the pay raise, if any, to be granted to the faculty members.

The faculty member shall be entitled to pay raise that may consist of three components.

- i. One annual increment, subject to the satisfactory performance, determined by the pay scale of the post to which the faculty member is appointed.
 - ii. Performance based pay increment, subject to outstanding performance, determined by an evaluation of the self-assessment report of the faculty member for the previous service year. The performance based pay increments may be based on the factors listed in the annual assessment report. This increment shall be awarded ONLY to 10% of TTS appointees in each faculty. However, this must be based on quantifiable parameters.
 - iii. Honorarium (one time) to be given shall be based on successful completion of a very special or extra ordinary reason / assignment / service / performance as determined by the Syndicate. An honorarium is applicable only for a particular service year.
- f. A faculty member appointed under the TTS may not take up any other paid assignment with any other organization, without the approval of the Vice-Chancellor of the QAU.

20. GRATUITY AND PENSION FOR TTS FACULTY

- A. Existing faculty members will be entitled to earn pension in accordance with their BPS

of the post at the time of retirement. For this purpose pay and post in BPS shall raise on presumptive basis in line with the TTS post.

- B. Existing faculty members who are appointed on TTS after August 25, 2009 and have at least 10 years Government of Pakistan service will be entitled to earn pension.
- C. Existing faculty members will not be entitled to draw annual gratuity.
- D. Faculty members appointed directly on TTS will not be entitled to earn pension.
- E. Faculty members appointed directly on TTS will be entitled to draw annual gratuity equal to one month's pay for each completed year of service. However, they will draw the gratuity at the time of retirement/termination or leaving QAU earlier for another job outside the University.

21. RETIREMENT AGE

The retirement age of the persons on TT will be 60 years.

22. APPEALS

Appeals against decisions of various bodies will be made in accordance with the Rules of the University on the subject.

23. RULES

The QAU Syndicate may frame rules for implementing these Statutes.

24. PAY SCALE

The Pay Scales for the positions under the Tenure Track System will be as approved by the Finance Division, Government of Pakistan and notified by the HEC.

Post	Salary Package			
	Min	Increment	Maximum	Stages
Professor	234,000	11,440	405,600	15
Associate Professor	156,000	9,100	292,500	15
Assistant Professor	104,000	7,150	211,250	15

