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Document Number:	DUHS / REG/ Faculty Handbook / 06

DOW UNIVERSITY OF HEALTH SCIENCES



Faculty Handbook 2017 – 2018 (CLAUSE 1.1 OF ISO 9001:2008)

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Health Benefits

DISTRIBUTION LIST

The following personnel are on the controlled distribution list:

- All heads of departments of academic/ constituent institutes & colleges
- Registrar, DUHS
- Vice Chancellor, DUHS
- Pro-Vice Chancellor DUHS
- Director, Human Resources
- Director Quality Enhancement Cell
- Additional Registrar, Estt & HR



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TERMS AND DEFINITION

TERMS	DEFINITION
Academic Council	Defined as per the DUHS Act
Affiliated College / Institute	Defined as per the DUHS Act
Constituent College / Institute	Defined as per the DUHS Act
Syndicate	Defined as per the DUHS Act
Faculty	Defined as per the DUHS Act
Credit hour	A credit hour means teaching/earning a theory course for one hour each week throughout the semester.
Semester	Semester - a Half year term defined in the University level as 16-18 weeks of teaching and training consecutively.
Course Duration	Course duration is defined as 16 weeks as per HEC guidelines, excluding midterm or final examinations which consists of 3 credit hours equal to 3 hours of teaching and one-on-one student interaction in the classroom per week.
Faculty Workload	Faculty Workload refers to the comprehensive activities performed by a faculty member (appointed by the selection board on criteria as defined by HEC or PM&DC), where there is contribution to the accomplishment of individual activities and responsibilities, such as teaching classes, research activity, mentoring/advising activity, service to the University and administrative responsibilities.



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LIST OF ABBREVIATIONS

HEC, Pakistan	Higher Education Commission, Pakistan
PM&DC	Pakistan Medical & Dental Council
Cr. Hour	A credit hour
BASR	Board of Advanced Studies and Research
DUHS	Dow University of Health Sciences
QEC	Quality Enhancement Cell
IPM&R	Institute of Physical Medicine and Rehabilitation
DIKIOHS	Dr. Ishrat-ul-Ebad Khan Institute of Oral Health Sciences
DIMC	Dow International Medical College
DMC	Dow Medical College
CHK	Civil Hospital, Karachi

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Purpose

The purpose of this Faculty Handbook is to provide the general information to the faculty of Dow University of Health Sciences about University policies, general University rules, regulations and the structure of academic affairs. The significant portions of this handbook are adopted by DUHS Act 2004.

The Faculty Handbook is prepared and maintained by Quality Enhancement Cell and designed to describe the responsibilities of the employees of DUHS as a faculty member and make them read, understand and comply with all the provisions of this handbook.



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Introduction of DUHS

Founded in December 2003, the Dow University of Health Sciences (DUHS) has been developing tradition of excellence in education, research and community service. Dow University of Health Sciences (DUHS) offers a multitude of undergraduate and postgraduate programs that caters to the needs in healthcare sciences by providing quality human resources. The University provides excellent academic facilities through its fully equipped laboratories, museums, information technology, including video conferencing, besides logistic facilities at the teaching departments, hostels and the campuses in general.

At the global level, the research creates a demarcation between the curricula of undergraduate and post graduate level studies, but DUHS also puts emphasis to integrate research as a part of regular curriculum, as well as community work. The research when taught to students in the beginning develops their habit of learning and acquiring information through primary data sources. Students have opportunities to participate in the hands on training workshops and professional trainings offered by the Professional Development Centers (PDC) of the university, which are fully equipped with manikins, simulators, simulating ICU, and operation theatre, along with providing other equipment and simulations for the training of postgraduates.

The Dow University of Health Sciences, since its inception, has been focusing on community services to provide preventive and diagnostic treatment, along with rehabilitation facilities for community health care specially to the under privileged class. The students of various undergraduate and postgraduate programs of DUHS are also actively involved with the faculty members in all the civic engagements of DUHS.

Dow University of Health Sciences has the International standards, having all main institutions and departments ISO certified with ISO 9001-2008 by Vincotte International, Brussels. Dow University encourages teaching and learning methodologies which facilitate students to become skilled lifelong learners. The University also strives for its students to develop better communication skills and professional ethics in order to communicate with their patients and prepare its students for a meritorious professional career in the health sciences.



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Vision, Mission & Core Values of DUHS

Vision Statement

To Be a Pre-Eminent Academic Institution Committed To Changing and Saving Lives.

Mission Statement

Providing Outstanding Patient Centered Education, Training and Clinical Care Informed By Cutting Edge Research And Innovation Generating And Disseminating New Knowledge

Core Values

1. Customer Services

- Put patients & students first

2. Empathy & Compassion

- Understand before you judge
- Before concerned for sufferings & misfortunes of others

3. Excellence

- Be the best commit to exceptional quality and service

4. Innovation

- Encourage curiosity, imagine, create and share

5. Teamwork

- Engage & collaborate

6. Integrity & Leadership

- Be a role model and influence others to achieve their best
- Have the courage to do the right thing
- Hold yourself and others accountable

7. Respect & Collegiality

- Be kind
- Listen to understand
- Value different opinion



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Diversity Statement of DUHS

Diversity and equality is valued at DUHS. DUHS does not discriminate in its University educational programs or activities on the basis of race, color, national or ethnic origin, ancestry, age, religion, disability or handicap, gender, gender identity, class, or any other characteristic protected under applicable federal or local Pakistan law. DUHS is an equal employment opportunity employer in all aspects and unlawful discrimination has no place at Dow University and offends the University's core values, which include a commitment to equal opportunity and inclusion for all. All DUHS employees, faculty members, students and community members are expected to uphold this commitment.

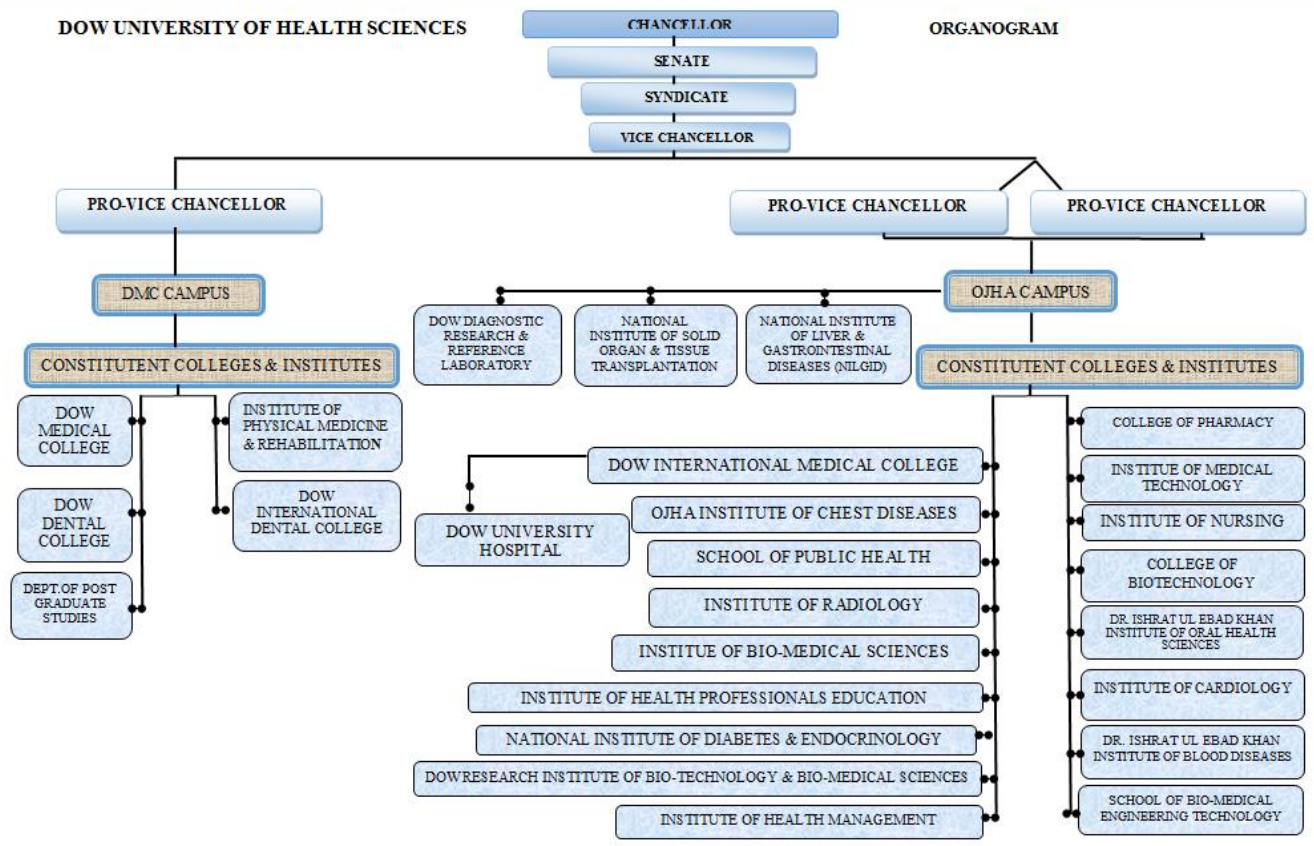
Any member of the Dow University has the right to raise concerns or make a complaint regarding discrimination under this policy without fear of retaliation. Any and all inquiries regarding the application of this statement and related policies may be referred to Registrar-DUHS. Anonymous complaints may also be made by reporting online at: QEC@DUHS.EDU.PK



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Chapter I: Administrative Organization of the University

1.1 University Organizational Structure



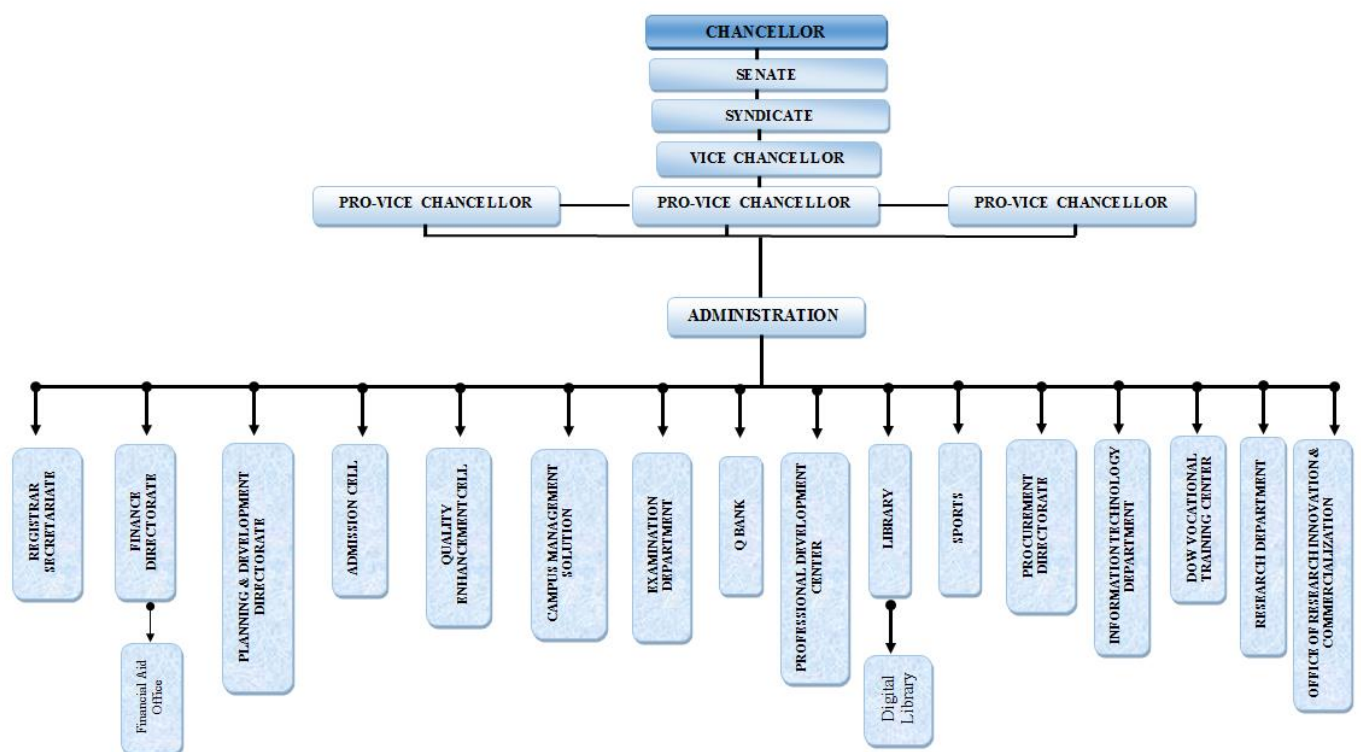



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1.2 University Organizational Structure (Administrative)

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ORGANOGRAM (ADMINISTRATION)




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1.3 Syndicate Composition

The Vice Chancellor, who shall be the Chairperson	Professor Dr. Mohammad Saeed Quraishy, Vice Chancellor DUHS
The Pro Vice Chancellor, if appointed to the extent of matters relevant to the concerned campus	1. Prof. Khawar Saeed Jamali, Pro Vice Chancellor DUHS 2. Prof. Zarnaz Wahid, Pro Vice Chancellor DUHS 3. Prof. Kartar Dawani, Pro Vice Chancellor DUHS
One member of the Provincial Assembly to be nominated by the speaker of Assembly	Vacant
Two members of the Senate elected by the Senate	1. Prof. Nabila Soomro, Director IPM&R DUHS 2. Prof. Ambrina Qureshi, Professor and Chairperson of Community Dentistry DIKIOHS DUHS
A Judge of the High Court nominated by the Chief Justice	Mr. Justice Adnan Iqbal Chaudhry, Sindh High Court Building, Karachi
The Secretary to the Government of Sindh of the relevant Department or his nominee not below rank of Additional Secretary	Mr. Saeed Ahmed Awan, Secretary Health Department, Government of Sindh
One nominee of HEC, Pakistan	Vacant
The Secretary to the Government of Sindh, Universities and Boards or his nominee not below rank of Additional Secretary	Mr. Muhammad Riazuddin, Secretary Universities and Boards Department, Government of Sindh
The Chairperson Sindh HEC or his nominee not below rank of whole-time member of the Commission	Lt. (Retd) Dr. Asim Hussain, Chancellor Ziauddin Medical University, Karachi
One Dean to be nominated by the Government on the recommendations of the VC	Prof. Shaheen Sharafat, Dean Faculty of Basic Medical Sciences, DUHS
One Professor to be elected by the Professors of the University from amongst themselves	Prof. Sajida Qureshi, Professor of Surgery (DMC/ Dr. Ruth K.M. Pfau CHK), DUHS
One Associate Professor to be elected by the Associate Professors of the University from amongst themselves	Dr. Ramlah Naz, Department of Forensic Medicine, DIMC DUHS
One Assistant Professor to be elected by the Assistant Professors of the University from amongst	Dr. Irfan Muhammad Rajput, Department of Orthopedic Surgery (DMC / CHK) DUHS


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themselves	
One Lecturer with minimum service of two years to be elected by the Lecturers from amongst themselves	Mr. Ahmed Waqas, Lecturer IPM&R DUHS
Three persons of eminence to be nominated by the Chief Minister	1. Dr. Saad Khalid Niaz 2. Prof. Yunis Soomro 3. Prof. Manzoor A. Mirza
One Principal of an affiliated college, if any, and the Principals of the constituent colleges to be nominated by the VC	1. Prof. Amjad Siraj Memon, Principal Dow Medical College / Prof. of Surgery DUHS 2. Dr. Sumbul Shamim, Principal Dow college of Pharmacy / Professor of Pharmacology, DCOP DUHS 3. Prof. Anwar Ali, Principal DIKIOHS / Prof. of Oral Surgery, DUHS 4. Prof. Arshad Hasan, Principal Dow Dental College, DMC Campus, DUHS 5. Prof. Arynah Tariq Shaikh, Principal Dow International Dental College, Ojha Campus DUHS 6. Dr. Anjum Rehman, Principal Shaheed Mohtarma Benazir Bhutto Medical College Lyari, Karachi
One Alim and one woman not serving in any educational institution to be nominated by the Chief Minister	1. Haji Muhammad Hanif Tayyab, Chairman Rotary Ullema Council, Karachi 2. Prof. Shaista Effendi
One University officer of administration side, to be elected from amongst the administration officers	Vacant

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1.4 Academic Council

Vice Chancellor (Chairman)	Professor Dr. Mohammad Saeed Quraishy
Pro Vice Chancellors	<ol style="list-style-type: none"> 1. Prof. Dr. Khawar Saeed Jamali 2. Prof. Dr. Zarnaz Wahid 3. Prof. Dr. Kartar Dawani
Deans	<ol style="list-style-type: none"> 1. Professor Amjad Siraj Memon, Faculty of Surgery 2. Professor Abu Talib, Faculty of Medicine 3. Professor Shaheen Sharafat, Faculty of Basic Medical Sciences 4. Professor Noor Jahan, Faculty of Pharmaceutical Sciences, Principal Dow College of Pharmacy. 5. Prof. Shahjahan Katpar, Dean, Faculty of Dentistry 6. Dean of Community Health Sciences, Prof. Nighat Niar
Directors of institutes	<ol style="list-style-type: none"> 1. Prof. Dr. Nisar Ahmed Rao, OJHA Institute of Chest Diseases 2. Dr. Anwar Ali, Dr. Ishrat Ul Ebad Institute of Oral Health Sciences 3. Prof. Nabila Najam, Institute of Physical Medicine and Rehabilitation 4. Prof. Shaheen Sharafat, Institute of Medical Technology 5. Shehla NAeem Zafar, Institute of Nursing 6. Dr. Akhtar Baloch, National Institute of Diabetes and Endocrinology 7. Dr. Riaz Hussain Soomro, Institute of Health Management 8. Prof. Zeba Haque, Institute of Bio-Medical Sciences 9. Dr. Amjad Sattar, Institute of Radiology 10. Prof. Imran Mehmood, Institute of Health Professionals Education
Principals of the constituent colleges	<ol style="list-style-type: none"> 1. Prof. Kartar Dawani, Dow Medical College 2. Prof. Zarnaz Wahid, Dow International Medical College 3. Prof. Sumbul Shamim, Dow College of Pharmacy 4. Dr. Kashif Shafique, School of Public Health 5. Dr. Shaukat Ali, Dow School of Biotechnology 6. Mr. Tariq Ahmed, Dow School of Biomedical Engineering and Technology
All principals of the affiliated colleges	<ol style="list-style-type: none"> 1. Prof. Anjum Rehman, Shaheed Mohtarma Benazir Bhutto Medical College (SMBBMC)
Registrar	Prof. Amanullah Abbasi
Librarian	Mrs. Shahana Bano
Controller of Examinations	Prof. Dr. Rashid Qadeer

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Administrator of University Hospital	Prof. Dr. Haris Alvi
Quality Enhancement Cell	Ms. Sanam Soomro


1.5 Board of Advanced Studies and Research (BASR)

The Board of Advance Studies and Research (BASR) consist of:

- The Vice chancellor, who shall be the Chairman
- The Deans
- Three University Professors, other than Deans, to be appointed by the Syndicate
- Three University Teachers having research qualifications and experience, to be appointed by the Academic Council
- The Professors Emeritus

The functions of Advance Studies and Research (BASR) Board:

- To advice the authorities on all matters connected with the promotion of Advanced Studies and Research in the University.
- To propose regulations regarding the award of research degrees.
- To appoint supervisors for research students to determine the subject of their thesis.
- To recommend panels of names of paper setters and examiners for research examination after considering the proposals of the Board of Studies in this behalf.
- To perform such other functions as may be prescribed by the statues.

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1.6 Office of the Vice Chancellor

The office of the Vice Chancellor is located at the 4th Floor of the Main Academic Block of Dow Medical College Campus of Dow University. Meritorious Professor of Surgery & Vice Chancellor, Prof. Dr. Mohammad Saeed Quraishy, is a graduate of Dow Medical College and was officially appointed as the Vice-Chancellor of the Dow University of Health Sciences in May 2017.


The Role of Vice Chancellor

The Vice-Chancellor is the Principal academic and executive officer of the University. He chairs the Syndicate and Academic Council of the University, the Selection Board of Faculties and the Finance & Planning Committee of the Council. Amongst the chief tasks of the Vice-Chancellor are to:

- Provide leadership both in academics and administrative to the whole University.
- Represent OR nominate to represent the University externally, both within Pakistan and overseas.
- Secure a financial base, sufficient to allow the delivery of the University's mission, goal and objectives.
- Carry out certain important ceremonial and civic duties in addition to academic activities.
- To provide research friendly environment at the university.
- To ensure Quality Control over financial, academic and managerial activity carried out in the University.

Office of the Vice-Chancellor Staff:

Dr. Sanish Sumble (Chief of staff); **Contact Details:** Email: vc@duhs.edu.pk

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1.7 Office of the Registrar

The registrar office is situated on the 4th floor of the Main Academic Block of Dow Medical College Campus of Dow University.

Prof. Amanullah Abbasi is the registrar of Dow University of Health Sciences who is responsible for the budget records and registration department of the university.


The Role of Registrar

The Registrar is the whole-time officer of the University and shall:

- Be the custodian of the common seal and academic records of the University.
- Maintain a register of registered graduates in the prescribed manner.
- Conduct elections of members of the various authorities.
- Perform such other duties as may be prescribed.

Office of the Registrar Staff:

Mr. Aman (Personal Assistant to Registrar); **Contact Details:** Email: registrar@duhs.edu.pk

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Chapter II: Faculty Policies and Procedures

2.1 Membership / Selection Board / Selection and Appointment

All appointments are made by the Selection Board in accordance with the statutes and Act of Dow University of Health Sciences. The Selection Board shall consist of:

- The Vice Chancellor – who shall be the Chairman
- Secretary Universities and Boards
- A judge of the High Court of Sindh nominated by the Chief Justice
- Two persons of eminence to be nominated by the Syndicate provided that none of them is an employee of the University
- The Dean of the faculty concerned
- The Chairman of the teaching department concerned

2.1.1 The functions of the Selection Board

The Selection Board:

- Shall consider all applications for teaching and other posts received in response to advertisement and shall recommend to the Syndicate the names of suitable candidates for appointment to such posts.
- May recommend to the Syndicate the appointment of an eminently qualified person to a professorship in the University to the terms and conditions as may be prescribed.
- Shall consider all cases of promotion of officers of the University and recommend the names of suitable candidates for such promotions.

2.1.2 Meritorious Selection and Fair Pay Practice of DUHS: The basis for all recruitment, hiring, and placement is based on qualification and merit, along with skills and experience, as per requirement of the job. Use of all forms of forced labor, including child labor, modern slavery, indentured labor, or labor without pay, human trafficking is strictly prohibited within the DUHS and its third party contractors.

2.2 Full time Teaching-Research Faculty



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Full time Teaching-Research Faculty is defined as the Faculty engaged in teaching, as well maintaining a research agenda at the University on full working day.

Rank and Discipline(s): Full time faculty members are ranked with the titles of Professor, Associate Professor, Assistant Professor, Lecturer and Research Assistant on permanent or contractual basis.

2.3 Visiting Faculty

A visiting faculty/ fellow/ lecturer or a visiting Professor is a scholar (with a preferred qualification of a Ph.D. or FCPS in the relevant field or a MS/ M.Phil. or equivalent 16-18 years of Schooling or Masters from a foreign University) with work experience in the professional field of the relevant discipline to be taught. This fellow is selected from another institution and visits the University and is allocated to teach or lecture a class/subject, for which the visitor is valued on a per hour basis remuneration.

2.4 Disciplinary Rules and Regulations Applicable to both Full-time and Visiting Faculty Members

The Authorities and other bodies of the University may make rules consistent with DUHS Act 2004, Statutes and regulations to regulate conduct of their business and the time and place of meetings and related matters.

2.5 Responsibilities of the Faculty Members

- All recognized teaching in various courses shall be conducted by the faculty of university or affiliated institutes in the prescribed manner and may include lectures, tutorials, discussions, seminars, demonstrations, as well as practical work in the laboratories, hospitals and other methods of instructions.
- The course work and curricula shall be as prescribed by the teaching departments, Board of Studies and in accordance with accreditation council requirements.

2.5.1 Assessment and Teaching Methodology

Faculty is encouraged to use a variety of teaching methods in order to achieve their course objectives. They are encouraged to vary their methods of teaching delivery so as to induce student engagement in the lecture hall, in the laboratories and in small group discussions- i.e., lecture, classroom discussion, hands-on activities, etc.

2.5.2 Examination and Course Grades

Final exams are to be conducted by the Examination Department, DUHS, as per pattern decided by the University teaching departments, and set by the Chairperson of the Department. Student will have to pass both the internal assessment and semester examination in order to pass the course and fulfill all other degree requirements, as per their program examination policy.



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2.5.3 Professional Development

Dow University of Health Sciences gives great importance to the professional development of its faculty and for this purpose a separate cell/ Department by the name of Professional Development Cell (PDC) has been established. This cell possesses highly talented and competent professionals of the field of Medicine and Surgery, who arrange seminars, workshops and hands on skills labs in all fields of health professionals and allied sciences.

2.5.4 Research and Scholarly Activities

The Research Department has a significant role both in teaching as well as monitoring the processes related to research at DUHS. For practical reasons, many sections and processes are in place at the Department of Research to strengthen the advancement of research culture at DUHS, along with preserving/monitoring ethical standards in research and scholarly work.

Some of the activities of the Department include:

- Registration and approval of research proposals by Institutional Review Board (IRB) of the University
- Establishment of Scientific Committee for assessment and approval of Master's and PhD students' research proposal for degree completion.
- Official organizer for review, examination and approval of Postgraduate (Master/PhD) student's research thesis and projects
- Publishing Journal of Dow University of Health Sciences (JDUHS), with certified Turnitin reports to prevent plagiarism

2.5.5 Appointment, Notification of Appointment and Promotion

Appointments

For the appointments of both faculty and staff, centralized policy of rules and regulation is implemented in the University, as per HEC eligibility criteria for each post. In addition to this, the requirements /criteria of Regulatory Bodies that include, Pakistan Medical & Dental Council, Pharmacy Council, and Nursing Council are also taken into consideration for each candidate.

Promotions

Appointments by promotion shall be made on the recommendation of the Selection Board or the Selection Committee. The Vice Chancellor may constitute one or more than one Selection Committees consisting of not less than three members one of whom shall be nominated as the chairman. Recruitment by initial appointment or by promotion will be in accordance with the method as laid down by the appointing authority.

2.6 Pay Practices and Salary Schedules

Since the establishment of DUHS in 2004, the university has followed the rules and regulations as prescribed by the Government of Sindh. Salaries and benefits from BPS 01 to 21 are set as per the rules of Government of Sindh and that of the Tenure Track Statues of HEC. The Syndicate approves



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them as per the prescribed process. There are actions taken to improve the pay scales through additional allowances, which are then, submitted for approval by the finance and planning Committee of the DUHS, to the Syndicate and the Senate of the DUHS.

2.7 Holidays / Leave of Absence

Holidays

Dow University of Health Sciences observes the following public holidays following the Sindh Government of Pakistan:

Eid-ul-Azha	Eid-ul-Azha Determined each year
Ashura	9th and 10th Muharram
Pakistan Day	Pakistan Day, March 23rd
Eid Milad-un-Nabi	12th Rabi-ul-Awal
Labor Day	May 1st
Independence Day	August 14th
Eid-ul-Fitar	Determined each year
Quaid-e-Azam Day / Christmas	December 25th

Casual Leaves

All contractual employees are entitled to fifteen (15) working days casual leave on a period of six (6) months contract. If he / she does not avail those, the casual leaves cannot be added upon the renewal of contract.

Earned Leaves

Earned leaves are the leaves earned by a university employee in accordance with the DUHS statues, together with the balance of such leave accumulated or debited to the employee immediately.

2.8 Guidelines regarding Research and Development

The detailed guidelines for processing, submission and presentation of synopses to University bodies for relevant approvals, the steps in submission of research thesis, evaluation and approval process can be found below through website link to the Research Department of DUHS:


[PostGraduate Guidelines Research Department DUHS](#)

2.9 Resignation / Termination

As per the DUHS Act 2004, the Syndicate of DUHS is the appointing & terminating (removal from service) authority for the faulty members hired on regular posts, and this authority is exercised through the Vice Chancellor. The cases of resignation are considered by the Vice Chancellor and if he deems it necessary, the case is forwarded to the Syndicate for further necessary action.

2.10 Compliance with Sindh Government Tax Filing Policy

2.10.1 Tax Filing is mandatory as per FBR Rules and Regulations each year. Employees of DUHS are to file taxes every year. Otherwise, employees may be subject to penalties as per federal law or maybe subject to consequences for tax evasion for their tax liability.

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- 2.10.2** Tax evasion involves deliberate and dishonest conduct. Tax avoidance of tax liability is strongly discouraged as it involves taking steps, within the law, to minimize tax payable (or maximize tax reliefs). Any employee found to be involved in tax evasion, either knowingly or unknowingly, or involved in any kind of tax avoidance may face consequences as laid out by government & FBR rules on their website www.fbr.gov.pk.
- 2.10.3** Fraud is a deliberate intent to acquire money or goods dishonestly through the falsification of records or documents or it may involve the deliberate changing of financial statements or other records by an employee who works for DUHS.
- 2.10.3.1 **Fraud or falsification of documents** or records is strongly prohibited by employees, full time or part time, permanent or contractual employees in any manner, whether they be applications for employment, degrees or any other form of documentation to gain or maintain employment in this University. Furthermore, this may result in discharge from duty if found guilty. Students are also to submit authentic and verified record for their admission in order to maintain to gain admission or maintain their status as an enrolled student. This is also applicable to any current or potential students of DUHS.
- 2.10.3.2 Thus, the criminal act of fraud is any attempt to deceive or defraud and will result in severe consequences, fully enforceable by act of law.



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Chapter III: Academic Policies and Procedures

3.1 Policies For Classroom Misconduct, Plagiarism And Unfair Means For All Degree Programs

Classroom Misconduct

The University has a strict policy to guard against cheating and other classroom misconduct. Examination process is monitored through strict invigilation by internal and external examiners to prevent cheating. Examiners are varied and chosen from external colleges/institutes.

Plagiarism Policy

Dow University of Health Sciences follows the Plagiarism Policy designed and recommended by the regulatory authority; Higher Education Commission (HEC), Pakistan.

The formation of the University Plagiarism Standing Committee, DUHS ensures the implementation of the HEC's plagiarism policy, along with adoption of the Policy, which was approved in the 70th Meeting of the Syndicate of DUHS. Furthermore, all cases are investigated and findings provided to the competent authority for further action, as per HEC the policy guidelines.

The cases of plagiarism are dealt in the light of the plagiarism policy of HEC, through the University Plagiarism Standing Committee and the recommendations of this committee are then forwarded to Vice Chancellor, onward to the Syndicate for final implementation of actions.

The integrity of the University is maintained to guard against plagiarism by following HEC guidelines for plagiarism. The thesis work of a student is not allowed to be submitted to the BASR, nor is it allowed to be defended, unless it is cleared by Turnitin, plagiarism detecting software, which clearly indicates the level of similarity of students' work with others submitted. Therefore, a clearance certificate is necessary before students' theses are accepted for submission.

All faculties are also encouraged to submit a plagiarism report of their work before applying for any travel grant, duly authenticated by Research Department or Director QEC. Furthermore, in accordance with HEC guidelines, a University Standing Plagiarism Committee is constituted that maintains the standards of integrity and investigates all cases of plagiarism, in accordance with HEC's plagiarism policy.

3.2 Course Load Policy

The workload distribution of full time/ contractual or permanent faculty is as follows, defined as per



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designation of faculty member:

- Professor (Fulltime/ Contractual or Permanent) – 1-2 full classes or 3 cr. Hours to 6 cr. Hours per semester or equivalent if shared classes in a professional year program/ 2-4 classes per annum.
- Associate Professor in a teaching department – at least 2 full classes or 6 cr. Hours per semester in the University (full class or equivalent of shared classes in a professional year program; 4 classes per annum.
- Assistant Professor in a teaching department – at least 3 full classes/ 9 credit hours per semester of full classes or equivalent of shared classes in the semester, in a professional year program/ 6 classes per annum.
- Lecturer– 3-4 full classes or 9-12 credit hours per semester / 6-8 classes per annum.

3.3 Attendance Policy

80% attendance is mandatory for appearance in examinations (professional and annual). For postgraduate programs, examination forms would not be accepted till obtaining course completion certificate from Department of Postgraduate Studies. The examination calendar is to be adhered to for all dates of semester and annual examinations, and is uploaded on the website prior to the conduct of classes in professional year course and semester programs.


3.4 Grading Policy

Undergraduate Grading Scale

Marks obtained in Percentage Range	GPA	Grade
80-100	4.0	A+
75-79	4.0	A
70-74	3.7	A-
67-69	3.3	B+
63-62	3.0	B
60-62	2.7	B-
56-59	2.3	C+
50-55	2.0	C
00-49	0.0	F

To guard against grade inflation, Dow University has focused on:

- Objective Theory Papers, such as BCQs and MCQs.

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- Practical & Clinical Examinations are completely structured as OSPE (Object Structured Practical Examination) & OSCE (Object Structured Clinical Examination).
- Paper Checking of BCQs is mechanized, and result generation is also computerized.
- Counter checking is done in all cases of over & under marking to guard against grade inflation.

Postgraduate Grading Scale (Approved by Academic Council)

Board of Advanced Studies and Research (BASR) in its 47th meeting 9th May, 2016 considered the matter regarding GPA requirement for the award of postgraduate degree. After thorough discussion it was decided to change current DUHS GPA system and make it in line with Higher Education Commission (HEC) GPA System. However, passing criteria in each course will remain same as previous (63% marks) and for the award of postgraduate degree criteria for cumulative GPA will also remain same as greater than or equal to 2.5. Therefore, for all DUHS students of any Masters' program who enrolled in 2016 and onward their GPA will be calculated according to HEC's GPA system.

Following HEC GPA grading system is the new DUHS GPA grading system for all Postgraduate Student.

HEC GPA System		
Grade	GP	Marks Percentage Range
A+		
A	4.00	≥85
A	3.66	80-84
B+	3.33	75-79
B	3.00	71-74
B-	2.66	68-70
C+	2.33	64-67
C	2.00	61-63
C-	1.66	58-60
D+	1.3	54-57
D	1.0	50-53
F	0.00	<50



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Previous Postgraduate Grading Policy

a. Regulations for Examinations

1. An examination shall be held at the end of each semester.
2. All examinations shall be based on MCQs (single-best), SAQs and for log book of practical assessment.
3. The Marks distribution in each course will be as follows:

Internal Evaluation: 30%

Semester Examination: 70%

4. The Grading system will be as follow:

A+	4.0	91% - 100%
A	4.0	87% - 90%
A-	3.7	83% - 86%
B+	3.3	79% - 82%
B	3.0	75% - 78%
B-	2.7	71% - 74%
C+	2.3	67% - 70%
C	2.0	63% - 66%

5. The student will have to secure at last C to pass the course. A maximum of three C's will be allowed in the entire program.
6. The distinction shall be awarded only if cleared in first attempt.
7. 80% attendance in each course is required to appear in the respective semester examination.
8. The candidate must clear at least 80% of the courses for promotion to the next semester.
9. The candidate shall have to pass the examination in a maximum of 3 attempts to enable him/her to continue his/her studies. However readmission will be considered and approved by BASR with the consent of the respective Program Director.
10. Candidates passing in theoretical and practical part (course work) of exams but failing in research or rotation aspects should be announced successful after improving and clearing only those aspects in which they failed rather than reappearing for passing course work.



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3.5 Examination Policy of Dow University of Health Sciences

Dow University has a fool proof Examination System that is structured and different from other public sector medical universities in Pakistan.

For all programs, DUHS follows the following breakdown for internal and summative assessment:

Internal (Continuous / Cumulative) Assessment	30%
Annual / Semester Examination	70%
Total	100%



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Chapter IV: QEC and the Teachers' Evaluation

The Quality Enhancement Cell at Dow University of Health Sciences was established in the 1st phase of HEC implementation in 2006, along with 29 other cells in various public sector universities throughout Pakistan. The prime objective of these cells is to practice evaluative measures in order to achieve excellence in program delivery.

4.1 The Quality Policy

The Dow University of Health Sciences (DUHS) is committed to have academic excellence to be the learning place for students and faculty for its existing institutes as well as of those which will be added in future as per planned infrastructure.

The DUHS has been continuously adopting innovative ways to improve its services to the community and other stake holders and we will achieve this aim while adhering to the regulatory requirements through newly designed curricula, effective utilization of all resources, and the best practices invoked in the healthcare industry.

4.2 Objectives of Quality Enhancement Cell


The prime objectives of the Quality Enhancement Cell are to:

- Set up and maintain a system of quality assurance, objectively designed for all the stake holders for the quality delivery of degree awarding programs at the University.
- Adhere to a "System of Self-Assessment", as prescribed by Higher Education Commission of Pakistan, so as to bring uniformity in evaluation throughout the country.
- Develop standard procedures for academic audits, for the appraisal of the classrooms and teaching delivery.
- Safeguarding and upgrading educational standards to the international level.
- Promote the continual enhancement of the quality of teaching, learning opportunities, and related student support services.
- Seek collaboration in various fields of common interest with local and international bodies.
- Recommend measures for capacity building of faculty and supporting staff, as appropriate with the Vice-Chancellor quality initiatives.
- Implementation of Quality Management System (QMS) at various departmental levels of DUHS.

4.3 Teachers' Evaluation and Feedback forms for Faculty

The process of evaluating teaching is carried out through the Quality Enhancement Cell of DUHS, and it is according to the method prescribed by HEC. Teachers' evaluation is a continuous process. The criteria and process is revised as per the program needs, in consultation with Head of the concerned department/ institute/ program. Teachers' evaluation is done at multi levels:

- Through Students
- Through Peer

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- Through HoD
- Through Teachers" portfolios

“Teacher Evaluation” is conducted with regular frequency for each program at Dow University of Health Sciences. Some programs have already done it for number of cycles and some have scheduled the same. Besides, the results of Teachers Evaluation are used for nomination of University Best Teacher Award, as endorsed by the HEC. Following are the feedback forms used for the evaluation procedure:

- Student Course Evaluation Questionnaire
- Faculty Course Review Report
- Survey of Graduating Students
- Research Student Progress Review Form
- Faculty Survey