

National University of Sciences and Technology

Faculty Hand Book (Version :1.3)

Disclaimer

This handbook has been prepared for general information and to guide the incumbent/ newly appointed faculty members at an initial stage. The guidelines are just to acquaint/ orientate them whereas, detailed procedures/ policies/ rules may be consulted in the NUST Human Resource Handbook.

Welcome Message from Rector NUST

It gives me immense pleasure to welcome you to National University of Science & Technology (NUST), an elite hub of academic excellence providing ideal environment for exploring new frontiers of knowledge and innovation. From a modest beginning with military engineering colleges, NUST has gained towering stature both at the national and international levels in a miraculously short span of time. Since its inception, the university has been spearheading the wave of turning the country into a knowledge-driven economy. It has developed an ecosystem that not only stimulates high-impact research but also inspires entrepreneurship to address the needs of fast changing world. Besides offering an array of programs from undergraduate to PhD level, NUST has distinguished itself by its multi-disciplinary programs and focus on emerging technologies. It nurtures versatile young minds into outstanding professionals, who have the will and enthusiasm to take on the challenges of 21st century and bring a difference in the lives of others. I believe that each faculty member is NUST's asset and contributes immensely to achieving the academic goals of the university. I hope that you will also own your association with NUST and make every single effort to add new feathers to its cap. I trust that together we will be able to find solutions to whatever issues that might arise so that you can utilize your energy and pay attention on teaching and research. This handbook has been developed to describe some of the expectations from our faculty members and to outline the prevailing policies. I expect you to familiarize yourself with the contents of this book for it will answer most of your queries pertaining to your stay at NUST.

Wish you a happy & rewarding time at NUST!

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Chapter-1

Introduction to NUST

1.1 History of NUST

National University of Sciences and Technology, commonly known by its acronym NUST, is a public sector university that was primarily founded by the Government of Pakistan in 1991 to educate the civilian students in the disciplined environment of already established military colleges of Pakistan Armed Forces. After getting its charter in 1993, NUST soon founded its niche among the best engineering universities in Pakistan. Since shifting of its headquarters from Rawalpindi to the newly constructed campus in Sector H-12, Islamabad, NUST has been developing as a comprehensive university. Its campuses are located in all provinces i.e in Karachi, Rawalpindi, Risalpur and Quetta.

1.2 Vision & Mission

Vision

To evolve NUST into a world class Centre of Excellence among Higher Education Institutions, leading the transformation of Pakistan towards a rapidly developing Knowledge Economy to realize the national objective of a progressive and prosperous country among comity of nations.

Mission

In pursuance of NUST vision, strive to achieve following mission goals: -

- To develop NUST as a Comprehensive, Academic and Research led university with a focus on Creativity, Innovation and Entrepreneurship so as to amicably negotiate Social, Economic and Environmental challenges faced by the country.
- With foundations based on principles of Merit, Transparency and Fair Play, nurture talent by providing equal opportunity to all segments of polity.
- Empower students to develop their full potential acquiring leadership and social skills, to act as agents of change within the society.
- Improve global visibility by enhancing mutually beneficial linkages with international organizations and partner universities.
- Strengthen NUST financially to enable the university to achieve its goals by raising awareness amongst local and international Pakistanis including Alumni based around the world.
- Ensure conducive learning and working environment for students and staff at par with international standards.

1.3 NUST Rankings and Awards

NUST, over a short span of time, has risen to global acclaim. It is the fruit of consistent hard work and commitment of its faculty and staff that the university is ranked among

the premier national and international universities. Some of the university achievements are as follows:

- Ranked 355th in QS World University Rankings 2021. NUST has moved up 45 positions in a year and 173 positions in the last 5 consecutive years. NUST is also ranked 1st among Pakistani Universities in 2021 rankings by QS.
- Ranked 83rd in QS Asian University Rankings 2020, moving up by four places from its last year's ranking. NUST has consistently improved 36 positions for last five years in QS Asian Rankings. NUST has also retained its No 1 position among Pakistani Universities in Asia.
- Ascended 10 positions in QS 2021 World University Rankings (Top 50 under 50) and in ranked 41. NUST has also been ranked 1st among Pakistani universities in this league of QS Rankings
- NUST has maintained its 1st position in Engineering & Technology in Pakistan and has improved its rank by 61 positions from 321 to 260 as compared to last year.

1.4 NUST Core & Interconnecting Efforts

World Class Academic Programs		Technology a Common Denominator	
Financial Independence	NUST Core » Merit & Quality in Academic Programs » Entrepreneurial Character » Socially Engaged University » Sustainable Development Champion		Relevance in Teaching & Research
Internationalization		Policy Advocacy	

1.5 Strategic Objectives

The strategic goals of NUST are:

- To develop into a Centre of Excellence for advanced scientific and technological education and research.
- To introduce state-of-the-art technologies in our academic programs and go beyond the traditional education through inculcating the spirit of innovation, creativity and entrepreneurship, for the promotion of a qualitative leap in our industrial capability, correlating the national needs.
- To emerge as a leader in Higher Education and Research, tailored to our own needs.

1.6 University Governance

The university governing bodies are responsible for guiding the administration as well as the faculty and ensuring congenial atmosphere for the achievement of short- and long-term objectives.

1.6.1 Board of Governors

The university's 'Board of Governors' is responsible for taking active measures to provide quality services to stakeholders, both from within and outside NUST, enabling them to pursue the University's vision and mission. The board has the power to lay down policies for general supervision/control of the University; hold the University authorities accountable for all its functions; approve the proposed annual plan of work, the annual and revised budget, the annual report, the annual statement of accounts, the quality and relevance of the University's academic programs; review the academic affairs of the University; approve the appointment of all officers, faculty and other employees; and approve the strategic plans.

1.6.2 Executive Committee

The Executive Committee deliberates and decides on various issues related to the functioning of the University and recommends specific measures to the Board for approval as given in the charter. The Committee is the executive body of the University and exercises general supervision over the affairs and management of the University.

1.6.3 Academic Council

The Academics Council acts as an advisory as well as an implementing body on all matters related to the conduct of examinations, revision and updating of course syllabi, quality of education, duration of all courses including conduct of postgraduate classes in specified disciplines and quality of research. The Academic Council is the principal academic body of the University and has the power to lay down proper standard for instruction, research and examination.

1.6.4 Rector

Rector is the Chief Executive Officer (CEO) of NUST and all the university affairs are dealt with under his leadership. He oversees the administrative as well as academic/research performance and guides various governing bodies in the accomplishment of tasks that can best serve the University in achieving its goals.

1.6.5 Pro-Rector (Academics)

The Pro-Rector (Academics) guides the academic activities of the university. He is responsible for academic policy formulation and their strict implementation. The major responsibilities of Pro-Rector (Academics) include: -

- Conduct of NUST entrance test and admission.
- Introduction of new academics programs and regular revisions of the existing programs as per the latest national and international trends.
- Accreditation of NUST programs.
- Internationalization measures and creation of mobility opportunities for students.

- Faculty affairs and smooth functioning of academic affairs in all NUST institutions.
- Academic progress monitoring of students.
- Provision of academic facilities.

1.6.6 Pro-Rector (Planning and Resources)

The Pro-Rector (Planning and Resources) formulates, develops, implements and reviews policies related to administration, planning, human resource, procurement, information and communication technologies, research, development and library services.

1.6.7 Chief Financial Officer (CFO)

The Chief Financial Officer formulates the policies related to the University's operating and capital budgets, resource planning and budget allocation.

1.6.8 Pro-Rector (Research, Innovation and Commercialization)

The Pro-Rector (Research, Innovation and Commercialization) is responsible for suggesting and implementing policies about Research, Innovation and Commercialization to promote the culture of outstanding education and research.

1.7 NUST Certifications/ Accreditations

NUST interacts with the following organizations/ bodies for accreditation of its programs:

- Higher Education Commission (HEC)
- Pakistan Engineering Council (PEC)
- National Business Education Accreditation Council (NBEAC)
- National Computing Education Accreditation Council (NCEAC)
- Pakistan Council of Architects and Town Planners (PCATP)

NUST is a member of following international networks:

- Association of Commonwealth Universities (ACU)
- International Network for Quality Assurance Agencies in Higher Education (INQAAHE)
- United Nations Academic Impact (UNAI)
- International Association of Universities (IAU)

Washington Accord

Established in 1989 The Washington Accord is an international accreditation agreement for undergraduate professional engineering academic degrees between the bodies responsible for accreditation in its signatory countries and regions. Advantage of this accreditation for our students is that they enjoy transfer of credits and admission for higher studies into accredited programs of member countries. The

Accord acknowledges that accreditation of engineering academic programmes is a key foundation for the practice of engineering at the professional level in each of the countries or territories covered by the Accord. The Accord outlines the mutual recognition, between the participating bodies, of accredited engineering degree programmes. It also establishes and benchmarks the standard for professional engineering education across those bodies. Currently there are twenty signatory countries that make up the Washington Accord.

All 19 x UG Engineering Programmes of NUST are accredited from Washington Accord and PEC.

1.8 NUST Institutions

With the shifting of NUST main campus to H-12, Islamabad, the constituent institutions have been reorganized with a view to consolidating, utilizing and administering resources most efficiently. Few NUST colleges/ institutions are also located away from the main campus. Currently, following institutions are constituents of NUST:

Main Campus

- School of Electrical Engineering & Computer Science (SEECs)
- NUST Business School (NBS)
- School of Social Sciences and Humanities (S³H)
- School of Chemical & Materials Engineering (SCME)
- School of Civil & Environmental Engineering (SCEE)
 - Institute of Environmental Sciences and Engineering (IESE)
 - NUST Institute of Civil Engineering (NICE)
 - NUST Institute of Transportation (NIT)
 - Institute of Geographical and Information System (IGIS)
- School of Mechanical & Manufacturing Engineering (SMME)
- School of Natural Sciences (SNS)
- Atta-ur-Rehman Institute of Applied Bio-Sciences (ASAB)
- School of Art, Design & Architecture (SADA)
- Research Center for Modeling & Simulation (RCMS)
- Research Institute for Microwave and Millimeter Wave Studies (RIMMS)
- Centre for International Peace and Stability (CIPS)
- Center for Counseling and Career Advisory (C³A)
- US-Pakistan Center for Advanced Studies in Energy (USPCAS-E)
- Office of Research, Innovation and Commercialization (ORIC)
 - Technology Incubation Centre (TIC)
 - Professional Development Centre (PDC)
 - Career Development Center (CDC)
 - NUST Science & Technology Park (NSTP)

Baluchistan Campus

- NUST Baluchistan Campus, Quetta (NBC)

Constituent Colleges

- College of Aeronautical Engineering (CAE), Risalpur
- College of Electrical & Mechanical Engineering (C of E&ME), Rawalpindi
- Military College of Engineering (MCE), Risalpur
- Military College of Signals (MCS), Rawalpindi
- Pakistan Navy Engineering College (PNEC), Karachi
- NUST Institute of Peace & Conflict Studies (NIPCONS), Rawalpindi

Chapter-2

Organizational Tasks of NUST Directorates

NUST has organized its diverse functioning in such a way that it not only remains student or staff friendly but also stays conveniently accessible to all. The division of responsibilities among various directorates allows one to directly contact the right department for queries after becoming a part of NUST.

General charter and responsibilities of different directorates, working under specific Pro-Rectors, are mentioned as follows:

2.1 Rector's Sectt

2.1.1 Coordination Directorate

All types of coordination with constituent institutions, directorates and all other stakeholders.

2.1.2 Human Resource Directorate

HR directorate develops and implements human resource policies; administers staff and faculty employment and development, maintenance and update of their records and matters related to their career progression/ development/ training. Its mission is to attract, recruit, develop and retain the valued academic/ support staff members by adopting best HR practices.

2.2 Pro-Rector (Acad) Sectt

2.2.1 Academics Directorate

Academics directorate is responsible for managing the academic programs, policies, regulations, and procedures to ensure that all students are supervised in a safe learning environment that meets the approved curricula and mission of the university. Some of the key responsibilities of Academics Directorate are: -

- Preparation of yearly academic schedule and calendar of the university.
- Development of curriculum for new programs and revision of existing program.
- Compilation of all working papers and issuing of minutes of ACM decisions.
- Participation in BoG/ ECM meetings and ensure actions on decisions.
- Correspondence with HEC/PEC criteria and other such bodies regarding academic policies and their implementation.
- Policymaking regarding teaching and administrative load.
- Maintain updated state of labs, (category wise) of all NUST institutions.
- Preparation of budget forecast and propose distribution of funds to all NUST institutions of FY basis.
- Scrutinization and processing lab equipment procurement proposals of all NUST institutions.

- Issuance of import duty exemption certificate for lab equipment on required basis.
- Scrutinization and processing of library books, journals, magazines etc procurement proposals of NUST institutions and Central Library.

2.2.2 Admission Directorate

Admission Directorate acts as a focal point to plan and manage the complete range of activities related to entry tests. Mandate of Admission Directorate is to: -

- Attract and select high quality students from all over the country/ world
- Ensure fairness in conducting the entrance exams
- Formulate and implement admissions policy for undergraduate programs
- Liaison with all constituent institutions for their forthcoming admissions
- Streamline and improve undergraduate admission activities of the university

2.2.3 Center for Counseling and Career Advisory (C3A)

C3A provides counseling services to the NUST community so as to help them overcome their problems related to work and life in general. It conducts general counseling sessions at all constituent institutions and guides the students to choose the field most suited to them. This service is absolutely FREE for all NUST community, as well as the immediate families of students, staff and faculty members. Counseling helps address short-term personal, social, familial or academic worries to long-term often more complex, psychological issues.

NUST is the only University in Pakistan that has an autonomous unit, with a committed team of trained psychologists and counselors. C3A also functions as a student/ faculty support organization. Self-help brochures are also available on issues related to student's concerns. The Centre strives to take a holistic approach towards students' development.

2.2.4 Postgraduate Programs (PGP) Directorate

PGP directorate manages the postgraduate admission process, matters related to student records, scholarships, conduct of examinations, student discipline and transcripts. The Directorate also deals with postgraduate financial aid/ assistance and fee waivers.

2.2.5 Student Affairs (SA) Directorate

SA directorate strives to promote creativity, freedom of expression and spirit of enquiry through publications (in print, digital and other forms), including but not restricted to literary, research and scholarly writings etc. The directorate is envisioned to grow as a vibrant set-up providing suitable platforms to students to pursue their passion for extra-curricular activities and explore their potential to grow as wholesome persons with will and skills to lead and work in teams.

2.2.6 Quality Assurance Directorate

The Quality Assurance directorate works in conjunction with quality assurance organizations at national and international levels for enhancing quality of education. It deals with the matters related to the following:

- Correspondence with international organizations of which NUST has memberships e.g. INQAAHE, APQN, ACU, IAU, UNAI, The Talloires Network, AMDISA, AQAAIW etc.
- Implementation of plagiarism policies in order to safeguard against plagiarism and eradicate plagiarism from the scholarly work
- Processing of Memoranda of Understanding/Agreement, Letters of Intent being signed between NUST and other national/ international organizations
- Processing of cases pertaining to organizing conferences/ workshops/ seminars etc by NUST Institutions
- Correspondence with international networks and associations
- Honors and awards
- Implementation of HEC Quality Assurance policies
- Universities/ departments/ programs ranking, bench marking, etc.
- Accreditations/ certifications
- Processing of all cases of international workshop/ seminars

2.2.7 Registrar Directorate

Registrar directorate commits itself to and is responsible for the implementation of major policies related to the student lifecycle in the university from admission till graduation, and organizing two main statutory committees. The major responsibilities of Registrar Directorate are documentations, financial matters, convocations, examination, results, student matters, executive committee and BoG meetings. Its objectives are:

- To manage matters relating to student lifecycle.
- To manage all types of financial assistance for undergraduate students.
- To manage exam related matters for all students.
- To verify all the degrees.
- To arrange the academic meetings.
- To arrange the meetings of Executive Committee and Board of Governors.
- Custodian of the common seal and academic records.

2.3 Pro-Rector (P & R) Sectt

2.3.1 Administration Directorate

Administration Directorate makes efforts to provide the following support to the university: -

- Share the responsibilities with Competent Authority
- Lead the way to elaborate the Campus Order
- Create conducive atmosphere to support academic activities
- Provide administrative equilibrium to campus growth
- Cater to the furnishing demand of the University
- Handle and control the transport of the University

- Look after the hostel accommodation of students
- Essential monitoring of the campus through deliberate security measures
- Promoting culture of sports on the campus.
- Arrange messing for dignitaries, delegations, visitors and employees
- Put constant efforts to uplift the land through horticulture
- Ensure daily upkeep of the campus

2.3.2 NUST Medical Center (NMC)

NUST Medical Centre implements policies related to health services and performs following tasks: -

- Formulate/execute NUST Medical Policy
- Issue preventive instructions to keep campus medically safe and healthy
- Undertake sanitary round of the campus with an emphasis on improved living
- Undertake medical fitness of cooking staff / food handlers
- Undertake medical fitness of the prospective employees of NUST
- Hold medical board for ascertaining the medical fitness of employees
- Provide medical cover to various events
- Operate NUST Medical Center for provision of consultation/emergency treatment and evacuation if required.
- Regulate hospital medical treatment and payment of bills

2.3.3 Project Directorate

Project Directorate undertakes all development projects in all campuses of NUST and ensures maintenance works, power, gas, water supply at main campus. Its major roles can be overviewed as under:

- Prepare/ provide data for preparation of PC-I related to all civil works
- Liaise with CDA for all matters regarding land development works
- Ensure efficient / smooth execution of construction works at the University
- Ensure upkeep and maintenance of infrastructure including buildings/ roads
- Ensure operation of facilities at H-12 campus to include electricity, water supply, sui gas and HVAC system
- Dispose of the unserviceable stores / machinery related to civil works

2.3.4 Procurement & Local Purchase (P&LP) Directorate

P&LP Directorate undertakes all major purchases and procurements needed for the smooth functioning of the University. Its main objectives are:

- Ensure that procurement process is carried out according to the formalities and financial procedures laid down in NUST Statutes/ PPRA Rules.
- Prepare a 'short list' of suitable Suppliers/ Firms and update it periodically

- Arrange timely initiation of advertisement and preparation of Tender Documents according to the specifications by the concerned department
- Arrange signing of 'Contract Agreement' between NUST and the Suppliers
- Maintain proper records of receipt/ deposit/ release of Earnest Money, Income from sale of Tender Document, Performance Guarantee, Bank Guarantee, Contract Agreement, etc.

2.3.5 Strategic Planning & Monitoring Office (SP&MO)

To institutionalize the strategic planning process in NUST and to facilitate the provision of infrastructure, human resource and other necessities by arranging funding through networking with key stakeholders (GoP, Donors, PPP and other possible sources) in support of NUST Strategic Development Framework (NSDF) and the university's requirement as per strategic plan. It also monitors implementation of the development plans of the university.

2.3.6 Internal Audit Directorate

The Internal Audit Directorate carries out all the necessary audits of the University accounts.

2.3.7 Marketing and Communication Directorate

M&C Dte is responsible for following functions including:

- Planning, designing and executing promotional campaigns, e.g. NCAI launch, NET 2018, NCRA launch, etc.
- Content development and copywriting for all types of promotional material.
- All graphics related jobs.
- Photography coverage for all NUST events and activities, and also for marketing collateral like brochures.
- Managing all promotional contents of NUST that go out to external audiences, in the form of advertisements, press releases, social media content, etc.
- Managing and monitoring print and electronic media.
- Managing and monitoring digital media, including:
 - Ensuring promotion of NUST activities, events, milestones and major news on digital media.
 - Monitoring all digital and social media for repetitive intelligence and countering negative publicity.
 - Promotion of NUST activities, events, milestones, achievements, success stories (using all possible internal and external communication media).
 - Communication hub for dissemination of information (internally as well).
 - NUST briefings.
 - Giving NUST presentations and briefing to delegations, and keeping the presentation updated at all times in coordinating with relevant internal Directorates.

2.4 CFO Sectt

The secretariat of Pro-Rector (F&I) oversees the Finance, Endowment and Investment operations of the university through Office of Investment & Endowment Operations and University Advancement Office.

2.4.1 Finance Directorate

Finance Directorate implements the financial policies, provides financial/ accounting services to NUST community and manages the University's finances. It deals with pay and TA/DA of NUST employees as per the approval of Competent Authority.

2.4.2 Investment &Endowment Operations Directorate (I&EO Dte).

I & EO Directorate is responsible for managing and organizing following funds

- ICT Endowment Fund.
- NUST Trust Fund
- Student Advancement Fund

2.5 Pro-Rector (RIC) Sectt

2.5.1 Research Directorate

Research Directorate facilitates and coordinates research activities of NUST and liaises with other national / international research organizations with special focus on the following objectives:

- Gauge industry needs and process match making with NUST institutions to solve industrial problems and undertake related commercialization
- Provide support for building research capacity and capability of the university
- Explore and evaluate market potential for technologies and inventions developed within and outside NUST
- Nurture relationships with industry and bring knowledge about industry's problem to researchers at NUST

2.5.2 Career Development Centre (CDC)

It provides programs and services to the students and alumni in exploring and making effective career choices.

2.5.3 NUST Intellectual Property Office

It offers intellectual property protection to the researchers by filing patents, copyrights, trademarks, etc and establishes a national network of intellectual property rights.

2.5.4 Technology Incubation Centre (TIC)

Nurture the growth of technology entrepreneurship by providing a platform to the early starters.

2.5.5 NUST Industrial Liaison Office (ILO)

Predominantly maintains strong academia-industry linkage with the focus on promoting and making NUST graduates the premium choice for the employers.

2.5.6 Professional Development Centre (PDC)

It conducts different types of national level trainings for professionals and executives of various organizations including NUST.

2.5.7 Information & Communication Technologies Directorate

ICT Directorate implements policies related to Information and Communication Technologies (ICT). It is also responsible for planning and implementation of ICT projects and evaluation/ processing of all IT related requirements. It provides telephone and data services to NUST employees.

2.5.8 Innovation and Commercialization (I&C) Directorate

I&C Directorate is responsible for following functions: -

- Build strong industrial linkages and leverage these contacts in finding the potential industrial partners for commercialization of technologies developed at NUST
- Create awareness about Intellectual Property Rights and determine patentability of a technology and provide assistance with protection of intellectual property.
- Explore and evaluate market potential for technologies and inventions developed at NUST.
- Market technologies and inventions by seeking industry partners to take advantage of such technologies and successfully transfers of technology for commercial applications through licensing/ contracting or creating spinoffs.
- Nurture relationships with industry and bring knowledge about industry's problem to researchers at NUST.
- Foster an entrepreneurial culture, by providing the students and faculty of NUST, an opportunity to transform their technology-based business ideas to reality.
- Facilitate NUST Researchers/Scientists in drafting and filing of IP applications with Local and Foreign Patent Office(s), as applicable.
- Pursue approvals of IP filed with IPO Pakistan, manage IP lifecycle and other filing offices.
- Evaluate new technologies for patentability and provide legal advice to researchers/ inventors.
- Explore mutual interest applied research and development opportunities for joint funding and fully funded projects with industries.

2.5.9 NUST Placement Office (NPO)

NPO is responsible for following functions including:

- Maintaining strong Academia-Industry Linkage with the focus on promoting and making NUST graduates the premium choice for the employers.
- Acquisition of job opportunities and internship slots from industry to facilitate identification and coordination for placement of NUST graduates.
- Conduct of employers' related activities including branding activities and recruitment activity presentation-hype events.
- Taking feedback of student capabilities from industry and apprise/ advise NUST management accordingly.
- Maintaining and evaluating NUST students' employment data.
- Maintaining and updating NUST Placement Portal.
- Engaging Alumni for placement of NUST graduates and students.
- Exploring international placement opportunities for NUST graduates and students in terms of jobs and internships.
- Coordinating and facilitating all activities related to Prime Minister Youth Training Scheme (PMYTS) – National Internship Program (NIP).

2.5.10 University Advancement Office (UAO)

Manage following functions:

- Alumni relationships.
- Fundraising for endowment and annual funds.
- Partnership management for in-kind support and grants.
- Donors/ prospects relationship management.

2.5.11 Corporate Advisory Council (CAC)

The Corporate Advisory Council (CAC) is responsible for industry-academia collaboration for mutual benefits, with a direct impact on the economy of Pakistan.

2.5.12 National Science and Technology Park (NSTP)

NUST has established Pakistan's first Science & Technology Park. The initiative is intended to enhance country's existing yet incipient innovation ecosystem, and spearhead the transition towards a thriving knowledge economy. The already operational Pilot NSTP tower is completely NUST funded, established on an area of 110,000 SQFT and currently hosting around 60+ companies, categorized into 08 highly relevant distinct thematic areas (Ed tech, Energy tech, Health tech, Agri tech, Auto tech, Defence tech, Fin tech and Smart tech) including International companies' / Anchor tenants, Hi-tech SMEs as well as Startups & University's spin-offs. As constituents, a dedicated bank and café (innocafé) also form part of the project. The project is planned to be expanded to 4-6 additional towers, spanning around a million square feet over the coming few years, through public private partnership and special tax incentives.

2.5.13 NUST Defence Research and Development (R&D) Directorate

In view of induction of highly sophisticated industrial and defence systems and latest development in the fields of engineering and research it helps linkage between Academia and defence organizations. This Dte was established in 2020 to play its role towards self-reliance in defence sector of Pakistan and in supporting our defence services. Following are some of the major role/task of the Dte:-

- To liaise with service HQs, SPD, MoDP and its constituent strategic organizations and their R&D organizations for undertaking R&D projects for their organizations, aimed at achieving self-reliance and import substitution.
- To harness NUST resident resources for developing indigenous solutions for the strategic requirements of the country, as per the practices of several western and Chinese universities providing R&D support to their defence services.
- To facilitate services HQs and SPD to develop R&D linkages with various HiTech SMEs and startups companies working in DEFTECH sector at NSTP.
- To Channelize national funding opportunities towards defence R&D projects in consultation with 3 x services and SPD.
- To ensure effective monitoring and evaluation of defence R&D projects, their lifecycle management, timely execution, efficient utilization of funds and smooth coordination with services and defence organizations.

Chapter-3 **Appointment, Performance & Promotion**

3.1 Joining and Placement Process

HR Directorate issues the appointment/ offer letters to the selected faculty members, specifying the departments and date of joining. The selected faculty are expected to join the department on the given date and submit following documents through respective institution:

- Joining report
- Medical fitness certificate (from NUST Medical Centre)
- Appointment letter duly signed
- Contract duly countersigned by Principal
- Next of Kin details
- Degree duly verified by HEC if not already submitted

HR Directorate issues the Office Order after getting contract agreement from faculty. On receipt of above documents, service at NUST commences and pay released by Finance Directorate from date of joining. Faculty is invariably allowed up to three months to submit their other equivalence of degrees (in case of foreign degree) and verification from HEC (in case of national degree).

3.2 NUST Service Rules

NUST HR Handbook (available with all institutions) covers the NUST service rules in detail. Faculty is expected to read NUST statutes and HR Handbook to get acquainted with administrative and academic regulations.

3.3 Leave

NUST follows fairly liberal policy for leave, which is granted under categories of casual leave, earned leave and extraordinary leave. As per NUST leave rules, faculty member is entitled to 20-days casual leave and 48-days (4 days per month) earned leave (per year). Ex-Pakistan leave, official visits, leave for study or for academic reasons is approved by the Pro-Rector (Acad). Earned leave can be granted up to a maximum of 120 days in a year. NUST discourages faculty asking for long leave during the currency of semester.

3.4 Tenure Track System

Tenure Track System (TTS) is an employment system offered by the HEC. NUST has adopted TTS as a parallel system. Since 2012, over 280 faculty members are on TTS. It not only provides greater opportunity for faculty members to develop their careers but also offers attractive remuneration structure. TTS is great initiative to promote research, quality education and acknowledgement to the quality researchers/

teachers. The detailed information on nature of TTS is available in NUST HR Handbook/ website.

3.5 Performance Evaluation / Annual Appraisal Report

Faculty evaluation is well executed process at NUST to gauge faculty performance during each academic year. Performance evaluation is based on four tools namely self-assessment, student's feedback, class audit and comments of HoD/ Dean, etc.

- Self-Assessment: The performance evaluation process is initiated by faculty by filling self-assessment part. A faculty member presents his work to the authorities mentioning his/her publications, research projects, industrial projects undertaken, new courses developed or innovation introduced in course/laboratory work, MS/MPhil/PhD students supervised and other advisory and administrative services rendered. The authorities then scrutinize his achievements & employment and provide necessary input and pen-pictures the document.
- Student's Feedback: Students evaluate the faculty through a computerized feedback which broadly assesses the faculty on teaching, knowledge, fairness and interpersonal skills twice in each semester. The average score forms part of the AAR
- Class Audit: Dean / HoD / Senior faculty member visit class to evaluate teaching methodology, contents being covered, interaction with students and answering the questions. The main purpose of this activity is to ensure the quality teaching methodology is being practiced.
- Performance Evaluation: Assessment of faculty performance including aspects like personal qualities, teaching skills, research skills and number of publications, etc, and is invariably done by the HoD. The College Commandant/ Principal/Dean also endorse their remarks on the AAR. Remarks from the Pro-Rector/ Rector NUST may also be part of it.

Each institute completes its part and after endorsement of the head of institution, forwards it to the HR Directorate by end of each academic year. HR Directorate scrutinizes the AAR and processes it for endorsement by Pro-Rector (A). Faculty member is responsible to ensure timely initiation of AAR so that it reaches HR Dte in time at the end of academic year.

Chapter-4 **Academic Responsibilities**

4.1 Teaching

NUST sets standards for teaching activities including curriculum development, student counseling, teaching load and availability of faculty members to the students other than class timings. Any further information regarding any topic of this chapter may be referred to Academics Directorate.

4.1.1 Teaching Ethics

NUST expects all faculty members to adhere to the highest ethical standards. Faculty members are required to recognize the magnitude of the responsibility inherent in the teaching process. By practicing teaching ethics, faculty members earn the respect and confidence of their colleagues, students and their parents.

4.1.1.1 Subject Knowledge & Course Content

Faculty members are expected to retain high level of knowledge of their respective subjects and ensure that course content is current, accurate, representative, and appropriate to the course requirements. They are to communicate the objectives of the course to students using real life examples. They are also expected to remain aware of the latest instructional methods or strategies, and select methods of instruction that are effective in helping students to achieve the course objectives.

4.1.1.2 Confidentiality

Faculty members are expected to maintain confidentiality in matters of student grades and attendance records.

4.1.1.3 Respect for Colleagues

Faculty members are expected to respect the dignity of their colleagues and work cooperatively in the interest of fostering student development.

4.1.1.4 Valid Impartial Assessment of Students

Keeping in mind the importance of assessment of student performance in students' lives and careers, faculty members are responsible for ensuring that students' assessment is valid, open, fair, and congruent with course objectives.

4.1.1.5 Respect for NUST

Faculty members are expected to be aware of and respect the educational goals, policies, and standards of NUST.

4.1.2 Teaching Activities

The role of faculty members in teaching and educational engagements is considered primary and essential by the University. Faculty members are expected to present material accurately and effectively in accordance with the approved objectives and course outlines.

As part of their teaching activities, faculty members are to prepare and organize course materials and are expected to participate in curriculum and/or new course development. Faculty members ensure that the course objectives are achieved through course-related activities such as quiz, OHTs, assignments, projects, mid and end semester examinations. Based on these, faculty members are responsible for grading students' academic performance and preparing grade sheet.

Apart from that, faculty members are also expected to supervise lab activities, projects, summer trainings as well as ensure classroom discipline and punctuality.

Faculty members also act as thesis/research supervisors/advisors for students both at Undergraduate (UG) and Postgraduate (PG) levels. They also undertake project study/research work as assigned by the Head of the Department (HoD).

4.1.3 Functions/Duties of Faculty

All officers assigned teaching/ research duties at the institutions and acting as faculty, work under their respective HoD and perform following duties:

- Prepare classroom instructions in assigned courses in accordance with the approved syllabi, training program and course plans
- Make quiz, one-hour/ mid-semester tests and end-semester exams as per university policies
- Give and assess home assignments, quiz, one hour/ mid semester tests and end semester examinations in their assigned course
- Grade students' academic performance, prepare grade sheets and obtain approval thereof
- Ensure that final grading is approved by HoD, the grade sheets are correctly compiled and submitted to HoD within seven days of the examination held
- Ensure classroom discipline and punctuality in attendance, and that reports are submitted in respect of the students violating discipline or absenting themselves from the classes
- Supervise private study sessions of students when so assigned
- Render additional coaching/assistance to weak students during library/ free hours on their own or on request of the students
- Act as thesis/research supervisor/advisor for students both at UG and PG levels provided they meet the criteria.
- Prepare and develop curricula and its improvements thereon as and when required to make them relevant to national and international needs
- Undertake project study/research work or any other tasks as assigned by HoD.

4.1.4 Functions/Duties of Head of Department (HoD)

The HoD exercises academic/ administrative control over faculty and staff of his department in addition to teaching/ research duties. He / she shall perform following duties for his department:

- Supervise the work of all faculty members including planning, organizing, teaching and research work in the department
- Ensure that the syllabi are covered in time and research is carried out in accordance with the policies laid down by NUST
- Ensure that the provisions of examination policy are correctly implemented and question papers/ answer sheets are being managed appropriately with respect to the specified course contents to ensure quality and fairness
- Ensure that all faculty in the department monitor and maintain the record of attendance of students
- Recommend the names for appointment of Research/Teaching Assistants for approval of the Dean on the recommendations of concerned faculty in accordance with NUST policies
- Recommend to the Dean of the institution concerned for the creation of divisions/sections within the department if required
- Keep the Dean regularly informed about all teaching and research activities and submit periodic reports
- Submit reports regarding teaching, research and development, academic program planned and executed by the department to the Dean of the institution concerned after each academic session
- Arrange/ manage counseling sessions for concerned students through faculty to assign independent projects/study topics to students and nominate project supervisors/ advisors for the same
- Preside over the Departmental Board of Studies (DBS) meetings for finalizing semester results and consider the disposal of academically deficient students for making recommendations to the Faculty Board of Studies (FBS)
- Facilitate and provide conducive environment to faculty to carry out R&D during working and non-working hours
- Assign and oversee project work undertaken by the department
- Make proposals for improvement and maintenance of facilities such as laboratories, libraries, teaching aids in the department
- Prepare budget proposals with regard to the department for the consideration of the Dean.
- Ensure that all members of the teaching staff perform their duties in time and for full duration with dedication, motivation, and high quality of performance
- Prepare proposals in respect of subjects and schemes of studies and research for consideration of the Dean
- Prepare time schedule of different classes and their examinations in consultation with the Dean
- Put up suggestions for visiting faculty and workout payment for the same at the specified rate for approval.
- Initiate AARs of all teaching staff of the department.

- Assist Dean in scrutinizing the applications of teaching/research staff for the departments
- Assist Dean in all other scholarly activities when so required
- Attend all Faculty Board of Studies (FBS) meetings of the institution
- Perform any other duty as may be assigned to him by the Commandant/ Principal/ Dean from time to time

4.1.5 Functions/Duties of Deans of an Institution

The Dean shall work under Commandant/Principal and will provide continuity in each institution, and heads the Academic Wing of the institution. He shall be responsible for the academic growth of his institution through teaching, research and other scholarly activities. The Dean will have the following functions and duties:

- Plan, co-ordinate and supervise all academic activities including teaching, curriculum development, examinations, research, publications, workshops seminars/short courses, etc., in all departments of the academic wing, and supervise the work of HoDs
- Plan, scrutinize, prioritize and vet the proposals for improvement and maintenance of facilities such as laboratories, libraries, teaching aids, etc., in each department.
- Prepare budget proposals for consideration by the Commandant/ Main Office NUST in consultation with Deputy Director (Administration) of the Academic Wing/Staff Officer (NUST) respectively
- Place the proposals in respect of all subjects and schemes of study received from the HoDs before the FBS and prepare recommendations for onward submission to the Rector through Principals/ Commandant
- Mobilize resources for teaching and research such as laboratory, library and teaching staff
- Consider cases of migration of students from other colleges/universities and make recommendations to the Commandant/Principal
- Finalize the semester results after receipt from respective HoDs for final approval by the FBS
- Initiate AARs of all HoDs and senior faculty members. In case of Armed Forces officers, the Dean shall write a manuscript report or act as a Technical Reporting Officer (TRO) in accordance with the respective service rules/regulations
- Attend all Academic Council Meetings (ACM) conducted by Main Office NUST along with the Principal/ Commandant
- Draft the policies on academic issues for presentation before the FBS
- Preside over the FBS meetings in the absence of **Principal** /Commandant
- Assist the **Principal** /Commandant in scrutinizing the applications of teaching/research staff for recruitment in NUST
- Draft procedures and propose criteria for admission to various disciplines for consideration in the FBS/Academic Council
- Initiate research project proposals/PC-1s for obtaining research funding from public/private sectors

- Coordinate research activities within colleges/departments as well as those jointly undertaken by NUST and outside agencies
- Build collaboration between NUST faculty, R&D organizations, industry/field organizations, NUST Consulting & Technology Incubation Center to generate funds
- Carry out any other duty assigned to him / her including acting as Commandant/ Principal in his / her absence.

4.1.6 Student Counseling

Student counseling is an important teaching-related activity. A faculty member is expected to advise students in planning their academic program throughout the academic year. Faculty members are expected to develop a relationship with students by means of providing them intellectual guidance, counseling, mentoring and advising them with the aim of encouraging students to learn and perform better. If required, then the student may be guided to C³A for expert advice.

4.1.7 Role as Student Advisor

Faculty members are nominated to act as “Student Advisor” of 10-12 students and expected to perform the following major roles: -

- To conduct ‘compulsory students’ mentoring discussions of 30 minutes’ duration for all students of 1st and 2nd year and weak students (CGPA or semester GPA lesser than 2.50) of 3rd and 4th year in weekly classes schedule (e.g., 4th period on every Thursday).
- To be fully conversant with all provisions of NUST academic regulations and administrative policies.
- To educate the student in this/ her advisor mentoring group regarding relevant NUST academic regulations/ administrative policies during mentoring classes.
- To review academic performance of all his / her weak students.
- To maintain telephonic contact with the parents / guardians of his / her wards.
- To arrange meeting with parents of academically deficient/ ill-disciplined students.
- To recommend/ raise HOD’s / Principal’s appreciation letters for his group students who perform brilliantly in academics and extra-circular activities.
- To monitor attendance and maintain record of all students of his / her group.
- To update attendance record of advisor mentoring classes on CMS.
- To raise first, second and third warning letters on third, fifth and sixth absentee from advisor mentoring classes.
- To raise his / her wards (students) feedback reports at the end of each semester.
- To approve and help in processing of his / her ward’s applications related to long-leaves, sick leaves, deferment, counseling by C³A etc.
- To liaise with subject instructors for extra coaching of weak students in this / her advisor group.
- To maintain record of interactions with his group / individual students in his / her advisor group for follow-up actions.

Detailed policy is available at all schools for reference and guidance of faculty.

4.1.8 Curriculum Development

Faculty members are expected to have a strong and continuing commitment to the development of subjects in their field through adding new course, review and updating of the course contents as and when necessary, to reflect new developments and advances. They should work in collaboration with other faculty members in their field to seek continuous updates and improvement of curriculum.

The details on following curriculum development processes are available with the Academics Directorate.

4.1.8.1 Review in Approved Curriculum

Reviewing and updating curriculum is an important task to undertake for keeping pace with ever developing technologies and meeting emerging market needs. It is also important to review and revise the curriculum in light of the latest policy guidelines of the University and those received from HEC/PEC and other such accreditation bodies. The University has set out guidelines to facilitate its constituent institutions for processing amendments in the approved curricula. Which are available with the institute and with the Acad Dte. However, some are described in detail in following paragraphs: -

The amendments in approved curricula may be suggested through a proposal that clearly identifies the rationale for amendment. The proposal should be prepared keeping in mind relevant policy guidelines issued by NUST and those received from HEC/PEC and other such bodies. The Departmental Curriculum Development/Review Committee reviews all proposals at the end of every Fall and Spring Semester. They will then be deliberated/ approved by the Departmental Board of Studies (DBS) for further processing.

The DBS approved proposals shall be reviewed by institution Curriculum Review Committee and their approved curriculum amendments will be sent to Faculty Board of Studies (FBS) for deliberation. Copy of the curriculum amendments approved by FBS will be sent to Academics Directorate and Registrar Directorate for updating and record. Amendments beyond the purview of FBS shall be forwarded to Academics Directorate in the form of a working paper for further processing.

Academics Directorate holds the meeting of University Curriculum Review Committee (UCRC) to review/ evaluate proposals. Those under the purview of UCRC will be approved/ rejected on behalf of the Academic Council Meeting (ACM) and all concerned will be informed. Amendments not falling under the purview of UCRC shall be processed for deliberation of ACM. If required, input can be taken from Registrar Directorate and/or other relevant Directorate(s). The approval of the curriculum amendments by the ACM shall be communicated to all concerned. This information will also be updated in the prospectus and on NUST Website.

4.1.8.2 Starting a New Academic Program

In order to achieve NUST Vision, the University continues to introduce various new academic programs. The University has provided guidelines to facilitate the

development and processing of proposals for starting new academic programs, which is available with the Academic Directorate.

The concept proposal for starting a new academic program shall customarily be developed by Departmental Curriculum Development/Review Committee (DCRC) of concerned Department of the constituent institution. This proposal is presented in the DBS and then in FBS for deliberation/approval. Upon approval by FBS, it is forwarded to Academics Directorate for obtaining the Rector's approval.

At Main Office NUST, Academics directorate shall process all cases of new academic program. The concept proposal shall be put up to Rector through Pro-Rector (Acad). For detailed discussions, Commandant/ Principal of concerned institution may be asked to present the proposal in a meeting chaired by Pro-Rector (Acad) or Rector and attended by Registrar and all Directors of Main Office NUST.

4.1.9 Meetings with Students

Faculty members are expected to schedule and keep a reasonable number of weekly office hours for student conferences and consultations at times convenient to students. Pre-arranged appointments should be made with students when there are conflicts and when a student needs more assistance.

The minimum number of office hours is normally specified by the department. For the convenience of all concerned, faculty members should post their scheduled office hours and provide the department with a copy of their posted office hours.

4.1.10 Teaching Load

Teaching load of a faculty member reflects the number of credit-hours s/he is teaching per week. The average weekly credit-hours invariably do not exceed 10 credit-hours. One credit hour means one contact hour per week, however, one credit hour for lab work means three contact hours in the lab.

The workload may be reduced if a faculty member has other administrative responsibilities, special assignments, approved research, lab development, development of new course materials, supervision of thesis, projects and summer training etc. complete policy on faculty load is available in all institutions for guidance.

4.2 Classroom Management

Faculty members have to supervise classrooms, facilitate and maintain the academic discipline in classes

4.2.1 Course Scheduling

The schedule containing the class location, timings and duration is made available just before the start of each semester. Generally, all UG/ PG courses and lab sessions are scheduled within the time period of 09:00am – 05:00pm whereas PG evening courses are usually scheduled between 05:00pm – 09:00 pm.

4.2.2 Change in Class Schedule

The request for change in the scheduled class time can also be made only if there is conflict and/or a strong justification. The request is to be filed with the HoD through the program coordinator, citing the reasons.

4.2.3 Lecture Execution

The duration of each lecture and laboratory session is indicated by the institution program coordinator. A faculty member is responsible for orderly conduct of classes and all teaching activities. Faculty members are expected to start and finish their classes strictly as per schedule.

4.2.4 Classroom Supplies

Classrooms are equipped with white boards, overhead projectors, screens, markers, smart podiums, wifi connectivity and CMS attendance system etc. Other classroom supplies are available with the respective departments. Requests for audio-visual support for classroom instruction should be made in advance to MIS.

4.2.5 Class Attendance

A regular student is expected to attend all classes and laboratory sessions. Faculty members are therefore required to keep a record of class and laboratory attendance of all students through CMS/ LMS system. The University follows a policy that a regular student will not be allowed to continue a course and take the final examination if his / her attendance is less than 75% of the scheduled class and laboratory sessions.

4.2.6 Cancellation of Classes and Make-up Classes

A class may be cancelled due to sickness, emergency leave, an official business trip or assignment of the faculty member or any other unforeseen/ unavoidable event like weather/ special holidays, etc. In such cases, s/he must inform the department regarding the cancellation with justification and also notify the class. Make-up classes must be scheduled against all cancelled classes, to complete the course coverage. It is the responsibility of the faculty member to make arrangements for the extra class at a suitable time free of conflict with the student's academic engagements. The department should be informed of the scheduling of all make-up classes.

4.2.7 Substitute Instructor

A substitute instructor may be appointed as a temporary replacement, of the designated faculty member, when a prolonged absence is expected due to illness or unfortunate events and when the anticipated loss of regular classes cannot be compensated by make-up classes. Substitute instructor may also be appointed to substitute a faculty member during short absence necessitated by an official trip,

domestic or abroad, for attending a conference, professional meeting or a special assignment. Designated faculty member to ensure that his/ her substitute is detailed.

4.2.8 Student Conduct

The students are responsible for complying with policies, standards, rules and requirements for academic and social behavior formulated by the University. Faculty members bear the responsibility of maintaining student conduct and supervising students on the matter. Matters of misconduct may be referred to the Discipline Committee.

4.2.9 Maintaining Integrity of Work

Faculty members must ensure and protect the integrity of grades. Faculty members should ensure that all academic work or requirements assigned to a student is carried out by him/her independently without any unauthorized aid of any kind. If any instance of dishonesty in homework assignment, exams, or any other requirements is discovered, it is the faculty member's responsibility to take appropriate action. If the case requires, the faculty member can, for instance, give a zero grade for a particular assignment and notify the HoD in writing for further processing. Faculty member should also report the HoD regarding any incident of gross misconduct by a student in his/her class for investigation and disciplinary action.

4.3 Course & Examination Management

Faculty member is responsible for the administration of coursework and examination. Coursework includes preparation of lecture notes, distribution of notes and other reading materials, preparation of homework or other assignments for the students. He is also responsible for coursework grading, conduct of examinations and grading of examinations and forwarding the final grades to the office of the Dean and upload on CMS/ LMS as per policy.

4.3.1 NUST Academic Calendar and Schedule

Academic Directorate prepares and issues the academic calendar of the University based on the details provided by each Institution and other directorates of main office NUST. Faculty members are supposed to get acquainted with it. Academics Directorate plans academic schedule with input of all institutions and is approved from competent authority for implementation in all NUST institutions.

4.3.2 Course Syllabus

The faculty member is expected to follow a detailed syllabus of a course developed and approved by the department. In the event of a first-time offering of a course, the faculty member shall develop the course outline on the basis of the approved course description and seek its approval prior to the offering of the course. The same course outline should be shared with students within first week of each semester.

The faculty member must distribute a copy of the detailed syllabus to his/her class. The detailed syllabus should include the course title, the text(s) and reference book(s), the sequential lecture-by-lecture coverage of the materials, the schedule of examinations and tests, the grading policy, the attendance policy and important deadlines, if any. It should also include specific course requirements such as projects, reports, oral tests and quiz. It is obligatory for faculty members to ensure that the adopted course syllabus is up-to-date. Faculty members should propose and implement an updated syllabus reflecting recent advances in the field, with the approval of the department.

4.3.3 Course Assignments

All courses, other than the research-oriented ones, include a number of assignments such as homework, term papers, lab reports, etc., which the students are required to complete individually or in groups. The number of assignments to be given periodically to students will be decided by the faculty member. The faculty member will set up policies regarding the submission of all written assignments, the return of the corrected and graded assignments and the weight-age of such coursework in the final grade. Quiz and other in-class tests will also be scheduled by faculty members. Students to be provided with solutions of quiz, assignments, OHT, Mid and ESE. Graded quiz and assignments be returned to students within 1 day, OHT/ Mid Term within 2 days and ESE within 3 days.

4.3.4 Textbooks and Course Material

Departments have designated textbooks to the courses. However, the adoption of a textbook does not restrict the faculty member to use the particular book exclusively. Faculty members can adopt other references to supplement teaching material including their own prepared lecture notes.

If no book is designated, then faculty member may rely upon CMS/ LMS or on his/ her own collection of materials and whenever necessary and appropriate, s/he should distribute the course materials to the students. Faculty members can also propose a new textbook either as a replacement for an existing one or as a new edition for a course where there is no designated textbook. This can be done by following the University's procedures which require approval of the department, the college/school and the University. A course file is to be submitted upon completion of the course containing necessary documentation in accordance with the department's policy. The course file may include course syllabus, faculty member's report, assignments, projects and examinations, and samples of students' work.

4.3.5 Types of Examinations

A student's performance in a course is evaluated through assigned class-work, homework and assignments, and through scheduled examinations. A course is

evaluated either by all or some combinations of oral and practical examinations, research, term papers, written tests and other activities.

4.3.5.1 Minor Tests (Quiz)

Faculty members schedule a number of quizzes to be conducted frequently in each course at irregular intervals, of normally 2-3 per credit hours, throughout the semester, with intimation.

4.3.5.2 Major Tests

- Mid-semester/One-Hour Tests

Faculty member schedules a 2-3-hour test that is conducted at mid-semester or a number of one-hour tests, normally one per credit hour, in each course that are to be conducted at regular intervals.

- End-semester Examination

Final examinations, which are mandatory for all courses, are scheduled for the end of each semester. These are normally of three hours' duration. The examination schedule indicates the date, time and location of all examinations and is issued by the Institution.

4.3.6 Conduct of Examinations

Faculty members should prepare examinations in strict secrecy and confidentiality. They are responsible for having the examination papers printed at the Examination Center of the University and collecting the papers themselves after they have been printed. No student will be allowed to sit for a final exam after the lapse of thirty minutes from the beginning of the exam. Also, no student will be allowed to leave the examination room within one hour of commencement of examination. Visits to washrooms shall be carefully controlled.

4.3.7 Student Handbook

New entrants are issued a student handbook every year. The book contains general information about the university as well as academic regulations. Faculty is to ensure that the book is read by all the students of his/ her class.

4.3.8 Grading Policy

The basis for determining a student's grade in a course is left at the well-considered discretion of the faculty member. The grading scheme has provision for theoretical and practical courses and those containing a portion of both. The performance of each student will be assigned as a grade.

It is the University's policy to workout GPA by awarding relative grading on a scale of 1.00 - 4.00 points according to distribution curve based on the performance of a particular class. Students are screened according to their performance relative to their peers. In relative grading, a histogram of total marks obtained by all students is taken and ranges for assigning various grades are decided for awarding grades. These ranges for assigning grades are based on upper limit of percentage of students in a course that can have a particular grade.

4.3.9 Absence during Examination & Make-up Exams

A student who fails to attend the final examination will normally be given a zero and their course grade will be calculated on the basis of class work and other test scores earned. However, if the failure to attend the final examination was due to circumstances beyond the control of the student, make-up examination may be requested.

Chapter-5

Research Publications and Grants

5.1 Research

The University provides support services for research in the form of funds, compensation, well-equipped laboratories, computing facilities, reduced teaching load, etc. The Research Directorate acts as a focal point for providing guidance and support to the constituent institutions in the activities related to Research Publication and R&D Research Project Grants. The Research Dte has two sections with following functions:

5.1.1 Publications Section

- Sponsorship of journal publication charges
- Financial award for publications
- Sponsorship of conference registration fee
- Sponsorship for conference travel grant
- Management of NUST own journals
- Maintaining publications databank
- Issuing / Maintaining “Turnitin” accounts
- Plagiarism cases
- Academic Professional Society Membership Fees
- Tracking performance (Schools/Colleges, FMs)
- Vetting of FM and PhD Student publications
- Processing appointment of Adjunct Faculty
- Liaison / Reporting at various levels
- Implement strategies for increasing online visibility of publications, and R&D projects on print & social media
- Preparation / Revision of relevant policies

5.1.2 Projects Section

- Conveying funding opportunities
- Assistance in proposal submission
- Liaison with funding agencies
- Permissions for large procurement cases
- Permissions for foreign visits (in a project)
- Monitoring & Evaluation
- Research Audits
- Project Closure
- Best Researcher Award (NUST level)
- Consultancy Cases
- Exhibitions (Research Related)
- Competitions (Research Related)
- Processing appointment of HoD (Research)
- Tracking performance (Schools/Colleges, FMs)

- Managing Thematic Thrusts
- Liaison / Reporting at various levels
- Preparation / Revision of relevant policies
- Outreach

5.1.3 Research Ethics

The University expects its faculty to maintain an atmosphere of intellectual honesty and high ethical standards in research and publications. Any intentional distortion, fabrication or falsification of research data, information or conclusions, and plagiarism are prohibited by University policy. Faculty members are expected to opt for honest means and not deceive colleagues, granting agencies, or the public.

5.1.4 Research Ethics Guidelines

The Faculty members should:

- Be committed to continuous scholarly development and improvement
- Contribute to the society by spreading technical knowledge
- Remain abreast with the developments in their own field of specialty
- Make efforts to create and maintain professional contact with other national and international scholars and practitioners in relevant academic fields
- Try to continuously improve research quality and creativity by publishing the results of their work in books or journals
- Impart knowledge and the importance of ethical conduct research to students and assistants who work under their supervision and minimize the opportunities for research misconduct

5.1.5 Research Incentives

Faculty members are encouraged to undertake research activities which will enable them to remain abreast with the latest developments and be able to upgrade the quality of teaching and learning. HoD Research Cells headed by PhD faculty members are working towards the coordination, monitoring and record-keeping of all R&D activities. Research activities are compensated through payment depending upon the extent of the faculty member's involvement, total expenditures and net savings. However, faculty members are expected to keep appropriate time balance between academic and research activities.

5.1.6 Research Facilities

For smooth running of research activities, the University has provided up-to-date facilities. These facilities include: -

- Well-equipped laboratories manned with skilled technicians
- Space for testing and experimental work
- Computing facilities provided by the Information Technology Center
- Workshops and machine shops for fabrication of materials needed for the experimental work.

- Well-stocked main library containing books and journals with capability of on-line search and procurement of references needed for research.
- The University hires qualified graduates to strengthen its graduate programs and research capabilities.

5.1.7 Research Patents & Copyrights

Faculty members are mandated to publish technical research papers in the journals/conferences on a regular basis. Faculty members are responsible for following usual academic ethics in publishing research findings by correctly mentioning co-authors and acknowledging the relevant contributions of others. If a faculty member has acted as a thesis advisor for a student, he should include, whenever appropriate, the name of the student in all publications related to the student's thesis.

Financial support provided by sponsoring agencies should also be acknowledged in all research publications emanating from the research project. While publishing material, client's policies should be taken care of and written permission should be taken from the funding agencies before publication of any material. Faculty members are required to proceed with patent formalities immediately if the research conducted may lead to a discovery or an invention, by submitting a Disclosure of Invention in accordance with the University procedure.

5.2 Research Publication Policy

In order to develop NUST into a real center of excellence, it is imperative that apart from maintaining high standards in teaching, research is encouraged and suitably rewarded.

5.2.1 Research Publications

Publication of research work in the form of books, monographs, articles & scientific research papers and other original works are means by which researchers communicate scholarly outcome and build their reputation among their peers. Publication is a primary basis on which researchers are evaluated for various incentives including employment, promotion and tenure. These publications contribute significantly towards citation of new knowledge, which is one of the functions of a university. NUST Policy encourages, facilitates and financially supports such research activities. NUST is equally committed to presenting its strength in national and international scholarly forefront on this aspect. Through this process, NUST hopes to further expand its international network of researchers and scholars that will strengthen these efforts and create alliance for research & education to become a new paradigm of global collaboration and cooperation.

5.2.2 Publication Section

NUST policy for publication encapsulates almost all aspects related to facilitating, supporting and guidance to the researchers for publication of their research work. Quality Assurance Directorate houses "Publication Section" which coordinates available resources

for facilitating researchers to produce high quality and substantial quantity of publications. The prime responsibilities in this regard include sponsorship for paper presentation in conferences, publication of scientific paper in journals and incentives for higher quality and quantity achievers. The Publication Section also promulgates Plagiarism Policies, provides guidance on plagiarism and maintains academic integrity through the usage of “TURNITIN.”

5.2.3 Support for Faculty Membership in Specialized Technical Journals

Faculty members can propose any research society (such as ACM,IEEE, CPSR, etc. or other professional societies) that they desire to be a part of any scientific journal that they wish to subscribe for the institution. NUST financially supports the provision of these memberships /journals centrally or at institution level, if permissible by the publishers, provided that reasonable efforts are made to share the resources among other members of the NUST community.

5.2.4 Publications in Refereed Journals

It is mandatory for the faculty and postgraduate students to publish technical papers in referred journals and conferences on regular basis under the name of “National University of Sciences and Technology, Islamabad. “Each faculty member is expected to produce at least one publication annually in Impact Factor journals. Similarly, each PhD student will contribute at least two publications in Impact Factor journals. Order of the authors in a publication to be arranged as per their research contribution and students will be given preference when publication is based on their hard work. They must also be encouraged to present their research at national/ international fora. Highest credit will be given to publications in journals with high Impact Factor. To encourage faculty for publishing the findings/paper in ISI Indexed Impact Factor journal, publication/registration fee can be provided. Likewise, sponsorship for publication of book and chapter in a book will be made available after evaluating the research work, publishing agency and standing of the publication. In order to streamline the sponsorship procedure for publication charges/fee, following criteria will be followed:

- On acceptance of research paper in a journal, case for sponsorship of publication charges/fee may be submitted on prescribed Application Format least 04 weeks in advance of the due date for processing and approval
- Share of the authors for the sponsorship of publication charges/fee will be determined as appended below:

<u>No of Authors</u>	<u>Order of Authors</u>	<u>%age of NUST Sponsorship</u>
Sole	Sole Author	100%
Two	1 st Author	60%
	2 nd Author	40%
Three	1 st Author	50%
	2 nd Author	35%
	3 rd Author	15%
Four	1 st Author	45%
	2 nd Author	30%
	3 rd Author	15%
	4 th Author	10%

- Only NUST author can be considered for full publication charges on case to **case basis for 1st and correspondence author's affiliated with NUST.**
- Publication charges/fee up to maximum of US\$ 800/- (or equivalent) for ISI Indexed Journal with Impact Factor and up to maximum US\$ 500/- (or equivalent) for Scopus and ISI Master List Journals` paper can be provided
- In order to avoid NUST publications with fake/bogus/predatory publishers and journals, it is mandatory for the authors to carefully select the journal after considering the latest information on the subject.
- Research work declared clearly by the local Research Ethics Committee (where applicable) is only submitted for publication.

5.2.5 Sponsorship of Presentation of Research Working Reputed International Refereed Conferences

For the purpose of nurturing the seeds of research, NUST organizes and participates in international conferences, seminars, symposia, etc., abroad. These activities foster research and intellectual exchange of information between academia, industry, and other participants. Sponsorship to these events is essential for professional grooming and growth of faculty and students. Eligibility criterion, guidelines and procedure for NUST sponsorship are as follows:

- A regular faculty member/research staff who successfully submits the results of his/her research work in an international refereed conference of repute, will be sponsored on acceptance by the university to present his/her work/paper in that conference
- The applicant should have completed six-months service at NUST and has valid contract to continue with NUST
- NUST faculty/research staff/students already abroad on a sponsored program will be considered for registration fee on case-to-case basis only.
- The standing of the conference will be determined by the acceptance, i.e., acceptance of full length paper and peer review, etc., process. If the acceptance of papers is without a peer review and/or on submission of abstract only and for poster presentation, the request for sponsorship will not be entertained. The quality of the article and conference will be evaluated on the basis of following:
 - Maturity level of the conference
 - Acceptance rate (if available)
 - Hosting Agency/Organizers/Event body/Professional Society
 - Review process and reviewer's comments
 - Indexing of the proceedings
 - Value of research work and expected benefits
- In case of multi-authored papers, the travel request to present paper will only be applicable for the first author unless the first author is not eligible or unable to present due to exceptional circumstances beyond his/her control. In such case, supervisor of the 1st author can be sponsored for presentation in the conference for the paper to be published in proceedings
- The Commandant/Principal of the institution is to ensure that only those requests are recommended or sponsored which have high value and have

strong chances of getting the revised/modified paper published in journal. Their quest for sponsoring visit/registration fee in a conference is to be submitted on prescribed form

- Faculty member/research staff/PG students may request for sponsoring of the registration fee only for subsequent paper(s) to be published in the proceeding of refereed international conference(s)
- Primary professional affiliation of the author with NUST and acknowledgement of sponsorship must be shown on the paper
- NUST sponsorship will depend upon availability of funds in the relevant head and approval of the Competent Financial Authority
- All such requests must be forwarded to QA Dte, Main Office NUST at least 08 weeks in advance for processing and approval. The request must also have the duly filled application forms (as applicable) for alternate sources of funding like HEC, PSF, PTCL, Ministry of IT etc.
- All participants are required to submit the conference proceedings/Post Visit report to the institutions, who will forward it to QA Dte
- Request for second time sponsored visit to a conference would only be entertained, if subsequent to the conference, a paper is published in ISI indexed journal with Impact Factor and one year has passed from the date of previous conference sponsorship
- Sponsorship for conferences held within country will be approved by the institutional heads out of institutions' budget

5.2.6 Grant of Financial Award for Publication

NUST has always encouraged its faculty, research staff and students to actively involve themselves in research activities. In this context, encouragement for research publications remains a very important aspect of NUST policy. NUST provides cash awards up to Rs50, 000/- for contribution of its faculty, research staff and students in publication of their research work with NUST affiliation. Their quest is to be submitted as per prescribed form. It is a well-known fact that the quality of research publications is judged by the Impact Factor of the journal in which these are published, therefore, in order to further improve the quality of our research publications and align the policy with the latest trends, the following is necessary:

- Research publication under the name of "National University of Sciences and Technology (NUST), Islamabad, Pakistan" will only be considered for the award under the policy.
- Authors with NUST professional affiliation will only be considered for the award.
- Maximum of the first four authors in the order will be considered for the award in a multi-authored paper.
- Impact Factor (IF) journal indexed with Institute of Scientific Information (ISI) will be given much higher weight-age for the financial award. The amount of award of the paper will be calculated according to the rank of the journal in the relevant ISI subject category, with respect to Impact Factor in which the paper has been published. For this category, the financial award range is

between Rs.30, 000/- to Rs.50, 000/-. The amount to be calculated as follows:

$$\text{Amount of the award in Rs.} = 30000 + (20000) \times \frac{TJ - PJ}{TJ - 1}$$

TJ = Total journals in relevant ISI subject category
PJ = Position of the journal with respect to impact factor

- Article published in internationally recognized journals (bearing ISSN, international authorship, editorial board/peer review panel and distribution) which are not indexed with ISI will be given award up to Rs. 10,000/-
- A book or chapter published in a book will be processed under this policy on case-to-case basis giving due consideration to the recommendations and justifications by the institution. PhD thesis published in the form of a book will not be considered under the policy.
- A textbook published for higher education and disciplines taught at NUST will be given higher preference
- Articles published in ISI Master List, Scopus and NUST Journals will be given award up to maximum of Rs. 20,000/-

5.2.7 Verification of Publication

Publication section will be responsible for verification and vetting of NUST publications produced by its faculty members, researchers and students. It is to keep the record and upgrade the same from time to time. The section may be asked to verify recognition and categorization of journals and publications related to cases for promotions, appointment, equivalence, selection and PhD degree requirements.

5.3 Attending Research Conferences /Workshops/ Seminars

Each constituent institution of NUST organizes at least one national level conference/workshop/ seminar each year and at least one international level conference/workshop/seminar every alternate year in their respective field of disciplines. During the event, in addition to concerned scholar's representatives from various concerned industries, ministries and Services HQs are invited to attend. Apart from detailed briefing about the institution, the student's/faculty members are given time for presentation of their research work. The objective is to enhance NUST rapport with the industry by developing understanding and strengthening industrial linkages and in the process, secure internships/placements for our students as well as sponsored research projects and consultancy services.

5.4 Avoidance of Plagiarism

Higher Education Commission (HEC) has formulated a "Plagiarism Policy", which aims to apprise the students, teachers, researchers and staff about the plagiarism and how it can be avoided. HEC Plagiarism Policy is available at HEC website www.hec.gov.pk/QualityAssurance. As per the policy on plagiarism, all NUST publications submitted for any conference/journal or published independently as theses, articles and assignments are to be evaluated for plagiarism using "Turnitin"

Software. NUST institutions at all level must ensure that publications by our Faculty are free from the plagiarism. It is imperative that the cut-paste culture does not take roots in the scholarly works of the University.

All faculty members must open their accounts on “Turn it in” and use software to check all publications. A copy of verified originality report checked through “Turn it in” is to be attached with publications (both conference & journal) whenever these are sent to NUST. Also in case of publications directly submitted for conference/journal publication these reports be verified by the institutions. Vigilance on the part of NUST Faculty is necessary to eradicate plagiarism and maintain the good name of the university. NUST has formulated “Standing Committee on Plagiarism and Research Ethics.” The committee deals with the misconducts at the university level in accordance with HEC/University Policies and code of conduct. In case of absence of local rules/regulations on plagiarism, research ethics and guidelines from best international practices will be considered for resolving the issues and decision making.

5.5 Awards for Teaching & Research Endeavors

5.5.1 Best Teacher Award

The best teacher award is conferred upon faculty member as per NUST criterion. The award consists of a cash prize with a certificate of recognition/appreciation signed by Rector NUST. The name of one best teacher from each institution is recommended by FBS and approved by Commandant/ Principal/Dean of the concerned institute. The final selection and approval of the best teacher is made by a NUST Evaluation Committee (NEC) appointed by Rector NUST.

Moreover, in order to qualify for this award, there should not be any disciplinary proceedings and adverse remarks in the AARs against a nominee during the last five years or less period whichever is applicable. Moreover, a faculty member with a minimum of 3 years of service in NUST is eligible for nomination of the award. Re-nomination of a faculty member for these awards is considered after three years. Value of the prize at School level is Rs 75000/- and at the University level is Rs 150,000/-. The AAR and student feedback of the nominee of the award is required to be minimum ‘excellent’ and ‘very good’ (above 70%) respectively.

5.5.2 Best Researcher Award

NUST also confers best researcher award upon the eligible faculty members once a year. The award consists of a cash prize with a certificate of recognition/appreciation signed by Rector NUST. Nominations of two to three faculty members are recommended by each constituent institute to HQ NUST on a prescribed form.

The final selection and approval of the best researcher of the year is made by NUST Evaluation Committee (NEC) appointed by Rector NUST. NEC evaluates the award form submitted by colleges/schools/centers according to a set criterion of weight-

age given to different areas of achievement and performance. Value of the prize at school level is Rs 75,000/-, while at the University level it is Rs 150,000/-.

5.6 Research Development Policy

In order to develop NUST on a par with international standards, it is imperative that apart from maintaining high standards in teaching, R&D is encouraged and suitably rewarded. RIC Dte plays key role in R&D policies and may be consulted for detailed information.

5.6.1 Funding Sources of R&D Projects

The research projects are funded by different national / international funding agencies. Following are the sources of funding for sponsoring of R&D projects:

- Industry including private sector such as Venus Technologies, United Traders, FFCL, Sci Flair, Millat Traders, etc
- Industry including public sector such as MoST, Ministry of IT & Telecom, HEC, PSF, NHA, etc
- International funding agencies such as British Council, Pak Norway, British Petroleum, USAID, UN, TWAS, EU, DAAD Germany, European Commission (Horizon 2020), Farnce (Peri dot), NRG Bio fuels Canada, ETRI, Korea, QNRF, etc
- Defense organizations such as NESCOM, MoDP, etc
- NUST R&D Fund and Development Budget

5.6.2 Research Cells at NUST Institutions

In order to enhance the scope of R&D work, each institution has established an R&D Cell headed by a PhD faculty member to be designated as the “HoD Research,” who will coordinate, monitor and record all the R&D activities of the institution. The nomination of HoD Research will be made by the Principal of the Institute and forwarded to RIC Directorate, who will send it to HR Directorate for issuance of Office Order. HoD Research will facilitate the Principal/ Dean in monitoring/ accelerating research activities and sustaining effective Research culture in the institutions. HoD Research will encourage the faculty for achieving the effective research outputs for national development.

5.6.3 Raising Project Proposals

A project can be initiated by any member(s) of NUST constituent institution or RIC Directorate. The member initiating the project will be called Principal Investigator (PI). In case of a team or group of members initiating a project, there will be a PI and others would be members of his team. PI must identify the end-user(s)/ beneficiary of the R&D output because such proposals have better chances of getting the funding/ sponsorship. PI would also identify the possible sources of funding. The choice of selection of sponsoring agency will depend on the type of the project and areas of interest of sponsoring agencies. For projects of Armed Services/ MoD, the proposals will be raised

as per their requirements. In case funding is required from NUST's own resources, the proposals are to be raised on "NUST Project Proposal Form."

5.6.4 Project Appraisal

The project proposal will be analyzed/ scrutinized at RIC Directorate, in the light of its requirement/ usefulness to the academic achievements, human resource development, marketing/ commercialization aspects and mainly the extent of contribution of the project towards national development.

5.6.5 Funding of Projects through External Grants

The project proposal, after necessary vetting at RIC Directorate and approval by Pro-Rector NUST, will be forwarded to the funding agencies/contracting agencies for provision of necessary funds. During the peer review/ vetting process of the external funding agencies, representatives of Main Office NUST will attend the meetings along with the PI of the project in order to get the project approval. RIC Directorate in coordination with PI of the project would help finalize the contract/ agreement with the funding agency.

5.6.6 Funding of Projects through R&D Budget of NUST

The R&D Fund Account has been created by pooling 10% of annual tuition fee on regular basis. The intention is to create an Endowment Fund which, over the years, will be sufficient in capital amount to enable R&D projects of NUST constituent schools/ colleges/ institutes/ centers to be sponsored/ funded out of the profit earned. Profit/ investment return of the fund may be utilized on the following:

- Concept verification of R&D project when no funds are available from sponsoring agencies
- To provide the seed money for R&D projects to make a start in the initial phase of a project pending receipt of budget from sponsoring organizations
- To meet any shortfalls for completion of any project if the sponsoring organization is unable to support the project to its logical conclusion
- To fund the R&D projects which require relatively small amounts but have significant application in the country
- On small R&D Infrastructure Development of the institutions like labs, libraries etc. for which funds are not available from other sources
- To supplement the manpower requirement of R&D projects
- To provide remuneration/honorarium on the achievements of R&D activities
- Any other aspect which can contribute towards enhancement of scope and pace of R&D at NUST

5.6.7 Faculty Research Performance Evaluation

The institutions will evaluate the annual R&D performance of each faculty member on the following inputs addressed in Annual Appraisal Report aimed at usefulness of the faculty member and weight-age for subsequent promotions:

- Number of publications in a reputed journal (international/ national)

- Funds acquired from sponsored research projects/ consultancy services
- Number of projects commercialized/ wealth generation through research
- Number of students/projects supervised

5.6.8 Research Assistants (Scholarships/ Stipends)

Research Assistant (RA) is a key person for research work at any educational institute. RAs may be hired for the projects in which funds are allotted to the faculty members by funding agencies under head “Research Assistants” for part-time hiring of research assistants in research projects. The appointment of RA will be made through advertisement process and final recommendation for RA will be made by the Principal/ Dean/ Faculty Member of the respective school.

5.7 Academic Community

NUST sponsors various co-/extra-curricular activities. Faculty members are expected to participate and contribute in these activities. These activities present opportunities for the faculty members to meet new people, learn something new, gain a new perspective, or even challenge some old beliefs.

5.7.1 Academic Community Ethics

As a part of the academic community, the faculty member is expected to be committed to the university and society and adhered to the rules of the University. During discussions or while participating in the community activities, faculty members should remember to offer mutual respect and courtesy to their colleagues and respect others opinions, ideas and criticism.

Faculty members are required to exhibit personal accountability and willingness to contribute effectively in different academic and managerial bodies, while respecting the privacy of colleagues and confidential nature of some managerial actions. Faculty members should not utilize University property for personal benefit. If there is any such requirement, proper and explicit approval is needed to be taken.

5.7.2 Academic Service Activities

Academic service activities include conferences, seminars, workshops, open houses, job fairs, visits, sports and funfair activities as well as other competitions and events. These are planned and displayed in the academic calendar and are listed on NUST Website.

Chapter-6

Faculty Development

6.1 Continuing Education Opportunities for Faculty

NUST has the distinction of having a sizeable number of foreign-qualified faculty members to its fold. These faculty members have brought with them the knowledge of latest technological trends and have played their role in promoting the research culture in different institutions of the university. However, with a view to further improving their knowledge and capabilities, NUST Continuing Education program provides an extensive array of continuous education, professional development, and training opportunities for its faculty members. *Further information in this regard is available in HR Handbook or HRD Section of HR Dte may be approached.*

6.2 NUST Faculty Development Program for PhD/ MS Abroad

NUST Faculty Development Program was launched in the year 2002-2003 as an integral part of NUST mega projects. Since approval of these projects, the NUST faculty and academically outstanding potential faculty members are being regularly sponsored to reputed foreign universities for PhD and MS leading to PhD programs. It is worth-mentioning that in addition to local PhDs, about four hundred PhD scholars were sent abroad and most of them have already joined NUST after completing their PhD. Rest of them are in the process of completing their studies and will also join as useful faculty member.

6.3 International Scholarships and MoU's

NUST, being a leader in the higher education sector in Pakistan, is creating opportunities, spreading knowledge and developing linkages with numerous universities worldwide. Our wide-ranging partnership initiatives with renowned international educational/research institutions boost NUST research, teaching and leadership capabilities in higher education.

NUST uses the power of education, knowledge and expertise to build relationships and create scholarship opportunities for the NUST faculty/students with international universities across the globe. Currently, fully-funded scholarship programs are being offered at NUST through various local and international bodies. *Further information in this regard is available with QA Dte and HR Dte (HRD section)*

6.4 Courses & Trainings

The university takes the initiative to develop the faculty's personal & organizational skills/ knowledge abilities that enable them to perform their duties efficiently and remain updated in their relevant disciplines. This is achieved through short trainings, courses, lectures and other organized developmental activities.

NUST institutions are, therefore, committed to equipping their faculty with necessary aptitude, skills, knowledge and qualifications to perform their duties/ responsibilities in a professional manner.

NUST Faculty Continuing Professional Development is designed to improve individuals' knowledge, understanding and skills relevant to their scope of work, which support individual needs and subsequently improve professional practices.

Faculty professional development encompasses various faculty development activities covering professional cycle of individuals. With this objective in mind, the following training programs/ modules have been developed:

- Module 1 - Orientation for New Faculty/ Staff
- Module 2 - Educational/ Instructional Development
- Module 3 - Research Writing/Scholarly Development
- Module 4 - Administrative and Organizational Development
- Module 5 - Personal/Professional Development
- Module 6 - Short Courses/ Cadres
- Module 7 - Other Professional Trainings

6.5 Post-Doc/Guest Researcher Faculty

At NUST, PhD qualified faculty is required to keep their knowledge updated through periodical "Post-doctoral Training." NUST will sponsor/spare (subject to availability of funds) PhD qualified faculty for a period of 9 -12 months to conduct "Post-doc Research" at a reputed foreign university to enhance their research experience as per laid down policy.

The faculty with an aptitude in research will be sponsored/spared (subject to availability of funds) to improve/enhance their academic/research knowledge by attending short courses/seminars at foreign/national universities/R&D organizations. The most important point is that the short courses/ seminars have to be of relevance to NUST existing/ future needs. Faculty may also look forward to fully-funded opportunities for Post-doc/Guest Researcher.

6.6 Seminars, Symposia, Workshops & Conferences

Through the 'Capacity Building' initiatives, NUST seeks to build capacity of its faculty and staff so as to equip them for imparting education in an effective manner enhancing research/academic knowledge at national/international levels and professional skills.

NUST institutions actively participate/ conduct national/ international conferences, workshops, symposia, and seminars in order to provide training to the faculty. Capacity building activities are sponsored by NUST institutions, HEC, and other organizations. HEC provides different types of capacity building grants e.g research grants, workshop grants, short-term training grants and conference grants etc.

Chapter-7 **Conduct, Discipline and Various Polices**

7.1 Faculty Code of Conduct in NUST

Faculty members have a general duty to execute all their responsibilities with integrity and honesty in order to maintain and strengthen the trust and dignity of the office that they hold. They should, under no circumstances, take any action that is contrary to the University's rules and where the university's rules do not apply, the rules of the Government of Pakistan

7.2 Major Breaches of Conduct

Conforming to the rules and regulations, every employee shall conform to and abide by the rules and regulations of the NUST and shall observe, comply with and abide by all orders which may from time to time be given by any person under whose jurisdictions, superintendence or control he may for the time being be placed. Following are recognized as major breaches of conduct at NUST:

- Gifts: No employee shall accept or permit any member of his family to accept from any person any gift the receipt of which shall place him under any form of official obligation to the donor.
- Lending and borrowing: No employee shall lend money to, or borrow money from, or place himself under any pecuniary obligation to any person with whom he has any official dealings, provided that the above provision shall not apply to deal in the ordinary course of business with the insurance company, bank or other financing institutions.
- Investment: No employee shall make or permit his family to make any investment, which is likely to embarrass or influence him in the discharge of his official duty.
- Private Trade or Employment: No employee shall, except with the previous sanction of NUST, engage in any trade or undertake any employment or work other than his official duties.
- Insolvency and Habitual Indebtedness: Every employee shall avoid habitual indebtedness. If an employee is adjudged or declared insolvent, he shall forthwith report of his insolvency to NUST.
- Unauthorized Communication: No employee shall communicate directly or indirectly any official document or information to any other employee not authorized to receive it or to any other person or press unless permitted by the authorized authority.
- Use of Political or other Influences: No employee shall bring or attempt to bring political or other outside influence, directly or indirectly, to bear on NUST or any employee of NUST in support of any claim arising in connection with his employment.
- Approach to Members of Parliament: An employee shall not approach, directly or indirectly, any Member of Parliament or a Provincial Assembly.

- Participation in Politics: No employee shall take part in, or assist in any way, any political movement in Pakistan.
- Teaching/ Research/ Consultancy: No teaching/ research/ consultancy activities are allowed outside NUST without prior approval/ information of Rector NUST.
- Propagation of Sectarian Creeds: No employee shall propagate such sectarian creeds or take part in such sectarian controversies or indulge in such partiality and favoritism as are likely to affect his integrity in the discharge of his duties or to embarrass the administration or create feelings of discontent or displeasure among other employees.
- Speed Limits: 40 km/ hour is the speed limit inside NUST premises. NUST Security staff checks the speed through cameras. Defaulters are penalized through Challans and other punitive measures.
- Nepotism, Favoritism, and Victimization: No employee shall indulge in provincialism, parochialism, favoritism, victimization and willful abuse of office.
- Approaching Foreign Missions: No employee shall approach any foreign mission directly or indirectly in Pakistan. Employee will not take any foreign aid from any agency to secure himself and will not accept any invitation to visit a foreign country for the elicit offers of training facilities abroad.
- Drug-Free University Community and Workplace Policy: All campuses of NUST are drugs free. Strict disciplinary action will be taken against an employee who is found involved in drugs.
- National Security: An employee who in the opinion of Rector NUST is engaged in or is reasonably suspected of or is associated with others in subversive activities and whose retention in NUST is thereby considered prejudicial to national security or the security of an organization may without any notice be dismissed from the service or his contract will be terminated. For the establishment of charge, the case must be referred to GHQ/ IB for defense /civilian persons respectively.
- Smoking cessation Policy: NUST makes concerted efforts to discourage smoking and promote a healthy lifestyle for all. Smoking will not be allowed in any enclosed area or work place. These include offices, classrooms, laboratories, corridors (closed or open), dining room, cafeterias, etc. Smoking areas are available for smokers well away from the service areas. The detailed no-smoking/smoking free policy is available at NUST registrar branch to create awareness among NUST community members about the hazards of smoking and inculcating the importance of health amongst the students and staff.
- Dress Code: NUST employees are expected to follow an appropriate dress code. Details of the same are available in respective schools.
- Court Proceedings: No employee of NUST shall be allowed to take proceedings in the court against any fellow servant in respect of any dispute or offense non-cognizable by civil police that may happen in the premises of the university or in connection with their work, without obtaining prior sanction from the higher authorities.
- Arms/ Weapon: NUST employees are not allowed to carry un-licensed arms/ weapon of any kind inside the university premises.

7.3 Grievance Redressal Procedure

- Anonymous complaints will not be taken into notice and are instantly destroyed. If an employee has a complaint to make, he shall do so in writing under his name and signature. The complaints shall be routed through the proper channel duly endorsed with the comments of the head of section/ department. A special committee is made to hold a hearing on the grievances, during which all appropriate witnesses and evidence will be called / heard or considered, as determined by the committee. The hearing will be recorded and reviewing authority will be Rector NUST.
- All types of grievances of NUST employees are being handled appropriately at employee relations section of HR directorate.
- An employee may submit an application to his superior officer against any wrong done to him, through normal channel/ staff channel. No person in the chain of command/ staff may withhold the application for more than seventy-two hours. The application must either be disposed of within seventy-two hours or forwarded to the next superior officer along with his comments with information to the person who has moved the application. (For details please consult “Human Resource Handbook Chapter 8”.)

7.4 Anti-discrimination Policy

NUST does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship status, veteran status, genetic information, or any other classification protected by law in matters of admissions, employment, housing, or services or in the educational programs or activities.

7.5 Equal Opportunity Employment Policy

NUST is committed to the principles of equal opportunity employment. The university programs, activities and facilities are for all, irrespective of color, gender, religion, national origin, political persuasion, sexual orientation, marital status, mental or physical in-adequacies/impairments, veteran status, age or familial status. The University is an equal opportunity employer for all.

7.6 Anti-harassment Policy at Workplace

Sexual harassment is bullying or coercion of sexual nature or unwelcome or inappropriate promise of rewards in exchange for sexual favors.

NUST believes in fostering safe and secure working environment free from intimidation specifically for working women and female students. Harassment, whether verbal, physical or visual, is handled strictly by NUST. NUST has adopted the code of conduct and has constituted Harassment Complaint Cell.

7.6.1 Harassment complaint Cell (C³A)

In accordance with Government of Pakistan Act titled, “Protection against Harassment of Women at the workplace Act, 2010 a “Harassment Complaint Cell” has been established at the Center for Counseling and Career Advisory (C³A).

(For further details regarding please consult Human Resource Handbook Chapter 10)

Chapter-8

Services and Facilities

8.1 Incentive for Faculty/ Researchers

NUST always encourages its faculty/ researchers to actively involve themselves in research and attain best teaching skills. In this context following incentives/ benefits are provided to the faculty.

8.1.1 Membership in specialized technical professional societies and subscription for scientific journals: For details please see point 5.2.3.

8.1.2 Payment of registration fee for publication: For details please see point 5.2.4.

8.1.3 Sponsorship for international conferences/ paper presentations: For details please see point 5.2.5.

8.1.4 Financial award for publications: For details please see point 5.2.6.

8.1.5 Best teacher award: For details please see point 5.5.1.

8.1.6 Best researcher award: For details please see point 5.5.2.

8.1.7 Provision of funding for projects thorough R&D NUST: For details please see point 5.6.6.

8.2 Libraries

NUST has a Central Library and 18 x institutional libraries comprising of about 350,000 collection of books. The three - story, centrally air-conditioned, building of NUST Central Library is situated at the heart of the main campus (H-12 Sector) in Islamabad facing Scholars Avenue and adjacent to Main Office. The total covered area of NUST Central Library is 42,907 sq. ft. with seating capacity for 570 readers. Central Library is manned by highly qualified and experienced Library and Information Science Professionals, committed to provide high quality services to library users. It possesses rich collection of print, electronic and online resources to fulfill the needs of faculty, students and researchers. Apart from these, Central Library has facilities such as bookable Group Study Rooms, Seminar Hall, Conference Room, computer terminals, high speed LAN/Wi-Fi access and laptop points along with electric sockets for charging

8.3 Cafeteria & Shopping Complex

Aesthetically designed cafeterias and shopping complexes, called Concordia I and Concordia II, have been constructed both at the northern and southern wings of the campus. Each complex offers the following services:

- Cafeterias
- Mini-marts
- Beauty Salon

- Ladies Shop
- Computer Hardware Shop
- Cellular Shops
- Business Center Services
- Stationery Shops
- Bookshops
- Dining/Function Halls
- Landscaped Lawns

In addition, following new Cafes / Shopping places have also been established: -

- Café NUST at Gate No 1
- NSTP Café behind NSTP Building
- Library Café adjacent to Central Library
- CSD near Gate No 10
- 3x Students Café i.e Dream Ville near IESE, Kibo in front of Concordia-II &
- Ritro near Attar Hostel

8.4 Security & Safety

Security and safety of the whole campus is the responsibility of the Security & Safety Department. Apart from installation of CCTV cameras and assignment of security guards with required security equipment at all entries/ exits, NUST has taken various other advanced security measures like the security guards have been deployed at various locations throughout the campus for the safety and security of all NUST community members. The members are issued car stickers as well as employee cards. The possession of these is must for all. Cars have to be parked in proper parking areas at the academic buildings and in residential areas. Traffic regulations are strictly enforced in the campus. The maximum speed allowed on campus roads is 40 km/hr. A fine has to be paid for any violation of the traffic regulations, such as over-speeding, seat-belt not being fastened, parking violations, non-observance of signals, etc. Proper inspection of fire-extinguishing devices located in the academic and residential buildings is regularly done.

8.5 Clubs and Societies

Besides academic excellence, the Nustians display dynamic literary and artistic aptitudes for extra-curricular activities. Like-minded individuals pursue their passions through the platforms of various clubs. The following clubs and societies provide the members an opportunity to exhibit their talents:

- NUST Entrepreneurs Club
- NUST Community Service Club
- NUST Science Society
- NUST Literary Circle
- NUST Book Club
- NUST *Bazm-e-Pakistan*

- NUST Adventure Club
- NUST Aero Modeling Club
- NUST Drama and Debating Society
- NUST Media Club
- NUST Environment Club
- NUST Fine Arts Club

8.6 Telecom and Internet Services

To provide state-of-the-art Information and Communication Technology (ICT) facilities, NUST has been developed as a Technology Smart university. It incorporates cutting-edge ICT infrastructure to provide triple-play services (data, voice and video). This includes Main Data Center, Campus-side Fiber Optic Network and Wi-Fi Mesh for High-speed Data Connectivity, Video Conferencing, IP-technology, IP Fax, Smart White Boards, Smart Podiums, Digital Bulletin Board System and various other interactive features. Under the project, the following IT facilities are established:

- Campus-wide optical fiber ring for connecting all academic, administrative and residential blocks/ buildings
- Video lecturing and conferencing facilities
- Telephone with inward / outward calling facility
- High quality computer systems / laptops
- High-speed bandwidth has been made available for the NUST community so that they are able to pursue their research collaborations with foreign counterparts, use HEC digital library resources and access other internet-related services/ facilities

8.7 Pakistan Chapter of the Talloires Network (PCTN)

Pakistan Chapter of the Talloires Network (PCTN), working under the aegis of SMME, is committed to promote community service, civic engagement and service learning in higher education under the strategic focus provided by the HEC and The Talloires Network. Based at the Islamabad campus of NUST, it is the consortium of 68 Pakistani universities working to build a culture of volunteerism at the institutions of higher education in Pakistan.

8.8 Sports and other Recreational Facilities

NUST offers great diversity and high quality sports activities. All NUST colleges have elaborated sports and other recreational infrastructures. Islamabad campus also has sporting facilities including a newly-built gymnasium. We have following sports facilities for NUSTIANS: -

Multipurpose Sports Hall (Indoor)

Title	Location	Nos
Basketball Court	Main Gym	1
Volleyball Court	“	1

Badminton Courts	“	3
Main Fitness Gyms	“	2
Table Tennis Tables	“	4
Snooker Table	“	1
Yoga Room	“	1

Facilities

Title	Location	Nos
Football Ground	Adm Dte & Athletic Track	2
Cricket Ground	HLB, NICE, SNS & SCME	4
Futsal Ground	2x Concordia Complex, 2x Adm Dte, 1x SNS, 1x SCME & 1x Helipad Area	7
Basketball Courts	Concordia Complex, NBS, Razi Hostel, Zainab Hostel	4
Volleyball Courts	Concordia Complex, Adm Dte, NICE, SMME, Fatima Hostel, MT Park, Lake Area & Helipad Area	8
Badminton Courts	4x Girls Hostels, 9x Boys Hostels, 2x NBS & 1x S3H	16
Tennis Courts	Adm Dte	3
Fitness Gyms	Near NG Staff living Area	1
NUST Trail		1
Saddle Club	Near SNS	1
Athletic Track	Male & Female & Children's	1
Archery	Male & Female & Children's	1
Wall Climbing	Male & Female & Children's	1

Squash Court

Squash Courts	Near Boys Hostel	2
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Hostel Facilities (Indoor)

Fitness Gyms	Boys Hostels (Attar-I, Ghazali-I, Razi-I, Rumi-I & Rumi –III) Girls Hostels (Fatima-I, Fatima-II, Ayesha & Zainab)	9
Table Tennis Tables	4x Boys Hostels (Attar-II, Ghazali-I, Razi-I & Rumi-III), 13x Schools	17
Pool Tables	4x Boys Hostels (Attar-II, Ghazali-I, Razi-I, Rumi-III) & SADA	5

Under Construction Facility

Fitness Gyms	Male & Female	2
Swimming Pool	Male, Female & Children's	2
Bowling Alley	Male & Female& Children's	1
Skating Rink	Male & Female& Children's	4 Lane

8.9 Medical Services

NUST provides in-house medical services for routine and emergency requirements of NUST members. Ambulances are made available (if required). NUST Medical Center is also equipped with pharmacy.

8.10 Bank and ATMs

There is a branch of Habib Bank Ltd inside NUST main campus near central mosque. ATMs are installed at the branch Concordia I, Concordia II and near residential area. Branch of Askari Bank and ATM is also present in NUST main campus under the building of NSTP.

Banks have variant packages for NUST employees and give them extra privileges like No charges on ATM transactions, withdrawal from any ATM, issue of free cheque book and free transfer of amount to other banks

8.11 Transport Services

NUST has a very elaborate and very well organized transport system to cater for the needs of students, faculty and staff alike. Special emphasis is on environmental friendly transport system. NUST runs a fleet of Electric Cars within the Campus to minimize carbon emission. NUST also has a very well organized mass transit transport system for pick and drop of students, faculty and staff from all localities of twin cities with variable timings. Transport is also made available to facilitate students to undertake industrial visits, carryout research projects, proceed for R&D and for excursion trips.

8.12 Accommodations

Residential accommodation is available to all the faculty members on "First Come First Serve" basis. Iqra Apartments, Isra Apartments and Villas of various sizes are allotted on varying rents. Details of the authorization and related allotment procedures/ forms, etc., are in the NUST HR Handbook. Additional details are appended below: -

ACCN STATE – ISRA / IQRA RESIDENTIAL AREA

S/No.	Cat	Nos	%age	Remarks
<u>Faculty</u>				
1.	Principals	4	2%	Residents: 250
2.	Profs	9	4%	
3.	Assoc Profs / Assoc Dean	10	4%	

4.	Asst Profs	111	45%	
5.	Lecturers	19	7%	
6.	Foreign Faculty	2	1%	
7.	Labs Engrs	18	7%	
Total		173	70%	
Officers				
1.	Pro Rector	1	1%	
2.	Dirs / Equivalents (20 Grd)	11	4%	
3.	DD / Equivalents (19 Grd)	10	3%	
4.	ADs / Equivalents (18 Grd)	48	20%	
6.	Teacher (NCLS)	4	1%	
Total		74	29 %	
Students				
1.	PhD	3	1%	
G.Total		250	100%	

Bhitai Faculty Mess -I (Single Accn)

S/No.	Cat	Nos	%age	Remarks
1.	Faculty	22	58%	Total 19 x Rooms
2.	Staff	16	42%	
Total		38	100%	

Bhitai Faculty Mess -II (Single Accn)

S/No.	Cat	Nos	%age	Remarks
1.	Faculty	26	62%	Total 21 x Rooms
2.	Staff	16	38%	
Total		42	100%	

8.13 Community Services

NUST is aligned with the spirit of social welfare and so has chalked out a well thought out community service framework. With a view to accomplish various humanitarian acts, NUST Community service strategy is driven by NUST Community Service Club (NCSC) comprising support staff and faculty.

Responding well to the call for introducing a segment composed of social sciences including humanities and civic engagements, NUST has significantly mobilized its resources to reach out to the service of ailing, afflicted and suffering communities in the wake of recurrent catastrophic floods, internal displacements and quakes, etc. NCSC pursues a comprehensive strategy to address all needs and demands of organized community service at NUST. It is pursuing a phased plan to make it yet more systematic and meaningful endeavor.

8.14 NUST Creative Learning School

8.14.1 Introduction

NUST Creative Learning School (NCLS) was established on 21 Nov 2016 to introduce international educational practices, enforcing highest standards of teaching and learning. NCLS is currently functioning with 4 levels, i.e. Day Care, Pre-School, Primary and Middle School. The Pre-school section comprises of Play Group, Pre-KG & KG classes. The primary section consists of classes from Grade 1 to Grade 5. The Senior Section comprises of Grade 6, whereas the approval till Grade 8 for a state-of-the-art purpose built campus has already been granted.

The school has five working days, from Monday to Friday. The timings of the Day Care are from 9:00 am till 5:00 pm. The School timings are from 8:30 am to 2:00 pm.

8.14.2 Admission Policy

Admission is granted on merit, based on child's performance in admission test, and availability of seats in the desired class. The admission test is in the form of written exams (English, Urdu, Mathematics), and interview.

After Care Facility

The additional facility of After Care Services is also provided to the students of NCLS. The After Care Services are availed from 2:00 pm till 4:30 pm, without any extra charges.

8.15 Important Telephone Numbers

Main Office NUST/ Directorates

NUST UAN: +92-51-111-11-NUST (6878)

Fax No: +92-51-8317363

Email: info@nust.edu.pk

Website: www.nust.edu.pk

Registrar Directorate

Registrar +92-51-90851040

Email: registrar@nust.edu.pk

Academic Directorate

Director Academics +92-51-90851071

Deputy Director +92-51-90851073

Postgraduate Programs (PGP) Directorate

Director PGP +92-51-90851061

Deputy Director +92-51-90851043

Finance Directorate

Director Finance +92-51-90851301

Manager Finance +92-51-90851313

Administration Directorate

Director Administration +92-51-90851501

Chief Security Officer +92-51-90851525

Constituent Institutions

MCE, Risalpur

Dean +92-923-631315

OI/ C NUST Affairs +92-923-631667

MCS, Rawalpindi

Dean +92-51-561-5234155

OI/ C NUST Affairs +92-51-4246415

CEME, Rawalpindi

Dean +92-51-9278047

OI/ C NUST Affairs +92-51-9278532

PNEC, Karachi

Commandant +92-21-48503001

OI/ C NUST Affairs +92-21-48503043

ASAB, Islamabad

Principal +92-51-90856101

Deputy DirAdm +92-51-90856601

NBS, Islamabad

Dean +92-51-90853001

Deputy Controller Exam +92-51-90853005

S³H, Islamabad

Dean	+92-51-90853501
Deputy Controller Exam	+92-51-90853005
SNS, Islamabad	
Principal	+92-51-90855551
Associate Faculty	+92-51-90855578
SADA, Islamabad	
Principal	+92-51-90855401
NIPCONS, Rawalpindi	
Principal	+92-51-9271778
HoD	+92-51-9271596
CAS-EN, Islamabad	
Principal	+92-51-90855101
Project Engineer	+92-51-90855255
C³A, Islamabad	
Faculty	+92-51-90851574
CAE, Risalpur	
Dean	+92-923-631499
OI/ C NUST Affairs	+92-923-631498
SCEE, Islamabad	
Dean	+92-51-90854004
Administrator	+92-51-90854007
SEECS, Islamabad	
Dean	+92-51-90852003
Information Office	+92-51-90852400
SCME, Islamabad	
Principal & Dean	+92-51-90855001
Student Coordinator	+92-51-90855107
RCMS, Islamabad	
Principal	+92-51-90855701
Coordinator	+92-51-90855720
SMME, Islamabad	
Dean	+92-51-90856001
Faculty Office	+92-51-90856005
RIMMS, Islamabad	
Principal	+92-51-90852501
Administration Office	+92-51-90852509

8.16 Abbreviations

The keywords abbreviated in this handbook are as under: -

RIC	-	Research, Innovation and Commercialization
PGP	-	Postgraduate Programs
P&R	-	Planning and Resources
ICT	-	Information Communication Technologies
PDC	-	Professional Development Centre
ACM	-	Academic Council Meetings
FBS	-	Faculty Board of Studies
DBS	-	Department Board of Studies
UCRC	-	University Curriculum Review Committee
PI	-	Principal Investigator