

BY-LAWS OF

HAJVERY UNIVERSITY BUSINESS SCHOOL

ARTICLE I. NAME & DEFINITIONS

A.NAME: The name of this organization shall be the Hajvery University Business School (HUBS) .These By-Laws are supplemental and subordinate to Hajvery University Ordinance 2002.

B.DEFINITIONS

"Ordinance" means Hajvery University Ordinance 2002

"University" means Hajvery University, Lahore

"Board" means Board of Governors of the University

"Chairman" means Chairman of the Board

"Rector" means the Rector of the University

"Registrar" means Registrar of the University

"School" means Hajvery University Business School

"Dean" means Head of the School

"Academic Council" means the Academic Council of the University

"Department" means Academic or Administrative Department of School

"HOD" means head of Academic Department

"Director" means head of Administrative Department

"Faculty" means a Faculty (Teaching Staff) of the School

ARTICLE II. PURPOSE

The Faculty has primary responsibility for the curriculum and the academic programs of the School. The Dean is the chief academic and administrative officer of the School and bears ultimate responsibility. The Faculty, through a system of committees, advises and assists the Dean in managing the School. The purpose of these By-Laws is to establish an orderly process to ensure that members of the Faculty of the School may express their opinions and concerns about any and all matters vital to the welfare of the School and to the operation of this School, and through which the Faculty can effectively discharge its educational, research, and service responsibilities, and participate in the consideration, formulation, and implementation of recommendations and decisions relating to the academic faculty, and student policies of the School and to those university policies which affect the School and its faculty. Moreover to provide a body of rules for the governance of the School by its faculty and administrative officers as well as the framework within which the School will accomplish its evolving mission, vision, and strategic plans.

ARTICLE III. MEMBERSHIP

A. FACULTY

The categories of Faculty are:

1. Regular (Full Time)
2. Visiting
3. Tenured or hold tenure-track appointments

4. Emeritus Professors
5. Research Staff
6. Graduate Teaching Fellows

B. PROFESSIONAL STAFF

Membership in School also extends to all other full-time employees of School, including professional / administrative staff.

C. OFFICERS OF ADMINISTRATION

1. The Dean is responsible for leading the School to the accomplishment of its mission.
2. Each academic year, the Dean shall provide to the Board comprehensive information about the state of the School including but not limited to enrollment, budget, staff needs, strengths, and weaknesses, unmet needs, trends, future outlook, state of affairs in each Department, specific recommendations concerning all aspects of the School, and any other information related to the status of the School.
3. The Dean shall delegate appropriate areas of responsibility.
4. Directors shall be appointed by the Chairman.

ARTICLE IV. ORGANIZATION

A. ADMINISTRATIVE UNITS OF SCHOOL. The Administrative Units of School shall consist of:

1. Academic Departments
2. Administrative Departments

B. ACADEMIC DEPARTMENTS

1. The HOD with the full participation and advice of the faculty shall devise and implement procedures necessary for the orderly functioning of the Department and shall represent the Department in matters referred to the Dean for approval or decision. In the event the HOD is absent or otherwise unable to fulfill required duties, he/she shall designate, in writing to the Dean, full-time faculty member to act as HOD.
2. The HOD shall manage the departmental budget. The HOD shall be active in, participate in, and encourage all legitimate fund raising activities.
3. The HOD shall have authority and responsibility for coordinating and overseeing:
 - a. Academic instruction, scheduling, and advising professional development of faculty
 - b. Curriculum development, including the establishment of courses that are recognized by more than one department
 - c. Recommendations concerning student admissions, grievances, appeals, and disciplinary actions
 - d. Relationships with the Department and Officers of Administration
 - e. Relationships with individuals and groups outside the University on all departmental matters
 - f. Planning and assignment of departmental facilities
 - g. Recruitment and recommendations to the Dean for faculty appointment, reappointment, award of tenure, promotion, leave, retirement and appeals concerning such matters.

- h. Hiring and promoting of non-faculty personnel of the department within the policies and procedures of the University
- i. Developing a process for and criteria for the evaluation of faculty
- j. Developing a system to provide the department's faculty with feedback from the students in their classes
- k. Submitting an annual report to the Dean
- l. Participating with the Dean in the development of budgets that are reflective of the needs for the growth and development of the School
- m. Participating in all aspects of salary decisions for faculty and staff in their departments, including annual raises, merit increases, etc.

C. ADMINISTRATIVE UNITS

The Director shall be the chief administrative officer of the administrative unit.

1. The Director shall perform such roles and responsibilities as are specified by the Dean in terms of purpose(s) of that administrative unit.
2. The Director shall submit an annual status report of the administrative unit to the Dean.

ARTICLE V. PERIODIC REVIEW

A. PERIODIC REVIEW OF DEAN

1. At the end of every third year following a Dean's assuming office, the Rector shall design and administer a process for evaluating the Dean's performance.
2. The Rector shall ensure that all faculty members have ample opportunity to express their views of the Dean's performance.
3. The criteria shall be the Dean's success in leading the School toward the accomplishment of its mission, plus such other factors that have become salient, including any matters on which the Dean may specifically desire commentary.
4. The results of the evaluation shall be communicated in detail to the Dean.

B. PERIODIC REVIEW OF OFFICERS OF ADMINISTRATION

1. Once every three years or prior to the individual's reappointment, whichever is shorter, the Rector shall design a program to provide feedback concerning each Director
2. The Rector shall ensure that all faculty members have ample opportunity to express their views.
3. The results shall be communicated in detail to Director and to the Dean.

ARTICLE VI. RIGHTS AND RESPONSIBILITIES

The rights and responsibilities of faculty members and other members of the School shall include, but not be limited to, the following:

1. Regular Faculty is eligible to attend regular and special meetings of the School and their relevant Department, to serve on all committees, and to serve as committee chairs. The Regular Faculty shall also determine all matters relating to educational policy, determination of

standards of admission to graduate programs, and the conduct of all degree programs.

2. All other classes of faculty, non-faculty, and members of the staff may attend regular and special faculty meetings of the School at the invitation of the Dean and to have the floor at such meetings.

ARTICLE VII. MEETINGS OF THE SCHOOL'S FACULTY

A. Faculty of the School shall meet at least once each semester or more often on written notice by the Dean.

B. The Dean or the Dean's designate shall serve as Chair of the Faculty meeting.

C. The agenda for a faculty meeting, together with supporting materials, shall be distributed in writing at least seven days before the date of the meeting.

D. Whenever these By-laws require notice in writing, such requirement can be met by electronic or paper notice sent to the office or home address of those entitled to notice.

E. Special meetings of the Faculty may be called by the Chairman or Rector, and must be called by the Dean upon request for such meeting signed by one-third of the regular faculty. Notice of special faculty meetings must be provided in writing at least seven days before the meeting and shall include a statement of the purpose of the meeting and an agenda.

F. Eligibility to attend regular Faculty meetings shall extend to all members of the current teaching staff, including visiting instructors and Graduate Teaching Fellows and Emeritus Professors, plus such members of the non-academic administrative staff, other members of the University community, and visitors as the Dean shall choose to invite.

G. The right to vote in Faculty meetings shall extend to all members of the full-time Faculty. A quorum shall consist of a majority of the voting members. With the consent of the Faculty, the Dean shall annually appoint a Secretary to the Faculty. It shall be this person's responsibility to see that a record is kept of all deliberations and decisions by the faculty and to maintain all files and archives pertaining to Faculty meetings.

H. The Faculty must be sent a written copy of any resolution at least seven days before the meeting at which the resolution will be considered. In individual cases, this requirement for notification may be amended or eliminated by a two-thirds vote of the voting members present.

I. Dean may appoint a member of the faculty on an interim basis to attend University Committee meetings.

ARTICLE VIII. COMMITTEES

The School shall have the following committees. All members of the committees shall be voting members unless indicated otherwise.

1. Executive Committee
2. Dean's Council
3. Personnel Committee
4. Curriculum and Programs Committee
5. Master Program Committee
6. Doctoral Studies Committee
7. Research Committee
8. Other Committees

NOTES:

1. Members of these committees other than ex-officio members shall hold office for three years.

2. The number of members to constitute the quorum for a meeting shall be majority of the voting members.
3. The functions of these committees include but are not limited to those set forth below.
4. Members of the School's administrative staff serve as non-voting members on several of the committees as stipulated below.
5. Members of the committees will be nominated by the Dean
6. Chair of each committee will be nominated by the Dean.
7. Each committee will be notified by the Dean.
8. In the presence of the Chairman, he will chair the meeting. The Chairman can nominate Rector or any other officer of the University to chair the meeting.

EXECUTIVE COMMITTEE

1. **Functions:** The committee shall
 - a. Discuss with the Dean issues relating to School Policies and programs.
 - b. Provide general management advice and assistance to the Dean.
2. **Membership:** The committee shall be composed of the Dean (chairing), Associate Dean, HODs, Directors and other appropriate administrative / academic personnel as determined by the Dean.

DEAN'S COUNCIL

1. **Functions:** The Dean's Council shall:
 - a. Act as a liaison between the faculty and the Dean.
 - b. Advise the Dean on matters affecting the welfare of the School.
 - c. Advise the Dean on appointments of faculty.

- d. Execute the evaluation of the Dean.
2. **Membership:** The Council will be composed of one Tenured Faculty Member of the rank of Associate Professor or higher nominated by the Dean from each academic department, Associate Dean, HODs and Directors.

PERSONNEL COMMITTEE

1. **Functions:** The Personnel Committee ("the Committee") shall make a substantive review of all recommendations originating from Departments regarding appointments with tenure, promotion, or tenure of regular full-time faculty. The Committee may request additional information, documentation, or clarification respecting such recommendation from the originating Department. Further, the Committee, sitting in review of recommendations originating from a department, shall advise the Dean whether the candidate has met the relevant school and department criteria, whether the Department has followed its published procedures, and whether it has identified any "compelling reasons" that may exist for not following the departmental recommendation.
2. **Membership:**
 - a. Associate Dean, HODs and Directors
 - b. One tenured faculty member from each department
 - c. **In the case of promotions to Professor**, each department is represented by its Professor.

CURRICULUM AND PROGRAMS COMMITTEE

1. **Functions:** The committee shall review and evaluate the content of all existing and proposed academic programs in the School. In particular, it will review proposed curriculum changes, such as additions and deletions of courses and fields of instruction in degree programs, and proposals for the creation or termination of academic degree programs, prior to formal approval by the School's faculty. The committee may divide its responsibilities up among subcommittees.

2. **Membership:** The committee shall be composed of:

- a. Associate Dean, HODs and Directors
- b. Two faculty members selected from each of the academic departments.

If the committee chooses to divide its responsibilities among subcommittees, each subcommittee shall consist of at least one HOD, one Director and one faculty member from each of the academic departments.

MASTER PROGRAMS COMMITTEE

1. **Functions:** The Committee will review and render decisions on:

- a. Proposed master's curriculum
- b. Academic policies and procedures
- c. Admissions criteria and decisions
- d. Conduct a comprehensive review programs
- e. Suggest decision on apples

2. **MEMBERSHIP:** The committee shall consist of:

- a. Associate Dean, HODs and Directors

- b. One member from each academic department

DOCTORAL STUDIES COMMITTEE

1. Functions: The committee shall

- a. Formulate and recommend policy to the faculty regarding existing and proposed doctoral programs.
- b. Oversee the administration of the Doctoral Program and advise the Program's Director on administrative matters.
- c. Serve as an admissions committee for the Doctoral Program.
- d. Monitor the development and implementation of doctoral student study plans.
- e. Direct dissertation proposal and final defenses.
- f. Adjudicate student petitions.
- g. Serve as liaison between the Doctoral Program and the School's academic departments

3. **Membership:** The committee shall be composed of one member from each of the School's academic departments, and the Associate Dean. In addition, the committee may invite one representative of each of the other Schools of the University to serve on the committee, as it considers appropriate to reflect the participation of students enrolled in those Schools in the Doctoral Program.

RESEARCH COMMITTEE

1. Functions: The Research Committee shall:

- a. Formulate and implement a strategy to position the School as a premier research institution.

- b. Encourage and support departmental, institute and center research programs.
- c. Encourage and support individual faculty research efforts.
- d. Organize seminars, presentations and events to highlight School's research.
- e. Serve as a liaison with other research units.
- f. Serve as a liaison with the University Office of Research and Graduate Studies and the Office of Research Services.

2. Membership: The committee shall be composed of the Associate Dean, HODs, Directors and one member from each of the school's academic departments

OTHER COMMITTEES

Other committees may be formed ad hoc at the discretion of the Dean.

1. Functions: The committee shall execute the function assigned to it by the Dean.

2. Membership: The committee shall consist of an Administrative Officer appointed by the Dean and a faculty member from each department selected by the Dean after consultation with the HOD.

ARTICLE IX. APPROVAL OF AND AMENDMENTS OF THESE BY-LAWS

A. These By-Laws shall become effective upon their approval by the Chairman

B. The amendments of these By-Laws may be suggested by a two-thirds vote of the members present at a meeting of the Faculty. Motions to amend

these By-Laws must specify the wording of the proposed amendment and be distributed to the Faculty in writing not less than neither fifteen nor more than fifty days before the meeting at which the amendment will be considered. The suggested amendment will be incorporated if approved by the Chairman.

C. A copy of these By-Laws shall be made available in the Registrar's office.

Prof. (Tenure) Dr. Muhammad Khalid Pervaiz

Rector

Dated: March 14, 2014

Quality Enhancement Cell (QEC)

Preamble:

Hajvery University (HU) is committed to ensuring the highest quality of learning experience for students and maintaining the highest integrity of its academic programs. To do this the university has policies and procedures in place that are consistent with the Higher Education Commission (HEC) and promote quality assurance of the on-going courses and programs as well as hold periodic reviews of the department and the development of new programs.

QEC Vision, Mission & Values:

Vision:

The vision of QEC @ HU is to act as a change agent & advocate for the delivery of quality education & service to the students. Fostering meaningful national & international collaboration / partnerships is also a part of our vision. We intend to make QUALITY is a pivotal part of all aspects of the University Management.

Mission:

The Mission of QEC @ HU, is international in scope and agenda. We have benchmarked best-practices of top universities, educators and academicians, we take it as our mission to localise those best practices and implement it at HU. Moreover providing effective management & service to all the stakeholders including students, faculty, parents, business & industry and society also stands as a mission of QEC.

Values:

- Continuous Improvement
- Total Quality Management
- 360 degree feedback
- Benchmarking for Best Practices
- Life Long Learning
- Corporate Social Responsibility
- Transparency
- Effective Management

QEC AIM:

Quality Promotion: The development of a program of activities to institutionalise a quality culture in higher education and a commitment to continuous quality improvement.

Capacity Development: The development and implementation of initiatives to build and strengthen the capacity for high quality provision at institutional, learning program and individual levels.

Faculty Assessment: Measurement of the expected outcome/performance from individual faculty member through standard internationally evaluated and tested procedures after having provided the requisite teaching and research infrastructure and facilities.

Departmental Reviews: Measurement of the performance of each Academic Department/Institute/Center through conducting annual review based on the standard parameters set for this purpose.

Accreditation: Regular assessment and review of the Hajvery University in order to assure the quality of the teaching staff and the teaching and training provisions provided to the students.

QEC Functions:

- The Quality Enhancement Cell (QEC) is to be headed by a Director reporting directly to Rector. He is to be correspondent with the outside bodies.
- QEC is responsible for promoting public confidence that the quality and standards of the award of degrees are enhanced and safeguarded.
- QEC is responsible for the review of quality standards and the quality of teaching and learning in each subject area.
- QEC is responsible for the review of academic affiliations with other institutions in terms of effective management of standards and quality of programs.
- QEC is responsible for defining clear and explicit standards as points of reference to the reviews to be carried out. It should also help the employees to know as to what they could expect from candidates.
- QEC is responsible to develop qualifications framework by setting out the attributes and abilities that can be expected from the holder of a qualification, i.e. Bachelors, Bachelor with Honors, Master's, M. Phil., Doctoral.
- QEC is responsible to develop program specifications. These are standard set of information clarifying what knowledge, understanding, skills and other attributes a student will have developed on successfully completing a specific program.
- QEC is responsible to develop quality assurance processes and methods of evaluation to affirm that the quality of provision and the standard of awards are being maintained and to foster curriculum, subject and staff development, together with research and other scholarly activities.
- QEC is responsible to ensure that the university's quality assurance procedures are designed to fit in with the arrangements in place nationally for maintaining and improving the quality of Higher Education.

• QEC is responsible to develop procedures for the following:

- a). Approval of new programs
- b). Annual monitoring and evaluation including program monitoring, faculty monitoring, and students perception.
- c). Departmental review
- e). Student feedback
- f). Employer feedback
- g). Quality assurance of Master's, M.Phil and Ph.D. degree Programs
- h). Subject review
- i). Institutional assessment
- j). Program specifications
- k). Qualification framework

QEC Office Bearers

Prof. Dr. Muhammad Khalid Pervaiz
Rector

Mr. Fahd Sheikh
Head
QEC

Prof. Dr. Arif Rafique
Member
QEC

Mr. Umer Sheikh
Policy Advisor
QEC

Prof. Nazar Abbas
Member
QEC

Prof. Usman M Ghouri
Member
QEC

Syed Sharafat Ali
Data Analyst
QEC

Mughees Ali
Data Analyst
QEC

Mr. Shafiq Ahmed
Assistant QEC

What We Do?

- We help and assist the members of the academic community with latest trends in assuring the quality and standards in higher education.
- Conduct workshops and info sessions for the faculty members, researchers and other members of the academic community.
- Monitor and overlook the quality standards of the on-going degree programs and ensure compliance to the quality standards.
- Help determine the extent to which academic programs are attaining their educational objectives and outcomes.
- Develop internal standards for quality assurance according to the international benchmarking.

Responsibility of QEC:

Improvement of Existing Programs:

The Dean and Faculty are responsible for the ongoing refinement and improvement of current programs and for making major and minor modifications to them when it is considered appropriate. For the improvement of programs the Dean remains a constant liaison with all the members of the academic staff as well as the students. Regular meetings are conducted with the students and faculty, of their feedback and suggestions.

The Dean & the senior faculty members hold regular seminars and training sessions to groom young faculty such as:

- 1) Techniques to involve students during classroom session
- 2) How to set a exam paper?
- 3) How to evaluate students?
- 4) Effective presentation & communication skills.
- 5) Teaching & Evaluation strategies.

On 21-Dec-2015, a meeting was held on "Teaching & Evaluation Strategies". The purpose of the meeting was to discuss about the innovative & collaborative teaching strategies ought to be followed by the members of the academic community. The supporting document for your kind perusal is attached.

Annual Monitoring & Assessment:

This monitoring task is performed by a 5 members "Academic Monitoring Committee" which includes Deans / Heads of Departments, Registrar, Senior Faculty members & a nominee of the member Board of Governors.

Monitoring is undertaken in order to ensure that the teaching & evaluation standards offered to the students are of acceptable quality in accordance with the international standards. Furthermore the committee also ensures that all the quality standards are met and the faculty members follow the "Teaching & Evaluation Strategies". In case of non-cooperation & non-compliance warnings are issued.

Developing a data source of accurate information:

The automation and IT team of the university is currently in the process of developing a central database which serves as a one-click depository of accurate information. Upon completion this is to be a comprehensive integrated system to support the needs of all academic departments.

Departmental review:

The general purpose of a departmental review is to assess and improve departmental performance through evaluation of activities, processes and outcomes as they relate to objectives.

Each departments is reviewed on:

- Overall objectives, priorities and activities
- The academic programme
- Teaching and learning

- Research
- Community service and professional activities/contributions
- Management and administration

On 05 January 16, meeting was chaired by Prof. Dr. Naeem Akhtar Khan to hold the departmental review of the Faculty of Engineering. The meeting was attended by all the members of the academic staff, and various decision were made. Minutes of the meeting were issued and distributed to all the members and stakeholders.

Student Feedback: Teacher Evaluation

Learning from the students feedback, is something that we take very seriously and it is also a important element of quality assurance.

The survey is conducted three weeks before the start of the examination period. The purpose of the feedback is to gather information on students learning experience and to assure overall quality monitoring. The information is then shared with the members of the academic staff, after the examination results have been released. The university strongly encourages its students to take part in this activity.

Employer Feedback:

At the end of internship the employers are asked to assess the performance of students. The university receives the Employee feedback Internship form, confidentially from the employer. Mostly our students are rated high. But if there are any negative comments, they are shared with the student during individual counselling.

Subject Review:

The QEC plans to hold a subject review in this year, after consultation with the Academic Council. The purpose of the review will be to hold meetings with faculty members, supporting staff as well as students to highlight the strengths, achievements, and weakness of a particular Subject(s). After the review there will be recommendations to improve the processes.

Roles

- To attend the meetings as and when required.
- To ensure that Self Assessment Mechanism is being implemented as per given guidelines.
- To collect and document all the information required to fulfill the prescribed standards under each criterion.
- To provide justification for each standard if it is not applicable.
- To prepare drafts of the SAR on the given dead line and send them to QEC for timely feedback.
- To keep the record of all the supporting documents addressing various standards.
- To circulate all the applicable feedback forms to the target stakeholders and include the analysis of the same in the SAR.
- To communicate with the management on the effectiveness and suitability of the SA mechanism.
- To coordinate with other departments and faculty members as and when required for the completion of the SAR.

QEC Achievements

QEC has achieved fruitful results, in a very short period of time. Following is the list of some noteworthy achievements:

1. Implementation of course file system across all departments.
2. Implementation of a Learning Management System (LMS) across all departments (under progress).
3. Coordinated relevant activities for carrying out Self Assessment Process for Quality Assurance.
4. Conducted a Seminar/workshop on "Assuring Quality in Higher Education".
5. Preparation of relevant documents enlisted in the HEC Performance Evaluation Standard for the HEIs.
6. Introducing a series of Seminars and workshops on "Publishing Research Papers". Every week a seminar is conducted by a senior faculty member, on various topics pertaining to research publications.
7. Introduction & implementation of "Teaching & Evaluation Strategies"
8. Introduction of Surveys & Feedback Management:
 - Teacher Evaluation Survey
 - Student Evaluation Survey
 - Employee Evaluation Survey
 - Course Evaluation Survey
9. Securing International Internships for HU student. This has been very successful, to date 7 students have been given the opportunity of doing 8 to 14 weeks Internships companions in Indonesia, Turkey and Hong Kong.
10. Establishing a Center of Entrepreneurship & New Venture Creation at university. We will be inaugurating the Center in December 2013, Insha'Allah.