



Document Name:	Policy for Faculty Development
Document Number:	DUHS / RO / SOP / 21

DOW UNIVERSITY OF HEALTH SCIENCES



STANDARD OPERATING PROCEDURE

Policy for Faculty Development

(CLAUSE 1.1 OF ISO 9001:2008)

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- Pro-Vice Chancellor(s)
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- **Deans of Faculty**
- **ORIC**
- **QEC**
- **Finance Directorate**
- **HR Directorate**
- Head of Institutes and Colleges/ Schools/Institutes
- QMR
- Pro-Vice Chancellor(s)
- Human Resource Directorate

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TERMS AND DEFINITION


TERMS	DEFINITION
Faculty	An individual or a group of university departments concerned with a major division of knowledge.
Travel Grant	Travel Grant provides funding to graduate students in an effort to defray the cost of attending academic and professional conferences. Travel grants are awarded on the basis of merit, and are intended to partially reimburse transportation, lodging, registration, and membership expenses.
Research	The systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions.
Chairperson / Dean/ HoD	The head of a university faculty or department or of a medical school.



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LIST OF ABBREVIATIONS

DOC	Document
DUHS	Dow University of Health Sciences
FM	Form
HEC	Higher Education Commission
PMDC	Pakistan Medical and Dental Council
ISO	International Organization for Standardization
OC	Organization Chart
QEC	Quality Enhancement Cell
QMR	Quality Management Representative
QMS	Quality Management System
QSP	Quality System Procedure
SOP	Standard Operating Procedure
VC	Vice Chancellor

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1. PURPOSE:

The purpose of this policy is to provide a comprehensive framework for to the activities undertaken for development and professional growth of the faculty members of the Dow University of Health Sciences.

These initiatives are framed keeping in mind the University's Mission to create a culture of academic excellence. Furthermore, the teaching departments of the University are anchored on faculty continuous training and development.

The direct impact of the faculty development policy would include existing and newly recruited faculty members, as per the HR plan of each teaching department, in order to enhance the effectiveness of teaching and learning at DUHS, and to meet and achieve the goals of DUHS Strategic Plan 2030.

This includes providing a framework for enhancing teaching, opportunity for research and development, and continuing education plans, opportunities for taking part in trainings and professional development through foreign and domestic trainings, courses, workshops and providing support for existing non-Ph.D. faculty, especially in those needed and underserved areas/disciplines.

2. SCOPE:

This policy is applicable to teaching faculty members of the University, working under the supervision the Chairperson of Department, and implemented through the DUHS Human Resource Directorate.

The scope of the policy would cover the objectives, goals, and specific plans for implementation of the specific parts of the policy within each teaching department.

Thus, it is the responsibility of the Chairperson of the Department in liaison with the HoD and senior leadership to ensure all avenues of professional growth and career advancement are available for its teaching employees, as defined in the faculty development policy.

3. RESPONSIBILITIES:

The following are the Responsibilities of Officers with regards to the Faculty Development Policy:



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3.1 DIRECTOR, HUMAN RESOURCE DIRECTORATE

- 3.1.1 Supervises the implementation of the Faculty Development policy within DUHS.
- 3.1.2 Governs and sets the strategies and implementation for the faculty development plans proposed by the Chairpersons of Departments or Principals/Directors of Institutes/Colleges & Schools, with regards to the University's teaching and research faculty.
- 3.1.3 To develop faculty training rubrics, as per needs identified within the teaching faculty of the departments.
- 3.1.4 To initiate the process of Training Needs Analysis for each faculty of DUHS, as defined in the ACT, through the faculty development plans proposed by Chairpersons of Departments or Principals/Directors of Institutes/Colleges & Schools.
- 3.1.5 Resolves and handles miscellaneous related matters, employee queries and arranging periodic faculty development trainings in coordination with QEC & Professional Development Center of DUHS.

3.2 HoD or Chairperson of Teaching Departments

- 3.2.1 Ensures that a faculty development plan is prepared for each teaching department, within the timeline, and budgeted for in the financial year prior to that, so that it can be implemented within their teaching department, with fully functioning mechanisms, as per DUHS policy in the following fiscal year.

3.3 Finance Directorate

- 3.3.1 Director Finance to make provision in the budget for departmental budgetary expenses, as per the requirements of the faculty development plans, and ensure that the financial processes of payments to be made are aligned to be implemented and supported, as per each faculty development plan within the teaching departments of DUHS, approved by the Competent Authority.
- 3.3.2 **Principals/Directors of Schools/Colleges and Institutes**
- 3.3.3 Responsible for coordinating the budgeting of the faculty development plans, as per timeline of the Finance department, in coordination with each HoD or Chairperson.



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4. PROCEDURE:

4.1 Faculty Development through Continuing Education


4.1.1 Faculty Development through Continuing Education is to ensure continuing education of faculty members within the University, where the DUHS policy for recruitment and selection and DUHS policy for up gradation and promotions is to be the guideline in ensuring that faculty are encouraged and motivated to achieve the terminal degree requirement as per the discipline and the accreditation council requirements..

4.1.2 The **Faculty Development through Continuing Education** plans will cater to those teaching faculty, as per criteria set by the Competent Authority and the executive decision making statutory body of the University, in order encourage faculty to pursue and obtain PhD or highest degree qualifications, to enhance teaching and research capacity offered by the University. Furthermore, HEC's policy for Faculty Development Program for Pakistani Universities and the career progression of PhDs by facilitating faculty in obtaining their Ph.D. degrees in relevant fields is a key component of the DUHS policy.

4.1.3 The key objective of this is to provide opportunities and support for existing non Master/MPhil and Ph.D. faculty members to get a chance to obtain their terminal degree in the discipline, which will then increase the percentage of highly qualified Ph.Ds. within the University, and provide opportunities to further enhance the supervising capability of the postgraduate degree awarding programs offered.

4.1.4 In areas /disciplines of special need, as identified by Faculty development plans and approved by the University's Competent Authority, there will be special provisions to have agreements, in place for split site Ph.D. programs to be offered through linkages/ or active agreements with nationally and internationally recognized and ranked Universities for the faculty to choose and gain admission, upon their own will and interest.

4.1.5 The areas of special need are to be determined by the existing faculty members through the faculty development plans, in the departments in alignment with the

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requirements of the programs offered by the University and the accreditation council requirements for progression of faculty in that particular discipline/subject.

- 4.1.6** In case of departments offering postgraduate programs, the requirements of HEC with regards to number of Ph.Ds. in relevant subject specific fields will also determine special need of faculty required to pursue Ph.Ds. in subject disciplines.
- 4.1.7** The resources to be budgeted and released for continuing education, upon approval by the competent authority and University statutory body for the Ph.D. programs are the responsibility of the Finance department, with recommendation from HR, in addition to funds granted and released by HEC for this purpose, if any.
- 4.1.8** HR support is required to determine the new recruitment of faculty or resources required for continuing faculty development and helping conduct needs analysis of those teaching departments that require faculty support, either in terms of faculty to pursue MPhil or PhD degrees.
- 4.1.9** The process of faculty enrollment in HEC offered /facilitated MPhil and PhD programs is an going process, where faculty are encouraged to apply for MPhil and Ph.D. scholarships and identify Ph.D. programs in their field/ discipline of interests, also under the scope of the Faculty Development through Continuing Education policy.
- 4.1.10** Furthermore, faculty is encouraged to obtain and fulfill the requisite minimum criteria for the application process, including GRE/GAT or IELTS scores within the timeline specified to be eligible for both national and international programs offered in their respective subject/disciplines.
- 4.1.11** The Principal/Director is responsible for their Departmental Chairpersons to conduct an analysis of faculty eligible as per applicant criteria of scholarships offered for MPhil and Ph.D. programs from national and international granting agencies, and recommend and motivate them to apply for scholarships in order to gain entry into discipline wise degree programs.
- 4.1.12** Regular faculty is eligible to apply for the scholarships or study leave, as per DUHS Statutes, with approval by the Syndicate, on specific rules and regulations as specified by the DUHS Act or Statutes. Those departments, which have contractual setup of employment, are also eligible to apply for the program; however, the faculty

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member will be bound to serve the parent University after obtaining the terminal degree for a period determined by the executive decision making statutory body of the University, on a case to case basis, with a minimum of 5 years surety bond.

4.1.13 Visiting/adjunct faculty is not eligible to apply for this program.

4.2 Periodic Faculty Trainings:

4.2.1 The objective of periodic or need basis faculty trainings is to develop and enhance competence, capability of faculty to teach and conduct research, by maintaining and upgrading their skills according to the latest expertise, pedagogy or scientific knowledge.

4.2.2 The HoD or the Chairperson of the teaching department will conduct the trainings needs analysis with the tool designed by the personnel from the Human Resource Directorate assigned for this purpose, in order to match the faculty with the requisite trainings, as per their discipline and future expectations.

4.2.3 Furthermore, the HR Directorate or the QEC can and will recommend the trainings requirements of the teaching departments for approval from the Competent Authority, and Finance Department will set a budgetary / provisionary requirement for each fiscal year for such periodic and ongoing faculty trainings, as submitted by the Chairperson or HoD with detailed expense requirements regarding number of trainings to be conducted in each year and their travel or other monetary/resource requirements.

4.2.4 Such trainings are to be set as per calendar or fiscal year, in coordination with HoD or Chairperson of teaching department, after approval from the Competent authority. The tentative calendar will be formulated during the budgetary requisition period, and will be shared with all departmental faculty for input. Their responses will be considered for the training needs of the department, as recommended by the Chairperson of Department, with a final recommendation to be incorporated in the Budget Expenditure document submitted to finance department, and ultimately the statutory body for approval.

4.2.5 The training may be conducted either in house with existing expertise or visiting faculty, as per training needs analysis.



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- 4.2.6 Faculty will also be motivated to apply for and attend national and international trainings, as per training needs analysis conducted in the department and those plans shared with HR in a timely manner.
- 4.2.7 In order to facilitate faculty members involved in academic research and grant writing, the ORIC department will arrange research workshops as per calendar year for faculty members, where the **Principal/Director of Institute/College/School** can also request specific requirements, as per training needs analysis conducted for faculty, for incorporation into the calendar, with the requirements, including number of participants, any external trainers identified, and focal person for coordinating the training or identifying a master trainer for re-creating within the rest of the department.
- 4.2.8 To facilitate the faculty supervising projects, and business capstone projects, capstone training will also be arranged for the business school, as per training needs analysis plan of the teaching departments, to further develop an understanding of the methodology of capstone projects, the outcomes, evaluation process and the implementation within the programs offered.

4.3 Faculty Internships (Short Term) & Industry Exposure:

- 4.3.1 Faculty lacking industry exposure will be encouraged to gain industry faculty internships or participate in consultations, in their particular discipline, as per accreditation council requirements. Such activities will be encouraged by the HoD/ Chairperson to keep the faculty up to date with contemporary industry trends and best practices and to share the knowledge with the students of real world practices. Furthermore, this will enhance the faculty skills, capabilities and knowledge, along with developing relationships with industry.
- 4.3.2 Chairperson of the teaching department is responsible for creating a plan for each faculty member in their department, in order to cover the process of implementation and evaluation.
- 4.3.3 Furthermore, assistance from HR Directorate will be sought in identifying prospective companies, and managing faculty during off campus hours. This will be applicable during the summer semester or during winter off semester time.



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4.4 Faculty Professional Development through Foreign and Domestic Trainings/ Courses & Workshops

- 4.4.1 Faculty seeking to enhance their skills, capabilities and knowledge through online and domestic trainings, courses, and workshops may be identified through the trainings needs analysis tool and also on a case to case basis.
- 4.4.2 The Principal/Director of Institute/College/School may also develop a rubric for nominating faculty members for faculty trainings, courses, or workshops in national and international trainings. to be submitted to the QEC/HR or Competent authority for approval.
- 4.4.3 Furthermore, budgetary requirements may also be allocated by the Finance department accordingly, through the Principal/Director of Institute/College/School for each fiscal year, based on estimated requests for faculty and previous approvals obtained for trainings, courses, and workshops.
- 4.4.4 Faculty may request for identified trainings/courses or workshops through the Principal/Director of Institute/College/School for approval by the Competent Authority on a case to case basis.

4.5 Faculty Presenting in National and International Conferences

- 4.5.1 **Objective:** Faculty participation in national and international conferences offers significant exposure for professional development of researchers and scholars. They serve as a basis for knowledge sharing, developing linkages and also problem solving, where the latest developments in the relevant discipline and/or field are peer reviewed, validated, while creating opportunities for future academic research collaborations.
- 4.5.2 To encourage and cultivate such an environment, the University has setup a special research fund for travel grants for University faculty, reimbursable by HEC, where selected faculty members are to apply for and if granted, be selected to present their work at a national or international events for the purpose of faculty exposure and development.

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4.5.3 Faculty members accepted for oral presentations in national and international conferences will be encouraged and motivated to attend in order to broaden the exposure of faculty in the academic, research areas.

4.5.4 Such events are the cornerstone of the academic environment and in order to cultivate this environment, the faculty is primarily and foremost encouraged to apply for grants from external agencies, such as the HEC's special Research Travel Grant Fund for University faculty, PhD scholars, and MS students at Pakistani Universities, along with those funding agencies offering grants at the international level.

4.5.5 Furthermore, the University faculty may request the Competent Authority for travel grants, including airfare/ accommodation and registration fees, if they are an academician selected to present research work at a national or international academic events/ conferences.

4.5.6 Eligibility criteria for individuals to apply for travel grant include:

- Regular Faculty Member/Staff of the University (BPS/TTS)
- MS/MPhil/Equivalent degree students and PhD students
- For students, the work they will be allowed to present should come directly from their thesis/research projects for the degree program.

4.5.7 Please note: Detailed policy and procedure regarding grants that are offered by the University to selected faculty members, is highlighted in a separate documents available through the Office of Research, Innovation and Commercialization website.

4.5.8 Furthermore, please note that travel or training grants that are offered by the University to selected faculty must be reimbursable by the HEC, or external funding agency, in partiality or in full.

4.6 Terms and Conditions for Research Travel Grant Applications:

4.6.1 Travel grants would be granted to permanent and contractual faculty with at least 18 years of education or equivalent, and any faculty that is permanent or contractual, having served at least 3 years, with the qualification of a post-graduate degree (MS/MPhil/equivalent or above). Postgraduate students are also eligible to apply if they have been accepted for research presentation, and their applications are




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recommended and forwarded by the supervisor and Director/Principal of Institute/College/School, to the Office of Research, Innovation Commercialization (ORIC) for consideration. The criterion for consideration of applications of postgraduate students requires that the research paper/project presentation to be a product of their thesis/research projects for the degree programs.

- 4.6.2 Documents to be provided in support of application include: Travel documents, including letter of acceptance, invitation by mail from the organizer, in which the mode of presentation (oral/poster) has been clearly mentioned, in addition to documentary evidence indicating that the paper/abstract has been accepted, based on a peer review by the technical committee of the event. Furthermore, there should be documentary evidence indicating that the abstract/paper would be published in a book of abstracts/journal or proceeding, and some other as mentioned in detailed policy of travel grant etc.
- 4.6.3 The ORIC should have received the full text paper to be presented, both in soft and hard copy, copy of Turnitin report (digital receipt), with similarity index mentioned no more than 18%, and quotations from travel agent regarding airfare/ accommodation and registration fees. Furthermore, a brief CV and previous publication record should be included to further process the application.
- 4.6.4 Travel grant applications/requests should reach the ORIC Office at least **56 days** prior to the conference event date, with all the requirements fulfilled, informed and guided by the Dean of Faculty, with his/ her recommendation and forwarded through proper channel to ORIC for processing.
- 4.6.5 Upon review by the ORIC focal person assigned for this task, and if the application requirements are not fulfilled by at least 56 days before the event, the application will be ineligible to be sent to the funding agency or reimbursed by the University.
- 4.6.6 The grants are released only after the visit is performed, on receipt of original receipts of payments and original air ticket used for the journey.

5. RELATED DOCUMENTS:

5.1 Travel Grant Policy for Faculty, Staff and Students (ORIC)

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5.2 RELATED RECORDS: Rubric for Faculty Trainings/ Courses and Workshops is to be developed by HR Directorate and shared with each Chairperson of teaching department and the PRINCIPAL/DIRECTOR of Colleges/Institutes and Schools.