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Health Services Academy
Ministry of Health
Government of Pakistan

Academic Rules and Regulations for Students and Employees

*Affiliated with Quaid-i-Azam University
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Ministry of Health

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0. Introduction

The Health Services Academy (HSA) provides teaching, research, and service programmes that prepare students to address the public health needs of Pakistan and the surrounding region in a setting that values and develops academic excellence in teaching and research, academic freedom, leadership and service to society. HSA aspires to become a regional academic centre of excellence in public health training, policy formulation and applied research that is nationally and internationally accredited.

The objectives of the institution are to:

1. Produce competent, committed and skilled public health professionals.
2. Discover and disseminate new knowledge in the field of public health.
3. Assist in the translation of the knowledge into sound evidence-based policies and practices.

These objectives are realized by adhering to institutional values, such as a merit-based system, transparency, and quality, to be implemented through a multidisciplinary team, networking and a sustainable institutional infrastructure.

These values are the basis and guideline for developing the academic rules, especially for ensuring the highest level of ethics and academic quality in training and research.

The Health Services Academy was granted autonomy in July 2003 through a presidential ordinance October 4, 2002. Under this ordinance the supreme governing body of the Academy is the Board of Governors (BoG). The Executive Committee and the Executive Director are accountable to the Board and have the task to supervise and control the affairs of the Academy. Other Committees and Sub-committees constituted at the HSA contribute to achieve the goal of the Institution and work under the auspices of the Board (see Annex 1).

The Health Services Academy is affiliated with the Quaid-i-Azam University (QAU) for its Master of Science in Public Health (MSPH) Programme and hence in addition, adheres to the rules and regulations of QAU. HSA through its Board of Studies and the Board of Faculty of Medicine is accountable to the Academic Council and Syndicate of QAU (See regulations in the QAU calendar 2000). Furthermore, HSA is committed for the adoption of the Tenure Track System as proposed by Higher Education Commission (HEC) and adopted by QAU.

HSA is duly recognized as a training institute of public health for its master's programme by the Pakistan Medical and Dental Council.

HSA is collaborating with other national and international public health training and research institutions (see Annex 2) in accordance to its mandate abiding by its institutional rules and regulations. HSA is committed to be a member of other research institutions like Pakistan Medical Research Council (PMRC). Its faculty is encouraged to be on the examining boards of other universities and public health institutions. It is currently a recognized collaborating institution for the College of Physicians and Surgeons, Pakistan and is an active partner in running its short courses for the faculty and students of MCPS and FCPS. Some of our faculty members are also examiners at the Department of Community Health Sciences at the Aga Khan University.

This document provides a comprehensive summary of the academic rules and regulations of the Academy. These academic rules and regulations have been developed based on established rules and regulations outlined in HSA's ordinance, QAU calendar and the HEC tenure track system.

In addition, certain rules and regulations, especially regarding students and internal governance, were developed on the basis of the analysis and adaptation of such rules and policies practiced in other national and international institutions of public health. This was made to ensure and fulfil internationally established standards and practices toward attaining international accreditation.

HSA carries out its functions following a certain hierarchy of governing bodies (see Annex 1).

This document is organized such that it describes the composition, accountability, functions, procedures and policies for the various bodies in subsequent chapters.

Part 1: External Governing Bodies

1. External Management Governing Bodies

This chapter describes the workings of external management governing bodies. Since HSA is affiliated with Quaid-i-Azam University (QAU), several external academic bodies come under QAU.

■ 1.1 Board of Governors

The Board of Governors (BoG) is the topmost supervisory body responsible for overseeing all policies, rules and regulations at the Health Services Academy.

1.1.1 Composition and Duration

The Board of Governors is composed of the following members:

1. Minister of Health, GoP
2. Secretary, MoH
3. Director General, MoH
4. President, PMDC
5. Vice Chancellor, QAU
6. Executive Director, PMRC
7. Financial Advisor, MoH
8. Secretary, DoH, Punjab
9. Secretary, DoH, Sindh
10. Secretary, DoH, NWFP
11. Secretary, DoH, Balochistan
12. Three distinguished persons known for their learning and experience in the field of banking, finance, industry or other related field but including one eminent health scientist.
13. Executive Director of the Academy (Secretary of the Board)
14. Co-opted members upon the discretion of the Board

The term of members, other than ex-officio members is of three years.

1.1.2 Functions¹

The powers and functions of the BoG are to:

1. **Approve the creation of new components of the Academy such as a department, faculty or any other teaching or research unit.**

¹ Areas relevant to academic rules and regulations are in bold type.

2. **Approve changes in the constitution of any Committee or any other body of the Academy.**
3. **Perform all such activities as may be required for the furtherance of the objectives of the Academy.**
4. Delegate any of its powers to any Committee, the Executive Director or other appropriate levels of management, subject to such conditions as it may deem fit.
5. **Approve long term strategy, policies and plans governing the activities and operations of the Academy so as to ensure its autonomy in teaching, research and other academic work.**
6. Approve the plans of the work and the annual budget of the Academy.
7. **Fix the remuneration, allowances and honoraria of the staff, both academic and administrative, to commensurate with their qualifications and experience, in order to attract the best talent from within and outside Pakistan.**
8. Call for annual progress reports relating to the activities of the Academy and execution of the approved work plans to review progress and to direct the Executive Director to furnish information relating to any matter specified by the Board;
9. **Create such administrative or academic posts within the available resources on specified terms and conditions as it may deem necessary and to approve appointment to the administrative and academic posts, on the recommendation of a duly constituted Selection Committee.**
10. Ensure financial viability of the Academy and effectiveness of its operations, their continuity and preservation of the autonomy of the Academy.
11. **Approve all affiliations and other arrangements through which other educational and research organizations may become associated with the Academy and vice versa.**
12. **Appoint from amongst its members such committees or sub-committees as it may deem necessary.**
13. Take all such initiatives as it may consider necessary or desirable for the efficient and effective management of the Academy; and

14. Approve the rules and regulations of the Academy.

1.1.3 Accountability

The Board of Governors is the highest supervisory and controlling body that finalizes all the decisions, policies and procedures of the Health Services Academy. Since the promulgation of the *Health Services Academy Ordinance* (Ordinance No. LXII of 2002) in November, 2002, which was put into effect in July, 2003, the Health Services Academy has been serving as an autonomous department of the Ministry of Health under the Board of Governors.

1.1.4 Policies and Procedures

The following policies and procedures regarding the BoG have been defined in the *Health Services Academy Ordinance* (Ordinance No. LXII of 2002):

1. The Board shall meet at least twice a year at such place, date and time as may be notified to the members by the Secretary of the Board with the approval of the Chairman.
2. The quorum for the meeting of the Board shall not be less than six members, a fraction being counted as one.
3. The decision of the Board shall be expressed in terms of the view of the majority of the members present and voting and in the event of tie, the Chairman of the Board shall have, and exercise, a casting vote.
4. The meeting of the Board shall be presided over by the Chairman and, in his absence by the Vice-Chairman.
5. Where the proceedings of the meeting called under sub-section 1 (see above) cannot commence due to lack of quorum or where the meeting of the Board could not be called and agenda needed immediate consideration by the Board, the agenda may be considered by circulation to the members of the Board by the Secretary, with the approval of the Chairman. The decision taken by the majority members shall be construed as a decision taken in the meeting of the Board convened under this section.
6. No act or proceeding of the Board shall be invalid by reason only of the existence of any vacancy in, or defect in constitution of, the Board.

■ 1.2 Executive Committee

The Executive Committee is the body responsible for general supervision of the Health Services Academy.

1.2.1 Composition and Duration

Subject to the control of the BoG, the governance and general supervision and control of the affairs of the Academy are vested in the Executive Committee which consists of the following members, namely:

1. Executive Director who chairs the Committee;
2. One senior teacher; and
3. A representative of Ministry of Health not below the rank of a Joint Secretary.

These are ex-officio members of this committee.

The Executive Director presides over the meetings of the Council and in his/her absence a member nominated by him/her shall preside.

1.2.2 Functions

Subject to general control of the Board of Governors, the Executive Committee shall carry out its day-to-day administration.

The Executive Committee has the power to:

1. Hold, control and administer the property, funds and resources of the Academy and borrow or raise money for the purposes of the Academy upon such securities as may be required;
2. Manage, acquire and dispose of any movable or immovable property of the Academy;
3. Exercise executive and financial control over the administration of the Academy;
4. Prepare the annual budget estimates and annual statements of accounts of the Academy;
5. **Lay down and define functions of various constituent parts of the Academy, including its departments and committees;**
6. **Sanction in collaboration with Quaid-i-Azam University schemes for the programmes of teaching and research in health sciences, biomedical**

technology and other allied disciplines leading to the award of degrees by Quaid-i-Azam University;

7. **Develop and approve programmes of specialized teaching or training leading to the award of diplomas or certificates in areas of health sciences, allied disciplines and biomedical technology;**
8. **Approve schemes of faculty development for specialization in health science, biomedical technology and other allied disciplines;**
9. **Develop and promote collaboration with other appropriate bodies for the development of courses in health sciences, biomedical technology and other allied disciplines;**
10. **Secure the services of experts on terms and conditions as it may deem fit;**
11. **Perform such other functions as may be necessary for realization of its approved targets and objectives; and**
12. **Delegate, from time to time, to the officers, teachers and other appropriate levels of management such powers and functions as it may consider necessary for the purposes of this Ordinance.**

1.2.3 Accountability

The committee is accountable to the Board of Governors.

1.2.4 Policies and Procedures

The Executive Committee follows the rules and regulations as defined in the *Health Services Academy Ordinance, 2002* (Ordinance No. LXII of 2002) promulgated by the Government of Pakistan and put into effect on July 1, 2003.

1.3 Academic Advisory Council

The Academic Advisory Council (AAC) aims to set research priorities and facilitate collaborations with other academic, training, and research institutions.

1.3.1 Composition and Duration

The Academy has an Academic Advisory Council (AAC) nominated by the Executive Committee which consists of national and international doctors, scientists, academicians and other experts. The Academic Advisory Council will have minimally 6 and maximally 12 members from outside the Academy, i.e. not working full-time at the Academy, with a relevant academic background in public health. The

composition should reflect the diverse disciplines of public health and national and international experience in public health education and research. The duration of the term of each member will be three years.

1.3.2 Functions

The functions of the Council are to:

1. Delineate priorities for research;
2. Guide and direct the Executive Committee on all academic matters;
3. Recommend such measures which will foster and enhance interaction and collaboration between the Academy and other existing national and international organizations, institutions and research centres; and
4. Work out and propose affiliation measures with foreign institutions of repute.

1.3.3 Accountability

The Academic Advisory Council is accountable to the Board of Governors.

1.3.4 Policies and Procedures

The Academic Advisory Council meets at least once a year. The Council members must also elect a Chairman from amongst themselves for a period of two years. This election is done on a rotational basis.

2. External Academic Governing Bodies

HSA is affiliated with the Quaid-i-Azam University (QAU) and hence is subject to the decisions taken by its:

1. Syndicate;
2. Academic Council.

This section describes the governance issues pertaining to external academic bodies.

■ 2.1 Syndicate of QAU

The Syndicate is the executive body of the Quaid-i-Azam University, and presides over all affairs and management.

The following sections are adapted from the Quaid-i-Azam University Calendar (2000).

2.1.1 Composition and Duration

The Syndicate shall consist of:

1. The Vice-Chancellor, who shall be its Chairman;
2. One member of the National Assembly to be nominated by the speaker of the Assembly;
3. The Chief Justice of Pakistan or a Judge of the Supreme Court of Pakistan nominated by him;
4. The Secretary, Ministry of Education, Government of Pakistan;
5. One nominee of the University Grants Commission;
6. One Dean to be nominated by the Chancellor on the recommendation of the Vice-Chancellor;
7. One Professor to be elected by the Professors of the University from amongst themselves;
8. One Associate Professor to be elected by the Associate professors of the University from amongst themselves; and
9. Three persons of eminence to be nominated by the Chancellor;
10. One Principal of an affiliated college to be nominated by the Chancellor;
11. One Alim to be nominated by the Chancellor; and
12. One Woman to be nominated by the Chancellor.

2.1.2 Functions

The powers and duties of the syndicate are as follows:

1. The Syndicate shall be the executive body of the University and shall, subject to the provisions of this Act and the Statutes, exercise general supervision over the affairs and management of the property of the University.
2. In particular and without prejudice to the generality of the foregoing provision, the Syndicate shall have the power:
 - (a) To hold, control and administer the property and funds of the University;
 - (b) To govern and regulate, with due regard to the advice of the Finance and Planning Committee in this behalf, the finance, accounts and investment of the University and for that purpose, to appoint such agents as it may think fit;
 - (c) To consider the annual report and the annual and revised budget estimates and to approve the same and to re-appropriate funds from one major head of expenditure to another;
 - (d) To transfer and accept transfer of moveable or immovable property on behalf of the University;
 - (e) To enter into, vary, carry out and cancel contracts on behalf of the University;
 - (f) To cause proper books of accounts to be kept for all sums of money received and expended by the University and for the assets and liabilities of the University;
 - (g) To invest any money belonging to the University including any unapplied income, in any of the securities described in Section 20 of the Trust Act 1882, or in the purchase of immovable property of varying such investment;
 - (h) To receive and manage any property transferred and grants, bequests, trusts gifts, donations, endowments and other contributions, made to University, and to administer any funds placed at the disposal of the University for specified purposes;
 - (i) To determine the form, provide for the custody and regulate the use of the Common Seal of the University;
 - (j) To provide the buildings, libraries, premises, apparatus, equipment and other means required for the purpose of the University, and to establish and

maintain halls of residence and hostels or approve or licence hostels or lodgings for the residence of students;

- (k) To arrange for the inspection of the colleges and the teaching departments and institutes;
- (l) To institute professorships, Associate Professorships, Assistant Professorships, Lecturerships and other teaching posts, or to suspend or abolish such posts;
- (m) To create, suspend or abolish such administrative, research, extension or other posts as may be necessary;
- (n) To appoint University teachers, and other officers on the recommendations of the Selection Board for teaching and other posts on an initial monthly pay which is not below four hundred and fifty rupees;
- (o) To appoint professors Emeritus on such terms and conditions as may be prescribed;
- (p) To confer with the prior approval of the Chancellor Honorary Degrees in accordance with the conditions prescribed;
- (q) To prescribe the duties of Officers, teachers and other employees of the University;
- (r) To suspend, punish and remove from service in the prescribed manner officers (other than the Vice-Chancellor, and the Treasurer), teachers and other employees whom it is empowered to appoint;
- (s) Deleted
- (t) To appoint members to the various Authorities in accordance with the provisions of this Act;
- (u) To frame and approve the Statutes;
- (v) To consider and deal in the manner prescribed in sub-section 2 of section 28 with the Regulations made by the Academic Council;

- (w) To regulate, determine and administer all other matters concerning the University and to this end exercise all necessary powers not specifically mentioned in this Act and Statutes;
- (x) To delegate any of its powers to an Authority or officers or a Committee or Sub-Committee;
 - (x-a) To advise the Chancellor on the grant of affiliation to an educational institution and the withdrawal of such affiliation;
- (z) To perform such other functions as have been assigned to it by the other provisions of this Act or may be assigned to it by the Statutes.

2.1.3 Accountability

The Syndicate is the executive body of the Quaid-i-Azam University.

2.1.4 Policies and Procedures

The Syndicate of QAU follows the policies and procedures of the Quaid-i-Azam University.

■ **2.2 Academic Council of QAU**

The Academic Council enforces and regulates the standards of instructions, research and examinations at the Quaid-i-Azam University.

The following sections are adapted from the Quaid-i-Azam University Calendar (2000).

2.2.1 Composition and Duration

The Academic Council shall consist of:

1. The Vice-Chancellor who shall be its Chairman;
2. The Secretary, Ministry of Education, Government of Pakistan;
3. The Deans;
4. The Director of Institutes;
5. The Principals;
6. The University Professors and Professors Emeritus;
7. The Chairman of the teaching department;
8. Four Associate Professors, not being Chairman of the Teaching Departments, to be elected by the Associate Professors;

9. Four Assistant Professors and Lecturers to be elected by the Assistant Professors and Lecturers;
10. Four teachers of constituent colleges, having at least five years experience of teaching in a Degree College, elected from amongst themselves;
11. Two Professors of affiliated colleges, having at least five years experience of teaching in a Degree College, elected from amongst themselves;
12. Three persons eminent in the arts, the sciences and the professions, of whom one shall be from each category, to be nominated by the Chancellor;
13. The Registrar;
14. The Librarian;
15. The Controller of Examinations.

2.2.2 Functions

The powers and duties of the Academic Council are as follows:

1. The Academic Council shall be the academic body of the University and shall, subject to the provisions of this Act and the Statutes have the power to lay down proper standards of instructions, research and examinations and to regulate and promote the academic life of the University and the colleges.
2. In particular and without prejudice to the generality provision, the Academic Council shall have the power:-
 - (a) To advise the Syndicate on academic matters;
 - (b) To regulate the conduct of teaching, research and examination;
 - (c) To regulate the admission of students to the courses of studies and examination in the University;
 - (d) To regulate the conduct and discipline of the students of the University;
 - (e) To propose to the Syndicate schemes for the constitution and organization of Faculties, Teaching Departments, Institutes and Boards of Studies:-
 - (f) To consider and formulate proposals for the planning and development of teaching and research in the University;
 - (g) To make Regulation, on the recommendation of the Boards of Faculties and the Boards of Studies prescribing the courses of studies and the syllabi for all University examinations;

- (h) Provided that, if the recommendations of a Board of Faculty or a Board of Studies are not received by the prescribed date, the Academic Council may subject to the approval of the Syndicate, continue for the next year the courses of studies already prescribed for an examination;
- (i) To recognise the examinations of other Universities or examining bodies equivalent to the corresponding examinations of the University;
- (j) To regulate the award of studentship, scholarships exhibitions, medals and prizes;
- (k) To frame Regulations for submission to the Syndicate;
- (l) To appoint members to the various Authorities in accordance with the provisions of this Act; and
- (m) To perform such other functions as may be prescribed by Statutes.

2.2.3 Accountability

The Academic Council is answerable to the Syndicate of the QAU.

2.2.4 Policies and Procedures

Members appointed by nomination or election shall hold office for three years. The quorum for a meeting of the Academic Council shall be one-third of the total number of members, fraction being counted as one.

■ 2.3 Board of Faculty of Medicine, QAU

HSA's membership of the Board of Faculty of Medicine is mandatory as it is an affiliated institution of the Board of Faculty of Medicine at the Quaid-i-Azam University.

The following sections are adapted from the Quaid-i-Azam University Calendar (2000).

2.3.1 Composition and Duration

The Board of Faculty of Medicine consists of the following members:

1. Dean is elected by the Principals of affiliated colleges of the Faculty of Medicine from amongst themselves;

2. The Professors, Associate Professors and the Chairpersons of the Teaching Departments comprised in the Faculty;
3. Two members of each Board of Studies comprised in the Faculty, to be nominated by the Board of Studies concerned; and
4. Three Teachers to be nominated by the Academic Council of QAU by reason of their specialized knowledge of subjects which, though not assigned to the Faculty, have in the opinion of the Academic Council, important bearing on the subject assigned to the Faculty.

2.3.2 Functions

The Board of the Faculty of Medicine shall, subject to the general control of the Academic Council and Syndicate, have the powers to:

1. Co-ordinate the teaching and research work in the subject assigned to the Faculty;
2. Scrutinise the recommendations of the Board of Studies comprised in the Faculty in regard to the appointment of paper setters and examiners, except for research examiners, and forward the panels for suitable paper setters and examiners for each examination to the Vice-Chancellor of the Quaid-i-Azam University.
3. Consider any other academic matter relating to the faculty and to report thereon to the Academic Council; and
4. Perform such other functions as may be prescribed by Statutes.

2.3.2 Accountability

The Board of Faculty of Medicine is answerable to the Academic Council of Quaid-i-Azam University.

2.3.3 Policies and Procedures

The Board of Faculty of Medicine follows the policies and procedures of the Quaid-i-Azam University. These policies and procedures are defined by the Syndicate of QAU.

The members mentioned in clauses 3) and 4) in section *2.3.1 Composition and Duration* shall hold office for three years.

The quorum for a meeting of a Board of Faculty shall be one-half of the total number of members, a fraction being counted as one.

■ 2.4 Board of Studies of HSA

The Board of Studies of HSA oversees the quality of the academic programmes at the Health Services Academy.

The following sections are adapted from the Quaid-i-Azam University Calendar (2000).

2.4.1 Composition and Duration

The Board of Studies consists of the following members:

1. The Director of HSA (Chair and Convener of the Board)
2. Five teachers of HSA to be appointed by the Academic Advisory Council;
3. Two experts appointed by the Vice-Chancellor.

The terms of office of members of the Board of Studies other than ex officio members shall be three years.

The quorum for a meeting of the Board of Studies shall be one-half of the number of members, a fraction being counted as one.

2.4.2 Functions

The Board governs the content, scheduling, evaluation, and credentialing of academic programmes of HSA and implements the Academy policies related to these matters. The Board oversees and promotes the quality and integrity of all academic programmes, short- and long-term.

The functions of the Board of Studies are to:

1. Advise the authorities on all academic matters connected with instruction, research, examination, structure, policies and procedures in the subject of public health; periodically review the scope, objectives, content and quality of each academic degree and non-degree programs.
2. Propose curricula and syllabi for all degree and certificate courses in the field of public health;
3. Perform such other functions as may be prescribed by regulations.

In addition the Board of Studies will perform additional tasks to:

1. Make the final approval of the MSPH students selected by the Admissions Committee
2. Develop consistent standards and performance requirements for the training programmes
3. Coordinate and plan for changes in the internal academic and administrative environment of the Academy
4. Select students eligible for Honours and Awards
5. Suggest a panel of names of examiners in the subject or subjects concerned;
6. Establish ad hoc or additional standing subcommittees that are deemed necessary to efficiently carry out the full committee's agenda.

The Board shall meet minimally twice a year.

2.4.3 Accountability

The committee will be answerable to the Board of Faculty of Medicine.

2.4.4 Policies and Procedures

The Board of Studies of HSA follows the policies and procedures of the Quaid-i-Azam University. These policies and procedures are defined by the Syndicate of QAU.

Part 2: Internal Governing Bodies

1. Internal Management Governing Bodies

The different Committees formulated by the Executive Director/Executive Committee will according to the requirements define their procedures while adhering to institutional values, such as a merit-based system, transparency, and quality.

■ 1.1 Committee for Appointments and Promotions

The Committee for Appointments and Promotions is responsible for the selection and promotion of faculty members.

1.1.1 Composition and Duration

Members of the Committee shall be appointed by the Executive Committee with the advice of the members of the Academic Advisory Council. Assistance to the Committee shall be provided by the Executive Director's Office. The Committee shall meet as frequently as necessary to carry out its responsibilities.

1.1.2 Functions

The Committee on Appointments and Promotions is responsible for:

1. Reviewing all recommending appointments at the level of professor, associate professor and assistant professor and other positions to the Departmental Selection Committee (DSC).
2. Assuring that in regard to each appointment the highest standards of selection are maintained in regard to research, teaching and service; that the appointments are consonant with the immediate and longer-term needs of the Academy; and that all necessary requirements in regard to affirmative action and equal employment opportunity have been fulfilled. For the academic posts the scoring system for the eligibility of the said post will be used as reference (see section on policies and procedures).

1.1.3 Accountability

The Committee is directly responsible to the Executive Director. The Chairman of the Committee will report its recommendations to the Executive Director along with the curriculum vitae for appointments of the academic posts. Appropriate documentation will be provided as necessary or requested for appointments of all positions. Appointments will be in line with the Tenure Track System and with QAU.

The selection criteria will be revised from time to time in line with Higher Education Commission requirements.

1.1.4 Policies and Procedures

The selection/promotion criteria for the faculty at the Health Services Academy is shown below. For further details regarding salary options, sample salary scales, and sample job descriptions, please refer to the annexures in the *Health Services Academy Service Rules* document.

Aspect	Professor	Associate Professor	Assistant Professor	Instructor/ Lecturer
Formal qualification	PhD/DrPH/FCPS	PhD/DrPH/FCPS	PhD/DrPH/FCPS or MPhil/Master in relevant field <i>plus</i> enrolment in PhD or equivalent programme	MBBS with MPH or Master's degree in relevant field*
Teaching and Research Experience (in years)	11 years + post-doctoral	6 years + post-doctoral	2 years post-doctoral or 5 years overall	
Research** (in terms of number of publications)	15 out of which 5 must be in the last 5 years	10 out of which 4 must be in the last 5 years	2 in the last 5 years	

Explanatory Notes:

1. The PhD should be from an HEC-accredited university.
2. DrPH is a Doctorate in Public Health.

* Equivalent qualification, e.g. Master's in Health Economics, Business Administration, Anthropology, Nursing, etc.

** Papers published in international peer-reviewed journals/journals with an impact factor recognized by the HEC

■ 1.2 Admissions Committee

The Admissions Committee is responsible for the selection of students for Health Services Academy's academic programmes, and to enforce admissions policies.

1.2.1 Composition and Duration

HSA's MSPH Admissions Committee, comprises of the following:

1. Director
2. The MSPH Programme Coordinator
3. The Registrar
4. A Senior Faculty Member, and
5. One nominated alumnus/alumna.

1.2.2 Functions

The MSPH Admissions Committee is responsible for:

1. Selecting applicants to be admitted to the MSPH Programme;
2. Establishing procedures for the timely review of applications to the Programme;
3. Deferring admission at its own discretion;
4. Identifying those students with missing documents and/or credentials which do not meet eligibility standards.
 - The applicant's acceptance is contingent upon the receipt of all required documents including official transcripts.
 - Candidates fulfilling the eligibility criteria will take a written screening exam. Based on the performance in the screening test, the candidates will be short-listed for an interview.
 - For every seat available, 3-4 candidates will be interviewed. The final decision regarding the selection of the candidates rests with the MSPH Admissions Committee.

1.2.3 Accountability

The Committee is accountable to the Executive Director.

1.2.4 Policies and Procedures

The Health Services Academy abides by its strict merit-based criteria with absolute transparency to select its students for the MSPH programme. Every year, the number of Pakistani and foreign students is fixed by the Board of Governors.

1.2.4.1 Eligibility Criteria

Article One: Basic Qualifications

The candidate should possess one of the following qualifications or an equivalent degree from a recognized university or accrediting body.

1. MBBS (Bachelor of Medicine & Bachelor of Surgery)
2. BDS (Bachelor of Dental Surgery)
3. BPharmacy (Bachelor's in Pharmacy) or MPharmacy (Master's in Pharmacy)
4. BSc Nursing (Bachelor of Sciences in Nursing)
5. DVM (Doctor of Veterinary Medicine)
6. Master's Degree in a relevant subject such as Anthropology, Business Administration, Economics, Human Nutrition, Microbiology, Physiology, Psychology, Public Health Engineering, Sociology, Statistics and Zoology.

Article Two: Experience

The candidate should minimally have three years of full-time work experience (in the case of medical doctors, after the house job) in public health-related fields in either the private sector or the public sector, including the armed forces, such as:

- (a) Primary health care settings (public, private or semi-private);
- (b) Recognized training and research institutions, such as departments of community medicine/school of nursing/public;
- (c) Public health related vertical programmes/planning/management and policy positions at the federal and provincial level.

Article Three: Age Limit

Candidates should not be over 45 years of age at the time of the beginning of the course. In case of a tie in the process of fulfilment of selection criteria, preference shall be given to those of younger age.

Article Four: Quotas

All Pakistani students shall be selected on the basis of merit, out of which:

- 40% will be selected purely on merit, irrespective of their provenance;

- the remaining 60% will be selected on the basis of the provincial quotas defined in the Civil Establishment Code (2000)*. This division is shown in the following table.

Criteria	Percentage
Punjab	33%
Sindh	13%
NWFP	8%
Balochistan & FATA/FANA/AJK	3%

- additionally, out of the total number of applicants:
 - a minimum of 35% of seats are reserved for women;
 - a minimum of 10% of the seats are reserved for non-physicians;
 - a minimum of 20% of the seats are reserved for candidates from the private sector.

In addition to Pakistani students, a limited number of seats are available for foreign students. Applicants with disabilities will be given due consideration within the prescribed merit-based system.

Article Five: English Language Requirements

Applicants should have an appropriate level of English language proficiency. Foreign applicants from non-English speaking countries who submit results for English proficiency tests such as TOEFL or IELTS will be given preference. A minimum TOEFL score of 450 on the paper-based test or 200 on the computer-based test is recommended; a minimum IELTS score of 6 is recommended.

Article Six: Computer Skills Requirements

Additionally, given that most assignments will be computer-based, all applicants are required to have basic computer skills, including wordprocessing, spreadsheet processing and using basic Internet services such as the world wide web and e-mail. Following admission to the MSPH programme but before the start of the course on computer applications in public health, applicants without the required computer skills will not be allowed to attend this course without

* Ansary SA, Haq MN, et. al. ESTACODE Civil Establishment Code: A compendium of laws, rules and instructions relating to the terms and conditions of federal civil servants. Islamabad, Pakistan: Pakistan Public Administration Research Centre, Management Services Wing Cabinet Division; 2000: 51.

either taking a non-creditable course in basic computer skills offered at the Academy, or a similar course offered at a reputed training institute.

1.2.4.2 Application Procedures

Applications must be made on the prescribed original application form available in the prospectus of the Academy. The prospectus may be obtained after payment in the following ways:

- directly from the Registrar's office;
- by sending a written request and postal order in favour of the Drawing and Dispersing Officer (DDO), Health Services Academy, Chak Shahzad, Opposite National Institute of Health, Islamabad, for delivery by mail. The envelope, containing the request and postal order should be sealed and marked 'MSPH Prospectus'.

Alternately, the prospectus and application may be downloaded from the Academy's website (<http://www.hsa.edu.pk/>).

A non-refundable entrance examination fee will have to be paid as well.

Completed applications should enclose the following:

- Domicile certificate
- Final degree certificate, along with transcripts
- Attested photocopies of any language proficiency tests taken such as TOEFL (foreign students only)
- Attested photocopy of identity card
- 4 passport-sized photographs
- Professional resume (one page)
- Attested photocopies of experience certificate(s)
- Two-stamped envelopes

Completed applications must reach the Registrar of the Academy on the address given below by the closing date. Incomplete applications and applications received after the closing date will not be entertained.

The final decision regarding appropriateness of a candidate's public health experience rests with the MSPH Admissions Committee, Health Services Academy.

1.2.4.3 Admissions Procedures

Article One: MSPH Admissions Committee

HSA has its own MSPH Admissions Committee, comprising of the Director, the MSPH Programme Coordinator, the Registrar, a Senior Faculty Member, and one nominated alumnus/alumna. The MSPH Admissions Committee has the responsibility for the selection of applicants to be admitted to the MSPH Programme. It establishes procedures for the timely review of applications to the Programme. Deferrals of admission are at the discretion of the MSPH Admissions Committee.

Article Two: Final Selection

The applicant's acceptance is contingent upon the receipt of all required documents including official transcripts. The MSPH Admissions Committee is responsible for identifying those students with missing documents and/or credentials which do not meet eligibility standards.

Candidates fulfilling the eligibility criteria will take a written screening exam. Based on the performance in the screening test, the candidates will be short-listed for an interview. For every seat available 3-4 candidates will be interviewed.

The final selection shall be done on the basis of the following marks distribution:

Criteria	Maximum Weightage
Previous academic record score*	10%
Previous public health experience score, scored as follows out of the total: <ul style="list-style-type: none">• 3-5 years• 5+ years	10% 5% 10%
Screening examination score	50%
Interview score	30%
Total score	100%

* The marks obtained in the final examination of the qualifying degree as mentioned in the eligibility criteria.

The final decision regarding the selection of the candidates rests with the MSPH Admissions Committee.

■ 1.3 Ethics and Disciplinary Committee

The Ethics and Disciplinary Committee defines organizational ethics and regulations, as well as penalties for offenders, for all individuals involved in the organization, whether faculty members, employees and staff, students, or research associates.

1.3.1 Composition and Duration

All members of the Health Services Academy are responsible for immediately informing the Ethics and Disciplinary Committee of any suspected violations of its policy. The committee is composed of the following:

1. Executive Director
2. Two Faculty Members to be appointed by the competent authority.
3. Student's advisor from the students.
4. Teacher concerned.

The committee will meet as and when required.

1.3.2 Functions

1. The Ethics and Disciplinary committee is responsible for implementing its policies. This includes formal hearings of suspected violations.
2. Allegations of unsatisfactory performance or unacceptable behavior by faculty, sexual harassment, fraud in research and violations of academic integrity by students will be handled and resolved by the committee.
3. Allegations of misconduct by staff will be dealt with by policies and procedures established by the Services Rules and Regulations of the Academy's Human Resources Manual.

1.3.3 Accountability

The Committee is answerable to the Executive Director.

1.3.4 Policies and Procedures

The following sections detail various policies regarding HSA's code of conduct.

1.3.4.1 General Policy on Academic Ethics

The faculty and students of the Health Services Academy have the joint responsibility for maintaining the academic integrity and guaranteeing the high standard of conduct of this institution. Both faculty and students must accept the

responsibility to live honourably and to take action when necessary to safeguard the academic integrity of the Academy.

Students enrolled in the MSPH Programme assume an obligation to conduct themselves in a manner appropriate to The Health Services Academy's mission as an institution of higher education in public health. A student is obligated to refrain from acts which he or she knows, or under the circumstances has reason to know, impair the academic integrity of the Institution.

Violations of academic integrity include, but are not limited to: cheating; plagiarism; knowingly furnishing false information to any agent of the Academy for inclusion in the academic record; violation of the rights and welfare of human subjects in research; and misconduct as a member of any institutional committees or recognized groups or organizations.

1.3.4.2 Incident Handling Procedure

All members of the Health Services Academy are responsible for immediately informing the Ethics and Disciplinary Committee of any suspected violations of its policy.

The Ethics and Disciplinary Committee is responsible for implementing its policy according to the procedures set forth herein. This includes formal hearings of suspected violations. Students and faculty should become familiar with this policy.

Allegations of unsatisfactory performance or unacceptable behavior by faculty, sexual harassment, fraud in research and violations of academic integrity by students will be handled and resolved by the Ethics and Disciplinary Committee.

Allegations of misconduct by staff will be dealt with by policies and procedures established by the Services Rules and Regulations of the Academy's Human Resources Manual.

1.3.4.3 Constitution of the Academic Ethics Committee

It is the joint responsibility of faculty and students of the Health Services Academy to maintain the academic integrity of the Institution in all respects. An ethical code must exist in the Academy community to guarantee high standards of conduct and to limit membership in the community to those persons able and willing to maintain these standards.

An ethical code is based upon the support of the academic community, students and faculty alike, who must accept two kinds of responsibility: each member must live honourably and must also take action when necessary to ensure that the community is not injured by misconduct.

The Academy has the responsibility to provide a personal copy of this Code to every student. Once provided with a copy, the student has the responsibility to read the Code, become familiar with its provisions, and complete any required academic ethics training in the time frame specified by the School. Thus, all students will be presumed to have knowledge of the provisions of this code as a consequence of enrolment in the MSPH Programme. Lack of familiarity with the provisions of this code will not serve as a defense to any violation of academic integrity as defined by the code.

The following sections detail the articles of this constitution.

Article One: Violations of Academic Integrity

Students enrolled in the Health Services Academy assume an obligation to conduct themselves in a manner appropriate to the Academy's mission as an institution of higher education. A student is obligated to refrain from acts which he or she knows, or under the circumstances has reason to know, impair the academic integrity of the Institution. Violations of academic integrity include, but are not limited to: cheating; plagiarism; knowingly furnishing false information to any agent of the Institution for inclusion in the academic records; violation of the rights and welfare of animal or human subjects in research; and misconduct as a member of either Academy or Quaid-i-Azam University committees or recognized groups or organizations.

Article Two: Definitions

Section One

Cheating is broadly defined as using or attempting to use someone else's work or ideas in a context where you are expected to provide your own. Examples of cheating include but are not limited to: (1) using or referring to notes, books, devices, or other sources of information during an academic evaluation; (2) copying another student's answers on an academic evaluation or allowing another student to copy answers; (3) discussing a question or exercise during an academic evaluation; (4) acting as substitute for another person or using another person as a substitute during an academic

evaluation; (5) failure to comply with the designated time limits for an academic evaluation; (6) submitting an academic evaluation for re-grading after changing the original responses; or (7) submitting the same work for different courses without instructor knowledge or approval.

Section Two

Plagiarism is defined as taking for one's own use the words, ideas, concepts, or data of another without proper attribution. Plagiarism includes both direct use or paraphrasing of the words, thoughts, or concepts of another without proper attribution. Proper attribution includes: (1) use of quotation marks or single-spacing and indentation for words or phrases directly taken from another source, accompanied by proper reference to that source, (2) proper reference to any source from which ideas, concepts, or data are taken even if the exact words are not reproduced.

Section Three

Academic evaluation is defined to include, without limitation, (1) in-class examinations whether or not in writing, (2) laboratory reports, (3) take-home examinations, (4) research or term papers, (5) exercises, or (6) any other assignment intended to evaluate a student's performance in a course.

Article Three: Responsibilities of Students and Faculty

Section One

All members of the academic community are responsible for the academic integrity of the Institution. Students and faculty alike must work together to minimize the possibility of violations of academic integrity.

Section Two

The faculty is responsible for the conduct of examinations, for announcing the ground rules for all work in a course at the beginning of the quarter in which the course is offered and for the security of examination papers and teaching laboratories. Proctoring is at the discretion of the instructor.

Section Three

A student with knowledge of any violation of academic integrity governed by this Constitution has an obligation to report such violation, including the identity of the alleged violator(s) to the appropriate faculty member, to the Registrar, responsible for student affairs, or to the Ethics and Disciplinary Committee or the Director, HSA. A student may not make a formal charge

directly to the Ethics and Disciplinary Committee. Formal charges to the Ethics and Disciplinary Committee must be brought by the appropriate faculty member or Registrar who's responsible for student affairs.

Article Four: The Ethics and Disciplinary Committee

Section One

The Ethics and Disciplinary Committee consists of two students' representatives elected by the Students, four faculty members selected by the Director, Registrar and Director HSA and, under extraordinary circumstances, ad hoc members selected by the Director in accordance with Article Six, Section Three. The terms of service of members of the Ethics and Disciplinary Committee shall be specified by the Director, HSA.

Section Two

The Ethics and Disciplinary Committee shall elect a chairman from among its members.

Section Three

The Ethics and Disciplinary Committee is responsible for the maintenance of the academic integrity in the Health Services Academy for all matters concerning adherence to the ethics code, including, but not limited to: (1) receiving reports of suspected violations, (2) consulting with members of the Academy on ways to reduce possible violations, (3) appointing hearing panels, (4) maintaining confidential records, (5) orienting new students to the philosophy and terms of the ethics code.

Section Four

The Ethics and Disciplinary Committee shall find and use effective means to inform faculty and students of its activities on an annual basis.

Section Five

The Ethics and Disciplinary Committee shall submit to the Registrar's office a written annual report which shall not identify by name the individuals involved in its proceedings.

Section Six

The Ethics and Disciplinary Committee shall follow rules and adopt procedures outlined by the Quaid-i-Azam University for hearings conducted by its hearing panels.

Article Five: Procedures for Handling Suspected Violations of Academic Integrity

Section One

When evidence is found of a possible violation of academic integrity on the part of a student enrolled in the School, the faculty member in charge of the course or activity may attempt to resolve the case directly with the student to their mutual satisfaction, before any other action is taken, including submission of a grade to the Registrar. Proposed resolutions shall include only those sanctions specifically enumerated in Article Seven, Section One part (1) - (10). Prior to a proposed resolution, the faculty member in charge of the course has the responsibility to check with the Registrar to determine if the student was part of an earlier resolution with a member of the faculty, or if the student was previously charged with a violation of academic integrity to the Disciplinary Committee. If it is determined that the student was part of a previous direct resolution with a faculty member and the present allegation is unrelated to the earlier allegation, the faculty member will forward the case directly to the Disciplinary Committee. A second or subsequent allegation against a student may not be resolved directly between the faculty member and the student.

If both parties agree upon a proposed resolution in accordance with this code, no further action regarding the ethics violation in question shall be undertaken by the Academy or its faculty. If a case is resolved between the faculty member and the student to their mutual satisfaction, the faculty member must communicate the resolution to the student's advisor, and to the Registrar. The faculty member and student may co-sign a memo or other document that the case was resolved to the mutual satisfaction of each party. This resolution will not be placed in the student's permanent academic record unless that was part of the resolution.

If either party is dissatisfied with a proposed resolution, the faculty member shall make a charge to the Disciplinary Committee communicating the essential facts of the case in writing to the Disciplinary Committee. Such statements must be made within 30 days of the alleged violation of academic integrity, or within 30 days of reasonable knowledge. All statements at this level shall be considered confidential. Failure to either resolve a matter or make a charge within 30 days will preclude any subsequent charge for the same violation arising out of the same set of facts.

Section Two

Upon receipt of a charge of a violation of academic integrity, the chair, acting on behalf of the Disciplinary Committee, shall serve prompt notice of the charge on the accused by hand delivery, electronic communication, or by certified mail, return receipt requested.

Section Three

Upon receipt of a charge of a violation of academic integrity from a faculty member, the Disciplinary Committee shall appoint a hearing panel to consider the charge. The panel shall decide the issue of guilt or innocence and, if the student is found guilty, shall impose an appropriate penalty from those specified in Article Seven.

Section Four

In the event of a violation of academic integrity in which it is inappropriate for any one faculty member to act as the accuser, a designee of the Chair shall act as the faculty member for the hearing.

Article Six: Hearing Panels

Section One

When required under the procedures of Article Five, the Disciplinary Committee shall appoint a hearing panel of disinterested persons from among its members to consider a case.

Section Two

A hearing panel shall consist of five persons and a nonvoting, presiding officer, all ordinarily chosen from the members of the Disciplinary Committee, the ratio of faculty and students on the panel being the same as on the Disciplinary Committee.

Section Three

Under extraordinary circumstances the Director may appoint ad hoc members to the Disciplinary Committee from among full-time faculty or full-time students from HSA or QAU who are not members of the Disciplinary Committee. Such a circumstance might occur if a panel could not be constituted in a timely manner from among the members of the Disciplinary Committee, if the workload of the Disciplinary Committee was unusually heavy, or if enough students and faculty were excused.

Section Four

Hearings of the panel shall be open to the person bringing charges, the accused, any witness called by either party, and not more than one representative of the accused affiliated with the Academy (faculty, staff, and students) subject to the Academy's Policy which prohibits representation by legal counsel. Hearings shall be confidential and shall be closed to spectators and the press.

Section Five

The accused shall be presumed innocent until found to be guilty.

Section Six

The decision of the hearing panel of guilt or innocence shall be based upon a preponderance of the evidence and shall be communicated promptly in writing to the Registrar. A finding of guilt shall also be communicated to the Administration Office of HSA.

Section Seven

At least four votes of guilty are required for conviction.

Section Eight

If an accused student fails to appear for a hearing after having been duly served with notice or withdraws from a hearing before its conclusion without the permission of the hearing panel, and if the hearing panel determines that such action has been wilful, immediate suspension of the accused from the Academy may be imposed. Such a suspension shall continue until the hearing can be concluded with the student present.

Article Seven: Penalties

Section One

An accused student found guilty may have, at the discretion of the Ethics and Disciplinary Committee, the following comment placed upon his/her academic transcript: "*Academic Ethics Code Violation, Date Of Ethics and Disciplinary Committee Meeting.*" At least one of the following penalties will be imposed upon students found guilty of violations of academic integrity:

1. Retake of the academic evaluation involved;
2. Score of zero in the academic evaluation involved;
3. Failure in the course;

4. Failure in the course with a notation on the transcript that the grade was for a violation of academic integrity;
5. Failure in the course with suspension from the Academy for at least one semester as specified in the academic calendar;
6. Suspension from the Academy for at least one term as specified in the academic calendar with a notation on the transcript that the cause was a violation of academic integrity;
7. Failure in the course with suspension from the University for at least one term as specified in the academic calendar and notation on the transcript that the grade was for a violation of academic integrity;
8. Exclusion from a dissertation or thesis of all data collected under conditions that constitute a violation of the rights and welfare of animal or human subjects;
9. Suspension from the Academy for at least one term as specified in the academic calendar;
10. Expulsion from the Academy with a notation on the transcript that the cause was a violation of academic integrity.

After the hearing is conducted and if a finding of guilt has been reached but before any penalty is imposed, the hearing panel shall determine by investigation of its confidential records whether the violator has been found guilty of any prior violations of the academic ethics code.

A hearing panel shall make every effort to select a penalty appropriate to the severity of the offence, and may take into consideration any mitigating or aggravating circumstances such as inappropriate contact by the accused with members of the Ethics and Disciplinary Committee during a Hearing brought to its attention, penalties previously imposed upon other students for similar violations, as well as any record or absence of prior misconduct.

Section Two

A finding of guilt in the first academic ethics hearing for a student who has previously not engaged in a direct resolution of an academic ethics violation shall result in the penalties selected from among (1) through (10).

A finding of guilt in the first academic ethics hearing held for a student who has previously engaged in a direct resolution of an academic ethics violation shall result in the penalties selected from among (2) through (10).

A finding of guilt in an academic ethics hearing for a student who had previously been found guilty in an earlier academic ethics hearing shall result in penalty (10), Expulsion from the University with a notation on the transcript that the cause was a violation of academic integrity.

Article Eight: Records

Section One

The Ethics and Disciplinary Committee shall maintain among its confidential records a list of names of students found to be guilty of violations of academic integrity. It is this list that is consulted to determine whether an offence is a first offence or is a second or subsequent offence.

Section Two

The confidential records of the Ethics and Disciplinary Committee shall be held in a locked file in the Registrar's Office.

Section Three

Access to the confidential records of the Ethics and Disciplinary Committee shall be limited to the Director of Health Services Academy, to the Registrar, and to members of the Disciplinary Committee.

Section Four

A case file concerning an accused student shall be retained for seven years after the student's last enrollment as a graduate student and shall then be destroyed.

Section Five

The Registrar shall maintain a central file of direct settlements of allegations of academic ethics code violations. Records of direct settlements shall be retained for seven years after completion of the case and kept in a central location accessible only to persons specified in section three of article eight.

Article Nine: Bylaws and Amendments

Section One

The Ethics and Disciplinary Committee shall adopt Bylaws to govern its operation.

Section Two

Amendments to this Constitution shall take effect when they are adopted in identical language by the Administration and the Faculty and are

recommended by the Academic Advisory Council to the Board of Governors, HSA.

1.3.4.4 Hearing Panel Procedures

Article One: Selection of Hearing Panel and Presiding Official

A hearing panel shall be convened from among the members of the Ethics and Disciplinary Committee by consensus from among its members. Members of the Ethics and Disciplinary Committee shall be informed of the name of the accused and the accuser(s), and may disqualify themselves if for any reason they believe their ability to consider the charges in an impartial fashion will be affected. All members of the Ethics and Disciplinary Committee are eligible to serve unless their relationship with accused or accuser(s) is such as to call into question their ability to make an objective decision of guilt or innocence.

Article Two: Rights and Responsibilities of Individuals Before a Hearing

Section One

The accused shall be notified in writing of a charge of a violation of academic integrity. Written notice shall be served on the student personally, sent electronically, or sent to the student at the address appearing on Academy records. The names of hearing panel members, of the presiding official, and of the alternate members of the panel shall be included in the letter of notification. The accused has the right to two peremptory challenges.

Section Two

The accuser(s) and the accused shall deposit with the presiding official any documentary evidence to be used at the hearing before the times given in Section Three of this Article.

Section Three

The accused and one person affiliated with the HSA (faculty, staff, or student) chosen by the accused to be his representative, may inspect all documentary evidence and, if practicable, will be furnished with copies of the evidence. The accuser(s) may also inspect all documentary evidence provided by the accused.

Section Four

Security of the documentary evidence is to be maintained by the presiding official and originals may be inspected only in the presence of the presiding official. The evidence shall be deposited in the office of the Registrar, HSA.

Section Five

The hearing panel members shall not be informed of details of the charge before the hearing is convened and shall scrupulously avoid discussing the pending hearing either with the parties concerned, possible witnesses, or any other persons. Panel members shall not discuss the merits of the charges with each other prior to entering into a determination of the charges.

Section Six

The accused, the representative of the accused, and the accuser(s) may discuss procedures with the presiding official but may not approach members of the panel concerning any matter directly or indirectly related to the hearing, nor should any member of the hearing panel approach the accused or the accuser(s) for any matter directly or indirectly related to the hearing.

Article Three: Joinder of Charges

Students charged with misconduct arising from a single incident or occurrence may have their hearings joined at the instance of the presiding official. Each student shall receive his or her verdict individually, even if multiple students are accused and are participants in a single hearing.

Charges of academic misconduct against a single student arising from two or more incidents or occurrences may be heard at one hearing at the instance of the presiding official. When such a joinder of charge is made, the hearing panel shall make separate findings of innocence or guilt as to each charge and make separate determinations of penalties for each charge. With respect to the determination of penalty under Article Seven, Section Two, the charge which occurs latest in time shall be considered the second or subsequent finding of guilt.

Article Four: Individuals Present at Hearing

Section One

The presiding official, who shall act as a recorder, and members of the hearing panel shall be in attendance throughout the proceedings.

Section Two

The accused and the accuser(s) shall be present throughout the accused's plea, the presentation of evidence, and questioning.

The person affiliated with HSA (faculty, staff, or student) chosen by the accused (and not a legal counsel), may, as determined by the accused, be present throughout the accused's plea, the presentation of evidence, and questioning.

Section Three

The accused and accuser(s) may call witnesses for the purposes of providing evidence or corroboration of evidence. Witnesses shall be present at the hearing only for the purpose of giving testimony and only during the duration of their testimony. After testifying, witnesses shall remain available and shall inform the presiding official of their whereabouts and how they may be reached. The responsibility for informing witnesses about the hearing rests with the accused and/or accuser(s). Witnesses must uphold the confidential nature of the hearing process.

Article Five: Hearing Procedure

Section One

Record: A full and complete record shall be made of the proceedings by a tape recording or other suitable device. The accused shall be furnished a copy of the tape recording at his or her request for the purpose of preparing an appeal. No record of the deliberations shall be made. The hearing panel may, however, prepare a brief written report detailing the reasons for the findings of guilt or innocence and for any penalty imposed. Such reports shall be used only to help establish uniformity of verdicts and penalties and shall be written so as not to divulge, directly or indirectly, the identity of individuals.

Section Two

After calling the hearing to order and introducing the panel, the presiding official shall read the charge(s) and ask the accused to present his/her plea and state whether he or she is guilty or innocent.

In the case of more than one charge heard by the panel at a single hearing, if the accused pleads guilty as to any of the charges, the presiding member shall excuse the accuser(s), accused, and the accused's representative. The hearing panel shall then proceed directly to the determination of guilt or innocence for each charge on which a guilty plea has been entered.

For each charge in which the accused enters a plea of innocence, the hearing panel shall proceed with the presentation of the evidence.

Section Three

Regarding the presentation of evidence, if the accused asserts his innocence, the accuser shall present testimony and evidence in support of the charges. After the testimony of each witness, the accused, the representative of the accused, the members of the panel, and the presiding official may ask questions.

Following the conclusion of the accuser's presentation, the accused and the representative of the accused may present testimony and evidence in support of his or her innocence. After the testimony of each witness, the accuser, the panel, and the presiding official may ask questions. Any evidence or testimony relevant to the charge(s) specified in the notice may be admitted into evidence and heard by the panel.

After the presentation of both sides of the case, any person in attendance other than witnesses may recall witnesses for further questioning.

At the conclusion of all the evidence and testimony, the accused and the accuser(s) shall have the opportunity of making a closing statement.

Following the closing statements, all individuals except the presiding official and members of the panel are excused. The accused and the accuser(s) shall remain available and shall inform the presiding official of their whereabouts and how they may be reached.

Section Four

Determination of Guilt or Innocence: Each member of the panel will be asked to give a preliminary opinion concerning the guilt or innocence of the accused. The case will then be discussed by the panel until each member is ready to vote. In the course of the deliberations the panel may review the documentary evidence or listen to the recording of the hearing or to any parts of the hearing. A single secret ballot will be taken on each charge. Four guilty votes are required for conviction. The presiding official will count the ballots, maintain an orderly discussion and answer questions of act and procedure but will not express an opinion on the merits of the case or vote. The accused, the accused's representative (at the election of the accused), and the accuser(s) will be asked to return and the verdict will be announced.

Section Five

Determination of Penalty: If the accused pleads guilty or is found to be guilty, he or she and the student's representative may present any mitigating circumstances to the panel. Corroborating witnesses of the mitigating circumstances may be called by the guilty party.

If the hearing panel deems it necessary, it may obtain additional testimony from the accuser(s) or the accused. In the course of the deliberations the panel may review the documentary evidence or listen to the recording of the hearing or to any parts of the hearing. After the presiding official and the panel members have no further questions, the accused and the accused's representative will be excused; and the panel will discuss the possible penalties until a secret ballot results in a majority vote for a penalty. The presiding official may not vote or express an opinion. The accused will be recalled to the hearing and the penalty will be announced.

If the accused pleads guilty or is found to be guilty, the Registrar will communicate the finding and associated penalty to the Director, HSA.

Article Six: Recesses of the Panel

The presiding official may recess the hearing when it is deemed necessary. During a recess of the hearing no discussion of the case by panel members will be permitted.

1.3.4.5 IT Rules and Regulations

The use of the computer network and facilities at Health Services Academy (HSA) is necessary for both capacity building and to gain long-term returns on the investment in such infrastructure. This policy defines the proper use of all information technology (IT) infrastructure and resources, including computer hardware, software, computer networks, and electronic mail.

This policy applies to the use of IT resources by all HSA employees, faculty, students, and non-degree participants. In addition, it applies to activities that occur during an employee's/faculty member's/student's standard workday and "non-business" hours as well. Such a policy is necessary to ensure adherence to the quality and ethical standards of HSA because:

1. abuse of IT resources results directly in increased costs;
2. personal use of IT resources can impede the critical activities of other users.

It is the responsibility of every employee, student and participant of the non-degree course who uses the IT resources to:

1. read, understand, and adhere to the provisions in this document;
2. report violations of this policy as appropriate.

The HSA administration is accountable for disseminating the policy and guiding employees, faculty, students and participants of non-degree courses assuring adherence and taking corrective and disciplinary actions.

Violation of this policy may result in disciplinary action, up to and including dismissal and/or legal action.

Article One: Purpose

The purpose of this policy is to lay down rules to facilitate and regulate the use of IT infrastructure and resources at the Health Services Academy (HSA) by employees, faculty members, students, and participants of non-degree courses. It is the responsibility of each individual to utilize IT resources in a responsible, ethical, and lawful manner.

Article Two: Scope

The scope of this policy is restricted to IT infrastructure and resources available on the campus of the Health Services Academy. This policy covers rules and regulations for the use of IT resources used both in the academic buildings and, in the future, in student hostel buildings. Its rules are applicable to HSA employees, faculty members, students, and non-degree participants. Other individuals apart from these groups are not eligible to make use of HSA's IT infrastructure.

Article Three: Definitions

The following definitions are relevant to this policy.

Section One

An **intranet** is a private network that is contained within an enterprise. It may consist of many interlinked Local Area Networks (LANs) and also use leased lines in the larger Wide Area Network (WAN). Typically, an intranet includes connections through one or more gateway computers to the outside Internet. The main purpose of an intranet is to share academy information and computing resources among employees. An intranet can also be used to facilitate working in groups and for teleconferences.

At present, the Health Services Academy is running a campus-wide intranet, consisting of interconnected desktop computers, laptop computers, servers, routers, printers and other equipment on the premises.

Section Two

An **extranet** is a private network that uses the Internet protocol and the public telecommunication system to securely share part of a business's information or operations with suppliers, vendors, partners, customers, or other businesses. An extranet can be viewed as part of a company's intranet that is extended to users outside the company. An extranet may be likened to a private portion of the Internet. If one were to remove the secure aspects of an extranet then in effect an extranet would be just another piece of the Internet.

At present, the Health Services Academy is not running any extranets, and IT infrastructure is only accessible on the premises.

Section Three

The **Internet** is a worldwide system of computer networks – a network of networks in which users at any one computer can, if they have permission, get information from any other. Today, the Internet is a public, cooperative, and self-sustaining facility accessible to hundreds of millions of people worldwide. Physically, the Internet uses a portion of the total resources of the currently existing public telecommunication networks.

At present, the Health Services Academy provides campus-wide Internet access provided through a wireless connectivity obtained from the IT solution provider, COMSATS.

Article Four: General Policy

The following policy statements apply to all aspects of HSA's IT infrastructure.

Section One

Health Services Academy's IT infrastructure systems are to be used primarily to further academic growth (Academic Unit) and research (Research and Development Unit). No HSA employee, faculty member, student or non-degree participant should use these IT resources to promote personal, political, or religious views, or to solicit support for any non-academic cause or event.

Section Two

Permitted electronic information exchange consists of letters, memos, files, news, and data generated by various applications which are sent to, sent from, or solicited by HSA employees and students through HSA-owned networks or provided by any third-party sources.

Section Three

HSA's IT infrastructure system can be used to distribute work-related information such as training research, institutional consultancies, or information regarding professional development conferences.

Section Four

The use of IT facilities for commercial purposes is strictly prohibited. This includes, but is not limited to, producing, scanning, printing, or posting of advertisements and other commercial materials.

Section Five

It is illegal to copy software without authorization from the developer or authoring company. Software piracy is subject to fines, imprisonment, and civil damages. Users of HSA's IT infrastructure may not install pirated or illegally copied software, nor may they use unauthorized copyrighted material at any IT facility.

Section Six

Anyone found mistreating or removing IT resources from the premises will be reported to the Ethics and Disciplinary Committee and dealt with harshly.

Section Seven

Any HSA employee, faculty member, student or non-degree participant who receives harassing, abusive, or inappropriate information through an HSA-specific IT resource (such as a local mailbox or through the website) should report the matter to the administration.

Section Eight

Any breaches of the IT rules and regulations by any individual should be reported to management immediately.

Section Nine

These rules and regulations do not and cannot address every IT infrastructure situation, and may be revised further as HSA's IT infrastructure expands and grows more complex over the years. In all cases,

users of this infrastructure should base their conduct on good judgment and shared values. When in doubt, they should consult the network administrator for guidance.

Article Five: Intranet Policy

The following policy statements apply to HSA's campus-wide intranet, including computer labs, as well as computers in employee offices. Please note that Internet browsing is permitted on all machines for academic and/or research-related activities, provided that rules are not violated.

Section One

The following activities are expressly forbidden on all nodes connected to the campus-wide intranet, and failure to abide by these rules can result in the offender's intranet and e-mail account being disabled for a certain period of time, in addition to a monetary fee or a referral to the Ethics and Disciplinary Committee:

1. Using someone else's personal computer without permission.
2. Using someone else's login and password or sharing your own login and password with anyone else. Account sharing is strictly prohibited.
3. Surfing objectionable/obscene websites, accessing and printing of indecent material, and sending objectionable messages to other computer terminals.
4. Carrying out any kind of activity intended to compromise the security of the Health Services Academy intranet, including the use of hacking tools, port scanners, spyware, surveillance software, or malware, and planting viruses, trojans, sniffers, and backdoors. Penetrating testing may only be carried out by network administrators and authorized individuals.
5. Misbehaving with lab coordinators, network administrators, and other IT staff.
6. Allowing guests to use the IT facilities: HSA's IT resources are only available for the use of employees, faculty members, students and non-degree participants. Students' guests will not be allowed to use these resource without clearance from the HSA management.
7. Damaging or misusing IT-related equipment and furniture: careful handling is emphasized. When in doubt or when in need of assistance, the network administrator and/or lab assistant must be contacted.

Penalties. The following penalties will be imposed in case an individual is found guilty of violating the above rules.

First Time Offenders: Network and e-mail login account disabled for one week.

Second Time Offenders: Fine of Rs. 3,000/- and network and e-mail login account disabled for one month.

Third Time Offenders: Fine of Rs. 5,000/- and network and e-mail login account disabled indefinitely, at the discretion of the Ethics and Disciplinary Committee.

Section Two

Users should keep the IT infrastructure as clean and tidy as possible. Individuals should not leave papers, trash, books or bags on computer terminals/desks, nor should they litter the labs and lecture halls.

Section Three

Health Services Academy reserves the right to enforce and implement policies on its network to restrict the use of the certain software, block potentially harmful or objectionable websites, stop certain services, and block certain downloads, in order to ensure policy compliance and to keep the network running as optimally and smoothly as possible.

Section Four

Although the privacy of all concerned individuals will be respected, logs will be made of all websites accessed through the Internet, and in situations where there is reasonable cause to suspect misconduct, all logs will be forwarded to the concerned individual's manager/supervisor for the appropriate corrective action.

Section Five

All users must log off or lock their computers when they are leaving their machines. Please do not leave machines logged on and unattended as this could potentially compromise security.

Article Six: Computer Lab Policy

The following policy statements apply to HSA's computer lab(s).

Section One

The following activities are expressly forbidden in the computer labs, and failure to abide by these rules can result in the offender's intranet and e-mail

account being disabled for a certain period of time, in addition to a monetary fee or a referral to the Ethics and Disciplinary Committee:

1. Creating any kind of disruption that may impair the concentration of individuals working in the lab.
2. Playing games, using chatting software, or accessing the Internet for non-academic activities.
3. Playing loud music: only earphones or headphones are permitted.
4. Tampering with the lab surveillance system (such as video cameras).
5. Eating, drinking, and/or carrying of eatables to the lab.
6. Smoking in the lab: smoking is strictly prohibited on the premises.
7. Damaging or misusing the lab equipment and furniture. Careful handling is emphasized. When in doubt or when in need of assistance, please contact the network administrator and/or lab coordinator.

Penalties. The following penalties will be imposed in case an individual is found guilty of violating the above rules.

First Time Offenders: Network and e-mail login account disabled for one week.

Second Time Offenders: Fine of Rs. 3,000/- and network and e-mail login account disabled for one month.

Third Time Offenders: Fine of Rs. 5,000/- and network and e-mail login account disabled indefinitely, at the discretion of the Ethics and Disciplinary Committee.

Section Two

Personal files stored on local hard disks in lab computers are not protected and are therefore subject to modification, erasure, and plagiarism. HSA's IT personnel are not responsible for lost or damaged information. Users are strongly encouraged to back up data on flash drives or on backup servers on the Internet. Local computers on campus are not accessible off-campus, so users must transfer files saved on lab computers to their personal computers via e-mail or other such means.

Section Three

Any software not supported by HSA's IT department which is otherwise placed on local hard disks in lab computers will be promptly erased.

Section Four

HSA's IT personnel are not responsible for lost or damaged books or other property. Please take care of your printouts, books, etc., and do not leave them lying unattended in the computer labs.

Section Five

Mobile ringers are to be turned off inside the lab.

Section Six

Personal computers such as laptops may not be plugged into the network inside the computer lab. If you need to use your personal laptop on the intranet, please contact a network administrator to configure your laptop to use the wireless link.

Section Seven

Manuals and other materials may be borrowed in exchange for valid identification. These manuals may not be removed from the lab premises.

Section Eight

User rights in the lab will be restricted according to decisions made by the HSA's management. Students will not be allowed to download software or install it on HSA's IT infrastructure. This is done to ensure policy compliance. To carry out software installations on any machine on the premises, students will have to contact the network administrator.

Article Seven: Hostel LAN Policy

The following policy statements apply to HSA's local area network (LAN) in the student hostels².

Section One

As a local area network (LAN) covering student hostels is less supervised compared to networks in academic buildings, rules must be defined to address the hostel LAN policy specifically. Internet browsing from the hostel will be closely monitored and students are advised to avoid accessing objectionable sites.

Section Two

Downloading from the Internet will be strictly monitored and students are advised not to make large downloads unless they are absolutely necessary.

² Not available at the time of this writing.

HSA reserves the right to block certain downloads from the hostel to conserve bandwidth.

Section Three

The following activities are expressly forbidden in the computer labs, and failure to abide by these rules can result in the offender's intranet and e-mail account being disabled for a certain period of time, in addition to a monetary fee or a referral to the Ethics and Disciplinary Committee:

1. Using someone else's personal computer without permission.
2. Using someone else's login and password or sharing your own login and password with anyone else. Account sharing is strictly prohibited.
3. Surfing objectionable/obscene websites, accessing and printing of indecent material, and sending objectionable messages to other computer terminals.
4. Carrying out any kind of activity intended to compromise the security of the Health Services Academy intranet, including the use of hacking tools, port scanners, spyware, surveillance software, or malware, and planting viruses, trojans, sniffers, and backdoors. Such activities will lead to disciplinary action including termination of the room computer node for an indefinite period.

Penalties. The following penalties will be imposed in case an individual is found guilty of violating the above rules.

First Time Offenders: Network and e-mail login account disabled for one week.

Second Time Offenders: Fine of Rs. 3,000/- and network and e-mail login account disabled for one month.

Third Time Offenders: Fine of Rs. 5,000/- and network and e-mail login account disabled indefinitely, at the discretion of the Ethics and Disciplinary Committee.

Section Four

In case of policy violations, room nodes may be disabled indefinitely or as decided by the Disciplinary Committee.

Article Eight: Internet Acceptable Use Policy (AUP)

The following policy statements apply to the use of HSA's campus-wide Internet connectivity.

Section One

The use of IT resources to access any service on the public Internet is reserved for HSA employees, faculty members, and students enrolled in degree and non-degree programmes. This Internet Acceptable Use Policy applies to all such individuals.

Section Two

Access to the Internet is granted on the basis that it is used solely for the purpose of conducting organizational business and/or academic activities, and that it supports the goals and objectives of HSA and its various units, both business and academic. The Internet is only to be used in a manner that conforms to the existing organizational standards for conducting business and as part of the normal employee job responsibilities.

Section Three

Certain forms of Internet information exchange, such as chat rooms, file transfer and web page publishing should only be used for sanctioned business and communications purposes. For example, the organizational web account must not be abused and used for hosting personal, non-business, or non-academic web pages.

Section Four

Additionally, access to certain sites will not be permitted. These include: dating services, entertainment sites, gaming sites, illegal sites, etc. Also, certain types of downloads, such as streaming audio and video, radio broadcasts, etc., will be disabled. These measures are being taken to ensure that the network runs optimally.

Section Five

If access to a restricted or blocked site is necessary to conduct business or academic activities, a clearly written explanation, authorized by management, must be provided to IT personnel to enable an individual to gain access to that site.

Section Six

All illegal hacking activities are prohibited, both on the intranet and on the Internet. The use of HSA's Internet services to initiate any contact, without prior permission, to an external network or server not intended for access by the general Internet community is prohibited. Such activity includes such

things as the use of port scanners, trojans, spyware, or any other network identification and/or penetration software.

Section Seven

The use of the Internet (browsing, file transfer, and e-mail) will be monitored periodically to ensure security and conformance to the AUP. HSA reserves the right to restrict or completely prohibit Internet access if it feels that security has been compromised or that the AUP has not been adhered to.

Section Eight

Distribution of any information via the Internet is subject to scrutiny and HSA reserves the right to determine its suitability or otherwise.

Section Nine

The use of the Internet by users is subject to Pakistan's laws and international laws, and any illegal use of the Internet will be dealt with appropriately.

Section Ten

The following activities are expressly forbidden while using the Internet, and failure to abide by these rules can result in the offender's intranet and e-mail account being disabled for a certain period of time, in addition to a monetary fee or a referral to the Ethics and Disciplinary Committee:

1. Visiting Internet sites that contain obscene, racist, or other offensive material.
2. Making or posting obscene, indecent, racist, or offensive remarks or comments on the Internet, or enticing others to do so. Hate speech is strongly prohibited.
3. Soliciting e-mail or other Internet-based services which are not directly related to the running of HSA or which are for personal gain.
4. Transmitting any material that is defamatory or which is intended to offend, annoy, harass, or intimidate another person or persons.
5. Expressing any personal opinions as being representative of the organization, whether in private e-mail or in public areas such as Usenet.
6. Uploading, downloading, or transmitting any copyrighted materials belonging to parties outside the company and any organizational material which may be subject to future or pending copyright.
7. Publishing or otherwise revealing any commercially sensitive, confidential or proprietary organizational information including but not limited to: financial data, research and development information,

marketing plans, internal memos, minutes of meetings, management reports, or business operation details.

8. Sending any confidential e-mail without using the appropriate encryption procedures. HSA data must be protected by its IT infrastructure.
9. Downloading any software or other electronic files without utilizing the appropriate approved virus protection measures and procedures.
10. Intentionally interfering with the normal operation of HSA's network by downloading excessively large files or making use of streaming video or audio feeds.
11. Altering or in any way changing the headers associated with e-mails or attempting to gain access to information for which you are not authorized.
12. Making illicit use of another user's login and password in order to circumvent company security policies. Account sharing is strictly prohibited.
13. Attaching a modem to your computer in order to gain direct and unmonitored Internet access.

Penalties. The following penalties will be imposed in case an individual is found guilty of violating the above rules.

First Time Offenders: Network and e-mail login account disabled for one week.

Second Time Offenders: Fine of Rs. 3,000/- and network and e-mail login account disabled for one month.

Third Time Offenders: Fine of Rs. 5,000/- and network and e-mail login account disabled indefinitely, at the discretion of the Ethics and Disciplinary Committee.

Section Eleven

All individuals must:

1. Make use of their Internet access in a judicious and considerate manner.
2. Ensure that every precaution is taken to protect the company's reputation and good name.

Section Twelve

Failure to follow HSA's Internet AUP will result in disciplinary action and could result in termination of employment or academic enrolment. HSA also

reserves the right to report any illegal or criminal violations to the appropriate authorities.

Article Nine: Electronic Mail Policy

The following policy statements apply to the use of e-mail services provided by the Health Services Academy.

Section One

Creating or exchanging offensive, harassing, obscene or threatening messages is prohibited.

Section Two

Encryption must be used when transmitting electronic copies of any information classified to be sensitive, confidential and proprietary, restricted, or registered. For assistance, please contact IT personnel.

Section Three

E-mail must not be used to create, forward, or respond to advertisements, solicitations, chain letters, and other unsolicited non-business related e-mail.

Section Four

Any use of e-mail resulting in a violation of copyright is prohibited.

Section Five

Messages must not be forwarded against the expressed wishes of the originator. Additionally, the content of a message or attachment that belongs to another user must not be altered in a manner designed to imply the original user intended to send the altered message.

Section Six

E-mail accounts may only be granted to HSA employees, faculty members, regular students, and individuals from partner organizations as deemed necessary by management.

Section Seven

All e-mails must contain the organization-approved disclaimer (see below).

Health Services Academy E-mail Disclaimer

The information in this e-mail is confidential and may be legally privileged. It is intended solely for the addressee and access to the e-mail by anyone else is unauthorized. Accordingly any dissemination, copying or other use of this message or any of its content by any person other than the Intended Recipient may constitute a breach of civil or criminal law and is strictly prohibited. If you are not the Intended Recipient, please contact the sender as soon as possible.

Article Ten: Printing Policy

The following policy statements apply to the use of printing services provided by the Health Services Academy.

Section One

Users are allowed to print to network printers. Please limit your printing. If you need to print from the Internet and do not know how long a document is, download it to the hard disk first and check to see how long it is. Printing will be logged and those who print excessively will be addressed.

Section Two

Students will be given an initial free quota of 50 pages every semester. Pages printed in excess of this quota will be charged Rs. 5/- per page.

Section Three

Computer printers are not copy machines. Please do not waste paper. If you need multiple copies of documents, please visit the copy center and have your document photocopied.

Section Four

Be sure to pick up your jobs promptly. If you do not pick up your printed documents within a few hours of having printed them, they are likely to be disposed off. Please do not forget to pick up your documents, or there will be further wastage of paper.

Article Eleven: Guidelines for Maintaining this Policy

It is vital that these rules and regulations are revised from time to time, as technology is subject to evolve, and so is the organization itself. Thus, these policy statements should not be considered a fixed set of rules, but rather to be flexible and dynamic in nature. The following are some considerations to be

made that take into account changes in staff, business practices, management expectations, and developments in Internet technology:

1. Have any new employees, faculty members, or students joined HSA and are they fully aware of the IT rules and regulations and their ramifications?
2. Has there been any feedback from users regarding any possible problems or shortcomings with the IT rules and regulations?
3. Are the IT rules and regulations having any adverse effects on normal day-to-day business or academic operations?
4. Is the e-mail disclaimer up to date and does it provide sufficient protection for the organization?
5. Have you revoked the Internet access privileges of any employees or students who have left?
6. Have there been any incidents, such as breaches in security that require a change in policy or monitoring of Internet access?

1.3.4.6 Ethics and Disciplinary Committee Bylaws

Article One: Maintenance of Tapes

The tapes of hearings / or the minutes of the hearing conducted under the Ethics Code shall be maintained for a period of seven years after completion of the case in the Office of the Registrar. After seven years, the tapes will be destroyed.

Article Two: Maintenance of Documentary Evidence

Documentary evidence introduced at hearings conducted under the Ethics Code shall be maintained for a period of seven years after completion of the case in the offices of the Registrar. After seven years the documentary evidence will be destroyed.

Article Three: Record-keeping

The records of proceedings at hearings conducted under the Ethics Code shall be deemed confidential.

Article Four: Synopsis

The presiding official of each case shall prepare a synopsis of the case. Such synopsis shall specify the nature of the charge, the course in which the alleged violation took place, the determination of the hearing panel and penalty imposed, and the outcome of any appeal. The identity of the accused and accuser shall not be divulged.

Article Five: Breach of Confidentiality

A breach of confidentiality of a case shall cause the removal of an Ethics and Disciplinary Committee member by a majority of the Ethics and Disciplinary Committee. A breach of confidentiality by an accuser or by a witness during a hearing panel or appeal is prohibited.

Article Five: Amendments

The Ethics Code Hearing Panel Procedures and Bylaws may be amended by the approval of three of the four faculty members and one student member/alumnus at a meeting of the Ethics and Disciplinary Committee for which notice has been given at least one week prior to the meeting. The wording of the proposed amendment shall be included with the notice of the meeting.

Article Six: Case Records

Due to the changing membership of the Ethics and Disciplinary Committee over the years, the Registrar of HSA shall maintain a summary of previous Ethics and Disciplinary Committee cases.

2. Internal Academic Governing Bodies

This chapter describes academic governing bodies that are internal to the Health Services Academy's organization structure.

■ 2.1 Institutional Review Board (IRB) at HSA

The Institutional Review Board (IRB) at HSA enforces academic and research ethics, and encourages students to maintain academic integrity at all times.

2.1.1 Composition and Duration

The Institutional Review Board will be comprised of the following:

1. Chairperson: Professor, Health Services Academy
2. Members
3. Public Health Experts/ Subject Specialists
4. Member from PMRC
5. MSPH Co-ordinator, Health Services Academy.
6. MSPH Registrar, Health Services Academy.

The IRB would meet minimally twice a year with a minimum quorum of 75%.

2.1.2 Functions

The function of the Board is the ethical review of research, teaching and training activities and issues of publications of research work of the Academy in the field of public health.

1. The Board in reviewing research will ensure the dignity, rights, safety and well being of all actual or potential research participants.
2. The Board will provide independent and timely review of the ethical considerations of proposed studies.
3. In their composition, procedure and decision-making IRB is to operate independently from political, institutional, and professional influences.
4. The IRB will be responsible for acting in full interest of potential research participants/subjects and concerned communities.
5. The Board will take into account the interest and needs of the research and researchers.

6. Consideration will be given to relevant regulatory agencies and their applicable laws and requirements.

2.1.3 Accountability

The IRB is answerable to the Executive Director.

2.1.4 Policies and Procedures

As far as the academic research conducted at the Academy is concerned, whether by faculty or by students, the IRB will be involved in the entire process, from the writing of the proposal to the dissemination of the results of the research. The following sections describe the involvement of the IRB in this entire process.

2.1.4.1 Procedure for Submitting an Application

An application along with the research proposal, supporting documents and annexes will be submitted to the Chairperson of the IRB for review. All applications will be reviewed in a uniform fashion and according to the established review procedure outlined below.

2.1.4.2 Elements of the Review

1. *Scientific Design and Conduct of the study*

- Predictable risks and inconveniences weighted against the anticipated benefits for the research participants and the concerned communities.
- Criteria set by the researcher for prematurely withdrawing research participants.
- Criteria set by the researcher for suspending or terminating the research as a whole.
- The adequacy of the site, including support staff, available facilities and emergency procedures.
- The manner in which the results of the research will be reported and published.

2. *Recruitment of Research Participants*

- The characteristics of the population from which the participants will be drawn.
- The means by which the initial contact and recruitment is to be conducted.
- The means by which full information is to be conveyed to potential research participants or their representatives.
- Inclusion criteria for research participants.
- Exclusion criteria for research participants.

3. *Care and Protection of Research Participants*
 - The suitability of the investigator's qualifications and experience for the proposed study.
 - Any plans to withdraw or withhold standard therapies for the purpose of the research, and the justification for such action.
 - A description of any plans to make the study product available to research participants following the research.
 - A description of any financial costs to research participants.
 - The rewards and compensations for the research participants.

4. *Protection of Research Participants Confidentiality*
 - A description of the persons who will have access to personal data of the research participants, including medical records and biological samples.
 - The measures taken to ensure the confidentiality and security of personal information concerning research participants.
 - Criteria will have to be set and approved by the Board if reporting becomes necessary in some cases.

5. *Informed Consent Process*
 - A full description of the process for obtaining informed consent, including the identification of those responsible for obtaining consent.
 - The adequacy, completeness and understandability of written and oral information to be given to the research participants, and, when appropriate, their legally acceptable representatives.
 - Clear justification for the intention to include in the research individuals who cannot consent, and a full account of the arrangements for obtaining consent or authorization for the participation of such individuals.
 - An assurance that the research participants will receive information that becomes available during the course of the research relevant to their participation (including their rights, safety and well being).
 - The provisions made for receiving and responding to queries and complaints from research participants or their representatives during the course of a research project.

6. *Community Considerations*
 - The impact and relevance of the research on the local community and on the concerned communities from which the research participants are drawn.

- The influence of the community on the consent of the individuals.
- The extent to which the research contributes to capacity building, such as the enhancement of local health care, research and the ability to respond to public health needs.
- The manner in which the results of the research will be made available to the research participants and the concerned communities.

7. *Right of Authorship*

- The proposal when submitted must specify the first, second and the last author. The Board would give this issue due importance in line with the international standards.

8. *Funding*

- If the research is funded by an agency a budget must be submitted to the Board for review.

9. *Record Keeping*

- The registrar's office will keep the record of all the research proposals submitted to the Board.

10. *Dissemination*

- The results of the study will be encouraged to be published in peer review journals and the presentations made in national and international conferences. The order of authors will follow the input from various co-authors and will be duly approved by the Board.

2.1.4.3 Decision Making

In taking decisions on applications for the ethical review of research, the IRB would take the following into consideration and a meeting should be held with the investigators:

1. A decision may only be taken when sufficient time has been allowed for review and discussion of an application.
2. All members should participate in the review and decision.
3. There should be a consensus among members.
4. Non-binding advice, if recommended, may be appended to the decision.
5. In case of conditional decisions, clear suggestions for revision and the procedure for re-review should be specified.
6. A negative decision on an application should be supported by clearly stated reasons.

7. A decision should be reached within one month for the faculty and MSPH students within the time frame specified in the MSPH Programme.

2.1.4.4 Communicating the Decision

Decision should be communicated in writing to the applicant within the time frame specified. The communication of the decision should include the following:

1. Title of the research proposal;
2. The clear identification of the protocol of the proposed research or amendment, date and version number on which the decision is made;
3. The names and specific numbers of the documents reviewed;
4. The name and the title of the applicant;
5. The name of the site;
6. Date and place of the decision;
7. The name of the members of the IRB;
8. A clear statement of the decision reached;
9. Any advice from the IRB;
10. In case of a conditional decision, any requirements by the IRB, including suggestions for revision and the procedure for having the application re-reviewed;
11. In case of a positive decision, a statement of the responsibilities of the applicant including a request for submission of the final report;
12. In case of a negative decision, clearly stated reason(s) for the negative decision;
13. Signature (dated) of the chairperson of the IRB.

2.1.4.5 Follow Up

The IRB would establish a follow-up procedure for following the progress of all studies for which approval has been given till completion of the report.

The format for the proposal submission will be as specified in the revised curriculum document for the MSPH Programme.

■ 2.2 Committee on Honours, Awards and Stipends

The Committee on Honours and Awards is responsible for making recommendations to the Executive Director concerning all Honours, Awards and Stipends within its awareness for which faculty, students, alumni/alumnae and outstanding public health professionals are eligible.

2.2.1 Composition and Duration

The Committee members shall be appointed by the Executive Director. Membership shall include at least one Professor or Associate Professor and the Registrar. The Chairman shall be appointed by the Executive Director. The Committee shall meet at least once each academic year, with additional meeting dates scheduled by the Chairman as needed.

2.2.2 Functions

The major functions of the Committee are as follows:

1. Develop a roster of outstanding individuals, including their biographical data, for whom Honours, Awards and Stipends of various types might be suitable.
2. Maintain an ongoing system of surveillance of various types of Honours, Awards and Stipends for which the various categories of individuals associated with the Academy might be eligible.
3. Develop the appropriate documentation needed for nominations or selections for various Honours, Awards and Stipends.
4. Initiate new opportunities for honouring deserving individuals associated with the Academy.

The Committee shall seek to ensure that high standards of selection are maintained to reflect favourably upon the quality of the research, teaching and service activities of its faculty; the academic achievements of its students; and the accomplishments of the alumni/alumnae and professional colleagues in the field of public health. The finalization of the honours/awards will be done at least two months in advance before the annual meeting/Convocation of HSA.

2.2.3 Accountability

The Committee is directly responsible to the Executive Director.

2.2.4 Policies and Procedures

The policies and procedures are to be framed by the Committee as one of the first tasks after its formation.

■ 2.3 Office of the Registrar (Secretary of Various Committees)

The Office of the Registrar is the primary department responsible for students' affairs management.

2.3.1 Composition and Duration

The Office of the Registrar is composed of the person of the Registrar.

2.3.2 Functions

The list of activities of the Students Affairs Department is as follows:

1. **Admissions** provides support for the Training Programmes of the Health Services Academy through:
 - Coordinating the students selection and admission for the institution's MSPH Programme and short courses in collaboration with all the departments;
 - Maintaining a prospect database and providing application materials and information upon request;
 - Receiving, verifying, and processing applications; circulating files to the departments and to the MPH Admissions Committee;
 - Providing follow up information to admitted students;
 - Coordinating VISA application processes for all foreign applicants except postdoctoral fellows.

2. **Records and Registration** provides registration and record-keeping services to all students and faculty. Activities include the following:
 - Registering students for credit-bearing courses in person and by mail/email;
 - Verifying/certifying of eligibility for the training programmes and outside scholarships, leaves of absence, and on-job assignment (practicum);
 - Scheduling of courses on the campus; maintaining and distributing academic records and other official documents such as course confirmations, class rosters, grade sheets, grade reports, etc.;
 - Coordinating formative and summative assessment.

3. **Student Financial Services** are responsible for the following tasks:
 - Providing information to applicants and students on how to finance their education;
 - Coordinating the requesting, awarding, monitoring eligibility, and reporting of all funds from donor agencies;
 - Distributing and monitors funds from internal and externally-funded scholarship/fellowship awards and programs, including post-certified,

post-doctoral, and a variety of other scholarships, loan programs and traineeship grants;

- Maintaining information on the general funds scholarship allocations as well as funding information on all students including tuition, stipends, and wages (for those working in the FDA of HSA).

4. **Student Career Services** helps students identify professional opportunities in the following ways:

- Providing information, workshops and seminars on resume/CV preparation, interviewing techniques, and job search strategies;
- Providing individual and group counseling related to career development;
- Organizing and provides printed and electronic information on job opportunities;
- Providing job search services including on-site and off-site interviewing opportunities;
- Facilitating alumni networking;
- Conducts the annual exit survey of graduates.

5. **Student Diversity** coordinates the institution's student outreach efforts in the following ways:

- Works alongside the Admissions Office to recruit students from all provinces;
- Coordinates research efforts and seeks external funding for those who need the funds most and come from under-served areas of the country;
- Develops programmes for such students to foster a greater sense of community.

6. **Disability Support Services** works with students with disabilities to meet appropriate documentation requirements, and with faculty to assure that appropriate accommodations are provided.

7. **Students' Networking Services** facilitates clear pathways of communication among the Academy's administration and individual students and the students' representative. The purpose of this networking is to:

- Address issues of concern to the student representative;
- Facilitate student access to the Students Affairs Services;
- Improve communication between/among faculty and students;

- Promote a positive, supportive, and culturally sensitive atmosphere in faculty/students relationships;
- The responsibilities and activities of the Students' Networking Services are currently shared among the academic staff as Professors, Associate Professors and student representative designated by the students.

8. Student Funding Resources provides comprehensive services in assisting students in obtaining external funds for education and research. These services include the following:

- Maintaining a database of the funding opportunities and guidelines such as grants or scholarships from Federal and private sources;
- Identifying appropriate funding mechanisms for individual students;
- Assisting students and faculty in the preparation and submission of fellowship applications, training grants and research grant applications.

9. The Office of the Research and Development Unit provides the following services related to all sponsored projects, regardless of the funding source, to all faculty and students. On a pre-award basis, they provide the following:

- Funding source information
- Assistance with budget preparation
- Preparation of Representations and Certifications and other contract requirements, including prior business experience
- Proposal review and signature
- Negotiation of contract terms and conditions
- Liaison with funding agencies

Post-award, the Unit manages the following:

- Assurance of compliance with human and animal subjects approvals, financial disclosure, conflict of interest
- Liaison with the Accounts Department on financial issues, including non-payment by sponsors
- Liaison with funding agencies (e.g., problem solving, close-out, final reports, etc.)
- Maintenance of proposal tracking database and generation of reports

The Unit is also responsible for developing and disseminating Academy's policies and procedures regarding the management of sponsored funds and for disseminating up-to-date information regarding sponsor policy changes. The

Unit, in conjunction with the HSA Administration provides advice on matters of technology transfer and intellectual property, and reviews and/or drafts Material Transfer agreements, Confidentiality and Consulting agreements.

This Unit provides the following services to faculty, staff and students:

- Staffing and coordinating the institutional review boards for human subjects research review;
- Consultation and advice for all faculty, staff and students on federal, institutional and ethical requirements related to use of human subjects in research;
- Maintenance of HSA information assuring compliance with institutional, federal and QAU regulations on human research;
- Provision of training in human subjects research;
- Serving as information resource for faculty and students in the preparation of research proposals;
- Administrative assistance for graduate education and research regarding faculty and student issues about the conduct of research.

10. Communications and Public Affairs Services handle communication to external audiences through the website, publications, and media relations. The staff is available for consultation on any matter related to communications and public affairs, including crisis communication. The students' affairs team generates press releases from research journals and papers by faculty timed to their appearance in print. These releases are posted on the website and are promoted through special highlighted areas in the Academy, as well as on the home page of the website. The Public Affairs team responds to the Ministry on inquiries via telephone and online news services, and depends on faculty responsiveness to disseminate and promote research activities at the Academy. To this end, the Registrar's Office regularly calls upon the faculty to answer the Ministry's inquiries and to make their research and its importance to the public's health known. Faculty members can further this goal by contacting the office when their papers are accepted into journal.

11. The Office of Alumni Association serves as a liaison between the Academy and its alumni and is responsible for expanding the number of alumni involved in continuing education and career mentoring; showcasing the institution locally, nationally and internationally; and identifying and implementing development strategies to enhance the School's financial base. The office administers the

Alumni Association, a network of professional chapters and volunteers throughout the world who serve as personal contacts to students, other alumni, and persons interested in Public Health community.

12. **The Student Assistance Program**, offered through the Faculty and Staff Assistance Program, provides private and confidential support to registered students in dealing with the pressures and problems they encounter during their academic careers.
13. **A Students' Health Policy and Insurance** is also provided. Students can get similar health insurance that the staff of Academy has on similar payment.
14. **Students' Stipends and Scholarships** are also provided. HSA will secure funds for its students by addressing this issue with its different stakeholders. All research funds, stipends and scholarships will be disbursed by the Administration Section of HSA.
15. **The Student Grievance Policy** to resolve complaints by a student or a group of students alleging they have been adversely affected in their capacity as students. The procedures contain steps for administrative review and resolution. Disputes regarding grades or other academic evaluations, and allegations of discrimination or harassment based on gender, race, religion, etc., are not covered by this procedure. Faculty should be familiar with the procedure.

2.3.3 Accountability

The Office of the Registrar is accountable to the Executive Director.

2.3.4 Policies and Procedures

Various policies regarding students have been defined to facilitate and improve the management of students' affairs.

2.3.4.1 Registration

At the beginning of each session, a student shall register in the courses in the MSPH program being offered by the Health Services Academy on prescribed registration cards. All students shall be registered for a period of two full academic years and shall have to take all core courses, practical / field work in addition to required number of elective courses.

The Director, Health Services Academy shall forward all the registration cards within two weeks from the date of the commencement of the session to the Controller of Examinations.

2.3.4.2 Examination

Four weeks prior to the end of each semester, all students shall fill up the prescribed examination forms and pay the university dues. A candidate will have to attend a minimum of 80 percent of teaching sessions during each semester for being eligible for the end of semester examination, failing which he/she will only be allowed to appear in the examination.

There shall be no re-evaluation of answer books. A student may on payment of Rs. 100/- per paper get the answer book re-checked for totaling and for verification that all questions or parts thereof have been fully marked, in the presence of the concerned teacher and the Registrar, within one month from the date of declaration of the results. Errors or omissions shall be rectified.

2.3.4.3 Degree/Transcript

On successful completion of the requirements of the Master's degree and clearing all dues of the Academy, the candidate shall be awarded the degree of Master of Science in Public Health by the Quaid-i-Azam University. A separate transcript shall also be issued to candidates on request, showing the marks and grades obtained in each paper and the title of their dissertations.

2.3.4.4 Tuition and Fees

This section explains the fee structure for the MSPH programme. Since HSA is affiliated with the Quaid-i-Azam University, the dues are for both the University and HSA itself.

Article One: Quaid-i-Azam University Dues

The dues for Quaid-i-Azam University³ (as of September, 2006) for both national and international students are listed below:

Type of Fee	Amount
Admission Fee	Rs. 3,300/-
Registration Fee	Rs. 3,300/-
Terminal Examination/ Dissertation Fee	Rs. 3,300/-
Degree Fee	Rs. 2,000/-
QAU Admission Form Charges	Rs. 700/-

³ Please note that Quaid-i-Azam University dues are subject to change.

Article Two: Health Services Academy Dues

Section One

The following is the fee structure for the MSPH programme dues to be paid in favour of the Health Services Academy. Please note that this fee structure applies only to **Pakistani students**.

Type of Fee	Amount
Tuition Fee (per annum per student)	Rs. 125,000/-
Course Material (per annum per student)	Rs. 20,000/-
Internet Charges (per annum per student)	Rs. 3,000/-
Library Charges (per annum per student)	Rs. 1,500/-
Locker Charges (per annum per student)	Rs. 500/-
Total	Rs. 300,000/-

The total amount to be paid for the entire MSPH programme during the two-year duration of the programme, both to the Quaid-i-Azam University and to the Health Services Academy, is **Rs. 325,600/-**, with an additional Rs. 500/- for the application.

Section Two

The following is the fee structure for the MSPH programme dues to be paid in favour of the Health Services Academy. Please note that this fee structure applies only to **international students**.

Type of Fee	Amount
Tuition Fee (per annum per student)	Rs. 250,000/-
Course Material (per annum per student)	Rs. 20,000/-
Internet Charges (per annum per student)	Rs. 3,000/-
Library Charges (per annum per student)	Rs. 1,500/-
Locker Charges (per annum per student)	Rs. 500/-
Total	Rs. 550,000/-

The total amount to be paid for the entire MSPH programme during the two-year duration of the programme, both to the Quaid-i-Azam University and to the Health Services Academy, is **Rs. 575,600/-**, with an additional Rs. 500/- for the application.

Article Three: Financial Assistance

Stipends will be given to provide partial funding for students on a need-basis. These stipends will be awarded by a number of willing development organisations. These funds will be administered by the Health Services Academy directly. **Students who are admitted into the programme** should submit a letter of application to the Registrar, Health Services Academy, stating the reasons they feel they should receive stipends or financial aid. Financial aid forms will be provided on request.

2.3.4.5 Copy Centre

The Copy Centre is located in front of the classroom on the ground floor of the academic wing and is open Monday through Friday from 8:00am to 4:00pm. The Centre is equipped to produce high-quality black & white copies, printing and scanning. The centre caters to the needs of the handout material for the MSPH classes and short courses. All faculty members have access to copiers. A voucher needs to be filled by the faculty for all copies made. For students photocopying services will be available in the library through payment.

2.3.4.5 Copyrights and Participation in Conferences

The Ethics in Research Committee will approve the study and the right of authorship before the start of any research project. The researchers in question and HSA can both explore possible conferences where the paper can be published. Requests for funding to attend conferences can be put up to the Administration Section of HSA.

2.3.4.6 Library

Article One: General Policies

Section One

Leave your personal belongings such as handbags, briefcases, etc., outside the library entrance, on your own responsibility. The library disclaims any liability for loss or damage.

Section Two

Submit any book or object for inspection, when requested by the library staff.

Section Three

Do not write, underline or mark any book. Library books are carefully examined on return and the borrower will be held responsible for the damage.

Section Four

After reading, leave books on the table or on the book trolley. Please do not shelve the books.

Section Five

Complete silence should be observed except for brief and subdued talk with the library staff. Keep your mobiles off within the library premises.

Section Six

Drinks and eatables are not allowed in the library. Smoking is strictly prohibited inside the library.

Section Seven

Do not change configuration of computers or any other equipment in the library. IT code of conduct must be observed while using IT applications.

Article Two: Lending Rules

Section One

All registered users are entitled to borrow materials from the library. Borrowing privileges may differ depending on the membership category. The borrowing privileges for course material and general books are:

Membership Category	Borrowing Privileges	Days
Staff	4 books	14
Research Associates	5 books	14
Graduates and Postgraduates	5 books	14
Faculty	10 books	90

Section Two

Presentation of a valid library card is a must for any checkout at the circulation desk.

Section Three

Loan may be renewed for 14 days if another user has not reserved the desired book. Overdue books will not be renewed.

Section Four

Books already checked-out by some other user can be reserved.

Section Five

Reference material, CD-ROMs, annual reports, pamphlets, current and bound periodicals, EIP (industrial research) reports, and newspapers cannot be checked-out. They can only be consulted within the library premises.

Section Six

Course material is issued for three hours only. If the material is not returned within the allocated time, a fine of Rs. 50/- for each extra hour will be charged.

Section Seven

Photocopying facility is available where copyright rules permit. Patrons can get photocopying cards from accounts department. If you accidentally misplace a book and can't find it after a thorough search, report this to the Circulation Desk immediately to avoid overdue fine.

Section Eight

Mutilation of library material will result in strict disciplinary action. Books accidentally damaged should be reported so that suitable assessment can be made and damages paid.

Section Nine

Library material borrowed by any member is subject to recall if needed by the library.

Section Ten

Any material not returned or renewed within 60 days of the date due will be considered LOST.

Article Three: Fines

To encourage timely return of library materials and to provide optimal sharing of the collections, fines are charged for overdue items. Borrowers are responsible for returning or renewing items by the due date. If items are not returned within the due date, fines become retroactive to the first overdue day, at following rates.

Section One

For overdue books, the fine is Rs. 10/- per book per day. If the material borrowed is course material, and it is not returned within the allocated time, a fine of Rs. 50/- for each extra hour will be charged.

Section Two

In case of loss or damage, the student will be charged three times the current price of the item.

Section Three

Additionally, a disciplinary fine is to be made, which will amount to Rs. 500/- on first time violation, and Rs. 1,000/- on subsequent violations. If a patron continues, the case will be referred to Ethics and Disciplinary Committee.

Section Four

Overdue and fine notices will be sent through official email accounts. All library fines are paid only with the accounts department. The library account will be blocked if the fine exceeds Rs. 10,000/-.

Part 3: Annexures

Annex 1: Hierarchy of Governing Bodies

HSA carries out its functions following a certain hierarchy of its governing bodies.

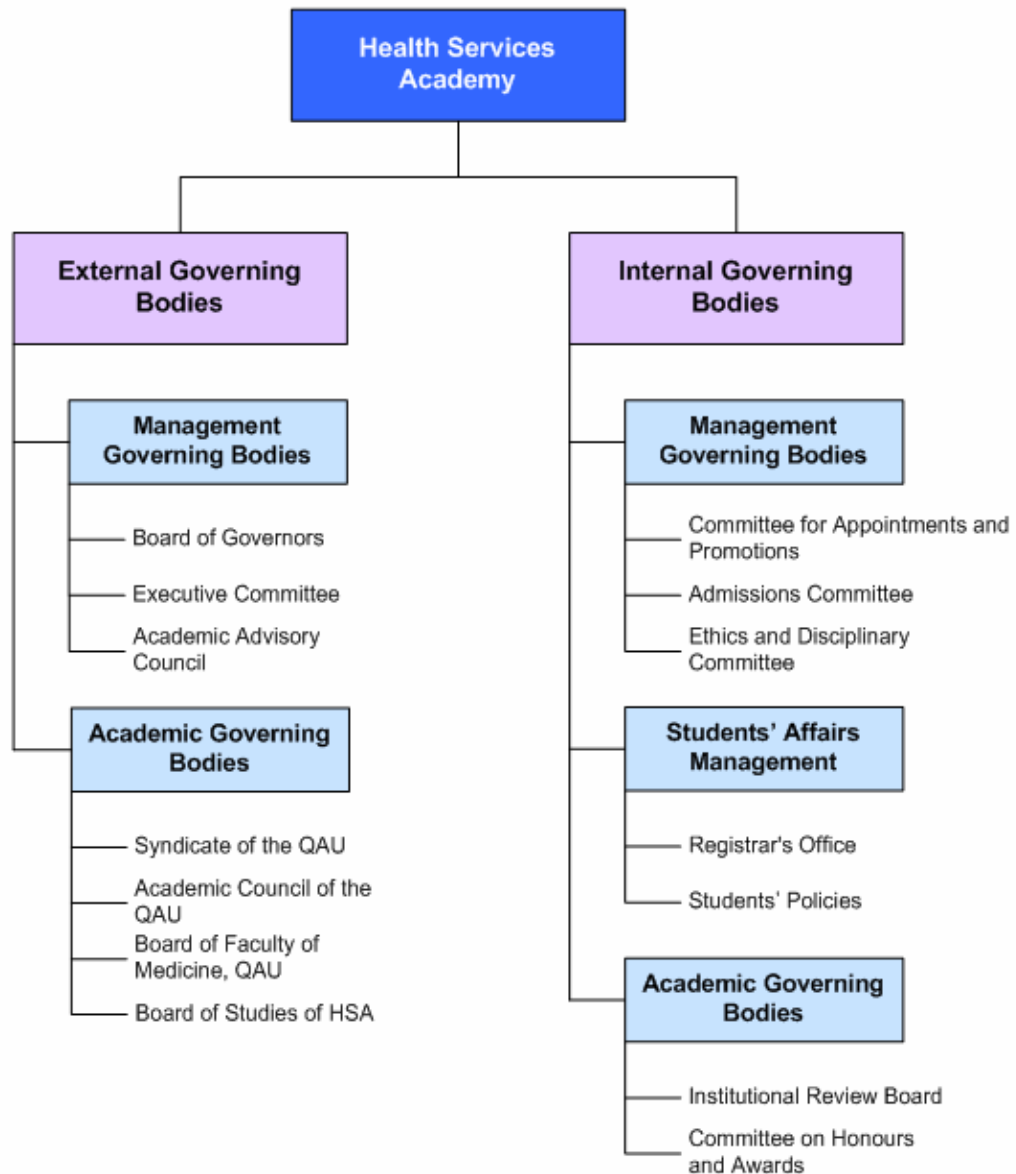


Figure 1: Health Services Academy Governing Bodies

Annex 2: Collaborating Partners

■ Collaborations at the National and International Level

The Academy is working in collaboration with various national and international institutes and bodies in different capacities through formal and informal linkages to achieve its goal.

Policy Level Collaborations

- 1. Ministry of Health:** HSA achieves its mandate of formulation of policy and advice in collaboration with MoH in the fields of environmental health, occupational health, accidents and injuries and capacity building of key stakeholders for policy formulation and analysis. HSA also addresses MoH's emerging needs as in the case of avian flue outbreak and earthquake response' policy decisions at national and provincial levels.
 - **National Health Policy Unit:** HSA is in the process of developing a series of short courses in collaboration with the World Bank Institute under the auspices of National Health Policy Unit and MoH.
- 2. Health Policy Forum:** HSA is currently a member of Health Policy Forum and contributes by giving advice on policy formulation.
- 3. Health Systems Research and Reform Unit:** The HSRRU is being finalized with the NWFP.

Academic Collaborations

- 1. PMRC:** Collaboration in Research on Health Systems reforms which involves curriculum development for the teaching and training of the district managers through out the country.
- 2. Population Council:** HSA carries out joint training and research collaborating activities with the Population Council.
- 3. Aga Khan University:** HSA faculty is on the list of examiners for the AKU and vice versa. The faculty members of AKU are on board of studies of HSA as well.
- 4. Provincial Public Health Institutes:** HSA collaborates with the following provincial public health institutions:
 - **Provincial Health Services Academy (Peshawar, NWFP):** As envisaged HSA is the technical backstopping partner for the Provincial Health Services

Academy (PHSA) in NWFP, and advises this institute on syllabi development and institutional development.

- **Institute of Public Health (Lahore, Punjab):** HSA is similarly a collaborator with the Institute of Public Health (IPH) in Lahore.
5. **International Universities:** HSA is collaborating with various international universities with respect to its academic programmes and research activities.
- **Gates Institute for Population and Reproductive Health, Johns Hopkins University (Baltimore, USA):** A sub-agreement with the Gates Institute in which various teaching, research, faculty exchange and institutional capacity building activities is in the pipeline.
 - **Karolinska Institute (Stockholm, Sweden):** Collaboration with Karolinska Institute, Sweden to develop the doctoral programme in public health is in the pipeline.
 - **University of Indonesia (Jakarta, Indonesia) and Gadjah Mada University (Yogyakarta, Indonesia):** An MoU has been signed for training and teaching activities. Professors visit HSA on regular basis training students on Health Financing etc.

Collaborations with Development Organizations

Development organizations such as WHO and GTZ have formal agreements with HSA and are executing activities identified in their respective MoU and NoE. In addition UNFPA, SCF and DFID fund the research activities carried out at HSA.

Service Collaborations

1. **Population Council:** HSA has access to the Library facilities through Popline developed at the Population Council. Besides several collaborations on Reproductive Health.
2. **Higher Education Commission (HEC):** The HEC has offered HSA access to its online library which includes subscriptions to over 12,000 journals.

Public Health Institutes and Networks

1. **SEAPHEIN:** HSA is a member of the South East Asian Public Health Education Institutes Network, which envisages to help public health education institutes to develop a process of strengthening capability throughout the South East Asia Region.

The diagram on the following page summarizes HSA's collaborations with other institutions, organizations, and networks.

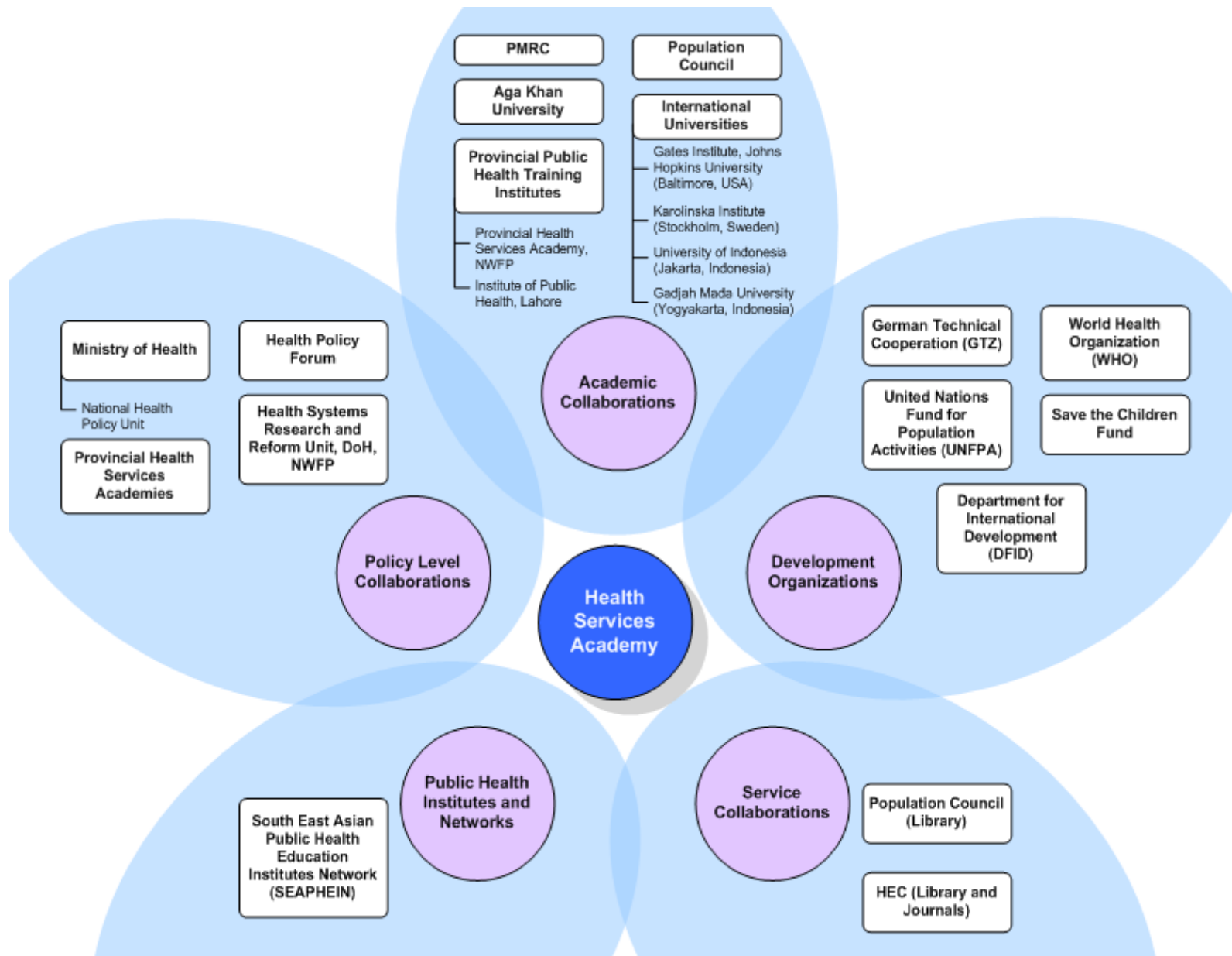


Figure 2: Health Services Academy Institutional Collaboration