



TEXILA  
AMERICAN  
UNIVERSITY



# TEXILA AMERICAN UNIVERSITY FACULTY HANDBOOK



# TEXILA AMERICAN UNIVERSITY

## FACULTY HANDBOOK

The basic functions of the Texila American University are teaching, research and service. By accepting an appointment in this University, an individual assumes a responsibility to teach, pursue scholarly and professional activities, and participate in the academic life of the University. Faculty members have the rights and responsibilities set forth in this Faculty Handbook.

Texila American University is an Equal Employment Opportunity employer and seeks to provide equal opportunity in employment for all persons and prohibits discrimination in all aspects of employment because of age, citizenship, color, disability, marital status, national origin, race, religion, personal appearance, family responsibilities, matriculation, political affiliation, gender, sexual orientation. Additionally, the Texila American University will use good faith efforts to achieve ethnic and gender diversity throughout the workforce.”

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## **INTRODUCTION:**

Dear Colleague:

The Faculty Handbook is a guide to the faculty and is designed to present general information about Texila American University- Zambia and some of the more important University policies and practices as they apply to the Faculty of the University.

This Faculty Handbook is meant to provide you with the University policies that directly impact your work as a faculty member here at TAU-Zambia. Within the Handbook, you will find policies that encompass benefits information, institutional support, University governance, and other policies that must be communicated to faculty, including compliance policies and procedures that satisfy TAU standards.

Only aspects of University governance that pertain directly to faculty are included in the Handbook. If you need to pursue detailed procedures, such as the planning of new programs, grievances etc., please refer to the full text of applicable policies available in the registrar office. Changes to the Handbook will be made as promptly as possible so that the University community always has the most current description of policies and procedures available.

The Handbook is compiled from a number of sources and is maintained by the Office of the Registrar.

I hope that it proves useful and beneficial as you continue your work here at the Texila American University-Zambia.

Prof (Dr.) Ajay Poddar  
VC, Texila American University

# Texila American University-Zambia

## VISION AND MISSION STATEMENT

### Vision

- To be recognized as a leader committed to excellence in higher education, research and innovation that meets the aspirations of the global community.

### Mission:

- To redefine and revolutionize international education by offering updated, modern and excellent training in areas of Health Sciences, Information & Communication technology, Management, Education, Applied Sciences and all possible areas that a learner seeks to engage with TAU.
- To observe the highest standards of ethics, integrity and compassionate care for students and community at large.
- To make Texila American University proud of being the most sustainable university of the world through creating, disseminating and applying actionable knowledge.

## HISTORY

### Genesis of Name:

- The word Texila is derived from Takshashila - World's first Centre of Learning & Excellence which existed 2700 Yrs. ago in India.
- The word American was appended to the university name because the first campus was established in a South America Nation (Guyana).

### Texila American University Consortium (TAU-L)

As an International Educational Group, we are steadfast in our commitment to provide a wide range of undergraduate and postgraduate degree programs to the student community across the globe through campus - based and blended learning options using our global centers and authorized representatives.

Our educational institutions offer a wide range of career-focused undergraduate and postgraduate programs in Medicine, Nursing, Pharmacy, Dentistry, Management and Information Technology.

The core objective of TAU Group is to make world class education accessible and affordable to students across the world. Students can choose to enhance their knowledge in convenient learning modes without compromising on their jobs and time for family.

Our curriculum is aligned and continuously upgraded to meet the growing industry needs and to empower our students to chart their own future in the demanding professional landscape.

Texila American University Limited (TAU-L), Mauritius, is the Holding Company for Educational Ventures that includes:

1. Texila American University- Guyana,
2. Texila American University- Zambia,
3. Texila Education Management Services - USA
4. Texila Education Consulting And Management Service - UAE,
5. Texila Educational Management Services (TEMS) - India
6. Texila e-Learning, India

## **Overview on TAU-L**

1. TAU-L works closely with the University of Central Nicaragua (UCN) to offer various Post Graduate Medical Training courses and a wide range of online programs in as much as 40 streams.
2. In addition, TAU-L works with UCN to offer vocational training programs in the areas of Allied Health Science, Business, IT, Agriculture and Live Stock Programs.
3. Due to increasing popularity for these subjects, TAU-L is planning to establish centers across Africa & South Asia to deliver these programs.
4. TAU-L has recently Started Online Tuition and Training for Programs offered by the Association of Business Executives (ABE) UK, which run their programs in over 250 colleges worldwide with a number of 50,000 students taking the exams this year.

5. Also, TAU-L has started Online Tuition and Training for the Edexcel programs. Edexcel is owned by Pearson Learning and delivers one million Certificates a year to students located in more than 150 countries.
6. TAU-L publishes 4 Research Journals in collaboration with the TAU-Guyana which has obtained its ISSN and also is indexed. These are Open Journals.

## **1. APPOINTMENT OF DEANS**

The Deans is appointed by the President of the University with the concurrence of the University Board and consultation with the Academic Council. Persons eligible to hold the office of Dean are Professors, Associate Professors and Senior Lectures within the various Colleges. Deans are appointed for a minimum period of two (2) years and is eligible for renewal for a maximum period up to ten (10) years. The Dean may offer to resign from his/her position in writing to the President/Vice Chancellor.

## **2. PROMOTION PROCEDURES**

- a. Promotion Standards are defined by the University Board
- b. The promotion process consists of a series of steps beginning first in a department and proceeding through the Colleges and, in the case of tenure track faculty, to the President and members of the University Board.
- c. A successful bid for promotion begins with the faculty member who is expected to assemble an up-to-date curriculum vitae, a detailed teaching portfolio, and personal statement.
- d. After endorsement by the department and the chair, the faculty member's promotion documents is forwarded to the Dean's office and the HR Department for consideration by the Board of Studies and HR Department for Appointments and Promotions. Individuals shall be carefully selected so as to bring great breadth of expertise to the review process.
- e. Each set of promotion documents is reviewed by two members of the Board of Studies and two members of the HR Committee whose recommendations are presented to the entire Board of Studies.
- f. Successful tenure actions are then forwarded to the President and the University Board for

final ratification.

- g. The candidate shall, at his/her request, be given copies of reports and rationales from each level of the promotion review process. To facilitate this procedure, reports and rationales are formulated to preserve the anonymity of participants in the judgment (to the extent that this is consistent with the communication of the basis of judgment) at each level. The candidate is not given to individual evaluations submitted in confidence.
  
- h. The candidate being reviewed for promotion has the right to appeal a negative recommendation of the Dean to the Vice Chancellor indicating the grounds of his/her dissatisfaction with the negative recommendations. The right of appeal does not extend beyond Vice Chancellor.

### **3. CLASSIFICATION OF RANKS AND TITLES**

- i. Faculty appointments are classified into ranks and groups by title. These classifications have significance in regard to benefits and rights that may or may not pertain to each category or classification are applicable to the entire University.
- j. All persons receiving faculty appointments should have engaged in significant scholarly work or have notable professional expertise and achievement.
- k. The standard academic ranks are Lecturer, Senior Lecturer, Associate Professor, and Professor. The standard professorial titles are significantly altered by the addition of modifiers such as Emeritus, Clinical, Adjunct, or Visiting.
- l. A distinction is also made between full-time and Adjunct appointments.
- m. Full-time appointees are expected to give full-time service and allegiance to the University. No right of Tenure accrues to any person holding an adjunct position regardless of title, rank, or cumulative length of service.
- n. The duties of and terms and conditions for adjunct faculty shall be articulated in each letter of appointment.



#### 4. DESCRIPTION OF STANDARD ACADEMIC RANKS

The basic qualifications and standards established to identify the degree and types of achievement expected in each rank vary among the University's Colleges, and the various programs within them. The general descriptions followed at TAU-Z is as per Higher Education Authority of Zambia guidelines:

#### 5. FACULTY CLASSIFICATION CRITERIA BY HEA FEBRUARY-2020

Position	Classification/Promotion Criteria
<b>Professor/Research Professor</b>	<ul style="list-style-type: none"> <li>➤ An earned Doctor of Philosophy (PhD) or equivalent qualifications in the relevant discipline from a registered/accredited university.</li> <li>➤ At least ten (10) years teaching/research experience at the university or research institute</li> <li>➤ At least 25 traceable publications in recognised outlets</li> <li>➤ Supervised a minimum of ten (10) postgraduate students to completion including at least five (5) at doctoral levels as principal supervisor.</li> <li>➤ Attracted research or development funds</li> <li>➤ Significant contribution to educational innovations including designing appropriate curriculum</li> <li>➤ Demonstrated provision of leadership in the discipline area</li> <li>➤ At least five (5) years administrative experience</li> <li>➤ Contributed significantly to the life of the University or Research Institute</li> <li>➤ Significant contribution to public service, professional bodies, international associations, networks etc</li> <li>➤ Significant contributions to the consultancy services of the university</li> </ul>

<b>Associate Professor/Associate Research Professor</b>	<ul style="list-style-type: none"> <li>➤ An earned Doctor of Philosophy (PhD) or equivalent qualifications in the relevant discipline from a registered/accredited university</li> <li>➤ At least eight (8) years teaching/research experience at the university or research institute</li> <li>➤ At least 20 traceable publications in recognized outlets</li> <li>➤ Supervised a minimum of eight (8) postgraduate students to completion including at least three (3) at doctoral level as principal supervisor</li> <li>➤ Attracted Research or development funds</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Significant contribution to educational innovations including designing appropriate curriculum</li> <li>➤ Demonstrated provision of leadership in the discipline area</li> <li>➤ At least three (3) years administrative experience</li> <li>➤ Evidence of contribution to public service</li> </ul>
<b>Senior Lecturer/Senior Research Fellow</b>	<ul style="list-style-type: none"> <li>➤ An earned Doctor of Philosophy (PhD) or equivalent qualifications in the relevant discipline from a registered/accredited university</li> <li>➤ At least five (5) years teaching/research experience at the university or research institute</li> <li>➤ At least 15 traceable publications in recognized outlets</li> <li>➤ Supervised a minimum of four (4) postgraduate students to completion as principal supervisor</li> <li>➤ Evidence of public service</li> </ul>
<b>Lecturer/Research Fellow (this position may have several levels such as Lecturer level I, II and III)</b>	<ul style="list-style-type: none"> <li>➤ A scholar with at least a master's degree qualification in the appropriate discipline from a registered/accredited university</li> <li>➤ Evidence of engagement in research and publication</li> </ul>
<b>Adjunct Lecturer</b>	<ul style="list-style-type: none"> <li>➤ A scholar with at least a master's degree qualification in the appropriate discipline from a registered/accredited university</li> <li>➤ Evidence of engagement in research and publication</li> <li>➤ Experts from industry or professional practice appointed by the University because of their practical experience or unique skills</li> <li>➤ Have full-time employment outside the University or may have retired from industry and therefore engaged by the HEI on part-time basis.</li> </ul>

## 6. DEFINITION OF PREFIXES THAT MODIFY STANDARD ACADEMIC TITLES

- o. The prefix **Emeritus** indicates a position of honor and esteem at Texila American University, associated with an invitation to continue collegial relationships after retirement.
- p. The prefix **Clinical** identifies appointments that primarily provide practical instruction and application of practical knowledge. The title describes faculty whose primary activity is limited to clinical or public health practice and associated teaching. The duties, terms of appointment, and salaries of such persons are specified in the letter of appointment. In general, the applicable rank and any subsequent promotions should be determined by the relevant academic achievements, professional accomplishments, and demonstrated effectiveness of the appointee.
- q. variety of titles are used to designate such positions including:
  - Clinical Lecturer
  - Clinical Senior Lecturer
  - Clinical Associate Professor
  - Clinical Professor
- r. The prefix **Adjunct** identifies a scholar whose primary place of employment is not at Texila American University or whose primary employment within the University is not in a faculty capacity. An Adjunct Professor is an expert in a special field appointed to give instruction on a part-time or discontinuous basis. These part-time appointments may be in the ranks of:
  - Adjunct Lecturer
  - Adjunct Senior Lecturer
  - Adjunct Associate Professor
  - Adjunct Professor

Duties usually include the teaching and advising of students and may include additional service on departmental committees.

- s. The prefix **Adjunct Clinical** is used for appointments of persons employed in a clinical setting where students receive clinical instruction. The criteria for adjunct clinical faculty are the same as for regular faculty appointments of comparable rank.

- Adjunct Clinical Lecturer
  - Adjunct Clinical Senior Lecturer
  - Adjunct Clinical Associate Professor
  - Adjunct Clinical Professor
- t. The prefix **Visiting** identifies a faculty member who normally teaches at another institution or possesses other professorial qualifications and is appointed to give instruction for a stated term, ordinarily for minimum of one year and maximum of three years. The titles used to indicate such an instructional appointment are:
- Visiting Senior Lecturer
  - Visiting Associate Professor
  - Visiting Professor

## **7. APPOINTMENT AND REAPPOINTMENT OF FACULTY**

- a. For every faculty appointment, a written document specifying the initial title, status with respect to Tenure, initial term with dates, starting salary, and other appropriate conditions shall be provided to the faculty member with a copy supplied to his/her department. Any subsequent extensions or modifications of an appointment shall be stated in writing to the faculty member with a copy to his/her department.

### **b. Selection and Appointment of New Full-Time**

The Department chair shall identify and suggest the requirements for the new faculty appointments for the upcoming academic year and provide the list of the same to the Human Resource (HR) Department for sourcing the new faculty personnel

Department chair or the HR department submits the information on the applicant(s) received for the faculty positions to be reviewed by the Dean, HR Committee, and the Vice President - Finance and Administration and returned to department upon approval.

The HR department shall then communicate with the recruit to discuss the terms of the proposed appointment upon the recruit's acceptance, The HR department shall send two copies of the Employment Contract to be counter signed and returned by the Recruit

The applicant can counter-sign and return one copy of the Employment Contract. The employment contract shall be signed by the Director – Planning or Director International Operations or the CEO on behalf of the Texila American University

While the recruitment and employment procedures for senior faculty are the same as those for junior faculty, there is an additional and lengthy review process for approval of the intended senior rank that follows the same process as that for promotion to senior rank

**c. Endowed and Distinguished Academic Appointment**

Endowed chairs and professorships are reserved for distinguished scholars and faculty holding senior rank.

Proposals with credentials and accomplishments given in the Criteria for Promotions section of this document are submitted in writing from the department chair or the HR department to the Dean's office. The Dean's office will review the proposal as well as the terms of the endowment agreement.

Upon approval of the Dean, the HR Department will prepare a letter from the Dean to the Vice Chancellor or the President requesting University level approval. The members of the University Board are advised of these actions and the confirmation letter will come from the President upon final review and approval.

These requests can be put forward at any time throughout the academic year

for current faculty members. Requests for these appointments for newly recruited faculty can be proposed by the department chair or the HR Department concurrent with the submission of the senior rank appointment information.

#### **d. Reappointment**

All faculty appointments except those with Tenure are subject to University decisions concerning reappointment.

Decisions to renew full-time faculty appointments are made by the Vice Chancellor on the recommendation of the dean. Subject to institutional needs and goals, recommendations for reappointment shall be based on merit as determined through the evaluation of faculty performance.

Faculty members holding term or probationary appointments should be aware that, while they are eligible for reappointment (unless otherwise specified in writing at the time of appointment), reappointment is neither inevitable nor routine.

Institutional needs and goals involve consideration of such factors as academic needs of the program; availability of resources to support the program or position – financial as well as physical; and other institutional and programmatic considerations not directly related to the merit of the individual under consideration for reappointment.

#### **e. Non-Reappointment**

For all full-time faculty appointments, except tenured appointments, notice of reappointment, non-reappointment, or intention not to recommend reappointment, shall normally be given in writing in accordance with the following schedule:

Not later than 4 months before the completion of the Academic year or the contract.

Through oversight or due to extenuating circumstances, the University may fail to provide notice of non-reappointment. In such instances the faculty member shall provide the Vice Chancellor written notice of this failure within twenty-eight days of the date specified above. The Vice Chancellor shall respond within an additional twenty-eight days as to whether the faculty member shall be reappointed.

If the faculty member does not notify the Vice Chancellor within this twenty-eight day period, the result will be non-reappointment. If the faculty member responds within the twenty-eight day period but the Vice Chancellor fails to reply within an additional twenty-eight days after receiving the faculty member's response, the faculty member shall be entitled to an extension by one year of the current appointment.

There is no minimum requirement for notice of non-continuance of part-time faculty

**f. General Criteria for Reappointment**

- i. Teaching effectiveness;
- ii. Scholarly and professional achievements;
- iii. Research, as evidenced by both published and unpublished works;
- iv. Direction of graduate studies;
- v. Advisory and counseling service;
- vi. Success in generating external funding to support research or other programs;
- vii. Service to professional societies;
- viii. Service to the programs and administrative work of the University

(other than teaching and research);

- ix. Professional activities in the community;
- x. Attributes of integrity, industry, objectivity, leadership, collegiality, and cooperation;
- xi. Success in clinical practice.

These criteria are not listed in order of importance, nor are they to be rigidly applied. Persons making such evaluations should keep in mind, however, the primary interest of the University in retaining and rewarding persons of superior teaching ability and scholarly achievement.

## **8. JOB LETTER OFFER**

When a Faculty or Staff is chosen, a draft of the offer letter should be submitted for approval to the Office of the Vice Chancellor. The letter must include:

- A statement informing the candidate that the offer is contingent on favorable action by the Texila American University
- A description of the job responsibilities and expectations of performance
- The length of term, including beginning and end dates

## **9. TENURE**

As per the Higher Educational Authority-Zambia guidelines.

## **10. TEACHING & GRADING**

### **Teaching:**

Faculty members have the following specific responsibilities in connection with their teaching:

- To remain current in their subjects and courses.
- To instruct assigned courses, as scheduled or otherwise approved (promptly beginning and ending each class), on the assigned subject, at the assigned level, and with the degree of rigor/standards appropriate to that level.
- To select the materials and approach in assigned courses, make the assignments,



prepare to discuss clinical case studies if applicable, and evaluate student academic performance, except when Department or College policy specifies the allocation of authority in team taught or multi-section courses, or when the objectives, materials, and assignments in courses are part of a structured curriculum.

➤ To have the course approved by a duly authorized faculty review body if required by department, college, or university policy.

➤ To set out clear and appropriate expectations for students at the beginning of the course

➤ To make arrangements to cover or reschedule any class missed.

➤ To foster free discussion, inquiry, and expression in the classroom while maintaining the course's academic standards and objectives.

➤ To take appropriate steps to ensure that required books and other course materials are accessible when needed.

➤ To hold office hours, or the equivalent consistent with HR policy, and to be available to students outside the classroom on a regular and reasonable basis throughout the academic year, including registration, reading, and exam periods.

➤ To complete in a professional, timely and responsible manner all other teaching and academic assignments which the faculty member has accepted as, or been assigned, including for example, submitting grades, mentoring or reading dissertations or theses, administering comprehensive or qualifying exams, writing letters of recommendation, and conducting tutorials.

➤ To avoid using his or her position as a faculty member to coerce, intimidate, or manipulate students.

➤ To follow the policies and procedures of the Institution whenever applicable to course-related activity.

➤ To comply with applicable department, college, or university policies relating to teaching.

### **Grading:**

Academic freedom includes the faculty member's right freely to evaluate student

academic performance in his or her classes. A faculty member's teaching responsibilities include providing grades in the manner and within the deadlines specified by the Registrar, doing so honestly, fairly, and without bias, using appropriate criteria and following stated procedures.

- a) The grade submitted by a faculty member to the Registrar at the end of the course may be overruled only as the result of an appeal procedure approved by the faculty governance body responsible for academic policy in the university or college governed by the policy.
  - i. Any such appeal procedure should be designed to protect students against evaluation in which the faculty uses inappropriate criteria or ignores stated procedures and grading standards.
  - ii. Such procedures should provide for the appropriate committee to review the appeal and authorize any resulting change in a grade.
  - iii. Deans may resolve an appeal only if the appropriate committee fails to act in the time specified.
  - iv. Faculty has the responsibility to cooperate fully with grade appeals conducted according to the approved procedures.
- b) The faculty member's ability to change a grade after it has been recorded by the Registrar is limited by institution's policy.
- c) Institution's policies may also authorize the Registrar or Dean to appropriately record when faculty members fail to turn in grades, retroactively withdraw students from courses, and convert letter grades when a course is taken pass/fail.

## 11. KEY PERFORMANCE INDICATORS (KPI)

All the faculty are expected to meet the following performance indicators every Month so as to maintain the academic standards of the university.

### 11.1 KPI Dean College of Medicine:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Financial Perspective	Centre for Professional Development	Quarterly	Global Growth	100%	10
Customer Perspective	Students satisfaction DREEM SCORE and all Surveys	Half yearly	Customer	80%	15
Customer Perspective	Course Evaluation - To achieve over all 80% course satisfaction (2 survey in a year after every semester) -Feb & July	Halfyearly	Customer	80%	15
Customer Perspective	Student program completion a. Oncampus - 90% HPFP - 90% MBCHB - 90% b. Online - 80%	Halfyearly	Customer	85%	5
Customer Perspective	Student semester completion a. Oncampus - 90% HPFP - 90% MBCHB - 90% b. Online - 80%	Half yearly	Customer	85%	5
Customer Perspective	Student clearance ratio in council exam -90%	Half yearly	Customer	Mandatory	Mandatory
Customer Perspective	Student Retention to be around 90% On-campus - 90% HPFP - 90% MBCHB – 90%	Half yearly	Customer	85%	10

Customer Perspective	Grievance Redressal - Analyze, Review, Resolve Grievances on time and update process to ensure minimization of repeated issues	Monthly	Customer	100%	3
Customer Perspective	Monthly Open Forum meeting and Analyze the feedback report and suggest the remedial measures	Monthly	Customer	100%	3
Internal Process	Regulatory process management 100% (Accreditation will be part of regulatory process) for key process	Quarterly	Responsibility	100%	10
Internal Process	University Governance	Monthly	Responsibility	100%	10
Internal Process	100% Adherence to Process & Policies	Monthly	Leadership	100%	5
Internal Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Innovation & creativity	100%	5
Learning & Development	Empower Employees with expected KPI and Outcome to achieve 80% of their KPI (Month on Month)	Monthly	Leadership	80%	5
Learning & Development	Talent Acquisition	Quarterly	Leadership	Mandatory	Mandatory

Learning & Development	Onboarding	Quarterly	Leadership	Mandatory	Mandatory
Learning & Development	Retention	Quarterly	People	Mandatory	Mandatory
Learning & Development	Training	Quarterly	People	Mandatory	Mandatory
Learning & Development	Performance	Quarterly	People	Mandatory	Mandatory
Learning & Development	Ensures all faculty are trained in research and they Publish 2 articles in appropriate impact factor journal as per Policy	Quarterly	Global Growth	Mandatory	Mandatory
Learning & Development	KPI Score Evaluation Along with Monthly Feedback 90%( Quarterly) & Actions as perSOP	Monthly	Leadership	Mandatory	Mandatory
Learning & Development	Employee Satisfaction - Achieve NPS score of 9 & 10on my manger rating	Halfyearly	Global Growth	Mandatory	Mandatory
Learning & Development	Provide Clear Career Path for the all the Employees	Quarterly	Global Growth	Mandatory	Mandatory
Learning & Development	Succession for Senior Management & Mid Management Positions	Quarterly	Global Growth	Mandatory	Mandatory
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

## 11.2 KPI Assistant Dean Academic Affairs:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	Program Completion a. On campus - 90% b. Online - 80%	Quarterly	Customer	90%	35
Customer	Student Satisfaction in Faculty Feedback Survey Rating (>80%)	Quarterly	Customer	80%	10
Customer	Course Evaluation - To achieve over all 80% course satisfaction (2 survey in a year after every semester)	Half yearly	Customer	80%	10
Internal Business Process	Student clearance ratio in council exam -90% - Preparation of Question Bank	Quarterly	Customer	100%	5
Internal Business Process	Grievance Redressal On time	Half yearly	Customer	100%	5
Internal Business Process	Monthly Open Forum meeting and Analyze the feedback report and suggest the remedial measures	Monthly	Customer	100%	5
Internal Business Process	100% Adherence on Process and Policies	Monthly	Responsibility	100%	20
Internal Business Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Global Growth	100%	5
Learning & Development	To Ensure the Immediate downline achieves 80% of their KPI (Month on Month)		Leadership	80%	5
Learning and Growth	Completion of Certification	Quarterly	Global Growth	Mandatory	Mandatory
Employee Satisfaction	Succession for Senior Management & Mid Management Positions	Quarterly	Leadership	Mandatory	Mandatory
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

### 11.3 KPI Assistant Dean R & D:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	International Webinars - one per quarter	Quarterly	Customer	90%	10%
Customer	Student participation in article writing - one per half year	Half yearly	Customer	90%	10%
Internal Business Process	Governance Meetings	Monthly	Customer	100%	10%
Internal Business Process	100% Adherence on Process and Policies	Monthly	Responsibility	100%	5%
Internal Business Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Responsibility	100%	5%
Learning & Development	Two Research Articles Published in a Year by each faculty	Quarterly	Innovation and Creativity	90%	15%
Learning and Growth	Attending 2 FDP in an Year by all Faculty	Quarterly	Innovation and Creativity	90%	15%
Learning and Growth	Collaboration with other institutions - one per half year	Half yearly	Innovation and Creativity	90%	15%
Learning and Growth	MOU with other institutions for research - one per half year	Half yearly	Innovation and Creativity	90%	15%
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

#### 11.4 KPI HOD:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	Adherence to Lesson Plan by all faculty	Monthly	Customer	90%	10
Customer	Adherence to Lab Schedule by all faculty	Monthly	Customer	90%	10
Customer	Submission of Learning content by all faculty	Monthly	Customer	100%	10
Customer	Conduct of Continuous Assessments by all faculty	Monthly	Customer	90%	10
Customer	Program Completion a. On campus - 90%	Quarterly	Customer	90%	10
Customer	Student Satisfaction in Faculty Feedback Survey Rating (>80%) for all faculty member in the department	Quarterly	Customer	80%	10
Customer	Course Evaluation - To achieve over all 80% course satisfaction (2 survey in a year after every semester) for all courses	Half yearly	Customer	80%	10
Internal Business Process	Grievance Redressal On time	Half yearly	Customer	100%	5
Internal Business Process	Monthly Open Forum meeting and Analyze the feedback report and suggest the remedial measures	Monthly	Customer	100%	5



Internal Business Process	100% Adherence on Process and Policies	Monthly	Responsibility	100%	10
Internal Business Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Global Growth	100%	5
Learning & Development	To Ensure the Immediate downline achieves 80% of their KPI (Month on Month)		Leadership	80%	5
Learning and Growth	Completion of Certification	Quarterly	Global Growth	Mandatory	Mandatory
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

### 11.5 KPI Assistant HOD:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	Adherence to Lesson Plan by all faculty	Monthly	Customer	90%	10
Customer	Adherence to Lab Schedule by all faculty	Monthly	Customer	90%	10
Customer	Submission of Learning content by all faculty	Monthly	Customer	100%	10
Customer	Conduct of Continuous Assessments by all faculty	Monthly	Customer	90%	10
Customer	Program Completion a. On campus - 90%	Quarterly	Customer	90%	10
Customer	Student Satisfaction in Faculty Feedback Survey Rating (>80%) for all faculty member in the department	Quarterly	Customer	80%	10
Customer	Course Evaluation - To achieve over all 80% course satisfaction (2 survey in a year after every semester) for all courses	Half yearly	Customer	80%	10
Internal Business Process	Grievance Redressal On time	Half yearly	Customer	100%	5
Internal Business Process	Monthly Open Forum meeting and Analyze the feedback report and suggest the remedial measures	Monthly	Customer	100%	5
Internal Business Process	100% Adherence on Process and policies	Monthly	Responsibility	100%	10

Internal Business Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Global Growth	100%	5
Learning & Development	To Ensure the Immediate downline achieves 80% of their KPI (Month on Month)		Leadership	80%	5
Learning and Growth	Completion of Certification	Quarterly	Global Growth	Mandatory	Mandatory
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

### 1.6 KPI Full Time Faculty:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	Adherence to Lesson Plan	Monthly	Customer	90%	10
Customer	Adherence to Lab Schedule	Monthly	Customer	90%	10
Customer	Submission of Learning content	Monthly	Customer	100%	5
Customer	Conduct of Continuous Assessments	Monthly	Customer	90%	10

Customer	Course Evaluation Survey Score (>80%)	Half Yearly	Customer	80%	10
Customer	Minimum 90% Pass Ratio in Subjects taught by the Faculty	Half Yearly	Customer	90%	15
Customer	Student Satisfaction in Faculty Feedback Survey Rating (>80%)	Half Yearly	Customer	80%	10
Internal Business Process	100% Adherence on Process and Policies	Monthly	Responsibility	100%	10
Internal Business Process	Creation, Updation & Innovative Policy and SOP based on best Practices as per the Accreditation Standards	Quarterly	Global Growth	100%	5
Learning and Growth	Completion of Certification	Quarterly	Global Growth	Mandatory	Mandatory
Learning and Growth	Attending 2 FDP in an Yearby all Faculty	Quarterly	Global Growth	Mandatory	Mandatory
Learning and Growth	Two Research Articles Published in a Year	Quarterly	Global Growth	Mandatory	15
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory

### 11.7 KPI Part Time Faculty:

BSC Perspective	Metric	Frequency	Value & Culture	Metric Target	Weightage
Customer	Adherence to Lesson Plan	Monthly	Customer	90%	20
Customer	Adherence to Lab Schedule	Monthly	Customer	90%	20
Customer	Submission of Learning content	Monthly	Customer	100%	15
Customer	Conduct of Continuous Assessments	Monthly	Customer	90%	10
Customer	Course Evaluation Survey Score (>80%)	Half Yearly	Customer	80%	10
Customer	Minimum 90% Pass Ratio in Subjects taught by the Faculty	Half Yearly	Customer	90%	10
Customer	Student Satisfaction in Faculty Feedback Survey Rating (>80%)	Half Yearly	Customer	80%	10
Internal Business Process	100% Adherence on Process and Policies	Monthly	Responsibility	100%	5
Learning and Growth	To ensure Culture and values are adhered to	Monthly	Global Growth	Mandatory	Mandatory
		Quarterly	Global Growth	Mandatory	Mandatory



## 12. FACULTY COMPETENCY SKILLS:

Faculty members are mandated to undergo various training as identified by their reporting manager. Categories of training's are as under

1	Internal Certification Program- Internal
2	Internal Certification Program Tools
3	Skills Training
4	Behavioral Training
5	Competency Training

## 13. JOB RESPONSIBILITIES AND ROLES AND RESPONSIBILITIES:

S.N.	Position	JD	RR
1	DVC	<ol style="list-style-type: none"> <li>1. Research and Development</li> <li>2. Clinical Rotations</li> <li>3. New Program Development</li> <li>4. Post Graduate Programs</li> <li>5. Governance</li> </ol>	<ol style="list-style-type: none"> <li>1. Research and Development Implement and manage the research policy Develop strategic partnership with research organizations and universities Facilitate research grants Cultivate a research environment among the academicians Manage resources</li> <li>2. Clinical Rotations Implement and manage the clinical rotations policy Monitor and Supervise Clinical rotations Coordinate with stakeholders for effective clinical rotations</li> <li>3. New Program Development</li> </ol>

			<p>Identify potential programs for the university</p> <p>Develop Academic requirements for the new programs</p> <p>Obtain regulatory approvals</p> <p>4. Post Graduate Programs Administer and manage post graduate programs</p> <p>5. Governance Coordinating and participating in University Governance Overseeing the appointment of external members to various committees</p>
2	Dean	<p>1. To teach at undergraduate level in clinical me1. To teach at undergraduate level in clinical methods and skills, areas allocated by the Head of Department and reviewed from time to time by the Head of Department.</p> <p>2. To carry out research and produce publications, or other research outputs, in line with personal objectives agreed in the Staff review process.</p> <p>3. To engage with the broader scholarly and professional communities.</p> <p>4. To supervise or assist with supervision of undergraduate, taught graduate (Masters) or research graduate (MPhil/PhD) students.</p> <p>5. To contribute to the development, planning and implementation of a high quality curriculum.</p>	<p>The primary responsibilities of the Dean of the School of Medicine include:</p> <p>Supervising the educational activity of the School, overseeing the curriculum, courses, and methods of instruction, and supporting research.</p> <p>Determining the assignment of faculty and schedule of courses in the School, through the Registrar.</p> <p>Coordination with the Departments assigned specifically to the School, conferring with their respective Chairs, and refers their needs and problems to the Dean for further action</p> <p>Ensure that the University is run as per the Policy &amp; Governance rules established by the University.</p> <p>Provide leadership for all activities of the University including but not limited to any accreditations, workshops, events, symposiums among others.</p>





		<p>6. To assist in the development of learning materials, preparing schemes of work and maintaining records to monitor student progress, achievement and attendance.</p> <p>7. To participate in departmental and faculty seminars aimed at sharing research outcomes and building interdisciplinary collaboration within and outside the department.</p> <p>8. To participate in the development, administration and marking of exams and other assessments.</p> <p>9. To provide care and support to students.</p> <p>9. To participate in the administration of the department's programmes of study and other activities as requested.</p> <p>10. To contribute to departmental, faculty, or TAU-wide working groups or committees as requested.</p> <p>11. To maintain own continuing professional development.</p> <p>12. To actively follow and promote TAU policies.</p> <p>13. To maintain an awareness and observation of fire and health and safety regulationsthods and skills, areas allocated by the Head of Department and reviewed from time to time by the Head of Department.</p>	<p>Enable &amp; Ensure that the learning environment is conducive for the students to enhance their knowledge &amp; skill.</p> <p>Ensure that the PPT &amp; Video lectures are available at all times, as per the timelines &amp; schedules of the University.</p> <p>Teach/ train students as required.</p> <p>Groom the staff &amp; faculty of the University to the required Quality standards established by the University.</p> <p>Over the student affairs &amp; administration in consultation with other Heads or Departments or Functions.</p> <p>The Dean of the University of Medicine is also required to (But not Limited to):</p> <p>Provide leadership in medical education, scholarly activity, research and service</p> <p>Supervises the educational activity of the University, overseeing the councils, courses, and methods of instruction, and supporting research</p> <p>Determine the assignment of faculty and schedule of courses in the School, through the Registrar.</p> <p>Provide special attention and cooperation to the Departments assigned specifically to the University, conferring with their respective Chairs, and refers</p>
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			their needs and problems to the President through the Academic Council or Vice President with comment and recommendation.
3	Associate Dean	NA	NA
4	Assistant Dean	<p>* Students satisfaction DREEM SCORE and all Surveys</p> <p>* Course Evaluation - To achieve over all 80% course satisfaction (2 survey in a year after every semester) - Feb &amp; July</p> <p>* Student program completion</p> <p>a. Oncampus - 90% HPFP - 90% MBCHB - 90%</p> <p>b. Online - 80%</p> <p>* Student semester completion</p> <p>a. Oncampus - 90% HPFP - 90% MBCHB - 90%</p> <p>b. Online - 80%</p> <p>* Student clearance ratio in council exam -90%</p> <p>* Student Retention to be around 90%</p> <p>a. Oncampus - 90% HPFP - 90%</p>	<p>The Assistant Dean of Academic Affairs is part of the leadership team for academic affairs and provides reports to the Dean in the operation of academic affairs. Areas of responsibility include;</p> <p>1. community outreach, partnership development, supervision, and management of on-site and special programs.</p> <p>2. The Assistant Dean of Academic Affairs works with the Dean in the management of accreditation, academic delivery, assessment, and strategic planning.</p> <p>3. The Assistant Dean of Academic Affairs supervises institutional research activities which provide information to support institutional planning, policy formation, and decision making.</p>

		<p>MBCHB - 90%</p> <p>b. Online - 80%</p>	<p>Administration</p> <ol style="list-style-type: none"> <li>1. Helps to ensure the achievement of the mission of TAU by assisting the Dean and other academic administrators in the operation of the Office of Academic Affairs.</li> <li>2. Develops and directs the implementation of educational initiatives that can be adapted to the needs of various communities within the service area of the TAU, including conducting market research and developing partnerships and coordinating with other University departments to provide support services under the guidance by the Dean.</li> <li>3. Supervises batch coordinators, directs program evaluation, and coordinates student learning outcomes assessment for various programs.</li> <li>4. Assures compliance with requirements and regulations, and works with various departments to ensure that the TAU maintains its status as a global and regionally accredited institution.</li> <li>5. Provides information and data appropriate to the decision-making needs of the Deans Office.</li> <li>6. Serves as the liaison with faculty committees and serves as a resources regarding the application of academic policies on the committees.</li> <li>7. Fosters the continual improvement of operations and in meeting its tactical goals by coordinating the strategic planning process for academic affairs in the Deans Office.</li> </ol> <p>Other Duties</p>
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			<p>8. Remains competent and current through self-directed professional reading, developing professional contacts with colleagues, attending professional development courses, and attending training and/or courses as directed by the Dean.</p> <p>9. Contributes to the overall success of the Office of Academic Affairs by performing all other duties as assigned by the Dean.</p>
5	HOD	<p>Achieving in Min of 85 % Student Participation (Preclinical &amp; Clinical Rotation Students),  Achieving in Min of 85 % Student Participation (Preclinical &amp; Clinical Rotation Students), 1.  To Achieve Pass Ratio of 90% for HPFP  2. To Achieve Pass Ratio of 90% for MBCHB Students Every Year / Semester  3. To Achieve Pass Ratio of 90% for Online / Part time Program, (RALO, Faculty Feedback, Course Evaluation, QOS, Daily Polling / Feedback for Each Session etc),  Content Preparation &amp; Uploading on Time  Classroom Delivery  Attendance  Academic Mentoring, 1.  Submission of Completed Course File Every Month  2. Lesson Plan vs Execution, 1.  Timely Conduction &amp; Completion of Unit Tests  2. Lesson Plan Scheduled vs Conducted  3. Question Paper Preparation</p>	<p>1. Teaching:</p> <p>1.1. Proficient usage of Audio Visual and Digital forms of Lecture delivery  1.2. writing lecture material and handouts and presenting information in lectures; seminars and tutorials;  1.3. marking student papers;  1.4. may be member of departmental planning team to determine teaching programme for the academic year;  1.5. takes feedback from students to improve teaching methodologies and content within the department /faculty; for example, will make changes to course material;  1.6. changing and adapting course material following research;  1.7. Providing guidance and advice to students eg career advice or advice regarding personal issues.  1.8. Setting up of Human anatomy labs as per requirements &amp; conducting practical classes In LAB  1.9. Take care of Equipment, models and other utilities in labs  1.10. To teach the subject as per the required hours per week with each session being not less than 2 hours  1.11. To ensure that all information is</p>

		on Time	<p>duly uploaded in LMS and ERP (as applicable) on timely basis</p> <p>2. Research – publications:</p> <p>2.1. Writing papers on topic relevant to specialist subject area. This will include journals, books and other material.</p> <p>3. Research – active:</p> <p>3.1. investigating new areas of research within specialist subject area;</p> <p>3.2. identifying research topic;</p> <p>3.3. determining appropriate research methodologies for research;</p> <p>3.4. adapting research methodologies;</p> <p>3.5. applying appropriate research methodologies for research and analyzing results/conclusions to formulate new concepts and ideas;</p> <p>3.6. Writing reports to relevant bodies about progress of research.</p> <p>4. Examinations:</p> <p>4.1. writing examination papers;</p> <p>4.2. marking examination papers for graduate and undergraduate students;</p> <p>4.3. writing examination reports for faculty/departmental review;</p> <p>4.4. writing dissertation reports;</p> <p>4.5. Providing references for students.</p> <p>5. Administration:</p> <p>5.1. may be member of departmental/faculty subject group, determining teaching requirements;</p> <p>5.2. actively investigating funding opportunities within area of research – this will include submitting research grant applications;</p> <p>5.3. may participate in relevant committees within department/faculty;</p> <p>5.4. May, on occasion, participate in school/University committees where</p>
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			<p>appropriate and/or where invited.</p> <p>6.External:</p> <p>6.1. attending conferences in specialist subject area to liaise and network with national/international colleagues the role holder may, on occasion, be invited to give presentations and lectures in his/her specialism and/or organize sessions in conferences or workshops;</p> <p>6.2. participating in external working groups – on occasions the role holder may be asked to participate in collaborative projects;</p> <p>6.3. may provide references on behalf of academic colleagues;</p> <p>6.4. May participate in peer review of publications.</p> <p>7. Other:</p> <p>1.Perform any other lawful duties as assigned.</p>
7	Professor	<p>Minimum 80% Pass Ratio in Subjects taught by the Faculty, Student Satisfaction in Faculty Feedback Survey Rating (&gt;80%), 100% Compliance towards Course Management - Preparation &amp; Uploading of Course Contents on Time, 100% Adherence in Lesson Plan &amp; Lab Plan.</p>	<p>(1) Responsible for teaching and related activities</p> <p>(2) May be responsible for academic advising and related activities</p> <p>(3) May represent the university or department/unit on university committees</p> <p>(4) Responsible for student evaluation &amp; feedback including presentation to Management</p> <p>(5) Responsible for student skill/ knowledge enhancement</p>
8	Associate Professor		
9	Senior Lecturer		



10	Lecturer		(6) Maintain TAU online learning management systems (LMS) (7) Provide online & Video Lectures (8) Set any examination/ evaluation activities (9) Article review and Publication in TAU Online Journals
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			<p>(10) Ensure that the student learning-enhancement is as per the standards defined by the University</p> <p>(11) Provide student mentoring/ Counselling as required</p> <p>(12) Any other academic or administrative responsibility as assigned by the Dean/ Vice Chancellor/ President from time to time.</p> <p>(13) Preparation of student study material viz. PPT, Reading Capsule, Lab. Manuals etc.</p>
11	Instructor/Tutor/ Preceptor	<p>1. To Achieve Pass Ratio of 90% for HPFP</p> <p>2. To Achieve Pass Ratio of 90% for MBCHB Students Every Year / Semester</p> <p>3. To Achieve Pass Ratio of 90% for Online / Part time Program</p> <p>4. Attendance, Class Delivery, Academic Mentoring, Academic Delivery, Conduction of Unit and other Exams as per Academic Calendars, Timetable, Lesson plan, Academic Mentoring, Lesson Plan vs Execution</p>	<p>RESPONSIBILITIES:</p> <p>1. Provide Assistance - Time 75%</p> <p>a. Assist faculty with the preparation, implementation, and documentation of laboratory and simulation experiences.</p> <p>b. Assist students with lab, clinical, and practice sessions by answering routine questions related to learning aids/resources, equipment use.</p> <p>c. Meet with instructors to give input based on observations in lab and simulations so that students receive the support and assistance they need to complete the required course work</p> <p>d. Function as a standardized patient as needed in simulation experiences</p> <p>e. Manage simulators during simulation experiences (serve as technician to run simulators)</p> <p>f. Direct students to appropriate faculty when required.</p> <p>g. Maintains a safe environment in the simulation lab.</p>

			<p>2.Preparation and Organization - Time 15%</p> <p>a.Assist nursing faculty with lab, clinical, classroom and simulation set-up including any other specific simulation needs and preparation.</p> <p>b.Serves as a resource for faculty utilizing simulation in the laboratory or classroom.</p> <p>c.Assist nursing faculty to organize and maintain the Simulation Laboratory.</p> <p>d.Expand knowledge of laboratory and simulation resources, including new technologies, computer software and hardware, and simulators.</p> <p>e.Prepare practice stations with appropriate supplies and equipment.</p> <p>f.Set up equipment and supplies for classroom demonstration as requested by faculty</p> <p>g.Provide tours of the Simulation Center to visitors when required.</p> <p>3. Monitoring, Evaluating, Reporting of Services and other duties as assigned - Time 10%</p> <p>a. In collaboration with faculty, monitor lab usage, evaluate effectiveness of resources and aids provided.</p> <p>b. Keep daily and weekly schedules.</p> <p>c.Maintain equipment and materials in the laboratory and simulation areas.</p> <p>d.Order and stock supplies, manage resource collection.</p> <p>e.Prepare for examination.</p> <p>f.Inventory and maintain equipment and supplies to keep the simulations lab properly equipped and functioning.</p> <p>g.Reports on updates on additions or</p>
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			<p>changes in the laboratory environment to the faculty</p> <p>h. Provide input to Simulation program evaluation and other miscellaneous duties as assigned.</p> <p>4. Communication and Teamwork - Integrated throughout all responsibilities</p> <p>a. Communicates necessary information in a professional and timely manner to the HOD Nursing, faculty, and students using a variety of technological methods.</p> <p>b. Establish and maintain relationships with students accessing Simulation Center.</p> <p>c. Communicate primarily via verbal means, e-mail, oral and written reports.</p>
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#### **14. PROCESS WORKOUT:**

Faculty members at TAU-Z are required to adhere to the process workouts available on HRMS under PWS for various academic activities to ensure high standards in academic delivery.

#### **15. PROFESSIONAL CONDUCT COMPLIANCE**

Faculty members must comply with all applicable department, program, college, campus, and University policies, and with applicable local law.

##### **Fair Treatment**

Every member of the University has the right to be treated fairly, courteously, and professionally by students, colleagues, the Department Chair, the Dean and by all members of the University administration, and to be protected from arbitrary or capricious action on the part of any such persons. Every member has a correlative responsibility to treat other members accordingly.

Faculty members are to be free from arbitrary or capricious action on the part of the University or College Administration with respect to the determination of his or her own individual annual compensation. In this regard, faculty members have the right to receive full information concerning all factors material to the determination of his or her own individual annual compensation, provided that an individual is not entitled to receive any information concerning the salaries or the factors material to the salaries of others, nor may the faculty member by this provision be entitled to receive any information received by the University in confidence relevant to initial appointment, the grant of tenure, promotion or retention.

Faculty members must refrain from committing or inciting to acts of physical violence against individuals or property, or acts which interfere with the academic freedom of

other persons within the University, or interfere with the freedom of speech or movement of such persons.

### **Private Speech and Action**

A Faculty member has rights and responsibilities common to all citizens, free from institutional censorship. In furtherance of this principle, a Faculty member may be held accountable by the University or its Colleges for his or her private acts only as they substantially affect teaching, research or University service. A faculty member should not, however, speak or act for or on behalf of the University, or give the impression of doing so, unless appropriately authorized.

### **Academic Authority, Supervisory Responsibility, and Impartiality**

Faculty members, by virtue of their status in the University or its College, wield significant power and authority over their students and supervises.

#### **i. Personal Services**

A faculty member may not require students or supervises to perform service that is outside the scope of their class work or job responsibilities.

To avoid unfairly exploiting the power of their position, or appearing to do so, faculty members are cautioned against asking or allowing students or supervises to perform any service for them outside the scope of their class work or duties. If a student or supervises does perform such service, the faculty member should ensure that the arrangement is voluntary and beneficial to the student or supervises, that it does not interfere with the individual's education or work for the University or its Colleges, and that it does not influence the faculty member's evaluation of the student or supervises.

## **ii. Gifts**

For similar reasons, faculty members are cautioned against accepting more than token gifts from students or supervises.

## **iii. Personal Relationships in General**

If a faculty member has any relationship with a colleague, student, or supervises outside of the professional relationship that might affect the faculty member's impartiality, the faculty member shall disclose the relationship to his or her own chair or dean, and may be required to reclude him or herself from certain supervisory and academic responsibilities with respect to that colleague, student, or supervises.

## **iv. Teaching of Relatives**

Faculty members are prohibited from grading, formally evaluating, or serving as instructor of record for, their own relatives taking courses for credit. Similarly, faculty members are prohibited from serving as formal advisor to their own relatives seeking degrees (including serving as a member or chair of their degree committees). Under extraordinary circumstances, the faculty member may request an exception to this policy by making a written request to the dean of the applicable college, indicating why an exception is warranted (and how conflicts of interest will be managed). In the event that the dean is teaching the course in question or has a potential conflict of interest, the written request should be submitted to the Vice Chancellor. The dean or Vice Chancellor will notify the student and faculty member of his or her decision and, if the exception is approved, may impose any necessary conditions to maintain fairness.

For purposes of this section, a "relative" is a spouse, parent, child, child by adoption, sibling, grandparent, grandchild, uncle, aunt, cousin, niece or nephew of the faculty member or the faculty member's spouse or child. Relative also includes "step" relationships such as a stepchild and stepparent, and anyone who shares the faculty

member's household.

### **Confidentiality**

Faculty members should make themselves aware of various confidentiality requirements imposed by the University and by local laws. Faculty members are expected to use good judgment in determining which affairs of the University or its College are confidential, and to make conservative decisions in case of doubt. The Board of Studies can be consulted for advice in this regard.

### **Financial Conflicts of Interest**

Faculty members must not allow outside obligations, financial interests or employment relationships to compromise their objectivity as teachers, researchers, clinicians, and administrators.

## **16. SEXUAL HARASSMENT POLICY**

- Texila American University is committed to the principle that no employee, student, or applicant for employment or admission should be subjected to sexual harassment.
- The University strives to provide workplaces and learning environments that promote equal opportunity and are free from illegal discriminatory practices, including sexual harassment.
- Sexual harassment is a violation of laws of Zambia, as is retaliation against any individual who in good faith files a complaint of sexual harassment or cooperates in the investigation of such a complaint.
- Upon receipt of a complaint of sexual harassment or retaliation, Texila American University will undertake a fair and thorough investigation, with due regard for the rights of all parties.
- Every reasonable effort will be made to protect the confidentiality of the parties during the investigation.
- After an investigation, any person who is found to have sexually harassed or retaliated against another will be subject to discipline, up to and including



termination of employment and, if a student, expulsion from Texila American University.

### **Definition of Sexual Harassment**

Sexual harassment is defined as sexual advances, requests for sexual favors, and any other verbal or physical conduct of a sexual nature, whether intentional or unintentional, where:

- an individual's submission to or rejection of the conduct is made, either explicitly or implicitly, a term or condition of employment or of status in a course, program or activity, or is used as a basis for an employment or academic decision; or,
- the conduct has the purpose or effect of unreasonably interfering with an individual's work performance, academic performance, or educational experience, or of creating an intimidating, hostile, humiliating or offensive working, educational or living environment.

### **Examples of Conduct Which May Constitute Sexual Harassment**

- Unwelcome sexual advances—whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures or cartoons;
- Unwelcome leering, whistling, brushing against the body, sexual gestures, or suggestive or insulting comments;
- Inquiries into one's sexual experiences; and
- Discussion of one's sexual activities.

In order to constitute sexual harassment, conduct must be unwelcome. Conduct is unwelcome when the person being harassed does not solicit or invite it and regards it as undesirable or offensive. The fact that a person may accept the conduct does not mean that he or she welcomes it.

As a university, Texila American University, its employees and students also must be aware of the need for freedom of inquiry and openness of discussion in its educational and research programs, and must strive to create and maintain an atmosphere of intellectual seriousness and mutual tolerance in which these essential features of academic life can thrive. No university can or should guarantee that every idea expressed in its classrooms or laboratories will be inoffensive to all; pursued seriously, education and scholarship necessarily entail raising questions about received opinions and conventional interpretations. Texila American University does guarantee, however, that credible accusations of inappropriate sexual remarks or actions will be investigated promptly, thoroughly, and fairly.

### **Allegations of Misconduct in Scholarship and Research**

When allegations of misconduct in scholarship or research have been made against a faculty member, the allegations shall be investigated using the procedures set forth in the University's Research Misconduct Policy. The Vice Chancellor finding of research misconduct shall not be revisited by the Hearing Committee considering a faculty member's suspension or termination for cause, but the committee shall, after providing the faculty member an opportunity to be heard may recommend an appropriate sanction, which may be suspension, termination, or other appropriate discipline.

## **17. LEAVE**

All applicable leaves as prescribed in the individual contracts. No other leaves applicable.

## **18. ACADEMIC FREEDOM**

Texila American University strongly believes that academic freedom is essential in institutions of higher education if they are to make their proper contribution to the common good. The common good depends upon the free search for truth and its free exposition. It is that which justifies academic freedom, not the interest of the individual faculty member or even the interest of a particular university.

Academic freedom is the freedom to engage in research, scholarship, or other creative

work in order to expand knowledge, to publish research findings, to teach and to learn in an atmosphere of unfettered free inquiry and exposition.

The rights of the faculty member and the student to academic freedom, however, carry with them duties and responsibilities. The faculty member is entitled to full freedom to engage in research, scholarship, and creative work and to publish or produce the results, subject to responsible performance of these and other academic duties. The faculty member of Texila American University is likewise entitled to freedom in teaching and discussing the subject matter. Yet, as in research, the concomitant of this freedom must be a commitment to accuracy and integrity. Controversy is a normal aspect of free academic inquiry and teaching, and it is proper to incorporate both the knowledge and the beliefs of the faculty member into that which is taught; however, the freedom to teach must be joined by a constant effort to distinguish between knowledge and belief.

The University faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When the faculty member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but the faculty member's special position in the community imposes special obligations. As a person of learning and an educator, he or she should remember that the public may judge the profession and institution by his or her utterances. Hence the faculty member should be at all times accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not speaking for the institution.

## **19. EXTERNAL COMPENSATED ACTIVITY**

Outside professional activities can be beneficial to the faculty member and to the broader community. Limited engagement in professional activities carried on outside the University and for which compensation is not received through the University is encouraged if it contributes to the professional experience and public service of the faculty member. Consulting at the appropriate professional level exposes faculty to current problems and concerns in the discipline and helps to assure currency of teaching and research. External contracts often lead to the development of industry-supported grants and contracts. In addition, outside activity can and should be of a nature to advance and enhance the reputation of the University.

The University must be assured those faculties consulting and other outside activity are kept within appropriate time and quality bounds. The purpose of these guidelines is to clarify and restate the responsibilities of the faculty and the expectations of the University with respect to external compensated activities.

### **Time**

Texila American University recognizes the importance of professional growth and academic freedom

1. Every faculty has to clock in 35 hours per week inside the campus
2. Faculty are at freedom to plan the number of hours they clock in every day , as long as clause 1 is met
3. Faculty are expected to report for work at normal reporting timings.
4. Late reporting or early leaving has to be approved by the Deans' office under intimation to HR office
5. Movements during the day should be approved by the Dean's Office
6. Faculty are expected to fulfill their academic commitments and administrative tasks as per timelines.

### **Performance Criterion**

The primary responsibilities of faculty members are teaching, research, and service to the University. These responsibilities must be discharged well before outside employment can be considered appropriate. Outside activity which results in neglect of contacts with students and colleagues is inappropriate. Outside consulting is permitted and encouraged by the University to enrich the faculty member's background so that these primary responsibilities may be carried out better.

### **Conflict of Interest**

No faculty member shall undertake consulting assignments or other external activities which conflict with the interests of the University. For example, a faculty member shall not undertake consulting work which could more appropriately be contracted for as a University research project. Nor should a faculty member make use of the name of the

University or its facilities, personnel, or equipment in support of outside work. This condition does not preclude faculty from using the name of the University for purposes of identification in reports, publications, or presentations.

### **Reporting**

Reporting structure will be derived as per the flow mentioned in the organization chart.

### **Applicability**

These guidelines apply to every calendar year including sabbatical leave periods. The guidelines apply during the summer only while the faculty member is receiving over base compensation through the University. They do not apply during periods of leave without pay. The guidelines and reporting requirement apply to all full-time faculty.

### **Copyright Policy**

Texila American University respects the rights of authors and publishers under the Copyright Law. This system protects faculty members and the University from inadvertent copyright infringement. In order to obtain the necessary permission from publishers in a timely manner, it is important that faculty members submit requests at least three months in advance of when the materials will be needed. A faculty member who makes use of a copy service to reproduce, without permission, copyrighted materials for use in Texila American University courses does so in explicit violation of University policy and will be subject to both legal liabilities and appropriate disciplinary action. The University does not approve of faculty members using outside copy centers to reproduce copyrighted materials for use in Texila American University courses regardless of whether these centers offer their own copyright clearance services or accept the assurances of customers that appropriate clearances have been obtained. Faculty members who violate this provision of the University copyright policy will receive no legal assistance from the University in the event of a dispute with a publisher or author.

## 20. ACADEMIC DELIVERY GUIDELINES

### 20.1 DELIVERY OF LECTURES

Follows the Daily Course Schedule with the topics and materials made available through the Learning Management System (LMS). Students log in to their own respective credentials to access them.

Deliver Lecture as per Lesson Plan following the below mentioned breakup

1. Attendance : 2 Mins
2. Discussion on Current Day Topic - 10 Mins
3. Lecture on Current topic - 40 Mins
4. Discussion on Current Topic - 10 Mins
5. Issue and Collection of Academic Delivery Measuring Checklist from the Class Representative - 3 Mins

The following instructional strategies are used:

1. Lectures :

To ensure that standard delivery across programme and courses, it is absolutely mandatory to follow TAU template and guidelines for preparing ppt. presentations. The same can be accessed on DMS (Document Management System) following the below mentioned path.

<https://dms.eteamconnect.com/sharing/136>

2. Video clips are incorporated in the lecture wherever necessary.
3. Student participation is encouraged by asking learners to answer questions during the delivery of the lecture/ activity as the case so warrants.
4. Hands-on Learning Experience for the practicals, based on the activities in the Laboratory Manual.

## **20.2 EXAMINATIONS:**

1. All examinations related activities are handled by examination department. Faculty members are expected to follow the guideline issued by the department.
2. MCQ based examination are conducted by taking the question bank prepared by the faculty.

Faculty members are required to submit the questions in the standard format so that the same can be uploaded in the LMS. The policy on the same can be accessed from DMS link as given below.

<https://dms.eteamconnect.com/sharing/136>

### 20.3 ACADEMIC PROCESS:

Adhering to academic SOP's and policies is a mandate that all the faculty members at TAU-Zambia need to follow. All the Academic related processes can be accessed through HRMS.

<https://texil.tatvadesk.com/pws/#/>

List of Academic processes in practice is given below.

Texila American University-Zambia		
List of Academic Processes		
S.N.	Process Name	Process ID
1	Withdrawn	WI_ZM_COM19.7
2	Withdrawn from TAU	WI_ZM_COM19.6
3	Readmission	WI_ZM_COM19.5
4	Deferrals	WI_ZM_COM19.4
5	Statement of Marks / Duplicate Degree and Transcript Forms	WI_ZM_COM19.3
6	Program, Intake, Track Change	WI_ZM_COM19.2
7	Bonafide Request	WI_ZM_COM19.1
8	Graduation	WI_ZM_COM18
9	Payment Processing - Clinicals	WI_ZM_COM17.8
10	Log Book Submission	WI_ZM_COM17.7
11	Clinical Rotation Monitoring	WI_ZM_COM17.6



12	Academic Advising Clinicals	WI_ZM_COM17.5
13	Assigning Rotations	WI_ZM_COM17.4
14	Clinical Faculty promotion	WI_ZM_COM17.3.6
15	Resident and Perceptors Eng.	WI_ZM_COM17.3.5
16	Performance Review of HOD	WI_ZM_COM17.3.4
17	New Clin. Faculty Orientation	WI_ZM_COM17.3.3
18	Clinical Faculty Appointment	WI_ZM_COM17.3.2
19	Management of Clinical Teaching	WI_ZM_COM17.3.1
20	Clinical Campus Oversight	WI_ZM_COM17.3
21	Hospital Identification & MOU	WI_ZM_COM17.2
22	Career Counselling	WI_ZM_COM17.1
23	Clinical Site Management	WI_ZM_COM17
24	Re-Registration	WI_ZM_COM16
25	VAP	WI_ZM_COM15
26	Exam Request	WI_ZM_COM14.15
27	Review of Answer Script	WI_ZM_COM14.14
28	Academic Mentoring	WI_ZM_COM14.13
29	Result Publishing	WI_ZM_COM14.12
30	End Rotation Exam	WI_ZM_COM14.11
31	MCQ for ERE	WI_ZM_COM14.10
32	OSCE	WI_ZM_COM14.9

33	OSPE	WI_ZM_COM14.8
34	Unfair Means	WI_ZM_COM14.6
35	Itemized Analysis of Exam	WI_ZM_COM14.5
36	Conduct of Exams	WI_ZM_COM14.4
37	NOC - Exams	WI_ZM_COM14.3
38	Question Paper for Exams	WI_ZM_COM14.2
39	Exam Time Table Preparation	WI_ZM_COM14.1
40	Examination Management	WI_ZM_COM14
41	Faculty Engagement Activity	WI_ZM_COM13.1
42	Course / Clerkship and Faculty Evaluation	WI_ZM_COM13
43	Curriculum Revision	WI_ZM_COM12.5.2
44	Curriculum Development	WI_ZM_COM12.5.1
45	Curriculum Management Process	WI_ZM_COM12.5
46	Therapatic and Preventive HS	WI_ZM_COM12.4.19
47	Immunization	WI_ZM_COM12.4.18
48	Maintenance of Laboratories	WI_ZM_COM12.3.5
49	Laboratory Waste Disposal	WI_ZM_COM12.3.4
50	Lab Requirements	WI_ZM_COM12.3.3
51	Lab Inventory	WI_ZM_COM12.3.2
52	Readiness of Lab Session	WI_ZM_COM12.3.1
53	Lab Management	WI_ZM_COM12.3

54	Stock Verification - Library	WI_ZM_COM12.2.9
55	QoS - Library	WI_ZM_COM12.2.7
56	Subscription of Journals	WI_ZM_COM12.2.5
57	Circulation of Books	WI_ZM_COM12.2.4
58	Acquisition of Books	WI_ZM_COM12.2.1
59	Library Management	WI_ZM_COM12.2
60	Organization Chart	WI_ZM_COM12.8.3
61	Review of Vision, Mission and Attributes of Medical Students	WI_ZM_COM12.8.2
62	Governance Meeting	WI_ZM_COM12.8
63	Attendance Followup	WI_ZM_COM12.3
64	Attendance Monitoring	WI_ZM_COM12.2
65	Faculty Teaching Load	WI_ZM_COM12.1.4
66	Faculty Handbook	WI_ZM_COM12.1.2
67	Student Handbook	WI_ZM_COM12.1.1
68	Class Room Allocation	WI_ZM_COM12.1.6
69	Time Table Preparation	WI_ZM_COM12.1.5
70	Academic Calendar	WI_ZM_COM12.1.3
71	Class Delivery	WI_ZM_COM12.1
72	Academic Planning Process	WI_ZM_COM12
73	Academic Advising	WI_ZM_COM11
74	Parent Teacher Meeting	WI_ZM_COM10

75	Academic Orientation	WI_ZM_COM9
6	Student Survey	WI_ZM_COM8.8
77	Student Counseling	WI_ZM_COM8.7
78	Grievance Redressal	WI_ZM_COM8.5
79	Student Engagement Activity	WI_ZM_COM8.4
80	SRC Open Forum	WI_ZM_COM8.2
81	Student Clubs	WI_ZM_COM8.1
82	Student Affairs Management	WI_ZM_COM8
83	HPCZ Indexing	WI_ZM_COM7.10
84	Student Medical Examination	WI_ZM_COM7.5
85	Medical Insurance	WI_ZM_COM7.1
86	Student ID Card	WI_ZM_COM7.3
87	Reconciliation of Student Detail	WI_ZM_COM7.2
88	Buddy Program	WI_ZM_COM7.4
89	Registration	WI_ZM_COM7
90	Student Orientation	WI_ZM_COM6.3
91	Student Accommodation	WI_ZM_COM6.2
92	Student Onboarding	WI_ZM_COM6
93	Student record Maintenance	WI_ZM_COM5.2
94	Credit Transfer	WI_ZM_COM2.2
95	Scholarship	WI_ZM_COM2.1
96	Processing Eligibility Letter	WI_ZM_COM2

**Texila American University-Zambia**

**List of Academic Processes**

<b>S.N.</b>	<b>Policy Title</b>
1	Policy for Academic Conference Participation-V20.0
2	Policy for Preparation of Course Content-V20.0
3	Policy on Security, Safety and Utilization of the Laboratory
4	Policy on Standards of Conduct for the Teacher-Learner Relationship
5	Policy on Students Attendance and Make up classes
6	Student Attendance Policy

## 20.4 SURVEYS:

TAU-Z conduct various surveys to ascertain the quality of various services provided to the students.

Type of Survey	Purpose of Survey	Schedule of Survey
Onboarding survey	On-boarding experience	Within 30 days of program commencement
DREEM Survey	Academic Facilitation	Feb. and Aug.
Services Satisfaction Survey	Quality of Services rendered	Jan and July
Faculty Feedback	Quality of Faculty	Mar, June, Sep and Dec
Exit Survey	Overall Feedback and Referral	one week before the end of the program

## 20.5 REFLECTIVE ANALYSIS OF LEARNING OUTCOME (RALO) FEEDBACK

Apart from above survey RALO feedback is carried out for all the topics taught by faculty members. RALO feedback is the mandatory requirement for all students to assess the mastery level in the relevant subjects based on the learning outcomes given. Total score above 60% indicates the level of mastery obtained by the student during the course period based on the learning outcome.

## 21. FACULTY CONFERENCE AND PUBLICATION

As per TAU-Z, faculties (Assistants, Associate, and Professors) are entitled to attend one international conference per calendar year. Faculty are also eligible to get reimbursement towards the cost of publication in an referred journal annually (200 USD or Equivalent in Kwacha) .

### Conference

Upon completion of one year of service, faculty becomes eligible to attend one international conference sponsored by TAU-Z. The conference should be directly related to the faculty's area of expertise or other areas as approved by the Deputy Vice Chancellor/Vice Chancellor. An official letter must be submitted to the Deputy Vice Chancellor/Vice Chancellor requesting

permission to attend the conference along with the proposed budget and conference details. The DVC/VC will review and approve (or deny) based on the merits and faculty's areas of interest. Upon approval, details are forwarded to the finance office.

### **Publication**

Upon completion of one year of service, faculty becomes eligible for the cost of publication in peer-reviewed journals. To be eligible the work or part of the work to be published must be done at TAU-Z and the authors' affiliation to TAU-Z must be clearly stated on the paper. The paper resulting from Research Projects funded by TAU-Z must be indicated in the acknowledgment.

Faculty are expected to request to the Research Committee his or her intent to publish the article in a peer-reviewed journal. Faculty should also submit a copy of the paper for approval. The research committee will review and approve (or deny) based on the merits of the paper and publication and faculty teaching interests. Upon approval, details were forwarded to the finance office.

## **22. STAFF DIVERSITY AND EQUALITY**

- The University shall not discriminate against any staff based on protected characteristics in their recruitment and selection, career development, promotion, staff development opportunities decisions, pay and remuneration, reward and recognition.
- The University officials carry out monitoring, where practicable, by protected characteristics to ensure that all job applicants and applicants for promotion are being fairly treated and to support and inform the Equality Impact Assessment process
- TAU ensures that all employees are treated fairly, regardless of their characteristics are protected. The University will take immediate action in cases of discrimination, victimization, or harassment.
- The University provides training on equality and diversity issues for staff involved in recruitment, selection and promotion.
  - External contractors directly or indirectly involved in the recruitment and training of TAU

staff are aware of their responsibilities regarding equality and diversity and must comply with university policies and regulations.

- Staff responsible for dealing with appeals, complaints, grievances and staff discipline matters should demonstrate sensitivity to equality and diversity issues.
- The University does not tolerate abusive literature (hard copy or electronic) that is against equality and diversity in the institution and that may lead to disciplinary action.
- TAU ensures that all staff and administrators are aware of this diversity and equality policy through the university website, handbook and orientation training.

## **23. GRIEVANCE PROCEDURE**

### **Raising a grievance informally**

Any faculty who has a grievance relating to their employment may raise the matter informally with their Dean. The grievance will normally be investigated by the Dean without unreasonable delay. This may include meeting with the individual or individuals who raised the grievance, the person against whom the grievance is raised or other witnesses. The Dean will inform the faculty of the outcome of the investigation orally or in writing. A written reply will normally be given if the faculty requests it. It is hoped that most cases will be resolved at this stage. The formal grievance procedure will normally only be invoked if the grievance has not been resolved informally.

### **Formal grievance procedure for staff**

If the grievance has not been resolved informally, the aggrieved faculty may submit their grievance to the Deputy Vice Chancellor – Academics/Vice-Chancellor in writing within 10 working days of being informed of the outcome of the informal investigation. The written statement will set out the nature of the grievance and the remedy sought.