
Model Tenure Track Process Statutes*

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General Introduction

This document contains the Model Track Process Statutes that specify the rules and regulations pertaining to implementation and execution of the tenure track process at Institutes of Higher Learning, i.e. degree granting institutions, in Pakistan. Since the governance and management structure of a university varies across the various institutions, these statutes have been prepared for a model institution in which the Senate is the governing body, the syndicate is the management body and certain statutory committees are in place to oversee the process of implementation of the procedure described in this document.

In consultation with the Higher Education Commission each institution may modify these model tenure track statutes in light of their particular nature and circumstances. These modifications, however, are to be minor in nature and may not alter the fundamental spirit of the tenure track process of an open recognition of merit, with grant of permanence of employment only on demonstration of excellence as determined by a body containing international experts in the relevant subject matter.

Each institution may enact the approved tenure track statutes following their respective process of enactment of statutes. Such institutions will subsequently be eligible to receive additional Government funding for tenure track appointments.

This booklet has been adapted from the Tenure Track Statues published in the University of New Mexico faculty handbook.

1 Appointment and Promotions

The University's policy on appointments (including subsequent reappointments) and on promotions follows herewith. It expresses the institutional philosophy in these matters and describes the qualifications for the various ranks in terms of four major areas of consideration, together with indications of the relative importance of these areas and possible sources of information for evaluations.

1.1 General Introduction

- (a) Ultimate decisions in matters of appointment and promotion in rank are made on the authority of the Senate. Initial recommendations, however, are made at the departmental level (or college level where colleges are not divided into departments), although a recommendation may be submitted by any member of the faculty. These recommendations are then reviewed by the administrative officers most directly involved and are forwarded with their recommendations to the Vice Chancellor of the University who transmits them to the Senate. Recommendations at the departmental level will be given most serious consideration in this procedure.
- (b) Recommendations for appointment also involve decisions regarding temporary or probationary status. The precise terms and conditions of every new appointment to the faculty shall be stated in writing and given to the faculty member before the appointment is made. In cases of reduction of the length of the probationary period, the matter should be clearly stated in writing and agreed to at the time of appointment. In the case of promotions of faculty members not already having tenure, tenure expectations may need to be considered, although the tenure decision is a separate matter. A copy of this statement of policy shall also be given to the faculty member before his appointment.
- (c) The University may make the following types of appointments of new faculty members:
 - I. Temporary Appointments.
 - II. Tenure Track Appointments
 - i. First term Appointments.
 - ii. Second term (Probationary) Appointments
 - iii. Tenured Appointments
- (d) A faculty member on Tenure Track may be appointed to any academic administrative post in the university such as Director Research, Chairman, Dean, etc. (see **Annexure-A** for clarification)
- (e) Once a University/Degree Awarding Institution has adopted the Tenure Track System of appointment no further appointment of PhD degree holders may be made as Assistant Professors under the old (BPS) system. Such faculty members must be recruited under the Tenure Track scheme.
- (f) 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 whether the teacher has joined on BPS or TTS. In case of employees joining on the same date, seniority shall be determined on the basis of date of birth.
- (g) Any graduate of the University shall not be eligible for appointment on tenure track in the same department of that University where he/she has obtained his/her terminal degree for at least 3 years following his/her graduation. This condition is relaxed until Dec. 31, 2009 (**See Annexure "H" for clarification**).

1.2 Bases for Appointment and Promotion

For appointment, or for promotion to a higher rank, a candidate is evaluated in terms of effectiveness in four principal areas:

1. Teaching
2. Scholarship, research, or other creative work
3. Service
4. Personal characteristics

Not all faculty members excel in each of these areas, but distinction or promise, especially in either of the first two, constitute the chief basis for appointment and promotion. Even though teaching may be more difficult to evaluate than scholarship, research, or creative work, it should not therefore be given a place of secondary consideration in an overall rating.

The last two categories of Service and Personal Characteristics are of secondary importance and normally round out and complement the qualities presented in the first two areas.

1.2.1 Teaching

Teaching is admittedly difficult to define precisely or to assess accurately. It is commonly considered to include a person's knowledge of the major field of study, awareness of developments in it, skill in communicating to students and in arousing their interest, ability to stimulate them to think critically, to have them appreciate the interrelationship of fields of knowledge, and to be concerned with applications of knowledge to vital human problems.

1.2.2 Scholarship, Research, or Other Creative Work

A faculty member's scholarship, research, and other creative work should make a contribution to the particular field of interest and serve as an indication of professional competence. The result of this kind of activity normally finds expression in publication or other media appropriate to the field, and where appropriate, should be reflected in teaching. In no case, however, should a person's productive effort be measured by mere quantity.

1.2.3 Service

This term refers specifically to service to the University community, as in committee assignments, and to public service. It also has reference to service to one's profession, usually identified by time and effort given to professional organizations, whether of Provincial, regional, national, or international character. Not least of the services rendered are those that concern the local community in which the University is located, and the country at large. An outstanding service record should be a positive factor in making an evaluation, but the lack of such a record should not be regarded as sufficient cause for denying an appointment or promotion.

1.2.4 Personal Characteristics

This category may be considered to include all traits which contribute to an individual's effectiveness as a teacher, as a leader in a professional area, and as a human being. Of primary concern here are intellectual breadth, emotional stability or maturity, and a sufficient vitality and forcefulness to constitute effectiveness. There must also be a sufficient degree of compassion

and willingness to cooperate, so that an individual can work harmoniously with others while maintaining independence of thought and action. This category is so broad that flexibility is imperative in its appraisal.

1.3 Sources of Information

It is not easy to come to clear and definite decisions about the criteria on which a candidate is judged, even when the information is at hand. The suggestions that follow have been found useful and appropriate in identifying sources of information.

1.3.1 Teaching

- (a) Consult colleagues in the candidate's field and those in allied fields.
- (b) Seek out student opinion. In the absence of a reliable system for course/teaching evaluation, this method needs to be used with great care.
 - (c) Gather reports on colloquia, seminars, etc. given in the department or elsewhere with a view to assess the quality of presentation with respect to subject content, organization and communication.
 - Consult course files.
 - Gather reports on guidance and leadership in student activities.
 - Gather reports on initiation and participation in curriculum development e.g. new courses, new programs, etc.
- (g) Teaching load

1.3.2 Scholarship, Research, or Other Creative Work

- (a) Seek the judgments of professional colleagues both on and off campus.
- (b) Assess any published material in terms of its content and in terms of the journals, or other auspices, in which it appears; or assess any creative work in terms of its public presentation and reception.
- (c) Evaluate the work that the candidate may do as consultant.
- (d) Take into consideration the MPhil and PhD produced and currently under supervision
- (e) Take into consideration the papers presented at professional meetings, whether of state, regional, national, or international scope.
- (f) Gather reports of specific projects undertaken and ascertain the success achieved in the past as well as the prospects of success for the future. Remember that important projects may require many years before they can be presented to the public.

1.3.3 Service

- (a) An indication of service sometimes appears in biographical records that are to be submitted by each faculty member at the end of each year of service. This, however, may not be the case because degrees of modesty vary.
- (b) In the case of new appointments, one must depend primarily upon the information obtained from letters of recommendation or other such sources.

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- (c) For promotions, the biographical record with its annual supplements collected in the office of the Registrar of the University should constitute a fairly complete record. However, one should also consult the candidate's colleagues for additional information.

1.3.4 Personal Characteristics

- (a) Clues to traits of character may be found in the dossier of an appointee when the letters of recommendations are included.
- (b) For promotions, confidential reports from colleagues and others acquainted with the candidate will constitute the primary source of information regarding personal characteristics. Such reports must obviously be treated with great circumspection.

1.4 Specific Qualifications for Appointment and Promotion

To be considered for appointment on Tenure Track the candidate is required to resign or retire from any position held previously in any public / private Institution or Organization, except in the case that the candidate is incumbent of the same university.

The following statements should be looked upon as firm but not absolute guidelines governing normal promotion. Special procedures are sometimes required in unusual circumstances, where too strict adherence to the rule could well be disadvantageous to the University. Also, qualifications differ in the various fields. Customary degrees or their equivalents should be required, recognizing that these requirements differ according to the standards in the various fields.

Possession of a Doctorate/relevant terminal qualification is required by a candidate to be appointed to the post of Assistant Professor, or above.

The relevant terminal qualification in the case of a faculty member in the Clinical Medical Science discipline would be MS/MD/MD S/MPhil FCPS(Pakistan) / Membership of Royal Colleges (UK) / Diplomate of American Board and equivalent (as determined by HEC). In the case of Law the relevant terminal qualification would be LLm (law) or JD. In the case of Arts and Design (Studio Practice) the relevant terminal qualification would be Master's (Foreign) or MPhil or equivalent degree in the relevant field as determined by the HEC. (See **Annexure-B** for other subjects where terminal degree is Master (foreign) or M.Phil Pakistan).

- (e) A faculty member appointed under the Tenure Track scheme may not take up any other paid assignment with any other organization, without the approval of the Vice Chancellor of the respective Institution.

1.4.1 The Junior Ranks

1.4.1.1 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) A 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.

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- (b) Lecturers are appointed with the understanding that they will not be promoted to professorial rank unless they obtain a Ph.D. degree or relevant terminal qualification.

1.4.1.2 Assistant Professor

- (a) To be appointed as an Assistant Professor on Tenure Track, the candidate is required to have a Ph.D./Relevant terminal qualification from a recognized institution and excellent written communication skills as well as excellent presentation skills. An Assistant Professor should be demonstrably competent in the subject matter area of courses taught and should have indicated a serious commitment to teaching, but it need not be expected that an extensive reputation in the field has been acquired. As the Assistant Professor continues in this rank an effort to increase knowledge and improve teaching ability should be demonstrated, and professional presentation should be made through papers to professional organizations, through publications, or through other creative work.
- (b) 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. Recommendations for promotion after first term review should be carefully weighed and justified by the administrative officer making such recommendation.

1.4.2 The Senior Ranks

Appointment or promotion to either senior rank should represent an implicit prediction on the part of the department, college, and University that the individual will continue to make sound contributions to teaching and learning. It should be made only after careful investigation of the candidate's promise in scholarship, in teaching, and in leadership and learning. By this statement is meant that serious attention must be given to the caliber of the candidate's intellectual and moral stature, for this will probably be the key factor in determining the extent to which past performance in teaching and in creative work may be expected to carry on through continuing contributions. Deans and departmental chairpersons normally will look to the senior ranks for advice and counsel regarding policy matters, including appointment and promotion. Also, services rendered to communities and agencies or organizations in the candidate's professional capacity should certainly be considered in assessing qualifications for advancement to senior ranks.

1.4.2.1 Associate Professor

- (a) The criteria for appointment or promotion to an associate professorship differ from those for a professorship in degree rather than in kind. The candidate for Associate Professor should offer evidence of knowledge of developments in the field of expertise and a conscientious interest in improving teaching methods. It is expected that an Associate Professor shall already have shown a basic general understanding with regard to a large part of the discipline. This condition implies postdoctoral research or creative work sufficient to indicate continuing interest and growth in the candidate's professional field.
- (b) To be eligible for appointment or promotion to an associate professorship the faculty member is required to have a Ph.D./Relevant terminal qualification from a recognized and reputable Institution in the relevant field with either 6-years post-Ph.D./Relevant terminal degree or minimum of 4-years of post-PhD experience with at least 6 years of experience prior to the PhD. The experience to be counted is to 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 10 research

publications (with at least 4 publications in the past 5 years) in Internationally Abstracted Journals, recognized for the purpose of appointment on Tenure Track by the Higher Education Commission, are required.

- (c) As a general rule, the length of service in the rank of Associate Professor before being considered for promotion to full professor is four years. Recommendations for promotion in less time should be carefully weighed and justified by the administrative officer making the recommendation. (See **Annexure-C** for clarification)

1.4.2.2 Professor

- (a) A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge. It is expected that the professor will continue to develop and mature with regard to teaching, research, and other qualities that contributed to earlier appointments. Consideration for this appointment should include particular attention to the quality and significance of contributions to the candidate's field, sensitivity and interest in the general problems of university education and their social implications, and ability to make constructive judgments and decisions in regard thereto. It should be kept in mind that the full professors are likely to be the most enduring group in the faculty and are those who will give leadership and set the tone for the entire University.
- (b) To be eligible for appointment or promotion to the rank of Professor, the faculty member is required to have a Ph.D./Relevant terminal qualification from a recognized and reputable Institution in the relevant field with either 11-years post-Ph.D./Relevant terminal degree or minimum of 7-years of post-PhD experience with at least 12 years of experience prior to the PhD. The experience to be counted is to 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 research publications (with at least 5 publications in the past 5 years) in internationally abstracted Journals, recognized for the purpose of appointment on Tenure Track by the Higher Education Commission, are required.
- (c) As a general rule, the length of service in the rank of Associate Professor before being considered for promotion to full professor is four years. Recommendations for promotion in less time should be carefully weighed and justified by the administrative officer making the recommendation.

1.5 Temporary Appointments

- (a) Temporary one-year appointments may be made for faculty members appointed as visiting professors, to fill positions funded by other than Government-appropriated funds, to replace faculty members on leave, or whenever an appointment has to be made so late that normal search procedures cannot be followed. With the exception of appointments made without a normal search procedure, faculty members on such appointments may be reappointed for a second or third year if mutually agreeable to the faculty member and the department and Faculty involved, or they may be reappointed under a term appointment. Full-time, temporary appointments shall not normally lead to permanent tenure. They shall not exceed a total of three years except in the case of an explicit exception granted by the University Senate.
- (b) Temporary appointments may also be made for the positions of Research Associates working towards their Ph.D. degree, as well as for Post Doctoral Fellows working with a research group for a limited period. Such positions may be funded by other than Government-appropriated funds.

2 Tenure Track Appointments

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher' or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) freedom of teaching and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

2.1 The Tenure Track Process

- (a) The tenure track process normally involves an initial term contract appointment of a faculty member for a period of three years. For a faculty member appointed at a junior rank (not higher than Assistant Professor) it will be followed by a second term contract appointment for an additional period of three years. A tenure decision must be made for such a faculty member in the third year of the second term contract appointment. Faculty members initially appointed at a junior rank will thus normally serve six years, before a final tenure decision is made. For a faculty member appointed at a senior rank (Associate and Full Professor) the probationary period shall normally be four years for associate and professors. The services of a faculty member having tenure shall be terminated only for adequate cause, except at the normal retirement age or under extraordinary circumstances discussed in these statutes.
- (b) Each candidate who wishes to be considered for the Tenure Track Scheme should prepare a comprehensive application dossier that includes letters of reference from his/her Ph.D. supervisor as well as others from eminent researchers in his/her area of specialization, and all publications in Internationally Abstracted Journals, recognized for the purpose of appointment on Tenure Track by the Higher Education Commission.
- (c) The dossier of each candidate from all applicants other than Assistant Professors should be sent to an independent Technical Review Panel (TRP) to be constituted by the University and composed of eminent international academics and researchers in the relevant area, drawn only from technologically advanced countries. A copy of the dossier, along with names of the Technical Review Panel members should also be sent to the HEC. The following criteria should be followed while selecting members of the TRP:
 - i. Should not have served as Supervisor/Co-Supervisor of the candidate under review.
 - ii. Should not have been a student of the candidate.
 - iii. Should not have been a co-author of the candidate on any publication.
 - iv. 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.

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- (d) Upon receipt of application for appointment on the Tenure Track Scheme at the Associate / Full Professor level by eligible candidates, the respective institution is required to process the application by first obtaining the recommendation of the external Technical Review Panel. Upon receipt of a favorable recommendation from this panel the matter is to be placed for consideration by the Selection Board of the Institution. The application for the position of Assistant Professor will be placed directly before the Selection Board after internal review.
- i. The Selection Board may make any of the following decisions on merit:
 - ii. Reject appointment on Tenure Track.
 - iii. Recommend “first term” appointment on Tenure Track at the level of **Assistant Professor** only, with the first review occurring after 3 – years, and the “second term” (Final Tenure review) occurring after 6 years.
 - iv. Recommend “probationary” appointment on Tenure Track at the level of **Associate Professor** with a final tenure review occurring after a period of 4 years.
 - v. Recommend “probationary” appointment on Tenure Track at the level of **Professor** with a final tenure review occurring after a period of 4 years.
 - vi. Recommend grant of tenure with immediate effect for exceptional cases, provided that their cases, in addition to being recommended by the external Technical Review Panel and Selection Board of the University, are also sent to the HEC for evaluation by an independent international panel of experts from technologically advanced countries constituted for this purpose, and recommended by them.
- (e) A faculty member appointed on probation on the Tenure Track scheme who wishes to be considered for permanent tenure prior to completion of the 4 – year probationary period may apply to the University to be considered early. This case will be treated as an exceptional case, and in addition to being recommended by the external Technical Review Panel and Selection Board of the University, the case is also sent to the HEC for evaluation by an independent international panel of experts from technologically advanced countries constituted for this purpose, and recommended by them.

2.2 First Term Review:

(a) During the latter part of the third year of the first term appointment, evaluation of the faculty member, with written reports, as provided for in 2.3.3 shall be conducted. In addition to conforming to the requirements and procedures in 2.3.3, the first term review shall also take into consideration the needs of the department, the college, and the University for flexibility.

The department and/or college concerned shall no later than six weeks prior to the end of the third year make a decision-favorable or not favorable-with respect to the performance of the faculty

(b) member during the time served.

A recommendation upon this decision shall be sent immediately by the Dean of the Faculty to the Vice Chancellor of the University who in turn shall at this time make the final decision with respect

(c) only to the faculty member's performance, and shall so notify the faculty member no later than two weeks prior to the end of the third year. If this decision by the Vice Chancellor about performance is favorable, the faculty member shall be notified that he or she will receive a second three-year appointment if the University's

need for flexibility permits. If the decision about performance is negative, the faculty member shall be issued a terminal contract for the year following the decision.

- (d) If the University's need for flexibility requires that a faculty member judged worthy of retention not be retained, the Vice Chancellor must explain to the Faculty Development, Evaluation and Recruitment Committee of the concerned Faculty why there is a need for flexibility regarding this particular position, and show that the administration's plans for the academic and fiscal nature of that position are reasonable.
- (e) If the Vice Chancellor decides that the University's need for flexibility requires that the faculty position in question must be eliminated, shifted within the department, or shifted to another department or Faculty, and/or if the Vice Chancellor determines that because the percentage of tenured positions (or a combination of tenured and probationary positions) in the department is so high as to make it unwise to authorize an additional probationary appointment, the Dean of the concerned Faculty, respective Department Chairperson and faculty member concerned shall be notified as early in the third year as possible. A faculty member whose performance shows excellence or promise of excellence but whose employment will not be continued because a position is being eliminated shifted within a department or to another department or Faculty will be offered a notice contract for one additional year of employment beyond the initial three-year appointment.

2.2.1 Level of Initial Term Appointment

- (a) No faculty member on an initial term appointment may be appointed at a rank higher than that of assistant professor. It is, however, possible to promote a faculty member during the initial three-year term appointment, whereupon the faculty member will automatically enter into probationary status. Promotion of such a faculty member, as well as any faculty member granted a second, three-year, probationary appointment, shall be decided according to the requirements and procedures given in the Appointment and Promotion Policy.

2.2.2 Second three-year Appointment

- (a) A faculty member offered a second three-year appointment shall, from the beginning of the fourth year of service, become a faculty member in probationary status. The first term review shall be considered the mid-probationary review, and the faculty member shall come under the appropriate provisions and procedures of Section 2.3 of this policy. Accordingly, a tenure review, as provided for in Section 2.3.4, shall be conducted during the third year of the second, three-year, probationary appointment.

2.3 Probationary Period

- (a) The probationary period shall constitute the time during which a person's fitness for permanent tenure is under scrutiny. For faculty members appointed at a senior rank, their entire period of appointment shall be considered as a probationary period. Probationary appointments shall normally lead to permanent tenure. Initial probationary appointments are normally made only at the associate and full professor level. The probationary period shall be four years for associate and full professors. This period will be increased by one-half year for appointments commencing during the second half of the academic year.

Once established, the duration of the probationary period shall not normally be extended, except that the running of the probationary period will normally be suspended when the faculty member goes on a leave of absence without pay.

- (b) A faculty member appointed on probation on the Tenure Track scheme who wishes to be considered for permanent tenure upon completion of a 2 – year probationary period may apply to the University to be considered early. This case will be treated as an exceptional case, and in addition to being recommended by the external Technical Review Panel and Selection Board of the University, the case is also sent to the HEC for evaluation by an independent international panel of experts from technologically advanced countries constituted for this purpose, and recommended by them.
- (c) By written agreement with the appointee and with the consent of a majority of the tenured members of the department or non-departmentalized college, the probationary period may be reduced below the maximum periods given if the faculty member's qualifications warrant such reduction. In exceptional cases and with the consent of a majority of the tenured members of the department (or non-departmentalized college), tenure may be recommended on appointment.
- (d) A faculty member may achieve tenure only through full-time service, and part-time service shall not be considered as probationary service leading to possible tenure. A full-time faculty member with tenure, however, may at his or her request change to part-time service, either permanently or temporarily for a specified time, and retain tenure, provided that the department (or non-departmentalized college), the Dean of the Faculty, and the Vice Chancellor approve the terms in advance.
- (e) A faculty member with tenure who resigns from the University and is rehired within three years as a full-time member of the same department shall have tenure upon return. A faculty member with tenure who resigns from the University and is rehired by the same department after more than three years' absence may be required to serve a probationary period of not more than one year at the discretion of the department. A faculty member with tenure who resigns from the University and is rehired as a full-time member of another academic department may be required to serve a probationary period of not more than one year at the discretion of the department. Decision dates and dates of notice shall be according to the provisions of Section 2.5 of this Policy.
- (f) A faculty member with tenure who leaves an academic department to accept full-time employment by the University in an administrative capacity shall retain tenured status in the academic department.

2.3.1 Probationary Reviews:

- (a) Tenured faculty members, especially department chairpersons, are reminded that their participation in all tenure review procedures, particularly in the two full, formal reviews (outlined in sections 2.2, 2.3.3, and 2.3.4), is one of the most serious of their duties and responsibilities. They are also reminded that tenure should be granted only to faculty members who have demonstrated excellence in the performance of their professional duties; mere adequacy or inoffensiveness do not constitute sufficient grounds for the award of tenure. All reviews should include evaluation of teaching by at least students and peers. Departmental Tenure Review Committee (DTRC) provide essential framework for the review. Composition of the DTRC is given below:
 - (i) The Chairman of the department will be head of the DTRC.
 - (ii) The committee shall consist of all Tenured Faculty members of the department.

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- (ii) Till such time as there are less than five Tenured Faculty members, the committee shall consist of:
 - (iii) All Professors of the department
 - (iv) If the number of Professors in the department is less than five then all the professor and Associate Professors shall comprise the committee.
 - (v) 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.
 - (vi) Any faculty member whose case is under review in the DTRC will not attend the meeting during the review of his/her case.

2.3.2 Annual Review

- (a) The progress toward permanent tenure of each faculty member on probationary status shall be reviewed annually by the DTRC, in consultation with at least those department members best acquainted with the probationary member's work. Such reviews shall evaluate the probationary member's progress in light of the section 1.2 "Bases for Appointment and Promotion," and of standards of excellence prevailing in that discipline, department, and college. The outcome of each review shall be discussed with the probationary member.
- (b) In addition to annual reviews, more thorough and formal written evaluations shall be conducted as outlined below.

2.3.3 Mid-Probationary Review:

- (a) For faculty members completing their first term appointment the first term review described in section 2.2.1 shall be considered to be the mid-probationary review.
- (b) For faculty members directly appointed with probationary status, midway through the probationary period, it is mandatory that a full review report be made for all probationary faculty members.

The faculty member shall prepare a comprehensive application dossier that includes letters of reference from his/her Ph.D. supervisor as well as others from eminent researchers in his/her area of specialization, and all publications in internationally abstracted journals.

The chairperson of the concerned department with the approval of the Dean shall form a Technical Review Panel (TRP) composed of eminent international academics and researchers in the relevant area, drawn only from technologically advanced countries. The TRP shall conduct a thorough review of the probationary member's progress along lines similar to those outlined for annual reviews. This review shall identify, in reasonable detail, the areas of strength and weakness of the probationary member. The review panel shall subsequently present a written review report to the chairperson of the department.

- (a) The faculty member can NOT be considered further for second term appointment if he/she receives a negative report from the Technical Review Panel.
- (c) After discussion (written comments may or may not be employed) with at least the tenured members of the department the chairperson shall send a full written report on this

review, including a summary of all the evaluations of the faculty members consulted, to the dean of the Faculty.

- (g) The dean shall, in the light of standards of excellence necessary for the award of tenure at the college level, but bearing in mind the need for flexibility of standards of judgment both within and between disciplines, add an assessment of the probationary member's progress to the report of the chairperson and forward it to the Vice Chancellor. A full mid-probationary review report shall, therefore, consist of the evaluations of the Technical Review Panel, the chairperson, and the dean of the Faculty. The review process shall be considered complete only when copies of the full report have been received by the probationary member and the department chairperson. It is not anticipated that probationary members will necessarily have attained the standards required for the award of tenure by the time of their mid-probationary review. The aim of the required identification of the strengths and weaknesses of the probationary member is to give that member a clear picture of the performance levels by which she or he is to be judged and to offer the opportunity to correct deficiencies in the second half of the probationary period. The existence of some identified deficiencies in this review shall be considered normal, and this alone shall not be the basis for action against the probationary member.

2.3.4 Tenure Review:

- (a) In the final year of the faculty member's probationary period, it is mandatory that a full review report be made.
- (b) The Departmental Tenure Review Committee (DTRC) of the concerned department shall conduct a thorough review of the member's fitness for tenure following the same procedure as outlined for the mid-probationary review.
- (c) The chairperson, after approval of the DTRC shall recommend to the dean that the probationary member be given tenure or not. The DTRC recommendation shall be accompanied by a full, written evaluation report including at least a summary of the evaluations of all faculty members consulted.

Should the DTRC recommendation be negative while the Technical Review Panel has given a positive report, the probationary member shall be notified immediately and in writing by the chairperson and shall have ten working days to present a case for retention to the dean before the latter acts on the DTRC recommendation.

The dean shall normally abide by the DTRC recommendation. If the dean decides not to follow this recommendation, the dean shall immediately and in writing inform both the probationary member and the chairperson, including a written statement of reasons, so that both may have ten working days in which to present their cases to the Vice Chancellor.

- (f) Similarly, if the Vice Chancellor decides not to follow the recommendation of the DTRC or the dean, the Vice Chancellor shall provide a written statement of reasons to the faculty member, the DTRC, and the dean.
- (g) Tenure can NOT be granted to a faculty member who receives a negative report from the Technical Review Panel.
- (h) The Senate shall make the final decision on the award of tenure. The Senate shall normally abide by the recommendations of the DTRC forwarded by the dean and finally by the Vice Chancellor. If the Senate considers not following the recommendation in

which the Vice Chancellor, the dean of the college, and the chairperson have concurred, or if there is a conflict in the recommendations made by these officers, the Senate shall immediately and in writing inform the probationary member and the officers involved in the decision and shall include a written statement of reasons. The probationary member and the officers involved shall have ten working days to present their cases to the Senate before the final decision is made.

- (i) The probationary member and/or the DTRC may use the statement of reasons, should either wish to appeal the final decision. The probationary member and/or department shall have ten working days from the receipt of any written reversal in which to initiate any appeal.
- (j) The tenure review process shall be considered complete only when the Vice Chancellor, in writing, informs the probationary member and the chairperson of the final decision. The final decision, or indeed any administrative action, may of course be appealed to the Vice Chancellor and/or Senate. The time of completion must conform to the provisions for notice in Section 2.5.
- (k) If awarded, tenure shall be effective immediately upon the faculty member's acceptance of the award.

2.4 Transferring of Existing Faculty Members to Tenure Track System:

Existing faculty members who are eligible may be considered for appointment on Tenure Track by following the process outlined in sections 2.1 – 2.4 above.

2.4.1 Salary of Existing Faculty Member on Tenure Track

- (a) If the faculty member is approved by the Institution for appointment on Tenure Track, as per process outlined in Section 2.1, as an existing faculty member, and wishes to obtain the higher Tenure Track salary from his first day of appointment, then it is necessary that his case has been evaluated and approved by an independent panel of experts of international repute approved by the HEC.

2.4.2 Benefits of Existing Faculty Member on Tenure Track

- (a) The salary scales are all inclusive and no other allowance (PhD. allowance, medical 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. In case of provincial University the requisition rates of equivalent category of house shall apply (see **Annexure-D** for clarification).

2.4.3 Rejection of Grant of Tenure to Existing Faculty Members

- (a) In case tenure is not granted after the final review, the faculty member would revert to his/her BPS posting (being held by the individual prior to TTS appointment.)

2.5 Decision Dates and Dates of Notice:

- (a) Written notice that a faculty member in probationary status is or is not to be continued in service will be given to the faculty member not later than June 30 of the final year of the

Predetermined probationary period. If the decision is positive, the faculty member shall have tenure effective July 1 of the fiscal year following the probationary period. If the decision is negative, the faculty member will be offered a terminal one-year appointment in the fiscal year immediately following the probationary period. If, for any reason, the decision date is not met in the case of a negative decision, the faculty member shall be offered an additional terminal one-year appointment beyond the one provided for above.

- (b) Written notice that a faculty member on a first three-year term appointment is not to be continued in service will be given to the faculty member a minimum of three months prior to the last day of service of the faculty member.
- (c) At any point during the first term appointment or during the probationary period, a department chairperson may recommend that a term appointee or probationary faculty member not be continued in service. If, after consulting with at least the tenured members of the department (and usually also after obtaining data from experts outside the university), the chairperson decides to recommend to the dean that a faculty member in probationary or term status not be continued in service, the chairperson shall notify the faculty member in writing. If requested by the faculty member, the chairperson shall indicate in writing the reason for the decision. The faculty member shall have ten working days in which to request a reconsideration before the chairperson sends the recommendation to the dean. If no such request is made, or if the chairperson, after reconsideration, decides to forward a negative recommendation to the dean, the chairperson shall do so in writing, enclosing all materials relevant to the decision. Simultaneously, the chairperson shall notify the faculty member in writing that the negative recommendation has been sent to the dean and shall provide the faculty member with a copy of the negative recommendation. The faculty member shall have ten working days in which to appeal to the dean before the latter acts on the chairperson's recommendation. If no appeal is made to the dean, or if, despite an appeal, the dean concurs in the departmental recommendation, the dean shall forward the negative recommendation in writing to the Vice Chancellor, enclosing all materials relevant to the decision. Simultaneously, the dean shall notify the faculty member in writing that the negative recommendation has been forwarded and shall provide the faculty member with a copy of the negative recommendation. The faculty member shall have ten working days in which to appeal to the Vice Chancellor. If no appeal is made, or if, despite an appeal, the Vice Chancellor concurs with the chairperson's and dean's recommendation, the faculty member should be sent final notification regarding non-renewal of contract, such notification being within the time limits set forth in Section 2.5.

2.6 Sabbatical Leave:

A faculty member on tenure track may proceed on Sabbatical Leave at the rate of one semester (4 months) paid leave for every three year of service in the university. The leave period shall count towards the Tenure Track probationary period, if applicable. Sabbatical leave may not be combined with any other leave. (See **Annexure-E** for clarification)

2.7 Other Leaves:

Faculty member on tenure track may avail leaves, except study leave, as per existing rules for regular faculty. (See **Annexure-F** for clarification)

2.8 Resignation:

A faculty member on tenure track wishing to resign shall do so in accordance with the rules of the respective University. (See **Annexure-G** for clarification)

2.9 Termination of Services of Faculty Member with 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.

2.10 Faculty Remuneration and Benefits

- (a) A faculty member appointed on tenure track shall be entitled, in accordance with the rules, to the pay sanctioned for such post.
- (b) The salary scales are all inclusive and no other allowance (PhD. allowance, medical 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.
- (c) The faculty members appointed under these scales will be subject to annual review of their performance as provided in these TTS statutes.

2.10.1 Initial Pay

- (a) The initial pay of a faculty member appointed to a post shall be determined as a sum of the salary + up to a maximum of 4 advance increments

A faculty member may be awarded advance increments that may be based on the following factors:

- i. Quality and number of HEC recognized International refereed journal publications, conference presentations and publications and reports.
 - ii. Number of Ph.D. and MS thesis supervised
 - iii. Funding record: Amount of funding received from sources other than ones own institution.
 - iv. Market factors
- (d) Total number of advanced increments awarded can be a fractional number.

2.10.2 Annual Increase

2.10.2.1 Authority for Grant of Annual Increase

- (a) The Syndicate is authorized to sanction honorariums as well as annual increase in basic pay of all faculty members, except members of the Syndicate.

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- (b) The Vice Chancellor is authorized to sanction honorariums as well as annual increase in basic pay of all other members of the Syndicate.
 - (c) The Senate shall determine the honorarium as well as increase in basic pay of the Vice Chancellor.

2.10.2.2 Determining the Date of Annual Increase for New Entrants

- (a) Those who are employed between January and June may be considered for annual increase with effect from 31st December.
- (b) Those who are employed between July and December may be considered for annual increase with effect from 31st December of the next service year.

2.10.2.3 Self-Assessment Report

- (a) A self-assessment report shall be completed by every faculty member on tenure track. In this form the faculty member will document the teaching, research, advisory, consultative and administrative service rendered by him during the previous year. Where appropriate the self-assessment will be backed by documented evidence, that may include (i) course files, (ii) publications (published, submitted, in preparation), (iii) research project in progress and completed, (iv) report on industrial project undertaken (v) details of new courses developed or innovation introduced in course or laboratory work, (vi) requisite information about MSc, MPhil and PhD students supervised, and (vii) advisory and administrative services rendered.

2.10.2.4 Procedure for Grant of Annual Increase

- (a) By 15th February each year every faculty member will complete and submit to the respective Department chairperson a self-assessment report.
- (b) Completed report will be reviewed and verified by the respective Department Chairperson and forwarded with comments to the Dean of the respective Faculty. The Dean shall look at the reports from the various departments to ensure parity of assessment methodology, and shall forward the reports to the Vice Chancellor after noting his observations. The Vice Chancellor will present the reports in a meeting of the Syndicate of the University and any observations and note of dissent in case of his disagreement with the views / assessment of Department Head and/or Dean of Faculty shall be recorded.
- (c) The Vice Chancellor shall make the final decision on assessment of the faculty members and shall forward the reports for record purposes to the Senate.
- (d) Following allocation of budget to the University the Syndicate shall recommend to the Vice Chancellor the pay raise, if any, to be granted to the faculty members. The faculty member shall be entitled to a pay raise that may consist of three components.
 - i. One annual increment determined by the pay scale of the post to which the faculty member is appointed.
 - ii. Performance based pay increment determined by an evaluation of the performance 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.

- iii. Honorarium to be given that may be based on factors listed in the annual assessment report. An honorarium is applicable only for a particular service year.

2.10.3 Salary Scale

The Salary 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	180,000	8,800	312,000	15
Associate Professor	120,000	7,000	225,000	15
Assistant Professor	80,000	5,500	162,500	15

(Notified vide HEC No.F.P.2-1 03/HE C/2007/72 6, dated 15th September, 2007)

2.10.4 Revised Salary Scale

Consequent upon the vigorous persuasion and correspondence with the Federal Government Finance Division, (Regulation wing) Government of Pakistan vide office memorandum no. F.4 (10) R-4/2002 dated 29-11-2011 has revised Salary Scale for the positions under Tenure Track System @ **30% with immediate effect** and notified by the HEC for its adoption in the public sector Universities/Degree Awarding Institutions/Centers through their governing bodies i.e. Syndicate/BOG etc. The existing and revised Tenure Track pay packages are, as under:

Faculty Member	Existing Tenure Track Pay Package			Revised Tenure Track Pay Package			Stages
	Minimum	Incr.	Maximum	Minimum	Incr.	Maximum	
Professor	180,000	8,800	312,000	234,000	11,440	405,600	15
Associate Professor	120,000	7,000	225,000	156,000	9,100	292,500	15
Assistant Professor	80,000	5,500	162,000	104,000	7,150	211,250	15

(Notified vide HEC No. F.P.2-103/HEC/2011-12/321 Dated: Dec 01, 2011)

2.11 Retirement Age

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

2.11.1 Appeals

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

Subject: **A Faculty Member on Tenure Track cannot assume the Responsibility in an Administrative Capacity such as Vice Chancellor.**

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 4 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, upto 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.

Subject: **Appointment of Assistant Professor in Architecture under TTS**

Master Degree (Foreign) / M.Phil OR equivalent degree in the relevant field from HEC recognized University / Institution can be considered as terminal qualification for appointment of faculty, in architecture discipline, under TTS.

Subject:

CLARIFICATION

“As a general rule, the length of service in the rank of Associate Professor before being considered for promotion to full Professor is four years. Recommendations for promotion in less time should be carefully weighed and justified by the administrative officer making the recommendation.”

This is to clarify that said clause only provides opportunity to an Associate Professor to have their cases processed for review before completing 4 years as Associate Professor on Tenure Track, if they are otherwise eligible to be appointed as Professors.

As a general, rule an Assistant Professor /Associate Professor on track/probation, before being considered for promotion to the next cadre, must first secure Tenure in accordance with the prescribed Tenure Track procedures. There is no provision where a faculty member can apply for an advertised higher position without completing the procedure laid down for TTS.

Note:

Annexure D-is omitted with the approval of competent authority as decided in the meeting held on 26-10-2011 at Higher Education Commission (HEC) Islamabad.

Subject: **CLARIFICATION REGARDING GRANT OF SABBATICAL LEAVE TO THE EXISTING FACULTY WHO HAS BEEN APPOINTED ON TENURE TRACK SYSTEM.**

This is to clarify that for the existing faculty who opted for TTS and were eligible for sabbatical leave on BPS basis may be allowed to avail this facility even after joining TTS.

However, the payment during leave should be equivalent to BPS. This period of Sabbatical leave will however, be counted against the probationary period on TTS.

Subject: **CLARIFICATION REGARDING STUDY LEAVE/OTHER LEAVES FOR POST DOCTORATE**

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 will, 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 upto one year. This period will be counted towards their probationary period.

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

Subject:

**CLARIFICATION – RESIGNATION /QUITTING SERVICE
AFTER A PERSON OPTED FOR TENURE TRACK SYSTEM.**

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 final review. If, in the meantime, a faculty member decides to resign from his/her Tenure Track position, s/he 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. An “existing faculty member” while on TTS cannot revert back to BPS on his/her own accord. Moreover, 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.

Subject: Clarification regarding a relaxation of graduate of the same University to be eligible for appointment on Tenure Track in the same department of that University/Institution where he/she has obtained his/her terminal degree for at-least three (3) years following his/her graduation.

“Any graduate who is also an employee of the same University/Institution is eligible for appointment on Tenure Track in the same department of that University/Institution from where he/she has obtained his/her terminal degree”.

Note:

Version 2.0 clause 1.1 (g) is relaxed for faculty of the University having minimum two years of experience at the same University vide above Annexure-H