

1. LUMS Values and Ethics

1.1. INTRODUCTION

An institution needs rules and regulations for its working, but more than anything else it needs a set of values which define its culture and give it a distinct character of its own. Some of these values find their expression in various policies of the institution, but many of these remain unstated. They, however, remain central to how an institution functions and are reflected in the behavior of its constituents.

As LUMS has grown over the years and the community of the university has diversified, it has been increasingly felt that the various values that guide our conduct need to be stated and made explicit.

This document is an attempt to state the underlying values and the various policies and codes of behavior which should guide our conduct at LUMS.

As the title of this document suggests, these are not only rules and responsibilities, but also embody the rights that the constituents are entitled to. These rights are as much part of the ethos of LUMS as the obligations that we carry, and upholding these is a central tenet of our beliefs.

This is, however, not a compendium of collection of various regulations or rules pertaining to all aspects of the University. These are contained in other relevant documents, for example, employment manuals and other policies.

While this document is meant as a guide, primarily for students, it is not limited to them. The frequent references to the LUMS community include everyone included in the workings of the University, be they student, faculty or staff.

1.2. CORE VALUES AND GUIDING PRINCIPLES

The core values of LUMS are:

- 1. Merit**
- 2. Integrity**
- 3. Academic Freedom**
- 4. Tolerance**
- 5. Diversity**
- 6. Excellence**

All of these values are equally important to LUMS and hence there is no rank ordering. These values reinforce each other.

1.2.1. Merit

This value entails that potential or demonstrated professional competence of a person in the relevant domain will carry primary weight in decisions at LUMS regarding his/her induction, stay, promotion and exit. Professional competence includes knowledge, skills as well as the attitude of an individual. There will not be any discrimination based on ethnicity, gender, religious or political beliefs, etc.

1.2.2. Integrity

Personal and professional honesty and integrity is a value that is essential to LUMS. Integrity allows members of an organization to trust and rely on each other and, hence, work as an efficient and effective organization.

1.2.3. Academic Freedom

Universities exist to create and disseminate knowledge. Most of the time new knowledge is born out of a rejection or re-interpretation of received knowledge. At LUMS, special care is taken that the academic freedom to explore new areas of knowledge is not explicitly or implicitly hindered or compromised. It ensures that faculty members cannot coerce students into accepting or rejecting knowledge on account of their position of authority. Students are free to accept or reject ideas based on their own reasoning.

1.2.4. Tolerance

Tolerance means listening, understanding and respecting the views of others that are different from one's own. Tolerance goes hand in hand with academic freedom. The value of tolerance is crucially important for an academic institution and enhances creativity and free flow of ideas.

1.2.5. Diversity

Diversity means creating and maintaining an environment where people of different beliefs, cultures, nationalities, religion, color, gender, etc. feel at home and work together. There is no implicit or explicit harassment of some groups and there is no notion that one group is superior to the other. Diversity is valued in universities as creativity is many times seen to be spurred when diverse cultures, frameworks, world views, etc., meet.

1.2.6. Excellence

Excellence entails striving for the best in all activities at LUMS. This value is important as it sets certain expectations and standards that the LUMS community wishes not only to uphold but also to go beyond. This spirit ensures a dynamic and positive work environment and also helps people achieve their highest potential.

1.3. GENERAL CONDUCT

LUMS is committed to providing each student an environment that is conducive to learning and free inquiry. This requires that there be appropriate conditions and opportunities in the classrooms and on campus. The members of LUMS Community, the students, the faculty and the staff are expected to conduct themselves with proper respect for one another. The university fosters the attitude that every person brings unique qualities, talents and dignity to the university, and that every individual deserves to be treated with respect and decency.

The primary purpose of regulations and discipline in a university is to protect the well being of the community and to advance its educational mission by defining and establishing certain norms of behavior.

Actions which make the atmosphere intimidating, threatening or hostile to individuals are therefore regarded as serious offences. Abusive behavior, harassment - verbal or physical, which demeans, intimidates or injures another because of his or her personal characteristics or beliefs is subject to university disciplinary sanctions, that can range from imposition of penalties to the dismissal from the program. Code of conduct concerns a wide range of activities from interpersonal behavior to maintaining and enhancing the academic and professional values of the university.

1.3.1. Maintaining Decorum

All members of the LUMS community share the responsibility to keep a comfortable and congenial environment at LUMS. Students are expected to maintain proper decorum and etiquette, and adhere to accepted local social norms while interacting with their peers, faculty members, guest speakers and the staff at LUMS.

1.3.2. Personal Safety

Actions that threaten or endanger in any way the personal safety or security of others will be regarded as serious offenses. The following offenses will be regarded as extremely serious:

- 1.** Any physical assault committed on the premises of the University;
- 2.** Unlawful damage to property;
- 3.** Intimidation by violence, by a threat of violence, or by property damage;
- 4.** The possession, storage, use or threat of use on campus of firearms, ammunition or other weapons; and
- 5.** Any other act that endangers human life, or threatens serious physical or psychological injury.

1.3.3. Keeping the Campus Clean

All members of LUMS community have a shared responsibility to keep the campus clean. This means no littering on campus, inside or outside classrooms. Trash-cans are placed on campus at convenient locations. All members are urged to use these trashcans and refrain from littering on campus. Fines will be imposed for this offence.

1.3.4. Smoking

Smoking is a well-known health hazard, and is strictly prohibited in the entire Academic Block including the main entrance area, the Pepsi Dining Centre, the Library Building, and the REC. Offenders will be fined and repeated violations can lead to strict disciplinary action.

1.3.5. Eating and Drinking

Activities, such as eating and drinking, can only be carried out in designated areas in the Pepsi Dining Centre and in open areas. Food and drinks, with the exception of water, are not allowed in classrooms, discussion rooms, computer labs and the Library.

1.3.6. Visiting Guests

It is the members' responsibility of the members to ensure that the security rules, regulations and behavioral norms of the University are not violated by their guests.

1.3.7. Dress

The dress should reflect decency and be according to cultural and social norms of our society. There is no prescribed uniform in the university. However, norms of basic decency must be observed in their dresses and outfits by all members of the LUMS community. Clothing carrying indecent or vulgar comments or implying obscenities, and dress that is excessively revealing as compared to the norms of our society will be unacceptable. Shorts are not allowed in the Academic Block, Library Building and Pepsi Dining Centre during working hours.

While on campus, students are expected to be neatly and appropriately dressed for interviews, class presentations, seminars by guest speakers, and other academic events.

1.3.8. University Property

The protection of University property is the shared responsibility of all members of the LUMS community. Theft of, conversion of, misappropriation of, or damage to or destruction of, any property of the University or property of others while on University premises or at official University functions is a punishable offence.

1.3.9. Disruptive Behavior

Every LUMS community member has the right to a reasonably quiet environment in the classrooms and on campus in general. The university expects all members to respect this right and to be aware of the impact of their activities on their fellow members.

In public places like the Library, auditoriums, computer labs, and the Pepsi Dining Centre, disruptive behavior is considered unprofessional and irresponsible. Members should refrain from being noisy in the corridors as this disturbs the classes.

1.3.10. Racial or Ethnic Bias and Sexual Harassment

Expressions of racial, religious or ethnic bias directed at individuals or groups, and sexual harassment jeopardize the sense of community and civility in the environment. Racial, religious, ethnic or sexual harassment will not be tolerated and would lead to serious disciplinary action.

1.3.11. Hazing (Ragging)

A new member of an organization shall have the right to be free of all activities which may constitute hazing while attempting to become a member of an athletic team, student organization, or other campus organization. Organizations and their members are prohibited from engaging in or encouraging others to engage in activities that are defined as hazing.

Any new member initiation process should be conducted in a manner that respects the dignity of new members and protects their mental and physical well-being. Examples of

acceptable behavior include an awareness of organizational norms, development of a sense of solidarity with other organization members, or activities that otherwise promote the mission of the organization or of the University.

1.3.12. Stalking

Stalking behavior in which a student repeatedly engages in a course of conduct directed at another person and makes a credible threat with the intent to place that person in reasonable fear for his or her safety, or the safety of his or her family is unacceptable behavior which could result in serious disciplinary action. This includes situations where the threat is reasonably determined by the University to seriously alarm, torment, or terrorizes the person.

1.3.13. Identification Cards

Identification cards are issued to all members of the University community and are intended for campus use only. Members of the community are asked to carry their cards while on campus. ID cards are non-transferable and must be presented on request to authorized University representatives.

1.3.14. Distribution of Written Materials and Posting of Notices

Free inquiry, free expression and civility within the academic community are indispensable to the University's objectives. Inclusion of the name, telephone number and/or e-mail address of the University sponsoring organization or individual member of the University community on material resembling petitions, posters, or leaflets distributed on campus is required. Anonymous public postings without sponsorship of a registered University organization shall be removed or deleted if a complaint by a member of the University is lodged with the Office of the Dean or Student Affairs.

Posters or notices of any kind may be affixed only to bulletin boards in dormitory entryways or food service units, after getting proper approvals.

1.3.15. Illegal Drugs and Alcoholic Beverages

Heroin, cocaine, marijuana, hashish, alcoholic beverages and other substances referred to as "controlled dangerous substances" are strictly prohibited anywhere on campus. Any violator will be reported to the Disciplinary Committee which will lead to serious disciplinary action.

1.3.16. Forgery

Forgery, alteration, or misuse of any University document, record, key, electronic device, or identification is not permitted, and is subject to disciplinary action.

1.3.17. Off-campus conduct

The interaction of LUMS community with the people, institutions, professional societies and corporations outside of LUMS, is an important aspect of LUMS mission and activities.

In all such interactions, where LUMS students, faculty and staff are representing LUMS, their conduct on and off campus is a reflection of LUMS core values, and influences the development of the LUMS image. The members of the LUMS community are expected to behave professionally and in keeping with LUMS core values and quality standards, while representing LUMS at professional conferences, seminars and meetings, as well as in social delegations and excursion trips sponsored by LUMS.

1.4. ACADEMIC INTEGRITY

Development of personal and professional ethics as well as academic integrity amongst members of the LUMS community is an important component of the LUMS programs. Faculty members, Teaching Assistants, and students are expected to conduct themselves as professionals in all aspects of their life at LUMS.

Professional conduct covers a wide range of activities from interpersonal behavior to maintaining academic rules and regulations of the University. Some specific expectations are as follows:

1.4.1. Assignments

Students are to stringently follow the rules and procedures regarding written assignments, class preparation, projects, quizzes and examinations for the course.

No discussion is allowed on an assignment unless specified by faculty members. Any ambiguity regarding the extent of discussion should be cleared with the concerned instructor.

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In order to avoid delays due to network congestion near report deadlines, students should plan their printing requirements ahead.

1.4.2. Unfair Means

Plagiarism, cheating and using other unfair means constitute unprofessional conduct.

Unfair means include discussions and exchange of all such class notes and written material between the current classes and former students that may subvert the learning process.

Exchanging or passing information to other students over the network during lab exams is considered cheating.

Any form of unfair means should be immediately reported by the instructor to the Disciplinary Committee. Severity of penalty imposed on the student can range from a zero in the assignment/quiz/exam, a failing grade or one grade lower than what is actually obtained in the course, additional work before graduation, to separation from the Program.

Whenever in doubt about any of the above issues, consult the Class Coordinator/Head of Department of declared major immediately for clarification.

1.4.3. Plagiarism

1. What is plagiarism?

Plagiarism is the use, without acknowledgement, of the intellectual work of other people, and the act of representing the ideas or discoveries of another as one's own in written work submitted for assessment. To copy sentences, phrases or even striking expressions without acknowledgement of the source (either by inadequate citation or failure to indicate verbatim quotations) is plagiarism; to paraphrase without acknowledgement is likewise plagiarism. Where such copying or paraphrasing has occurred, the mere mention of the source in the bibliography shall not be deemed sufficient acknowledgement; each such instance must be referred specifically to its source. Verbatim quotations must be in inverted commas, or indented, and directly acknowledged. (University of Sussex regulations)

2. What is a source?

Sources are published (print or electronic) primary and secondary material as well as information and opinions gained directly from other people.

3. Types of plagiarism

Plagiarism falls under two broad categories:

- a.** Copying an entire document, or part of a document as your entire paper;
- b.** Mosaic plagiarism i.e. mixing the words and ideas of a source with your own, or mixing the words and ideas of two or more sources without acknowledgement.

Plagiarism usually takes one of these forms:

- a.** Incited idea: passing off someone else's idea as your own.
- b.** Incited information or data from a source: not acknowledging the source of any fact, figure, event, statistical data or information provided.
- c.** Verbatim phrase or passage that is not quoted: any direct quotation that is not in quotation marks or indented and not referenced at the end of the quotation.
- d.** Misrepresenting evidence: information from a source that has been changed or taken out of context to suit your paper/argument.
- e.** Dual submission: submitting the same paper or parts of a paper to more than one course/instructor.
- f.** Abetting plagiarism: knowingly helping another student to plagiarize by letting him/her copy your paper, selling a paper to a student, or by writing all or part of a paper for another student.
- g.** Commercial tutoring services: making use of the services of a tutoring school or term paper company to write papers.

4. Penalties

The instructor is required to immediately report the potential plagiarism case to the Disciplinary Committee. Penalties range from a failing grade to separation from the Program.

5. How to avoid plagiarism

- a.** Do not leave written work until the last day.
- b.** Do not rely mainly on a single source for information or opinion.
- c.** Do not borrow another student's paper.
- d.** Do not write a paper from borrowed notes.
- e.** Do not write the paper with another student.
- f.** Always back-up your work on diskette and make a hard copy wherever it is possible to avoid problems created by computer failure.
- g.** Always keep your notes and drafts until a paper has been returned.
- h.** If you feel confused or panicked about time, or if you are having personal problems and cannot concentrate, let your instructor and/or Teaching Assistant know before the submission deadline.
- i.** Note-taking: When taking notes from a source, always begin by writing down the full bibliographic information (author, title, date of publication, publisher, place of publication, page numbers). Always distinguish between the author's own words and your own points. Do not take notes by carelessly copying and changing a few words. Take notes in a separate word document. Do not mention sources in your bibliography that have not been mentioned in your paper.

1.4.4. Examination Policy

It is the collective responsibility of faculty members, Teaching Assistants, and the Program Coordination Office to ensure that examinations are conducted as per schedule. There is at least one invigilator in each auditorium and students are required to pay close attention to the instructions of the invigilator. During an examination, a student may not leave the auditorium without the permission of the invigilator. If allowed, only one person can go out of the room at a time. No question papers and answer books are to be taken out of the examination room during the examination.

1.4.5. Program and Instructor Evaluation

At the end of each quarter or on the completion of a course, each student is asked to complete a written evaluation of the course, Teaching Assistant and the instructor. The evaluation forms for this purpose should be filled out with great care as they help determine the quality of courses offered and the Programme as a whole.

When in doubt about academic rules and regulations, students must immediately consult their Class Coordinator/Head of Department of their major, faculty advisor or any member of the faculty. Penalties may be imposed in case of violation of the norms of the University and may also result in dismissal from the Program. A student dismissed for unprofessional behavior may not be considered for readmission.

1.5. UNIVERSITY DISCIPLINE

1.5.1. The Committees on Discipline

There are two Disciplinary Committees: one for the Graduate School of Business and the other for the School of Arts & Science. There is one Disciplinary Appeals Committee. All these Committees will comprise of faculty members and administrators. The two Committees are responsible for the administration of the stated rules and regulations governing general conduct, for assessing reported violations by students, and, when necessary, for assigning and recommending appropriate penalties.

1.5.2. General Procedures

If a student is alleged to have committed any infraction of the University's rules of conduct, he or she is first asked to meet with the respective Disciplinary Committee. An infraction may be referred to the Disciplinary Committee by any faculty member, member of University administration or staff, student or other member of the University community. The Disciplinary Committee may also take up a case for determination *suo moto* (of its own accord). In all cases referred to the Disciplinary Committee, the individual involved is informed in writing of the reason for being summoned and of the specific day and time when such individual is to appear before the Disciplinary Committee. Matters shall be presented to the Disciplinary Committee with all reasonable promptness. Where a matter is first presented to the Disciplinary Committee within one week of the end of an academic term, it may be held for consideration in the following term. While adjudging a case involving an allegation of sexual harassment or sexual indecency, or where the complainant and/or the individual investigated is a woman, at least one (1) female member of the Disciplinary Committee shall be included in the panel hearing the case.

Pending action on the charges by the Disciplinary Committee or pending an appeal, the student may remain in residence on campus, attend classes, and make use of all University facilities, except for reasons relating to the student's physical or emotional safety or well-being, or for reasons relating to the safety of other members of the University community or of University property. The student should understand that if the Disciplinary Committee's decision proves adverse, or if an appeal proves unsuccessful, the decision of the Disciplinary Committee will normally be considered effective as of the date of the original decision. If the final decision is a dismissal from the University (i.e. suspension, required withdrawal, or expulsion), the student will normally not earn credit for the semester in which the infraction occurred. If he or she has successfully completed course requirements while awaiting the final disposition of the matter, obtaining credit for the semester will be at the discretion of the Disciplinary Committee.

1.5.3. Conduct of Hearings

The student may be accompanied at the Committee hearing by an advisor, who must be a current member of the University community, and who may participate in the same manner as the student in the hearing. At the hearing any person with information about the matter before the Disciplinary Committee may be requested to appear by the student, the Dean, the Head of the Department, or the Disciplinary Committee, subject to reasonable limits agreed on by the Disciplinary Committee. A reasonable number of persons, all of who normally must be current members of the University community, and

whose only role is to provide information about the character and qualities of the student, may be permitted to appear at the hearing. The student has an opportunity to explain the circumstances from his or her point of view and may also question individuals who have provided information and may in turn be questioned by the Disciplinary Committee members. After such questioning the student is given further opportunity to speak and is then excused while the Disciplinary Committee deliberates and arrives at a decision by individual vote. In order to determine that a student has violated a University rule, a majority of the voting Disciplinary Committee members present must conclude that the evidence presented constitutes a clear and persuasive case in support of the charges against the student. If the student is found to have misled the Disciplinary Committee during the hearing, the Disciplinary Committee may take that fact into account in reaching a conclusion and assigning a penalty.

The chair or the secretary of the Disciplinary Committee informs the student promptly of the decision. If a penalty is imposed, special effort is made in this discussion to ensure that the student fully understands why the penalty was imposed and its nature and consequences. The student has the right to receive a copy of the summary report of the proceedings upon request.

If the voting members are evenly divided on a particular case, the case must be reconsidered at the next meeting of the Disciplinary Committee. If at the second meeting at which the case is considered the regular voting members are still evenly divided, the matter shall be dismissed without prejudice.

1.5.4. Appeals

A student has the right to appeal questions of procedural unfairness only to the Disciplinary Appeals Committee. A student may appeal a decision of the Disciplinary Committee to the Disciplinary Appeals Committee seeking a review of a decision or penalty on the grounds that

1. there exists substantial relevant information that was not presented, and reasonably could not have been presented, to the Disciplinary Committee, or
2. the imposed penalty does not fall within the range of penalties imposed for similar misconduct, or
3. the decision of the Disciplinary Committee is tainted with bias or absence of procedural fairness on any other account.
4. the alleged infraction is not of a kind that is covered by the University's existing rules, regulations or policies.

The purpose of such an appeal is not to initiate a review of substantive issues of fact. The Disciplinary Appeals Committee, if it accepts the appeal for hearing, shall follow the same procedural rules regarding conduct of hearings as applicable to the Disciplinary Committee. The deadline for filing either such appeal is one week from the date of decision by the Disciplinary Committee.

1.5.5. Records of Proceedings

Confidential records of all proceedings of the Committees, the Dean and the Head of Department are maintained in the offices of the Disciplinary Appeals Committee. The use of these documents is restricted according to the rules and procedures concerning the confidential nature of student records.

Disciplinary procedures normally involve only the student charged and the University. Generally, the student's family is not informed while disciplinary procedures are under way. When, however, in the judgment of the University the welfare of the student or the community warrants communication, family members may be contacted during the disciplinary process. All disciplinary decisions resulting in serious penalties (especially, but not exclusively, withholding of degree, suspension, required withdrawal, and expulsion) will be communicated to the student's family or other legal guardian, unless the student has before the commencement of the proceedings in question filed a correct statement certifying that he or she is financially and otherwise independent.

At the end of every quarter a summary report of the decisions of the Disciplinary Committee and the Disciplinary Appeals Committee shall be circulated to all members of the University community. Such report shall outline the facts, decisions and reasons for determination of the important cases decided by the committees on discipline taking due care that the privacy rights of all concerned individuals are not violated.

1.5.6. Range of Penalties

For violations of University-wide rules of conduct, members of the community are subject to several kinds of penalties. The applicability and exact nature of each penalty vary for faculty, students, professional staff, and employees; but in general, the penalties, in ascending order of severity, are:

1. Warning

A formal admonition that does not become part of an individual's permanent record, but that may be taken into account in judging the seriousness of any future violation.

2. Disciplinary Probation

A more serious admonition assigned for a definite amount of time, up to two years. It implies that any future violation, of whatever kind, during that time, may be grounds for suspension, required withdrawal, or in especially serious cases, for expulsion, from the University.

Disciplinary probation appears on an individual's permanent record at the University (but not on the transcript) and may be disclosed by the University in response to requests for which the student has given permission.

3. Fines

This penalty ought to be awarded only in cases involving vandalism, disorderly conduct and alcohol-related infractions which result in damage to University and/or private property of others.

4. Relocation Within or Removal from University Housing

When appropriate to the infraction, particularly in instances involving anti-social behavior having a serious impact on the residential community, removal from University housing or relocation within University housing may be awarded as a penalty. In the case of a first

year student or a sophomore, this penalty will be imposed only after consultation with the director of the student's residences.

5. Withholding of Degree

In cases involving seniors or graduate students, the University may withhold a student's degree for a specified period of time. Often, this penalty is imposed instead of suspension. In such a case, the student may be permitted to remain on campus to complete his or her academic requirements for the degree.

6. Suspension

Removal from membership in, or employment by, the University for a specified period of time.

7. Required Withdrawal

Removal from membership in, or employment by, the University for at least the period of time specified by the suspension, with the suspension to continue until certain conditions, stipulated by the appropriate body applying this sanction, have been fulfilled. These conditions may include restitution of damages, formal apology, or counseling.

8. Expulsion

Permanent removal from membership in, or employment by, the University without hope of readmission to the community.

9. Censure

University censure can be added to any of the other penalties listed above, except warning. Censure indicates the University's desire to underscore the seriousness of the violation and the absence of mitigating circumstances and to convey that seriousness in response to future authorized inquiries about the given individual's conduct or character.

In circumstances seriously affecting the health or well-being of any person, or where physical safety is seriously threatened, or where the ability of the University to carry out its essential operations is seriously threatened, or impaired, the University may summarily suspend, dismiss or bar any person from the University. In all such cases, actions taken are subject to reasonably prompt subsequent review by the Committee on Discipline.

1.6. RESOLUTION OF COMPLAINTS AND GRIEVANCES

1.6.1. Informal Procedures

The University encourages open and honest communication between members of the community. Most conflict and differences of opinion can be resolved by the individuals directly confronting issues and jointly exploring alternatives. In addition, there are a variety of resources available to individuals who may be called upon to assist in informal conflict resolution. These are, in the case of students and faculty: The Vice Chancellor, the Deans of the Schools, the Heads of Departments and, in the case of staff: the supervisor's supervisor or department head; or the Human Resources Manager.

1.6.2. Formal Procedures

In cases where conflicts cannot be mutually resolved, the University has established formal grievance procedures. Students, faculty, administrators, and staff should consult their relevant handbooks.

1.6.3. Academic Matters

A student with a grievance should first bring it to the attention of the faculty member(s) involved. If the grievance cannot be resolved in this way, the student should discuss the matter with the head of the relevant department. Further appeal may be made to the Dean of the School or the Vice Chancellor.

1.6.4. Nonacademic Matters Involving Students

Normally, an alleged infringement upon the rights or sensibilities of an individual, including complaints of discrimination, by a student should first be discussed with that student. If this is not possible, or does not lead to a satisfactory resolution, the matter should be brought to the attention of the Head of the Department or Dean. If the matter is not resolved through discussion or through formal action, a complaint can be made in accordance with the normal disciplinary procedures.

1.6.5. Nonacademic Matters Regarding Faculty, Staff, or Administration

Normally, an individual who has any concern about, or complaint against, a member of the faculty, staff, or administration regarding nonacademic matters, including complaints of discrimination, should first discuss the concern or complaint with the individual involved. If this is not possible, or does not lead to a satisfactory resolution, the person should, in the case of a faculty member, appeal to the Head of the Department and, in the case of a member of the University staff or administration, to the head of the office. Further appeal, if necessary, may then be made to the concerned Dean or the Vice-Chancellor for matters pertaining to faculty, professional library staff, and professional research and technical staff, or to the Human Resources Manager for all other staffs. All complaints will be investigated promptly.

If the matter is such that a direct discussion of it with the individual involved and/or with his or her Head of the Department or office head does not seem appropriate (because, for example, the concern or complaint is of a personal or private nature), an initial discussion

may be sought directly with the Dean, the Vice-Chancellor, or the Human Resource Manager as appropriate.

Concerns or complaints about nonacademic matters can often be resolved on an informal basis. Whenever an individual wishes to make a formal complaint, however, he or she should review the appropriate staff rules or handbook and then contact the Dean, the Vice Chancellor, or the Human Resources Manager to implement the formal review process.