



Greenwich University

Administrative Manual

University Vision:

Emerge as a premier institution producing thought-leadership committed to catalyze a better future for all

University Mission:

Nurture the competence and character of future leaders through quality education and humane consciousness

University Objectives

Greenwich seeks to:

- Integrate cutting-edge developments in the curricula across disciplines;
- Employ modern pedagogies to ensure holistic training of students;
- Conduct solution-oriented, responsive and meaningful research;
- Encourage the pursuit of equitable quality education for all; and,
- Integrate social transformation across curricular and extracurricular activities.

Core Values - Trust

T - Training

Teaching through innovative pedagogies

R - Research

Research for solutions

U - Unlocking

Unlocking new pathways

S - Scholarship

Scholarly culture

T - Transformation

Transformation of society

Greenwich embodies TRUST as a value system at the core of its institutional strategy.

We foster student-centered environment for imparting excellent Training employing modern pedagogic techniques; conduct meaningful Research for informed analysis of issues; evolve an in-depth Understanding of problems for solutions; create the love of learning through a Scholarly culture; and, promote education as a means for social Transformation.

All academic policies are given in alphabetical order

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Greenwich University

Human Resource (HR) Manual

Section 1

INTRODUCTION

The saga of Greenwich University spans over two decades which rests on the foundation stone of Southeastern University, Washington DC, USA, Pakistan Campus laid in 1987. The award of foreign degrees in Pakistan originated at Southeastern University, Washington DC, to open the gates of quality education to the masses of Pakistan who had no opportunity other than a few government-run institutions. After 10 years as foreign university campus Greenwich act was passed through Sindh Assembly in 1998 (Act No. 1 of 1998 for Greenwich University). The university is duly recognized by the Higher Education Commission as an autonomous degree-awarding university. Greenwich, as a seat of learning, is known for its academic excellence, and is recognized, across the world, as one of the leading institutions of higher education in Pakistan.

The University is legally empowered to offer its degree program overseas, and to grant affiliation to other institutions.

Greenwich University is imparting quality Higher Education in Pakistan for 35 years. The university is recognized by the Higher Education Commission of Pakistan (among top 10 Business Universities in Pakistan).

The University has opened its International Campus in Mauritius, which is duly recognized by the Tertiary Education Commission (Mauritius) and Mauritius Qualification Authority (MQA). This is the only international campus of any Pakistani university which is duly recognized by the Higher Education Commission (HEC) of Pakistan.

Greenwich is member of international accrediting bodies i.e. NAFSA (Association of International Education), IAU (International Association of Universities), AACSB (The Association of Advance Collegiate Schools in Business), APQN (Asia Pacific Quality Network), INQAAHE (International Network for Quality Assurance Agencies in Higher Education), Association of Commonwealth University (ACWU), Association of MBA (AMBA).

The University has signed Memorandums of Understanding with Bangor University (UK), University of Leeds (UK), Hertfordshire University (UK) University of West England (UWE Bristol), FH Krems University (Austria), Geneva Business School, Sigmund Freud University, College of North Atlantic (Canada), Synergy University (Russia), Liaoning University (China), Asia Pacific University (Malaysia), Masha University (Malaysia), HELP University (Malaysia), University Malaysia Perlis (UNIMAP).

1.1 Vision and Mission Statement of the University

Vision

Emerge as a global institution promoting academic excellence to complement knowledge-based economies around the world.

Mission

Nurture the competence and character of future leaders through quality education to realize transformative sustainable development.

Objectives:

- Impart quality education employing modern pedagogic techniques to ensure holistic training of graduates.
- Encourage lifelong learning to ensure continuum of quality assurance across learning processes.
- Encourage meaningful research and free inquiry governed by commitment to the pursuit of truth.
- Nurture the competence and character of future leaders for individual and societal reformation.
- Create a socially responsible environment which responds to the needs of both people and the planet for sustainable development.

Core Values:

Teaching, Research, Understanding, Scholarship, Transformation (TRUST):

- **Teaching:** Teaching through innovation and modern pedagogies
- **Research:** Research and meaningful inquiry
- **Understanding:** Understanding of problems leading to solutions
- **Scholarship:** Scholarly culture

Section 2

CODE OF CONDUCT POLICY

2.1 Code of Conduct

- (a) The management requires all faculty and staff members to abide by the Greenwich University Code of Conduct by maintaining the highest standards of work performance and established rules and regulations and contributing effectively towards accomplishment of Greenwich University's goals. All employees are required to familiarize themselves with these codes.
- (b) The management of Greenwich University shall actively foster the widespread distribution of the Code of Conduct and ensure that they are implemented permanently.
- (c) Compliance with the law and observance of the Code of Conduct shall be monitored on a regular basis.
- (d) In none of these areas, code can serve as an exhaustive statement of policy and practice. Reference should be made, where applicable, to the detailed policies, guidelines and rules referred to below. No Policy or code can anticipate every situation that may arise.
- (e) The standards set out in the Code are general and do not address each and every situation in which may confront employees at university.
- (f) Guidance on the application of the Code to situations should therefore be sought from management.
- (g) This policy is to bring to peoples' attention the high legal and ethical standards expected from all the employees of Greenwich University.

Employee Behaviour

- a) Compliance with the local and international laws in which we operate is an absolute requirement for Greenwich University and its employees. Each employee is expected to be familiar with the law as it applies to his/her job, and management shall be responsible for the provision of necessary instructions and advice as appropriate.
- b) Regardless of the sanctions foreseen by the law, any employee guilty of a violation shall be liable to disciplinary consequences because of the violation of his/her employment duties and may entail dismissal from service.
- c) To a large extent, the image of the University is determined by our actions and by the way every one of us presents and conducts himself/herself. Inappropriate behaviour on the part of even a single employee can cause the University a considerable damage.
- d) Every employee should be concerned with the good reputation of the University in all aspects of performing his/her job. Every employee shall focus on maintaining the good reputation of, and respect for, the University.
- e) Any damage or loss to image of university may cause disciplinary action and case may be referred to management/committee.

Respect for People:

- a) Each employee is entitled to fair, courteous and respectful treatment by his or her supervisors, subordinates, peers, students, and other customers/clients.
- b) Greenwich University shall not tolerate discrimination or harassment based on race, sex, religion, creed, regional/national origin, disability, age, family status or any other factor.
- c) All employees shall conduct themselves in accordance with the letter and the spirit of these policies and procedures of University.
- d) Any person who believes that he or she has been discriminated against or personally harassed should report the incident and circumstances to his or her immediate supervisor/next level supervisor/Head of Department/HR Department/ Registrar Office.
- e) impartially and confidentially.
- f) University values the individuality, diversity and creative potential that employees bring to its business and support the continuous development of their skills and abilities.
- g) Judgments about people for the purpose of recruitment, development or promotion should be made on the basis of a person's ability and potential in relation to the needs of the job. Only those elements relevant to the performance of that job should be taken into account. Overall, success and advancement within the group shall depend on personal ability and work performance.

Honesty and Integrity

- a) Greenwich University respects the personal dignity, privacy, and personal rights of every individual. It tolerates no discrimination and no harassment or offence. We are honest, ethical, and stand by our responsibility. These principles shall apply to both internal cooperation and conduct towards external partners.
- b) Matters of dishonesty, fraudulence, treachery etc, shall be referred to management secretly.

Avoiding Plagiarism

- a) University has strict rules for faculty members regarding plagiarism when writing their research/publications.
- b) Cases of plagiarism may be reported to concerned unit/department/section or higher authority secretly. However, such cases shall be handled as per HEC plagiarism policy/rules.
- c) Secrecy for name shall be ensured for such cases.

Offering and Accepting Advantages

- a) No University employee may directly or indirectly offer or accept gifts, services or entertainment intended for the personal use of an individual or employee or an agent of another corporation, organization, or government in return for specific favorable business decisions or treatment, neither in monetary form nor as some other advantage.

- b) Gifts to guests shall be selected to avoid any appearance of bad faith or indecency in the mind of the recipient.
- c) Employees concluding contracts with consultants, intermediaries, agents, or comparable third parties shall see to it that these also offer or grant no unjustified advantages.
- d) No employee may use his/her job title to demand, accept, obtain, or be promised advantages. Faculty/staff members should, as far as possible, politely decline the offer of gifts and communicate that they are not permitted to do so as an institutional policy. However, if the presenter is insistent, the faculty/staff member should inform him/her that the gift shall not be retained but shall be forwarded to the University's "Gift Bank".
- e) Gifts received by a faculty/staff member shall immediately be reported to the department head in writing, and then forwarded to the "Gift Bank" maintained by the Internal Audit Department.
- f) Annual report/stock record on Gift Bank shall be issued by Internal Auditor/Officer at department and shall be submitted to Competent Authority for further decision.

Donation Management:

A donation is a gift given typically for charitable purposes and/or to benefit a cause. The following rules apply to giving donations on behalf of:

- Donations to political or religious parties shall not be made.
- Payments to private accounts are inadmissible.
- In no case may the grant be made to any person or organization that may damage our reputation.
- The donation shall be transparent and shall be approved by the Vice Chancellor, Greenwich University. The recipient of the donation and the recipient's actual use thereof shall be known.

Handling of University Property & Assets

- Assets of the University such as vehicles, equipment, furniture & fixtures, machinery, spares etc. are to be used exclusively for Greenwich University business, unless specifically authorized, as in the case of Company-assigned cars, laptops, mobile phones, etc.
- Any evidence of personal use of property & assets shall be dealt with disciplinary action by management.

Information Handling

- In any case may any information be retrieved or transmitted which incites racial hatred, glorification of violence or other criminal acts.
- No employee shall be permitted without the consent of his/her superior to make records, databases, recordings or reproductions unless this is done for university, failing to compliance shall lead to disciplinary action.

Confidentiality

- Confidentiality shall be maintained with regard to internal matters, which havenot been made known to the public.
- The obligation to maintain confidentiality shall extend beyond the termination of the employment relationship and may lead to legal proceedings against such unauthorized revealed matters/information etc.

Data Protection and Security

- Personal data may only be collected, processed, or used in so far as that may be necessary for pre-determined, clear, and legitimate purposes. High standards shall be ensured with regard to data quality and in technical protection against unauthorized access.
- The use of the data shall be transparent for those concerned; and the rights of the latter shall be safeguarded with regards to information and correction and, if applicable, to objection, blocking and deletion.

Electronic Media Usage

- a. University provides access to and use of electronic mail on domain of Greenwich University and the Internet for business purposes only. We do this to make it easier for university employees to communicate with each other and with appropriate outside parties – including contractors, suppliers, government agencies and other academic institutions.
- b. The use of university official emails for any purposes that violate applicable laws, rules and regulations or University standards, policies or procedures including transmission of threatening, obscene or harassing materials is strictly prohibited
- c. Incidental personal use of email that does not interfere with university business or an employee's performance of his or her responsibilities is acceptable, if such use does not include illegal, unethical or otherwise offensive subject matter.
- d. Except as otherwise provided by applicable laws, no employee has any right to privacy regarding use of or access to any email provided by or through Greenwich University.

2.2 Conflict of Interest Policy (COI)

- a. The University considers it important to prevent its employees from succumbing to conflicts of interest or of loyalty in their professional activities. Such conflicts can come about if an employee is active on behalf of, or has interests in, another company.
- b. Any employee wishing to know whether an outside business interest represents a conflict of interest shall ask the designated senior manager in advance.

Examples of COI:

The following examples of conflict that shall be declared and resolved include:

- (a) having a family interest in a transaction with Greenwich University or any supplier of Greenwich University, including through a family member acting as an officer of the counterparty company.
- (b) being an employee or consultant or advisor to or being a shareholder of any counterparty in a transaction with Greenwich University or of any supplier of Greenwich University.
- (c) hiring or encouraging others in the University to hire a family member in any capacity who doesn't otherwise qualify on merit.
- (d) having an interest in a competitor or supplier of Greenwich University including acting as an officer, Vice Chancellor, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner.
- (e) having an interest in an organization that has, or seeks to do business with Greenwich University, including acting as an officer, Vice Chancellor, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner.
- (f) acting as an elected or appointed official of any branch of government or any government agency or as an advisor or consultant to any government agency, which has any regulatory or

supervisory power over Greenwich University.

- (g) making unauthorized use of the Greenwich University name or letterhead or otherwise representing oneself as a representative of Greenwich University to the public, any governmental agency or public interest group regarding policies or positions.
- (h) Having any other business interest or relationship in which it might appear to third parties that an employee has the ability to influence Greenwich University's decision-making so as to obtain a monetary or other benefit for the employee, his or her spouse, and child or close family member.
- (i) Intending to begin paid side-line activities; he/she shall inform his/her immediate superior beforehand in writing in such an instance. Permission for such activities may be denied if it leads to a decrease in work performance, contradicts the employee's duties within the University, or threatens to present a conflict of interest. Exceptions are occasional writing activities, lectures, and comparable occasional activities.

Special Rules for Awarding Contracts:

- a) Any bidder for a contract expects us to examine his/her bid fairly and without prejudice. Employees whose work involves the awarding of contracts shall particularly abide by the rules:
- b) The employee shall inform his/her supervisor of any personal interest he/she could possibly have in connection with the execution of his/her professional duties.
- c) There shall be no unfair discrimination for or against any suppliers in their competition for contracts.
- d) No employee may have private contracts fulfilled by companies with which he/she has business dealings. This is particularly applicable if the employee exercises or is capable of exercising a direct or indirect influence upon that company.

Outside Employment or Business:

- a) Full-time faculty/staff members of Greenwich University are not permitted to be engaged in employment with another organization or have any financial/business interest with any other organization/entity even on a part-time basis.
- b) A faculty/staff member may take up a teaching activity in his/her free time (non-work hours) at any professional institution pertaining to his/her professional expertise for the purpose of professional development, societal contribution, networking etc, but is not permitted to retain any form of remuneration for the services rendered to avoid any conflict of interest.

Employment of Relatives

Standards for hiring, promotion, reappointment, and evaluation, working conditions, responsibilities, salary and termination for all employees at university are based on ability, qualifications for the position, and performance.

- a) Relationship (meaning connection between persons, hereinafter referred to as "relatives," by blood, marriage, adoption, or other personal relationship in which objectivity might be impaired) to another individual employed by the University shall not constitute a bar to hiring, promotion or reappointment.
- b) No employee shall be under the direct supervision or control of a "relative." Employment of "relatives" in the same unit or department or under the same supervisor is authorized only with the prior written approval of the head of the unit or department or the Vice Chancellor, as appropriate.
- c) In addition, "relatives" should not participate in roles that have the potential for influencing employment decisions, e.g., peer review.
- d) To avoid possible conflicts of interest, any Vice Chancellor, HoD/supervisor or participant in peer or administrative review procedures who is a "relative" of an employee or job applicant shall not participate either formally or informally in decisions (including rendering advice on decisions) on personnel matters affecting the "relative," including but not limited to, decisions to hire, retain, promote or determine the salary.
- e) In the cases where a HoD/supervisor has primary responsibility for evaluation or for assignment of duties (e.g., a department HoD's supervision of faculty in the department), no employee may supervise a "relative." An appropriate individual shall be designated by a higher level of authority to perform the functions of HoD's/supervisor in decisions to hire, retain, promote, assign duties or set the salary of the individual "related" to the HoD/supervisor.
- f) Within the limitations set forth above (a, b, c, d, e), individuals "related" to other University employees have all general rights extended to employees in comparable positions. For example, a faculty member has the right to serve on a departmental peer review committee; however, he/she would not participate in the review of the "relative." Supervision and evaluation procedures, even when altered, should ensure comparable treatment of employees.
- g) In circumstances which have the potential for the conflicts of interest referenced in item (a), individuals have the responsibility for disclosing that a conflict of interest may exist to the department chairperson, Vice Chancellor or other relevant supervisor; the specifics of the potential conflict do not have to be provided.
- h) Decisions about individual cases should be made on the basis of these principles. In cases where the application of a principle is disputed, the administrator/supervisor at the next level may be asked to assist in resolution.

2.3 Smoke-Free Policy

Greenwich University promotes a smoke-free campus environment and therefore, does not allow smoking or tobacco use in campus and adjunct building(s). Smoking is prohibited in campus, grounds; etc at Greenwich University. The goal of this policy is creating a healthful and comfortable environment for all members of its community.

Definition:

Smoking is defined as inhaling, exhaling, burning, or carrying a lighted or vapor- producing tobacco product. Tobacco is defined as all tobacco-derived or containing products, including, but not limited to, cigarettes (clove, bidis, kreteks), electronic cigarettes, cigars and cigarillos, hookah smoked products, and oral tobacco (spit and spit less, smokeless, chew, snuff).

Purpose:

To provide a healthy environment that promotes the health, well-being, and safety of students, faculty, staff, and visitors at Greenwich University by minimizing the negative effects of second-hand smoke; to improve fire safety; and to encourage a more sustainable environment.

Scope:

This policy applies to any individual on campus property, including but not limited to students, faculty, staff, other employees, contractors, subcontractors, volunteers, visitors and members of the public, and is applicable twenty-four (24) hours a day, seven (7) days a week.

General Rules:

Smoking shall be prohibited by Greenwich University as follows:

- a) In buildings owned and occupied by or leased and occupied by and in vehicles,
- b) In outdoor areas including parking lots.
- c) In outdoor owned or leased areas/building where people are likely to congregate.
- d) The designated officials in charge of receiving complaints about employees shall be Registrar Office/Human Resources Management Officials.
- e) The designated officials in charge of receiving complaints about students shall be Career Development Centre.

2.3 Sexual Harassment-Policy Guidelines of HEC

Greenwich University recognizes its legal and moral responsibility to protect all of its members from sexual harassment and to take action if such harassment does occur. It involves establishing an educational program to prevent incidents of sexual harassment from taking place, and where necessary to act upon complaints of sexual harassment promptly, fairly, judiciously and with due regard to confidentiality for all parties concerned.

Greenwich University is an organization of higher learning and promotes environment free from intimidating, offensive, and hostile behaviours. Therefore, Greenwich University follows

Policy Guidelines by Higher Education Commission of Pakistan against sexual harassment; the policy guidelines provide a mechanism with opportunity to develop intellectually, professionally, personally, ethically, morally and socially in a fair and humane environment. All the cases pertaining to sexual harassment or harassment at institutions shall be dealt as per HEC “Policy Guidelines against sexual harassment in institutions of higher learning”. (Please refer to below link for detail policy document)

<https://www.hec.gov.pk/english/services/Documents/SEXUALHARASSMENT-POLICY.pdf>

Section 3

HUMAN RESOURCE POLICIES & PROCEDURES

3.1 Recruitment and Selection Policy

The policy has been framed in pursuance of Greenwich University and shall be called the “**Greenwich University Recruitment & Selection Policy**”

Commencement

This policy document shall come into force with immediate effect.

Purpose

To provide for comprehensive recruitment and selection policy and procedure through which appointment for faculty, administrative and supporting staff in Greenwich University may be made and carried out for smooth operations of university. The processes proposed in this policy document are aimed to recruit and select, qualified faculty and non-teaching staff for Greenwich University and its Campus(s).

Application

This policy shall apply to appointment made thereof for Greenwich University and its Campus(s). All type(s) of recruitment and selection under any budget provision which may include but not limited to regular, probationary/temporary, tenure based, fixed/contractual, visiting faculty, consultant, expert, project staff, and daily wages at Greenwich University and its Campus(s) will be covered under this policy.

Definitions:

In this policy, unless the context otherwise requires, the following expressions shall have the meanings, hereby, respectively assigned to them as under:

- a) “**Teaching Staff**” refers to employees who perform their roles of teaching and research in University.
- b) “**Non-Teaching Staff**” refers to employees who perform their administrative and supportive roles for general and specific operations for teaching and research in university.

3.2 Recruitment and Selection Policy – Terms and Conditions:

The terms and conditions of service of an employee shall be as prescribed under these rules and they shall not be revised to his/her disadvantage until required so with the prior approval of relevant statutory body

Repeal:

All existing rules and orders in relations to matters covered under these rules, shall stand repealed but any action already taken by or in pursuance to such existing rules and orders shall be deemed to have been taken under these rules.

Interpretations:

All Any question relating to interpretation of these rules, the decision of the competent authority shall be final unless otherwise, specifically included in these rules.

Territorial jurisdiction:

In case of any dispute(s), the territorial Jurisdiction for adjunction shall be Greenwich University, Pakistan.

Provision of rules:

- a) All the appointments regular, contract, fixed, project based, in the University and its Campus(s) after notification of these Rules, shall be made only in accordance with the provisions of these Rules or rules made thereafter time by time under such rules.
- b) All type of appointment, engagement for internship, or employment for learning purpose or deployment for short term assignment(s) for any type of employability in University and its Campus(s) shall only be initiated and processed against the staff requisition by HR Department under the provision of these rules and rules made thereof time by time.
- c) Any appointment made against these rules after issuance of these rules shall stand null and void and concerned authorities may propose or initiate disciplinary action against the section/unit/department or individual/group for violation of these rules

3.3 Recruitment Philosophy:

Greenwich University believes in equal employment opportunity, and it ensures that no one is discriminated based on sex, religion, race, caste, creed, colour or domicile. Therefore, selection is made purely on the basis of merit, where merit indicates the extent to which a person has the relevant abilities, aptitude, skills, qualifications, knowledge, experience and achievements (including community experience), characteristics and personal qualities. Thus, goal of the recruitment philosophy of the university is that all positions shall be held by qualified persons through fair and transparent competitive recruitment process. In addition to the formal qualification, these employees shall be skilled and competent in respective areas and have the potential to develop and feel responsibility and commitment for their work during their stay at Greenwich University.

3.4 Values of University Related to Recruitment:

Merit

All type of recruitment and selection shall be based on merit and fitness to the post/designation. The concept of right person for the right job with right set of knowledge and set of competencies will prevail. By following a clearly structured and defined selection process, it shall be ensured that merit and quality is depicted in University's recruitment and selection process.

Transparency

By making all procedures open, fair, consistent, systematic, merit based and transparent, it is ensured that any possibility of discriminatory actions may be eliminated, and applicant may be provided equal opportunity based on transparent process and procedure.

Diversity

Greenwich University recognizes that to fulfil its mission it requires a diverse group of highly qualified employees – educators, researchers, administrators and support staff.

Continuous Improvement for Excellence:

University strives for Continuous improvement for excellence to improve its recruitment and selection process and tools to find right person for the right job with continuous improvement by using right tool and techniques including technology in the talent management field.

3.5 Recruitment and Selection Rules

In the modern age of globalization and competitive environment of quality education in high Institutions, recruitment of qualified and competent employees shall be most important factor for a successful university in terms of reaching the goals for education and research set under the Strategic Plan of University. All recruitment and selection decisions shall be based on strategic vision of university and shall contribute towards the attainment of strategic goals of overall organization as whole. It has been the responsibility of the decision-maker(s) in an appointment method to aim at appointing the best possible employees, both when appointing faculty and non-teaching staff.

Type of Appointment

For purposes of services at Greenwich University, employees shall be divided and appointments to posts in University, its Campus(s) shall be made by any of the following methods, namely:

Faculty Appointment

- a) Faculty Appointment (Regular)
- b) Faculty Appointment (Fixed & Contract)
- c) Faculty Appointment (Visiting/Adjunct)

The faculty shall be divided into the following categories:

- a) Professor
- b) Associate Professor
- c) Assistant Professor
- d) Lecturer
- e) Visiting/ Adjunct Faculty
- f) As may be prescribed time by time

Note: All above recruitment would be done based on HEC guidelines.

a) Faculty Appointment (Regular)

1. Regular Appointment of faculty shall consist of standard recruitment and selection process which includes Job requisition, Application submission, application screening by scrutiny committee, Job written test, Expert Evaluation, and Job Interview (whichever applicable) or as may be prescribed under the rules from time to time.
2. All regular appointment shall be made as per HEC guidelines and against the standard advertisement duly approved and sanctioned budget provision.

b) Faculty Appointment (Fixed & Contract)

1. Faculty shall also be appointed on fixed period or on contractual basis as per urgent need of Academic Department/Faculty after due approved job requisition. Appointment of faculty on contract shall consist of standard recruitment and selection process which includes Job requisition, Application submission, application screening, Job written test, Expert Evaluation, and Job Interview (whichever applicable) or as may be prescribed under the rules from time to time.
2. In case of temporary appointment for fixed period or on contract basis, Competent Authority shall be competent to make a direct appointment through competitive recruitment process or deemed fit to meet the urgent demand of faculty. However, such appointment shall made subject to Job written test, satisfactory report of Expert Evaluation and formal job Interview or as deemed fit.
3. Fixed and Contractual appointment of faculty shall initially be made for minimum 06 months and maximum for 01 year (extendable subject to satisfactory student feedback, satisfactory teaching and research work, performance evaluation, and recommendation of HoD or as may be prescribed from time to time.
4. All those employees on contract / probation / temporary, who has successfully / satisfactorily completed their initial contract period, may further be granted extension in tenure or as deemed fit.

5. Annual increment on fixed/contractual appointment shall be linked with student feedback, satisfactory teaching and research work, performance evaluation, and recommendation of HoD or as may be prescribed from time to time. Whereas, failure to meet contract extension requirement, such increment may be withheld, deferred or declined or as deemed fit for the year by the Competent Authority.
6. In case of temporary appointment for fixed period or on contract basis, Benefits against the service shall not come into contradiction to regular post.
7. Faculty employed on contract on special pay package for the period as envisaged in the contract which may be curtailed or extended as deemed necessary by the competent authority shall be on pure contract for specified period as mentioned in contract letter. Therefore, such appointment shall not be make one entitled for regular appointment in any case and such contractual period of employment shall also not be counted for further service at University and its Campus(s).
8. The contract shall be extended/renewed with the consent of both the employer and employee for terms not exceeding one years at a time, with three months' notice period to the approving authority. In the case of teaching personnel, the extension may also be granted to coincide with the end of the academic session.
9. A minimum of one months' notice shall be issued by the party intending to terminate the contract before expiry of the term. In theevent of failure to serve the notice in advance of the required period,the defaulting party shall pay to the other gross pay for the prescribed notice period. In all Contract, it shall be clearly providedthat the service of the contract employees shall be liable to be terminated on one months' notice or on payment of three month's pay in lieu thereof, on either side, with or without assigning reason.
10. A contract employee shall, under no circumstances, claim conversion of his contract appointment into regular appointment. He/she will be required to compete for the regular post as and when advertised.

c) Faculty Appointment (Visiting/Adjunct)

1. To meet urgent demand of Academic activities, knowledgeable person, Subject expert and faculty from other Institute/University shall be invited to teach specific subject and course for the particular period.
2. Visiting Faculty shall be appointed/engaged for the fixed period. Competent Authority shall be authority to make a direct engagement to meet the urgent demand of faculty. However,

such appointment shall be made subject to satisfactory report of Expert Evaluation based on Demo Lecture and formal job Interview or as deemed fit.

3. All such visiting faculty on fixed period, who has successfully / satisfactorily completed their initial period, may further be engaged on same or new terms and conditions or as deemed fit.
4. Visiting Faculty Engagement shall not be made anyone entitled for regular appointment in any case and fixed period of engagement shall also not be counted for further service at University and its Campus(s).
5. The following policy and procedure shall be followed for engaging visiting faculty in various departments of Greenwich University.
6. Concerned HoD/ Coordinator shall submit the need for visiting faculty supported with full justification for approval to Vice Chancellor Greenwich University.
7. Concerned HoD / Coordinator may also submit the CV of any distinguished Professor or person in the required subject from industries not less than the Position of manager/ Head of department/ Section supported with his/her consent for approval to Vice Chancellor, Greenwich University.
8. For appointment of visiting / adjunct faculty, the Registrar/ HR office shall issue offer letter on prescribed format subject to recommendation of Expert Jury based on Demo Lecture and approval of Competent Authority.

Non-Teaching Staff Appointment (Administrative & Support Staff)

- a) Non-Teaching Staff Appointment (Regular)
- b) Non-Teaching Staff Appointment (Temporary / Contract)
- c) Non-Teaching Appointment as Consultant/Expert

Regular Appointment of non-teaching staff shall consist of standard recruitment and selection process which includes Job requisition, Application submission, application screening, Job written test, Expert Evaluation/Practical Test, and Job Interview (whichever applicable) or as may be prescribed under the rules from time to time. All regular appointment of non-teaching staff shall be made on standard appointment criteria of the University. Non-Teaching Employees on regular basis shall be appointed by the Competent Authority. All regular appointment shall be made on standard direct recruitment against the standard advertisement duly approved and sanctioned budget provision.

3.6 Probation Period:

A staff (teaching / non-teaching) appointed to a post by initial appointment shall be on probation for a period of one month, which may be curtailed or extended as deemed necessary by the competent authority. Removal from probation shall be done by the competent authority based on performance (feedback, Performance Evaluation (etc.) and recommendation from the concerned Head of Department.

3.7 Placement Procedure

Offer of Appointment/Contract of Appointment

Offer of Appointment/Contract Agreement shall be issued by the Registrar office/HR Department mentioning all the terms and conditions of the appointment/agreement.

Acceptance of Offer/Contract:

The candidate shall send in written to Registrar office/HRM Section that he/she accepts the terms and conditions mentioned in the offer letter and join the duty within time mentioned in the offer letter. She/he may request for extension in joining date mentioning reasons for that extension.

Joining Date:

After acceptance of the offer employee may join the duty in written that he/she is joining the job w.e.f _____. The joining date shall be considered as first date of employment at Greenwich University. The candidate shall be required to submit attested copies of all the documents/testimonials mentioned in the offer letter. Any evidence for dual employment or false documents shall lead to disciplinary action resulting suspension/termination as deemed fit.

Personnel File of Employee:

Every employee's personnel file shall be maintained by the HR Department from the first day of joining at Greenwich University. Personnel file updated by the HR Department and all the documents related to employment are maintained in the personnel file of the employee. Employee shall be responsible to submit any additional document to update his/her personnel file. Personnel file shall only be accessible to authorized persons.

Attendances ID Card:

The employee shall be asked to receive attendance machine ID card for attendance mark. The employee is required to mark his/her in and out on attendance machine regularly.

Email Id:

The employee shall receive email Id xyz@greenwich.edu.pk and he/she shall be part of concerned email and WhatsApp groups for receiving emails/ notifications.

Job Descriptions:

All positions shall be documented through a Job Description (JD) which accurately and clearly describes the essential functions and job-related qualifications. Job Description shall include tasks to be performed

by the employee, Key Performance Indicators (KPI), and reporting mechanism/ hierarchy. HR Department along with immediate supervisor shall prepare JD and submit with authority for further approval. Once approved, JD shall be shared with employee and shall be maintained in his/her personnel file. If employees have questions about your job description, they are required to first contact your supervisor or HR Department.

3.8 Leave Policy

1. All employees (teaching and non-teaching) are entitled to have 30 leaves per Annum.
2. Employees joining in between the year, their number of leaves will be adjusted on prorated basis.
3. A probationer is not entitled to any leave benefit during probation period (e.g., paid Annual leaves, casual or sick leaves).
4. 03 days prior written approval subject to provision of Documentary Evidence if leave is required more than 02 days.
5. Uninformed leaves will be considered as an absent without pay or adjusted to annual leaves.

3.9 Attendance Policy

General rules:

1. In order to encourage employees to report for work on time every day and to take leaves of absence only when absolutely necessary, all the employees are required to mark the attendance on the attendance machine installed at designated places.
2. 15-minute permission for late arrival shall be provided to all employees to accommodate an occasional delay in reporting to work. However, an employee who arrives later than that shall be recorded as 'late' by the attendance machine.
3. 03 days 15 minutes late arrival to office during current month will be considered as an absent and one day salary will be deducted or adjusted to annual leaves.

Work Week:

1. The work week at Greenwich University for full time employees is forty-eight (48) hours, eight (8) hours each day, Monday through Sunday.
2. The usual workday starts at 9:00 A.M. and ends at 5:00 P.M. This includes a sixty (60) minute break during the day for Zohar prayer and lunch and 90 minutes break for Juma prayer and lunch on every Friday.
3. Specified work hours and work week may differ for certain employees depending as per needs of their department. Supervisors shall inform employees of the hours they are expected to work.
4. The Employee with essential duty may frequently work beyond the confines of a 48-hour workweek, depending on the needs of their position.

Standard Office Timings:

- Monday to Sunday: 9:00 a.m. to 5:00 p.m.
- Fridays: (Juma Prayer and Lunch Break 01:00 to 2:30 p.m)

3.10 Employees Separation Procedure

Resignation:

1. A faculty member (regular/contract, full-time and part-time), or non-teaching staff (regular/contract), who has successfully completed the probation period and is intending to leave Greenwich University shall give a written notice of intention to resign at least one month before he/she intends to leave or forfeit one month salary in lieu of that.
2. Subject to the provisions in Efficiency and Disciplinary Rules mentioned in statutes of Greenwich University, a confirmed employee may resign after giving one month's notice in writing or on surrendering one month's pay in advance in lieu thereof.
3. The faculty/staff member intending to resign shall inform his/her department head of this formally in writing, indicating the last day of work, and preferably also stating the reason(s) that have led to this decision.
4. On termination/Resignation/ retirement the employee shall hand over a proper charge to the person nominated for this purpose, of all documents, records or other papers under his charge or in his custody and shall also return all money or Greenwich University's articles in his possession.
5. Proper handing over notes shall be submitted with next supervisor/Human Resource Department

Termination:

1. As per the terms of employment, during the probation period, an employee's services may be terminated at any time with/without any prior notice, or any remuneration in lieu thereof. In that case, the employee shall only be entitled to receive salary up to and including the day of termination of services.
2. In the event that an employee is terminated for any cause, the separation from the Greenwich University shall be with immediate effect and no deductions shall be made from employee's salary in lieu of notice period, nor shall Greenwich University owe the employee any notice pays.
3. On the termination of his / her service or on his / her retirement, an employee shall return to an account of Greenwich University all money or property (such as Laptop computers, books, records, furniture or other articles) in his/charge or possession.
4. On termination/dismissal based on Efficiency & Disciplinary rules & Departmental inquiry, Experience Letter shall not be provided to employee.

3.11 Salary and Benefits Policies

Salary Payment

1. Salary payment of all regular and contractual full-time faculty and staff members is done through a bank transfer or by cheque (if a faculty/staff member so requests) before 10th of the month or as may be possible.
2. Competent Authority may revise the overall salary structure on need, demand, market practices, however such revision shall come into force once for all and shall not referred for any entitlement in future.

Employee Benefits

EOBI

All employees (teaching and non-teaching) are entitled of EOBI benefits in accordance with the EOBI act of Pakistan.

Medical Insurance Benefit

Greenwich University offers its employees the facility of health coverage through a third party (Insurance Company). It covers the in-patient treatment of an employee.

Medical Insurance Eligibility:

- All permanent employees whether teaching and non-teaching shall be eligible for medical insurance benefit. The employees are covered under three different plans: A (Executive level), B (Administrative & faculty), C (support staff) with different hospitalization, and room limits. Details of each shall be available with HR Department of Greenwich University.
- In case of availing planned hospitalization services from a panel hospital, an employee shall be required to coordinate with HR Department for preauthorization letter from service provider company and then avail treatment without being billed/charged by the hospital.
- In case of availing treatment from a non-panel hospital in any of above-mentioned cases, the employee shall himself pay for treatment and get the amount reimbursed by submitting the relevant medical documents.

Transportation Benefit

All employees of Greenwich University are entitled to avail pick and drop facility through Greenwich University Vans.

Personal Loan Benefit

All employees are entitled to avail personal loan benefit from the University. Amount of which may vary as per need and requirement duly considered by management.

Advance Salary Benefit

An employee can avail advance salary anytime in a month by applying through Advance Salary Form available at the HR department.

3.12 Grievance Handling Procedure

It is the policy of the University to provide every employee the right to an internal review of a condition, decision, or treatment unsatisfactory to the employee and affecting his or her employment. Open communications between supervisors and employees are strongly encouraged to assist in effective and timely resolution of employee issues. Human Resources/ Registrar staff is also available to discuss any matters brought forward and assist in informal problem resolution. The purpose of the grievance procedure is to provide a system for addressing Code of Conduct violations or other work-related issues

Definition:

A grievance is defined as any dissatisfaction, complaint, irritation or any misunderstanding of an employee or group of employees concerning a matter or situation related to work or management or any other employee. Some examples of grievances are listed below.

- Grievances relating to the terms and conditions of employment.
- Grievances relating to the work relationship between an employee and colleagues, supervisor and/or Head of Department.
- Grievances relating to various types of harassment, including sexual harassment.
- Grievances resulting on account of victimization of an employee.
- Grievances related to unethical words used or allegation leveled in person or through email or letter.



Greenwich University

Purchasing Policy

PURCHASING POLICY

Preamble

This manual of purchasing policies is intended to list the general policies developed to accomplish the procurement process for Greenwich University. The responsibilities for implementing the foregoing policies have been delegated to the Administration Department, and the cooperation of all individuals and offices is appreciated. This policy applies to all individuals purchasing goods and services on behalf of the University. The University's Administration Department works with faculty and staff identifying, selecting, and acquiring needed materials and services. This is to be done as economically as possible and within accepted standards of quality and service using professional ethics and best business practices, while obtaining the best value for the University. University Policies and Procedures have been developed to allow for purchases to be made in a timely and organized manner that provides for essential accountability of institutional expenditures realizing maximum value of the University's funds.

The Purchase Order

A Purchase Order is a contract between the University and a vendor. It is the standard document used to procure goods and services. Using a Purchase Order to initiate purchases provides the means to ensure that transactions are covered by a proper contract. A properly completed Purchase Order is a legally binding contract and should be treated accordingly.

Purchases of goods or services are to be processed through the University's financial system and are to be preceded by a Purchase Order provided to the vendor by the Administration Department. No individual may obligate or commit the University to procurement indebtedness for goods or services and expose the University to unnecessary liability. Employees involved with the purchasing process are responsible for understanding the University's policies and procedures regarding purchasing and vendor relations. The Administration Department has the right to review and question any purchasing transaction. All purchasing contracts and agreements are subject to approval by the University officers who may best determine the appropriateness of the acquisition or activity.

Responsibilities and Objectives

The function of the Administration Department is the organization and administration of centralized purchasing services to ensure that the user departments' needs are accommodated with quality goods and services in a prompt, cost-efficient manner within the guidelines of the University policy.

These responsibilities include:

- a. Provide guidance to University departments and to ensure compliance with the University Purchasing Policies and Procedures.
- b. Develop sources of supply to assure University departments have an adequate number of vendors from whom to obtain supplies and equipment.

- c. Maintain liaison with vendors that service the University.
- d. Develop and maintain adequate procedures, controls, records and files.
- e. Coordinate the procurement of goods and services for the academic and administrative departments of the University.
- f. Obtain competitive bids, select vendors, negotiate price and assure quality and prompt delivery to the University.
- g. Ensure the highest purchasing standards and ethics are maintained.

Authority for Procurement

The Administration Department has the responsibility for all procurement negotiations and the administration of Purchasing Policies and Procedures as delegated to the Head of Administration by the Registrar.

The Administration Department has the authority to enter into a purchase agreement or otherwise obligate the University for Procurement Indebtedness. A properly executed Purchase Order constitutes a contract that is binding on both the University and the supplier. Individuals not authorized to sign on behalf of the University, or bind the University in any manner, are in violation of University Purchasing Policies and Procedures. At no time is an employee permitted to request a supplier to ship a product or perform service without an approved Purchase Order.

All purchases must be made for the purpose of University-related activities. Purchasing goods or services for personal use is prohibited. Departments are required to submit fully completed Purchase Requisition/ Orders to the Administration Department to authorize initiation of the purchasing process according to established procedures. All necessary supporting documentation must be submitted along with the requisition, i.e. contracts, proposals, quotes.

Unauthorized Purchases

Any employee who commits the University to a purchase, sale, lease or other arrangement without proper authorization may be personally liable for the transaction and/or subject to disciplinary action if they injure the University through willful misconduct, bad faith, dishonesty or criminal negligence.

Selection of Suppliers

Vendors are selected for their capability to serve the needs of the University in the most economical and efficient manner possible. Past performance and cooperation are important factors. Vendors must comply with all federal, state and local laws and directives. The Administration Department is committed to evaluating new suppliers, and whenever possible, more than one source will be sought and considered. Alternate or multiple sources of supply are maintained as a means of insuring fair value, performance, and service, and minimizing costs.

Vendor Qualifications

The University will only make purchases from responsible vendors who possess the ability to perform successfully under the terms and conditions of the purchasing contract. The University will evaluate the vendors for their responsibility, business integrity, record of past performance, insurance, reputation, financial and technical resources in addition to any other measures the University deems relevant. All vendors doing business with the University are monitored as to how they perform, particularly vendors doing business with the University for the first time.

Supply Sources

Requisitioning departments are encouraged to suggest sources of supply for unusual items. Authority for the final selection of the vendor, however, shall be left to the Administration Department, which will make its decision in light of the overall needs of the University.

Quality of Materials

The Administration Department is committed to procuring materials of a quality suitable for their intended use and to assist University departments in determining the required quality of materials. Determining the proper quality is of greatest importance, since buying a higher quality than what is required is often as wasteful as buying a lower quality. Suitability and overall total cost of ownership is measured.

Price Reasonableness

Reasonableness of a proposed price may be determined by a comparison of: prices found reasonable on recent previous purchases; current price lists; catalogs; advertisements; and similar items in a related industry. Also, reasonableness of price may be determined by a price analysis or a cost analysis.

Purchases Requiring Special Approvals

Items That Must be Approved by Designated Campus Administrative Units or Officers To ensure University objectives are met and specific needs of end users are recognized, certain items and services must have prior approval before funds can be committed. Only officially designated persons shall have the authority to issue requisition approvals using signing authority.

| ITEM OR SERVICE | APPROVAL REQUIRED |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Air conditioning units, Heaters, Ovens, Dishwashers Building modifications - contracting for construction, renovations, etc. | Director, Administration |
| Communication Systems | IT Department |
| Computers, Technology, Hardware, Software, Printers, Scanners and Projectors | IT Department |
| University printing - stationery, letterhead, envelopes, business cards, etc. | Director, Administration |
| Office Supplies | Director, Administration |
| Classified advertising for faculty and staff personnel | HR Department |
| Logos - Use of the University identity/seal | Director, Administration |
| Signage - Interior/Exterior | Director, Administration |
| Locks - Interior/Exterior | Director, Administration |
| Utilities - gas, water, etc. | Director, Administration |
| Electrical outlets | Director, Administration |

Requisition to Purchase

The requisition process should, whenever possible, reside with the person with authority to requisition for the department. The prompt processing of all work, however, remains the responsibility of the department chair person or department director. Requests for purchases must be processed through the Administration Department on the Purchase Requisition/Order Form. The Purchase Order is the standard instrument used to procure goods and services. All University procurement transactions require a Purchase Order except in cases where an alternative method has been approved. Submittal of the Purchase Requisition Form document is a request to purchase only. The requisition does not become a Purchase Order until approved by the Administration Department.

Pre-Planning for the Procurement Process

We emphasize the need for departments to plan their supply and equipment needs well in advance. The time required by Purchasing to process your requisition varies greatly through the approval cycle of the University. In addition, the Administration Department in some instances may need to obtain approvals from appropriate administrative units prior to encumbrances. Departments should anticipate their requirements to allow adequate lead time for orders to be processed and product(s) to be delivered.

Fund Source

All funds deposited with Greenwich University regardless of source are University managed funds and must be handled in accordance with the University's Purchasing Policies and Procedures. Although departments are allocated funds in their budgets for a given period, this allocation is only an authority to requisition, not to purchase. All procurement requirements should be processed on a Purchase/Requisition Order Form before the department receives the material(s) or service(s). Any deviation must be approved by the Vice President for Finance and Treasurer.

Signature Authority

Purchase Requisitions, Check Requests and other forms authorizing the expenditure of funds must be signed by the Budget Officer responsible for the account identified as the source of funding and approved in accordance with the Signatory Authority. Purchase Orders submitted without proper signatures will not be processed and will be returned to the initiating department.

Completing a Purchase Order

All supporting documentation relevant to the Purchase Order (i.e. quotations, proposed contracts and agreements, relevant correspondence, etc.) must be forwarded to the Administration Department for review and approval prior to the issuance of a University Purchase Order. Oral requisitions/purchases are not considered valid purchases by the University Requisition. The requisitioning department is responsible for defining quantity, quality, specifications, delivery date requirements and all other pertinent information essential to making a proper purchase.

The order should be described in as much detail as necessary, utilizing multiple pages if necessary. Specify exact quantity, catalogue number, description, and price. A record of the quoted price is helpful for comparison with the invoice.

*Inside delivery and installation information should be included on the purchase order particularly if furniture or a large piece of equipment is being delivered and installed. If delivery and installation have not been arranged with the vendor beforehand, the equipment or furniture may be delivered only as far as a receiving dock or the steps of the building. Be sure to measure elevators/doorways for accessibility. Departments submitting a requisition are requested to follow the guidelines shown on the Purchase Requisition/Order.

All Purchase Orders must include the following information or they will be returned to the department.

- a. "Ship To" must contain full name of department, address, mail code and department phone number.
- b. "Suggested Supplier" must contain full name and address of vendor. Also include contact name, phone number and fax number if available.
- c. "Total Amount"- Enter total PKR amount of order.
- d. "GL Account"- Enter GL Account number(s) to be charged.
- e. "Object Code"- Enter corresponding Object Code that best describes goods/services.

- f. "Instructions to Supplier"- Check the box that says "Same as ship to" unless other instructions are noted in the body of the Purchase Order.
- g. "Quantity"- Enter quantity of each item to be ordered. All items should be listed in the body of the Purchase Order. "See Attached" will not be accepted.
- h. "Description"- The body of the Purchase Order must contain a complete description of the goods and/or services. Model numbers alone are unacceptable. You must describe what the item(s) is that you are ordering. * Indicate if the item(s) is new or replacement.
- i. "Unit Price"- Enter price of each item.
- j. "Extended Price"- Enter total price of each line item.
- k. "Total Price"- Enter total price of Purchase Order. (Must match total amount in front of GL account number. See No.3)
- l. "Requisitioned By"- Print name of individual generating the order.
- m. "Signature"- Proper signature(s) must appear (name must be printed legibly) or Purchase Order will be returned.

Receiving Report Approval

The University has a responsibility to our suppliers to pay promptly for goods or services received. Signed receiving reports (the yellow copy of the Purchase Order) should be returned, along with the invoice, to Accounts Payable promptly, since the credit standing of the University depends on fulfilling its obligations on time. In the event a department budget officer feels payment should not be made because a vendor has not met the terms and conditions specified in the Purchase Order, he or she should notify the Administration Department immediately, in writing, of the details surrounding this Purchase Order.

Payment of Invoices

Invoices are paid by the University Accounts Payable Department. Vendors are instructed on the Purchase Order to mail invoices directly to the originating "ship to" department. It is the responsibility of the department after receipt of the vendor's invoice, to forward the signed Receiving Report to Accounts Payable for payment. Disputes over a vendor invoice require attention. Ordering departments are required to contact the supplier for corrections in a timely manner.

Return of Merchandise

Merchandise to be returned to suppliers or manufacturers for adjustment or credit should be coordinated with the Administration Department. When a supplier has shipped items specified on the Purchase Order, he has legally complied with his part of the contract and is under no obligation to accept for credit any items delivered as specified. Acceptance of a return by the supplier is by no means automatic and a restocking charge may be incurred. This charge, along with any freight charges, will be the responsibility of the requisitioning department.

Audit Process

University departments are subject to audits by the Office of Internal Audit. The audit process examines and evaluates the adequacy and effectiveness of internal controls, which include among other things, safeguarding of assets and compliance with policies, procedures, laws, and regulations. Departments should therefore review their buying practices periodically to be sure they are in compliance with all policies and procedures.



Greenwich University

COVID-19 Compliance Policy

Preparedness Conditions

Preamble:

The global pandemic of COVID-19 has disrupted operations in the public and private sectors across the globe. Amid these unusual and uncertain times, and guided by Greenwich’s mission, many members of the GU community are working on ways to restore Greenwich’s educational safely and equitably, research, and administrative operations.

A critical task will be reducing the risk of COVID-19 infections on campus, by identifying and acting against outbreaks while maintaining the trust and confidence of the Greenwich community and our broader communities. Any reliable and reasonably safe way to restore operations on campus will require the frequent collection of multiple types of data from large numbers of people; at least some of these types of data could potentially be sensitive.

Moreover, the opportunity to return to campus will be valuable for members of the Greenwich University. Such value must be distributed in equitable ways that minimize safety risks and avoid marginalizing members or activities that must continue to operate remotely. Evaluating proposals for Greenwich University operations during such unusual times requires careful and rigorous oversight from a group that represents many disciplines, experiences, and perspectives. The Administrative Support Committee (AdSC) along with the Technical Support Committee (TSC), Academic Support Committee (ASC) and Research Support Committee (RSC) provides oversight of proposed operations, as well as guidance for colleagues in broader discussions. The Committees assesses proposed operations according to three distinct lenses: safety, privacy, and equity.

Any new protocols or proposed operations must be evaluated in the context of existing laws and regulations, University policies, and ethical standards and values. Here we articulate guiding principles for assessment and oversight of campus planning and operations, drawing on Greenwich University’s ethical standards and values.

Guiding Principles:

Within this context, Greenwich University actions should be guided by these principles:

- 1) Greenwich University should not impose risks on members of the Greenwich University community, or incentivize members of the Greenwich University community to take risks, that those members would not reasonably be expected to accept in these unprecedented times. This includes implicit pressures—whether intended or unintended—that may be perceived as coming

from supervisors or senior colleagues, through their well-intentioned efforts to restart research and/or teaching activities.

2) In assessing proposed campus operations, Greenwich University should be especially attentive to the constraints that decisions may impose on the health and welfare of essential employees who are not able to exercise the ability to work remotely.

3) Greenwich University should consider how proposed measures will affect the wider Pakistani/local community, and should make reasonable efforts to responsibly manage risks imposed on our wider Pakistan / Karachi/ Defence area community.

Privacy

Greenwich University must remain committed to protecting the privacy and security of personal information from members of the Greenwich University community. The mutual trust and freedom of thought and expression essential to a university rest on a confidence that privacy and security of personal information will be respected.

Operating Greenwich University's campus amid the pandemic will necessarily involve the collection and use of a broad set of human-sourced data and information. Even when collected and analyzed with the best intentions, such datasets can lead to inadvertent harm—either from unanticipated breaches of privacy from a given dataset, or from privacy-compromising inferences that can be drawn from the combination of multiple datasets (“data association” in downstream use or reuse of data).

Within this context, Greenwich University actions should be guided by these principles:

1) Greenwich University should not collect any human-sourced data or information from individuals before informing them how their data will be used, including possibilities for data reuse (as per Greenwich University Data Protection/Retention & Disposal Policy).

2) All proposals for data collection and use related to campus planning and operations, including possibilities for data reuse, must be discussed with *Director IT* for approval prior to commencing data collection or analysis.

No human-sourced data may be collected or stored for purposes beyond those originally presented to the *Director IT*.

A data-access plan must be presented in conjunction with the project objectives, to confirm that the collection and use of the data is appropriate for short-term operational uses.

3) Access to human-sourced data, even in de-identified, aggregated, or processed forms, should be restricted to appropriate Greenwich University personnel, who are identified and approved by the Greenwich University; access will be restricted to individuals with a legitimate need to know this information. Greenwich University should inform individuals in advance of data collection who will have access to the data collected.

4) All human-sourced data and information collected as part of campus planning and operations must be protected and secured as is appropriate according to the risk associated with access, disclosure, modification, or unavailability of the information.

5) Any proposed research utilizing human-sourced data and information that is collected and/or analyzed as part of Greenwich University campus planning and operations must be reviewed by, to avoid inadvertent misuses of sensitive data (from individual datasets or from data association.

Equity

The opportunity to return to campus will be valuable for members of the Greenwich University community. Policies that enable some members or subgroups of the Greenwich University community to benefit from that value while requiring others to remain off-campus should be subjected to careful scrutiny and supported by legitimate, nondiscriminatory reasons. In particular, such policies must be shown to serve a legitimate Institute purpose (in addition to serving the interests of those individuals who are invited back to campus); and it should be demonstrated that no reasonable, less-restrictive alternatives could accomplish the same Institute purpose.

Within this context, Greenwich University actions should be governed by these principles:

- 1- In evaluating proposals for resumption of campus activities, Greenwich University should be attentive to risks that phased or staggered plans for a return to campus pose to the value of “Safe & Secure Greenwich University.”
- 2- In particular, Greenwich University leadership should be attentive to the need to integrate those aspects of our administrative, curricular, and research activities that will, for public-safety reasons, continue to be operated remotely, so as to minimize any unintended marginalization of these aspects of Greenwich University’s core mission.
- 3- Greenwich University should endeavor to minimize the degree to which measures impact those who are similarly situated in inequitable ways, or that have disparate impacts on members of different groups. In particular, Greenwich University should recognize that public-health guidelines and the collection and sharing of data as part of public-health surveillance efforts could have disparate impacts on members of our community.

- 4- Greenwich University should continually seek to understand such inequities and encourage input from the community in order to improve measures and outcomes.
- 5- Greenwich University should pay particular attention to the impact of its measures on disadvantaged groups.
- 6- Greenwich University should be especially attentive to ensuring that people who cannot feasibly return to campus right away—because they or someone with whom they live face heightened risk from contracting COVID-19, because of continued disruptions to childcare, or similar reasons—are given meaningful alternative avenues to engage with the mission of the Institute, until such time as their physical presence on campus is feasible.
- 7- People with disabilities or pre-existing conditions may face special challenges adhering to the new constraints on campus life, including their ability to access certain spaces and services. These potentially disparate impacts should be expressly factored into any assessment of the equity of a particular measure associated with the resumption of campus activities.