

## **LUMS Governance Structure**

LUMS was established under a Presidential Order, the Lahore University of Management Sciences Order, 1985 (the “LUMS Order”). LUMS has five (5) Schools, the Suleman Dawood School of Business (SDSB), the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS), the Syed Babar Ali School of Science and Engineering (SBASSE), the Shaikh Ahmad Hasan School of Law (SAHSOL) and the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE).

The LUMS University Governance Rules, 2019 (Rules) are made by the Board of Trustees under Article 14(1)(c) of the LUMS Order. The most important elements of the governance structure at LUMS are the university's governing board (The Board of Trustees), its administration, its faculty and representative councils, and its standing and ad hoc committees. The LUMS Order provides the architecture for the governance of LUMS while this document provides a policy roadmap for implementation.

### **A. Board of Trustees**

#### **1. Responsibilities**

The general governance, oversight and control of the University and the powers to enact policies is vested in the Board of Trustees. The Board shall exercise and perform the following powers and functions:

1. to hold, control and administer the property, funds and resources of the University and borrow or raise money for the purposes of the University upon such security as may be required;
2. to formulate or approve the principles, policies and plans governing the activities and operations of the University so as to ensure that the academic staff enjoy academic freedom in their research, teaching and other academic work;
3. to prepare and revise from time to time, rules and regulations for the efficient and effective operation of the University;
4. to create a component of the University such as faculties, schools, colleges and institutes and to constitute such standing committees, councils and other administrative or academic advisory bodies as it deems necessary and review their work;
5. to approve plans of work and the annual budget of the University;
6. to call for and consider reports relating to the activities of the University and the execution of the plan of work and to direct the Vice-Chancellor to provide information relating to any matter specified by the Board;
7. to create such academic or administrative posts as it may deem necessary and to approve appointments to such posts as it may specify, including the posts of Provost, Deans, Executive Directors and Professors;
8. to undertake responsibility for the financial viability of the University, for ensuring effectiveness of its operations, their continuity and preservation of the autonomy of the University;
9. to approve all affiliation and other arrangements through which institutions may become associated with the University;
10. to appoint from amongst its members such committees or subcommittees as it may deem necessary;
11. to take all such initiatives as it may consider necessary or desirable for the efficient and effective management and functioning of the University; and
12. to enact its own rules of procedure.

#### **2. Composition**

The Board of Trustees shall include the Rector, Pro Chancellor, Vice Chancellor of LUMS and other members, with total number of members not exceeding 16. A nominated member of the Board shall hold office for a term of three (3) years and shall be eligible for re-nomination on the expiry of their term unless the Pro Chancellor terminates their membership earlier.

### **3. Meetings**

The Board shall meet at least twice a year. The Board has appointed four (4) committees including the Management Committee, the Finance Committee, the Human Resource Committee and the Internal Audit Committee.

## **B. Management Committee**

### **1. Responsibilities**

The Management Committee is constituted by the Board of Trustees to represent and exercise the duties of the Board of Trustees between Board meetings on behalf of the Trustees. The role of the Management Committee is to (a) take responsibility for oversight and stewardship of Board matters and decisions of an urgent nature; (b) determine the agenda and reports required for the Board of Trustees; and (c) consider such other matters as the Pro Chancellor and Rector may refer to them.

### **2. Composition**

The Management Committee may include as many as seven (7) members, all of whom are full members of the Board of Trustees. The Management Committee is comprised of the following members:

1. Rector of LUMS;
2. Vice Chancellor of LUMS; and
3. Five (5) other full members of the Board of Trustees.

### **3. Meetings**

Meetings of the Management Committee are called by the Rector and are held at least once every three (3) months. The office of the Vice Chancellor serves as the Secretariat of the Management Committee and ensures timely dissemination of the meeting agenda and supporting documents.

## **C. Administration**

As the Chief Academic and Administrative Officer, the Vice Chancellor shall be the Chief Executive Officer of the University. The Vice Chancellor is responsible for the implementation of the decisions of the Board and for the execution of the programs of the University in accordance with the guidelines and policies formulated by the Board. The Vice Chancellor's office is supported by the Provost (the Principal Academic Officer) and senior officers who hold strategic positions indicated in the Organizational Chart. The Provost reports to the Vice Chancellor and is responsible for the planning, development, implementation, assessment, and enhancement of all academic programs, policies and supporting infrastructure. To coordinate the academic mission of the university, the Provost's office is supported by the Deans of the Schools, the Dean of Students and other senior officers of the university indicated in the Organizational Chart.

## **D. The Vice Chancellor's Council**

The Vice Chancellor's Council is the Vice Chancellor's decanal team, which advises on all policies referred to it by the Vice Chancellor. The composition of the decanal team typically includes the Provost and all of the Deans. The Vice Chancellor may add senior managers or invite other members periodically. The Vice Chancellor's Council meets with HR, Finance and other relevant senior managers present at least once a month.

## **E. The Provost's Council**

The Provost's Council is the Provost's decanal team, which advises on all policies referred to it by the Provost. The composition of the decanal team typically includes all of the Deans. The Provost may add other members periodically such as Directors of Centers and Institutes and the Registrar.

## **F. University Council**

The responsibility and authority for the operation of the University is vested in the Vice Chancellor. The effectiveness of the Vice Chancellor's leadership rests upon knowledge of the needs and concerns of the University community, an ability to make prudent and wise decisions within a range of feasible options, and an ability to elicit the confidence and support of various constituencies of the University in implementing these decisions. The Vice Chancellor is advised on University policy matters not only by dedicated administrative staff, but also by a broadly representative University Council.

### **1. Responsibilities**

The University Council is a representative and consultative body of faculty and students and is primarily responsible for academic policy decisions affecting the operation of the University. The University Council serves as an advisory body to the Vice Chancellor in co-determining general plans and goals for the University. Given its role as an advisory body, the Vice Chancellor is not bound by the advice of the University Council as he/she is responsible to protect the larger interest of the University. The deliberation of the University Council shall be aided by appropriate knowledge of financial constraints, budget distribution, admissions policy, and other relevant information. The minutes of the University Council will be available to the university community at large except for items that require confidentiality or raise privacy concerns.

### **2. Composition**

The University Council is comprised of the following members:

1. The Vice Chancellor of the University, who is the presiding officer of the University Council
2. The Provost
3. The Deans of each School
4. The Dean of Student Affairs
5. The Registrar
6. A senior officer from the Vice Chancellors administrative team
7. Eleven (11) faculty members who shall be elected by the faculty: two each from SDSB, MGSBSS and SBASSE; one each from SAHSOL and SOE, and three at large such that no two belong to the same school. After a transitional period of two years, the University Council will review the composition of elected members with the aim of achieving inter-se parity among Schools.
8. Three student representatives including the President of the Student Council, an undergraduate student representative from the Student Council, and a graduate representative of the Student Council.

### **3. Steering Committee**

The Steering Committee of the University Council is chaired by the Vice Chancellor and consists of the Provost, a nominee of the Vice Chancellor from amongst the Deans, two faculty members decided mutually from amongst the eleven members elected by the faculty and one student decided mutually from among the three student representatives. The Steering Committee sets the agenda for the University Council.

### **4. Meetings**

The meetings of the University Council shall be called by the Vice Chancellor and shall be held at least twice a semester. The Agenda for the meetings will be circulated a minimum of seven (7) days in advance by the Office of the Vice

Chancellor, along with accompanying papers summarizing the agenda items. Each year, the Vice Chancellor will convene at least two meetings of the University Council in plenary session, where all full-time faculty and staff are invited to attend: (i) in the Fall semester to make a “State of the University” address; and (ii) in either semester to approve the candidates for graduation. The Vice Chancellor or the Steering Committee may call additional meetings of the University Council in plenary session to serve as sounding boards on important, transcendent issues affecting the university.

The University Council shall constitute four (4) Standing Committees to be chaired by University Council members. The Chair of each Committee is responsible to ensure that committees are of a reasonable size so that the majority of members attend each meeting; approved minutes are circulated in a timely manner and uploaded on the Internal University Portal, and overall strive to function efficiently and effectively.

The following standing committees shall assist and report to the Council as needed: (i) the Elections Committee; (ii) the Policy Committee; (iii) the Appeals and Grievances Committee; and (iv) the Committee on University Standing Committees. The Elections Committee shall arrange and administer elections pertaining to the University Council. The Policy Committee shall organize, maintain, research, and otherwise assist in policy discussions of the University Council as needed. The Appeals and Grievances Committee shall investigate cases of abuse of process referred to it by a member of the LUMS community. The Committee on Standing Committees shall solicit faculty preferences for serving on University Standing Committees, ensure balanced representation across the Schools, and prepare the University Council’s recommendations to the Vice Chancellor.

## **G. School Council**

In each School of the University, the School Council serves as a representative and consultative committee of faculty, students and staff, providing advice in the determination of goals and general plans for the School to the Dean. Given its role as an advisory body, the Dean is not bound by the advice of the School Council as he/she is responsible to protect the larger interest of the School. The School Council provides a forum to faculty and students to participate in school governance through its elected representatives.

### **1. Responsibilities of the School Council**

The School Council advises the Dean on a wide range of policies pertaining primarily to academic matters, including proposals for establishing new degree and certificate programs, establishing or modifying graduation requirements, and changes in curriculum, degree and other such requirements.

### **2. Composition of the School Council**

The School Council is comprised of the following members:

1. The Dean of the School, who is the presiding officer of the Council
2. Each School has flexibility in setting up its School Council subject to the following:
  - a) that members of the University Council from each School shall also serve on the School Council
  - b) that the number of elected members including those represented in the University Council is equal to the number of nominated members by the Dean (department chairs, directors of centers, conveners of committees, and senior members of staff, etc.)
3. In cases where the number of members nominated to the School Council by the Dean is greater than the number of faculty members elected to the University Council from that School, the School shall arrange an internal election for faculty members to join the School Council such that the above provisos are satisfied.

### **3. Elections**

Elections for the University Council shall precede the election of the School Councils. Elections are for terms of two academic years, except for the very first election of the University and School Councils. In the first election, half the seats of the relevant Council shall serve for one-year terms (rounded down in case of an odd number of seats). For subsequent years, all elected members shall serve for two-year terms. In this way, nearly half of the elected seats of the relevant Council shall be open for elections each year. All Councils shall therefore have staggered elections.

#### **4. Steering Committee**

Each School Council shall have a Steering Committee. The Steering Committee of the School Council is chaired by the Dean and consists of a nominee of the Dean, two faculty members decided mutually from amongst the elected faculty, provided that one such member must also be a member of the University Council, and one student. The steering committee sets the agenda for the School Council.

### **H. University Standing & Ad Hoc Committees**

For many faculty members, the most frequent opportunity to participate in university-wide affairs with colleagues in other departments and Schools is through membership on one of the University standing and ad hoc committees. Faculty members are appointed by the Provost on the recommendation of the University Council, approved by the VC. The Council seeks nominations for assignments to committees. Some committees also include undergraduates, graduate students and alumni, who are nominated by the associations that represent those groups. While all committees perform a consultative and advisory role, most also have specific ongoing tasks. The University shall have the following standing committees who should convene on an ongoing basis:

1. Admissions & Financial Aid Committee
2. Committee on the Undergraduate Curriculum
3. Sustainability & Spatial Committee
4. Graduate Program Committee
5. University Research Committee
6. Students Disciplinary & Examinations Committee
7. Students Disciplinary & Examinations Appeals Committee

The Vice Chancellor, Provost and/or Deans may ask faculty to serve on additional ad hoc committees as needed. These committees might for example, conduct a search for an administrative officer or study and advise on an important policy issue or deal with ongoing but limited term activity such as orientation and convocation. The Chair of each University Committee is responsible to submit the terms of reference for approval by the Provost and the Vice Chancellor. They must also ensure that committees are of a reasonable size (typically 4 to 7 members) so that the majority of members attend each meeting and overall, strive to function efficiently and effectively. The University Committees are open and participatory decision-making fora and should strive to disseminate their findings widely.

### **I. Amendments**

1. Amendments to the Rules shall be made by the Management Committee subject to ratification by the Board of Trustees. The Vice Chancellor may take proposals and recommendations from the University Council to the Management Committee.
2. Amendment to the Rules shall not apply to any proceedings that have commenced or affect the validity of any decision or anything done prior to the amendment.

### **J. Indemnity**

The University, its officers, or any other person or entity associated with them shall be indemnified against any or all liability whatsoever for any losses, damages, claims, legal costs, or other expenses that a person may suffer or incur, whether directly or indirectly (including any loss of profit or damage to reputation) by reason of any proceedings instituted or measures taken pursuant to these Rules.

### **K. Bylaws**

Each of the governance structures established under these Rules may adopt (and amend) bylaws for its functioning, with the approval of the Vice Chancellor.