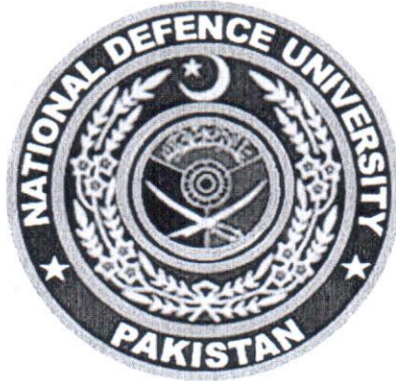


**NATIONAL DEFENCE UNIVERSITY**

**ISLAMABAD**



**SOP – ASSESSMENT OF FACULTY ON TENURE TRACK SYSTEM (TTS) PAY SCALE**

*23 Feb' 2015*

**STANDING OPERATING PROCEDURE FOR**  
**ASSESSMENT OF FACULTY ON TENURE TRACK SYSTEM (TTS) PAY SCALE**  
**NATIONAL DEFENCE UNIVERSITY, ISLAMABAD**

Following procedures must be followed by the respective departments for renewal / extension of contract period for the TTS faculty to avoid delay in final approval from HEC. This summary has been gleaned from the HEC policy on the subject available on <http://www.hec.gov.pk/InsideHEC/Divisions/QALI/QADivision/Pages/TenureTrackStatutes.aspx>. Relevant extracts are also attached as **Flag/B,C**. Requirements for the contract extension, based on the HEC policy, have been given in this SOP.

1. **Annual Review (Section 2.3.2 Flag / B, C):**

- a. It is mandatory for every TTS faculty (Assistant Professor, Associate Professor, Professor), to go through the formal annual performance evaluation.
- b. Every faculty member must submit a complete dossier for assessment to the HOD at least 06 x weeks before completing one year of service.
- c. Respective HOD will constitute Departmental Technical Review Committee (DTRC) as per guidelines given in section 2.3.1 (a) of **F/B**.
- d. This DTRC will assess performance of the faculty and may recommend extra annual increment(s) if the TTS faculty member, according to their judgment and evidence provided, qualify for it. A uniform, across the board criteria, can be prepared, approved and notified by FCS for recommending more advance increments. On the other hand DTRC can also recommend zero increment if output during the year is not satisfactory. Dean faculty, after concurrence, will forward the recommendations of DTRC to the President NDU and to the Higher Education Commission (HEC) annually.
- e. Currently, DTRC has not been constituted/notified in the departments of FCS having TTS faculty. It should formally be constituted.

2. **Mid Term Review:** This process should start minimum six week before the expiry of 03 x years (probationary) period for TTS faculty in any rank (except those who have been granted 'Tenure' already). This review is carried out by Technical Review Panel (TRP) comprising 03 x eminent academicians from abroad, selected as per procedure given in section 2.3.3 (d) **Flag/B**.

- a. Dossier of the TTS faculty member (consisting list of recognized publications, list of PhD / MPhil theses supervised, subjects taught etc) is



sent to the members of the TRP under a covering letter for assessment and recommendation with regards to offering him / her another 03 x years term.

- b. A TTS faculty member cannot be considered for a second term (of 03 x years) if he / she gets negative report from TRP.
  - c. The DTRC will hold a meeting and formulate its recommendations in the light of the reports received from TRP, 03 x Annual Review Reports of DTRC and the latest dossier submitted by the faculty member.
  - d. Report of the DTRC, alongwith evidence is submitted to the President NDU, through the office of the Dean FCS for approval and then transmission to HEC for ratification.
3. Above procedures apply to TTS faculty of all ranks (Professor, Associate Professor, Assistant Professor), unless the faculty has been granted 'Tenure'. The procedure for granting 'Tenure' is given in section 2.3.4 **Flag (B/C)**, whenever it becomes due.



Director QEC  
(Prof Dr. Mohammad Riaz)

23 February' 2015

- (ii) Till such time as there are less than five Tenured Faculty members, the committee shall consist of:
- (iii) All Professors of the department
- (iv) If the number of Professors in the department is less than five then all the professor and Associate Professors shall comprise the committee.
- (v) If the total number of Professors and Associate Professors is less than 5 then the Vice-chancellor will appoint remaining members from the list of experts in that discipline on recommendation of the concerned Dean.
- (vi) Any faculty member whose case is under review in the DTRC will not attend the meeting during the review of his/her case.

#### 2.3.2 Annual Review

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

#### 2.3.3 Mid-Probationary Review:

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

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

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

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



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

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

#### **2.3.4 Tenure Review:**

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

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

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

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