



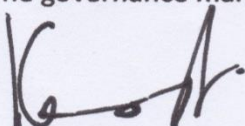
Reviewed on January 2020

Endorsement:

The governance manual was formulated in consultation with the Key Administrators and Senior Faculty. The consultations were held on 10 August and 19 October 2017 at A601, A401 and Seminar Room-Campus-B. Those in attendance were:

- Prof. H M Jahirul Haque, Vice Chancellor
- Prof. Milan Kumar Bhattacharjee, Treasurer
- Prof. Imran Rahman, Dean, School of Business and Special Adviser to the Board of Trustees
- Prof. Akhtar Ahmed, Registrar
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The governance manual has been approved by the Board of Trustees on 26 February 2018.



Dr. Kazi Anis Ahmed
Vice President, Board of Trustees
University of Liberal Arts Bangladesh

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List of Acronyms

ACBSP	Accreditation Council for Business Schools and Programs
ACEJMC	Accreditation Council on Education in Journalism and Mass Communication
CAS	Center for Archaeological Studies
CAT	Center for Advanced Theory
CBS	Center for Bangla Studies
CES	Center for Enterprise and Society
CETL	Center for Excellence in Teaching and Learning
CLS	Center for Language Studies
CSE	Computer Science and Engineering
CSD	Center for Sustainable Development
DEH	Department of English and Humanities
EQAF	Educational Quality Assurance Foundation
GED	Department of General Education
HR	Human Resource
ISO	International Organization for Standardization
IQAC	Institutional Quality Assurance Cell
MoU	Memorandum of Understanding
OFR	Office of Faculty Research
QAC	Quality Assurance Committee
ULAB	University of Liberal Arts Bangladesh
USB	ULAB School of Business
UGC	University Grants Commission
VP	Vice President

i. Introduction

The vision of the University of Liberal Arts Bangladesh is to be the best university in Bangladesh and a leader in South Asia. It aims to transform education by consistently providing high-quality learning experiences. It is committed to excellence and innovation in learning and teaching; continuously improves its learning environment; and reviews and updates its curricula. It is supportive of the aspirations of students and the needs of society.

Given these, ULAB has given priority to quality education. In fact, four years after its inception, it has co-founded the Educational Quality Assurance Foundation (EQAF), which is a quality assurance initiative of private universities. For ULAB, quality in education is not a matter of compliance with government policies and regulations; it should be integrated with education activities where we plan, do, check and act to achieve continuous improvement.

The following are the milestones vis-à-vis ULAB's efforts towards quality assurance:

- August 2008 - Founding member of the Education Quality Assurance Foundation (EQAF). ULAB VP Kazi Anis Ahmed was appointed as EQAF Joint Secretary.
- June 2010 - Membership to the Asia Pacific Quality Network was approved on 29 June.
- October 2011- Completed the Shujog Impact Assessment.
- September 2015 - Signed contract with Social Vision for the purpose of ISO 9001: 2008 Certification.
- October 2015 - Membership of the ULAB Business School to the US-based Accreditation Council for Business Schools and Programs (ACBSP) was approved.
- January 2016 - ULAB Media Studies and Journalism Department passed the first stage (initial site visit) of the US-based Accreditation Council on Education in Journalism and Mass Communication (ACEJMC) accreditation.
- January 2016 - Entered an MOU with the University Grants Commission (UGC) for the three-year project: "Establishment of IQAC at ULAB".

Looking ahead, the university endeavors to gain recognition with various accreditation bodies to include the University Grants Commission, International Organization for Standardization (ISO), Accrediting Council on Education in Journalism and Mass Communications (ACEJMC), Accreditation Council for Business Schools and Programs (ACBSP), to name a few. One important element in gaining this is by having excellence in the conduct of course teaching and academic advising.

ii. Quality Statement

The University of Liberal Arts Bangladesh aims to be the best university in Bangladesh and a leader in South Asia. It is committed to quality education by developing systems for conscious, consistent and catalytic action to improve academic and administrative performance. It promotes measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices. It ensures, at all times, compliance with statutory and regulatory requirements of the land.

iii. Quality Assurance Objectives

The quality objectives of University of Liberal Arts Bangladesh (ULAB) are as follows:

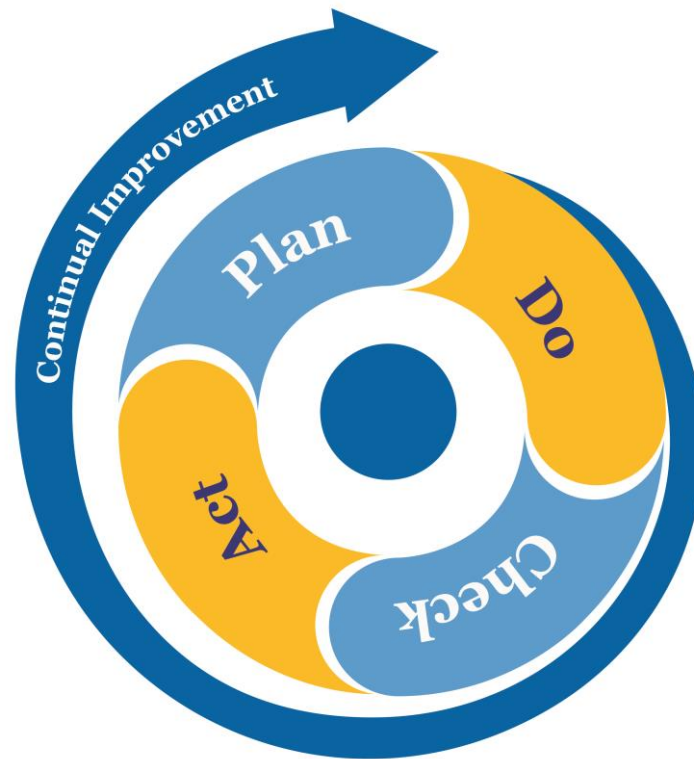
1. Develop and apply quality benchmarks and parameters for various academic and administrative activities of the institution.
2. Gather feedback from students, alumni, employers and other stakeholders on quality-related institutional processes.
3. Disseminate information on various quality parameters of higher education.
4. Organize institutional workshops, seminars on quality-related themes and promotion of quality.
5. Document various programs/activities leading to quality improvement.
6. Develop and maintain an institutional database for the purpose of maintaining and enhancing institutional quality.
7. Prepare the necessary reports as per guidelines and parameters of the various accreditation bodies.

iv. Quality Assurance Process

There are four steps in the internal quality assurance process at ULAB – plan, do, check and act (PDCA). PDCA (plan–do–check–act or plan–do–check–adjust) is an interactive four-step management method used in business for the control and continuous improvement of processes and products. It is also known as the Deming circle/cycle/wheel, Stewart cycle, control circle/cycle, or plan–do–study–act (PDSA). The PDCA Cycle as an approach to change and problem solving is very much at the heart of Deming's quality-driven philosophy. The four phases in the Plan-Do-Check-Act Cycle involve:

- **Plan:** Identifying and analyzing the problem.
- **Do:** Developing and testing a potential solution.
- **Check:** Measuring how effective the test solution was, and analyzing whether it could be improved in any way.
- **Act:** Implementing the improved solution fully.

This may be represented in the figure below:



v. About the IQAC

ULAB's Institutional Quality Assurance Cell (IQAC) manages and oversees policies and procedures to assure the standards of its awards and the quality of learning opportunities and to support the enhancement of learning and teaching. It is responsible for ensuring that ULAB's quality assurance policies and procedures are robust and effective in maintaining and monitoring the standards of its academic awards and in supporting the enhancement of the student learning experience. It manages key quality assurance processes, including curriculum design and approval; program self-assessment reports and improvement plans; student and stakeholder feedback systems; and periodic internal and external reviews and audits.

The IQAC works closely with academic and administrative departments across the university, particularly the internal audit team, ISO core team, ACBSP core team, self-assessment committees, exam committee, curriculum committee and the quality assurance committee. It provides information and guidance on quality assurance, primarily through the policies and procedures. It also offers information, training and advice to staff and faculty members on the different processes relating to quality assurance in education.

vi. About the Manual

The Governance Manual describes how the university is governed. It discusses the principles, symbols, organs and officers of governance of the University of Liberal Arts Bangladesh. It illustrates the university organizational structure and shows how its governance structure complies with the Private University Act 2010.

vii. Amendments:

There are no amendments to this manual.

1.0 History of the University

ULAB's founder, Kazi Shahid Ahmed, believes in pursuing endeavors that benefit the people of Bangladesh and are of service to the country. In this spirit, he created a place of learning where well-rounded students would be fully steeped in the values of their own heritage yet trained to face the modern global workplace.

The sponsors planned for many years, and the idea of the University was initiated at a public colloquium, in February of 2002, attended by leading academics, cultural figures, and entrepreneurs. Permission for the opening of ULAB was received from the University Grants Commission (UGC) of Bangladesh in November of 2003.

ULAB was formally launched at a ceremony on October 1, 2004

For its first two years, the university operated from its original campus in Mohakhali, Dhaka.

The purpose-built campus in the heart of Dhanmondi was opened in the Fall of 2006. This fully-dedicated building has all modern facilities, laboratories and libraries available for its students.

In the Summer of 2008, ULAB opened its second campus, also in Dhanmondi.

ULAB has secured all legal permissions for its Permanent Campus, on a beautiful multi-acre site in Ramchandrapur, Mohammadpur. ULAB completed partial infrastructure of Permanent Campus Complex in 2015.

Convocations

- 2010** Through its first-ever Convocation on July 20, 2010, ULAB established itself as a recognized quality educational institution, with a long-term vision to the future. His Excellency Md. Zillur Rahman, the Hon'able President of the People's Republic of Bangladesh, and Chancellor of the University of Liberal Arts Bangladesh, presided over the Convocation Ceremony and conferred the degrees. The Speaker of the Convocation was Ameerah Haq, the United Nations Under-Secretary-General of the Department of Field Support.
- 2012** ULAB's second Convocation was held on November 18, 2012. The Speaker of the Convocation was Nobel Laureate and Ex-President of the Democratic Republic of Timor-Leste His Excellency Jose Ramos-Horta.
- 2014** ULAB's third Convocation was held on November 16, 2014. The speaker of the Convocation was eminent Bangladeshi writer and intellectual Mr. Syed Shamsul Haq. Honorable Minister of Education, Mr. Nurul Islam Nahid M.P., presided over the Convocation 2014 on behalf of the Honorable Chancellor.
- 2016** ULAB's 4th convocation was held on December 22, 2016. The speaker of the convocation was eminent Human Rights Activist, Advocate Sultana Kamal. Honorable Minister of Education, Mr. Nurul Islam Nahid M.P., presided over the Convocation 2016

on behalf of the Honorable Chancellor. Professor Abdul Mannan, Chairman, University Grants Commission of Bangladesh was present as special guest.

From a single campus in Mohakhali with only 52 students, ULAB has grown to be one of the best private universities in the country, with over 4,500 students, two buildings in Dhanmondi, partial infrastructure in the permanent campus. unique programs of study, renowned research centers and active co-curricular programs.

2.0 Vision and Mission

2.1 Vision

The University of Liberal Arts Bangladesh will be the best university in Bangladesh and a leader in South Asia.

2.2 Mission

The University of Liberal Arts Bangladesh is an institution devoted to developing young minds to their fullest potential through the free and creative pursuit of knowledge. We are firmly committed to helping young men and women to become responsible and caring citizens of their nations and the world.

We fulfill these aims by adopting an array of traditional and innovative academic and extra-curricular programs, and by bringing to our students the best that has been thought and accomplished in the arts and sciences throughout the world.

2.3 Strategic Goals

The University of Liberal Arts Bangladesh (ULAB) will:
instill students with a high capacity for analytical thought, lucid expression and a lifelong love of learning. It will collaborate across disciplines and institutions to be a center of knowledge creation. It will focus on sustainable development to create a better world.

ULAB Graduates will:

think critically and communicate effectively. They will be technologically sophisticated and globally aware. They will be set free to explore, to create, to challenge. Imbued deeply with the principles of freedom, creativity, and service, they will become thoughtful, productive members of society, and capable of meeting challenges of the new century.

3.0 Principles of Governance

3.1 Values

ULAB's core values are the standards that drive our culture, guide our conduct, and set the minimum expectations for everyone at ULAB.

- Love of Lifelong Learning
- Practicing Integrity and Leadership
- Encouraging Innovation
- Promoting Tolerance
- The Pursuit of Excellence

3.2 Guiding Principles

1. **Liberal Arts:** Providing a broad foundation across disciplines, in order to develop analytical abilities and flexibility of mind.
2. **Progressive Education:** Establishing values of tolerance, empathy and integrity, in order to become citizens of the world.
3. **Sustainable Development:** Employing sustainable practices and respect for human rights, in order to become responsible leaders of the future.
4. **Active Teaching and Learning:** Striking a balance between theoretical and practical learning, in order to thrive in a fast-changing knowledge economy.
5. **Research:** Supporting cross-disciplinary inquiry, in order to inform education and public policies.
6. **Engaged Citizenship:** Building and serving civic communities, in order to create a free and equitable society.

Open for all.- ULAB shall be open to competent students of all classes regardless of their race, religion, caste, ethnic group, gender, birth place or physical disability.

3.3 ULAB Code of Ethical Conduct

3.3.1 Ethical standards:

- We respect the laws of nation of Bangladesh.
- We conduct ourselves with integrity, honestly and impartially in all circumstances but especially in relation to our students and the university community in general.
- We avoid conflicts of interest at all times. In circumstances where this is impossible we declare our interests in the expectation our decision is respected.
- We use the University's funds, equipment, buildings, information and other resources with care and responsibility and in the best interests of the University.
- We seek to further the interests of the University, its students, clients and associates but remain sensitive and attentive to the interests of the broader community at all times.
- We are aware of obligations to maintain confidentiality of information: we do not use this information for personal gain, nor to the detriment of the University or its various stakeholders.
- We exercise due skill, care and diligence in performing our duties and acknowledge our responsibility to maintain currency of our knowledge, skills and technical competencies.

- We are fair and honest in our relationship with suppliers and purchasers of the University's goods and services: we avoid both the appearance and reality of being influenced by any party, or of being prejudiced or biased in our dealings with third parties and stakeholders.
- We do not actively solicit any gifts, benefits or hospitality; nor do we accept gifts or benefits (including hospitality and entertainment) which could in any way compromise or be seen by the wider community to influence us in our official capacity. We declare the benefit of gifts or gratuities that occur in the normal course of business. We never accept cash gifts.
- We represent the University in the performance of our tasks and avoid all conduct, which detracts from the University's reputation.
- We abide by the University rules and regulations relating to Sexual Harassment.

3.3.2 Indicators of Personal Ethical Behavior:

- Staff must not allow dishonesty, personal prejudice or bias to influence them in the conduct of their employment.
- Staff should avoid actual or perceived conflicts of interest.
- Staff should not accept gifts, benefits or hospitality if their nature and value may be seen as compromising your objectivity and influencing you in your official capacity. Cash gifts should never be accepted.
- Staff actions should be fair, honest, and truthful in all circumstances.
- Staff should not condone the use of any statement, which is misleading, false or deceptive.
- Staff should conduct themselves with care and skill, and ensure their actions do not conflict with the requirements of integrity and objectivity or the Private Universities Act 2010.
- Staff should not use confidential or other information for personal advantage or for the advantage of another.
- Staff should at all times use professional language and behavior, whether speaking with seniors, colleagues, juniors, or students.

3.4 Liberal Arts Foundation

Liberal arts education is about developing and disciplining the human mind-transforming it into something willful, virtuous, articulate and knowledgeable and with a thirst, passion and capacity for life-long learning. As every free citizen may endeavor to take active part in civic life and public debate, s/he should be well-versed with a broad range of subjects. In light of this, mathematics, hard sciences, human sciences, language, humanities and arts are all considered to be part of liberal arts. In this manner, every person may determine his/her own destiny and respect the diversity around him/her.

The interest of a liberal arts school, then, is how to actualize this transformation- from simply 'being' into somehow 'becoming'. 'Being' denotes a person's present (what a person is) while 'becoming' refers to a person's future (what a person will be). A person's present may be seen in his/her sense of being (composed of both temporal and spiritual dimensions) while a person's future may be viewed as having infinite possibilities (sense of becoming).

Liberal arts educational approaches should touch on various taxonomies of learning to facilitate such transformation. It should enable recall, comprehension, understanding, application, analysis, critical thinking and out of the box creation. It should likewise engage each person's cognitive, affective and behavioral dimensions.

ULAB believes that liberal arts education is one of the keys towards a bright future for all its graduates. Since the minds of ULABians have been disciplined, the future of ULAB graduates is now limitless.

4.0 Symbols of the University

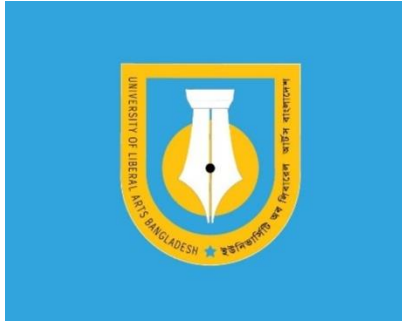
4.1 Seal of the University of Liberal Arts Bangladesh

The ULAB seal consists of many meaningful elements which balance ULAB's mission to produce graduates who will be technologically sophisticated, globally aware, and imbued with the principles of freedom, creativity and service.



SL	Symbols	Meaning
1.	The U-shape	The crest, "U" for University is a modern design.
2.	The full name of the university in English and Bangla	The Bangla language heritage of Bangladesh
3.	A white fountain pen	Knowledge passed down through the ages
4.	A golden disk	Sun, light of knowledge, central disk in the Bangladeshi flag
5.	A blue field	Limitless sky
6.	A blue star	North star, guiding star

4.2 Flag of ULAB



ULAB's flag consists of the university seal centered on a field of blue.

4.3 Logo of ULAB

ULAB has officially approved logo. The logo is mandated by the university to use all official documents, including external publications, internal memos, purchase request forms, meeting minutes, HR documents, banners, etc. The logo must retain its proportions and it cannot be "squeezed" horizontally or vertically. There are four versions of the logo.

Versions of Logo	Explanation
	the standard blue version for high-resolution publications
	a white EPS version only for dark backgrounds,
	a medium-sized version in GIF format
	one small-sized GIF version which can be used in Word or Excel documents without resizing.

4.4 Colors of ULAB Disciplines:

Each ULAB Academic Departments has its own color. These colors are worn on the sashes of undergraduates and on the hoods of graduates. These are based on the official colors of major Intercollegiate academic regalia.

Faculty	Color	Sample
Business Administration	Silver Blue	
English and Humanities	Pure White	
Media Studies and Journalism	Deep Red	
Computer Science and Engineering	Forest Green	
Electronics and Telecommunication Engineering	Bright Orange	
Electrical and Electronics Engineering	Bright Orange	

5.0 Organs of University Governance

ULAB shall have the following organs of governance:

- Board of Trustees;
- Syndicate;
- Academic Council;
- Faculty;
- Institute;
- Curriculum Committee;
- Finance Committee;
- Teacher Recruitment Committee;
- Disciplinary Committee;
- Sexual Harassment Committee
- Quality Assurance Committee
- Recruitment Facilitation Committee
- Internal Audit Committee
- Special Leave Committee
- Promotions Committee
- Admission Committee
- Department Admission Committee
- Scholarship and Award Committee
- Convocation Committee

5.1 Board of Trustees: The Board of Trustees shall have the following powers and perform the following duties:

- (1) Determining the common seal of the university and the procedure for its preservation and use.
- (2) Approving the organogram of the university;
- (3) Sending the service rules and University Statutes introduced by the Syndicate to the University Grants Commission after approving them;
- (4) Ensuring funding of the university;
- (5) Creating positions of teachers, officers and staffs, determining the duties and responsibilities of the created positions, conditions of service and salary scale, tuition fee and approving recruitment related proposals according to the recommendation of the Syndicate and in accordance with the provisions of the University Statutes and the provisions of the Private University Act 2010;
- (6) Making arrangements for audit, approval and monitoring of the annual accounts of the university;
- (7) Approving budgets recommended by the Syndicate;
- (8) Organizing exchange-of-views meetings with the teachers, students-guardians, alumni and other concerned people at least once a year and introducing and implementing development programs on the basis of opinions received in the meeting, with a view to establishing good governance and solving various problems of the university;
- (9) Submitting proposals before the Chancellor in accordance with the provisions of Sections 31, 32 and 33 of the Private University Act 2010 respectively for the appointment of the Vice Chancellor, Pro-Vice Chancellor and Treasurer of the private university; and
- (10) Approving the annual report prepared by the syndicate and sending it to the Chancellor.

5.2 Syndicate: The Syndicate shall be constituted with the following members:

- (1) Vice Chancellor, who will be the chairperson;
- (2) Pro-Vice Chancellor;
- (3) Treasurer;
- (4) One member from the Academic Council nominated by the Vice Chancellor, one Dean and one departmental Chairperson;
- (5) One academic or education specialist nominated by the Government;
- (6) One member of the Board of Trustees nominated by the Board;
- (7) One representative of the University Grants Commission who is a professor of a university and not working at the Commission; and
- (8) Registrar, who will be the Secretary of the Syndicate.

The nominated members of the Syndicate shall remain in their post for a period of two years from the date of nomination. The Syndicate shall have the following powers and perform the following responsibilities:

- (1) Supervising and administering the academic activities, administrative activities and general management of the University as the executive authority of the university;
- (2) Review of the annual budget prepared by the finance committee and finalizing recommendations for the approval of the Board of Trustees;
- (3) Creating positions of teachers, officers and staffs, determining the duties and responsibilities of the created positions, conditions of service and salary scale, tuition fees and sending recruitment related proposals to the Board of Trustees for approval;
- (4) Approval of the examination of the university and results thereof according to the recommendations of the Academic Council;
- (5) Supervision and preservation of certificates of all examinations and the security mark of certificates provided by the authority;
- (6) Ensuring discipline at all levels of the university and providing decisions after scrutinizing the recommendations of proposals submitted by the disciplinary committee for remedies and penalties against anti-disciplinary conduct;
- (7) Providing decisions after scrutinizing the recommendation of proposals submitted by the disciplinary committee regarding complaints related to sexual harassment and sexual violence at all levels of the university;
- (8) Considering the recommendations of the Academic Council and providing decisions;
- (9) Registration of students of the university, ensuring proper maintenance of examination results, accounts and other important records and documents;
- (10) Preparing university Statutes and submitting it to the Board of Trustees for approval; and
- (11) Preparing the annual report and sending it to the Chancellor, Government and University Grants Commission through the Board of Trustees.

5.3 Academic Council: The Academic Council shall have the following members:

- (1) Vice Chancellor, who will its chairman;
- (2) Pro-Vice Chancellor;
- (3) All Deans;
- (4) Chairpersons of all departments and institutes;
- (5) One professor nominated from every department on the basis of seniority and roster;
- (6) Two academics nominated by the Board of Trustees;

- (7) Two academics nominated by the Syndicate; and
- (8) Registrar, who will be the Secretary of the Academic Council.

The nominated members of the academic Council shall remain in their posts for a period of two years from the date of nomination. The Academic Council shall be the chief authority regarding academic affairs at the university. It:

- (1) shall be responsible for maintenance and improvement of the quality of admission, teaching, education, examination of the students of the university and it will have control and supervision over these issues;
- (2) subject to the approval of the Syndicate, shall introduce the syllabus and curriculum and determine the subject of research in accordance with the Private University Act 2010, concerned policies of the University Grants Commission and University Statutes;
- (3) shall exercise other powers conferred by the University Statutes and perform its duties and advise the Syndicate in all academic matters.

5.4 Faculty: The university shall have at least four faculties or schools of study: ULAB School of Business; School of Social Sciences; School of Engineering; and School of Arts and Humanities; In every faculty of the university, there shall be one Dean acting as the chairperson of the faculty who will be nominated by the Vice Chancellor from among the teachers of such faculty and, subject to the control of the Academic Council, he/she will be responsible for carrying out the academic activities and research.

5.5 Department: Every Department, subject to the control of Academic Council and concerned faculty, shall be responsible for administering academic and research activities. Every Department shall have a Departmental Head nominated by the Vice Chancellor from among the teachers and he/she shall, under the supervision and general supervision of the Vice Chancellor through the concerned Dean, administer the academic activities related to that Department.

5.6 Institutes and Centers: The university may establish one or more institutes, subject to the approval of the University Grants Commission. It may likewise set up centers for the purpose of conducting research activities. The institutes and centers shall be headed by a director. He/she, being under the control and general supervision of the Vice Chancellor, shall carry out the activities approved by government regulations and entities.

5.7 Curriculum Committee: There shall be one curriculum committee in every Department of university. All teachers of the concerned department and two expert members on that concerned subject shall be in the committee as members and the Departmental Head will be the chairperson of the curriculum committee. Every subject and course of the university must be approved by the University Grants Commission and no student can be admitted to the concerned subject or course before the issuance of written letter of approval. If any significant change or modification is required for any subject or course approved by the UGC, the

curriculum committee shall apply to the commission with the justification thereof in this regard.

5.8 Finance Committee: There shall be one finance committee in the university and the term of the members nominated to such committee shall be three years. The finance committee shall be constituted of the following members:

- (1) Three members of the Board of Trustees nominated thereby, and one of them shall be the Chairman;
- (2) Vice Chancellor;
- (3) Treasurer;
- (4) One departmental head nominated by the Vice Chancellor;
- (5) Two representatives nominated by the Syndicate who are experts on the concerned subject; and
- (6) Director (Finance), who will be the member secretary.

The Finance committee shall introduce the annual budget of the university and shall send it to the Board of Trustees, through the Syndicate, for approval. The Finance committee shall advise and recommend the Syndicate and the Board of Trustees regarding all financial matters.

5.9 Teacher Recruitment Committee: For the purpose of recruiting teachers, a teacher recruitment committee shall be constituted with the following members:

- (1) Vice Chancellor, who will be the chairperson;
- (2) Pro-Vice Chancellor;
- (3) Two academics nominated by the Board of Trustees;
- (4) Two experts on the concerned subject nominated by the Syndicate;
- (5) Concerned Dean; and
- (6) Concerned departmental or institute head, who are not below the rank of Professor.

5.10 Disciplinary Committee: There shall be a disciplinary committee in the university constituted with the following members:

- (1) One member nominated by the Board of Trustees who will be the chairperson;
- (2) Vice Chancellor;
- (3) Deans of all faculties;
- (4) One departmental head nominated by the Syndicate;
- (5) Registrar; and

(6) Proctor, who will be the member secretary.

The scope of work of the disciplinary committee shall be determined by the Syndicate. The disciplinary committee shall ensure the discipline at all levels of the university. This committee shall, upon submission of a complaint for remedy and penalty against anti-disciplinary conduct of every level including sexual harassment and sexual violence, investigate, hear and check for rapid and effective measures. It shall submit a proposal to the Syndicate for decision, which shall contain necessary recommendations. If any complaint is raised against any member of the Disciplinary Committee, the Board of Trustees shall immediately form a five-member investigation committee, where there will be two members from the Board of Trustees, two Syndicate members and one lawyer. On the basis of recommendations rendered by the investigation committee, the Board of Trustees shall take appropriate measures against the concerned member of the disciplinary committee.

5.11. Sexual Harassment Complaint Committee: In order to follow the directions of Supreme Court's High Court division, the university shall have a five-member Sexual Harassment Complaint Committee. The Sexual Harassment Complaint Committee will work for the remedy of sexual harassment and sexual violence. The Complaint Committee will have minimum five members and majority of the members will be women. The head of the Complaint Committee should be a woman (if available). The Complaint Committee should have at least two members from outside the university, preferably from organizations working on gender issues and sexual abuse.

5.12. Quality Assurance Committee: In order to look after the key issues of quality assurance and activities of the Institutional Quality Cell (IQAC), the Quality Assurance Committee (QAC) shall be constituted in the university. The IQAC shall report to the VC and be supervised by the University's QAC. The composition of the QAC shall be as follows:

- (1) Vice Chancellor;
- (2) Pro Vice Chancellor;
- (3) One member of the Board of Trustees;
- (4) All Deans;
- (5) Director of IQAC;
- (6) Director, CETL;
- (7) Any other two senior academics/personnel appointed by the Syndicate nominated by the Vice Chancellor;
- (8) Registrar of the University;
- (9) Director of Finance and Accounts; and
- (10) Additional Director of IQAC shall be the member-secretary of the QAC.

The QAC shall be responsible, on behalf of the Syndicate, for the institutional oversight of the IQAC. The QAC shall be an advisory body to the IQAC for developing an effective and workable system of quality assurance. It shall act as a planning forum for the discussion and promotion of developments in quality assurance culture. All members of the committee are expected to be cooperative and constructive in approach and actively participate in the working of the committee. It shall oversee the activities of IQAC and implementation of the quality assurance framework of the university. The QAC shall meet at least twice a year to provide guidance and direction to the IQAC. The member-secretary of the QAC will serve the notice of the meeting of QAC following Vice Chancellor's directive and circulate the minutes.

5.13 The functions of the other committees of the university are as follows:

- (1) Recruitment Facilitation Committee** - determines teacher recruitment needs, develops the recruitment criteria, shortlists the candidates lists and arrange the panel interviews, among others.
- (2) Internal Audit Committee** - provides oversight in the reporting process, audit process, system of internal controls and compliance with laws and regulations.
- (3) Special Leave Committee** - governs unusual and extraordinary leaves, not included in the human resource manual.
- (4) Promotions Committee** - is responsible for assuring that all appropriate promotion and tenure procedures for university faculty and staff are followed and makes recommendations for promotions.
- (5) Admission Committee** - formulates the general university guidelines for admission (including setting the seat capacity and admission criteria) and approves admission results.
- (6) Department Admission Committee** - at the department level, the committee sets department admission criteria, develops the admission tests, mark admission test scripts and send for approval the admission results.
- (7) Scholarship and Award Committee** - determines the criteria and recommends recipients of scholarships and awards based on academic merit, special needs and those mandated by law.
- (8) Convocation Committee** - ensures the successful conduct of the university graduation exercise.

6.0 Officers of University: ULAB shall have the following full-time officers:

- (1) Vice Chancellor;
- (2) Pro-Vice Chancellor;
- (3) Treasurer;
- (4) Examination Controller;
- (5) Dean or Director;
- (6) Registrar;
- (7) Proctor;
- (8) Departmental Head;
- (9) Advisor (student welfare);
- (10) Director (finance);
- (11) Public Relations Officer; and
- (12) Librarian.

6.1 Chancellor: The President of the People's Republic of Bangladesh shall be the Chancellor of the university. The Chancellor or any prominent person nominated thereby shall Chair the convocation program of awarding academic degree or honorary degree of the university. The proposal of awarding honorary degree by the university shall require approval from the Chancellor. Subject to the approval of the Chancellor, the convocation program of awarding academic degrees shall be held every year, or as may be prescribed by the Chancellor through an order. The Ministry of Education shall perform the secretarial responsibilities for the Chancellor.

6.2 Vice Chancellor: The Chancellor shall appoint any person proposed by the Board of Trustees of the university as the Vice Chancellor for a period of four years. The Vice Chancellor shall be the Chief Executive and Academic Officer of the university and he/she shall be responsible for the implementation of the decisions taken by the Syndicate and the Board of Trustees. In order to be appointed to the position of Vice Chancellor, he/she should have received an under graduate and post graduate degree with first class or similar standard or have a Ph.D. degree and teaching experience at any recognized university for a period of minimum ten years and research or administrative work experience for a period of twenty years in total. If any person

proposed to be appointed to the position of Vice Chancellor is working in any other recognized university, a release order from the original employer of such person should be submitted with the proposal which is proposed. Written consent from the proposed person should be submitted with the proposal for appointing such person as Vice Chancellor.

If any Vice Chancellor appointed fails to perform his/her responsibility for any reason, the Pro-Vice Chancellor of the university shall temporarily perform the responsibilities of the Vice Chancellor. However, if the position of Pro-Vice Chancellor of the university is vacant, the Treasurer of such university shall perform the responsibilities of the Pro Vice Chancellor. The Vice Chancellor shall be *ex officio* member of the Board of Trustees and he/she shall be the Chairman of the Syndicate, Academic Council, Finance Committee, Teacher Recruitment Committee and Disciplinary Committee. The Vice Chancellor shall be responsible to the Syndicate and Board of Trustees for his/her work. The Chancellor may, as per the recommendations of the Board of Trustees, remove the Vice Chancellor for any clear and acceptable reason.

6.3 Pro-Vice Chancellor: The Chancellor shall appoint a person, proposed by the Board of Trustees of the university, as the Pro-Vice Chancellor for a period of four years. In order to be appointed to the position of Pro-Vice Chancellor, he/she should have received an undergraduate and post graduate degree with first class or similar standard or have a Ph.D. degree and teaching experience at any recognized university for a period of minimum ten years and research or administrative work experience for a period of fifteen years in total.

If any person proposed to be appointed to the position of Pro-Vice Chancellor is working in any private university or recognized university, a release order from the original employer of such person should be submitted with the proposal. Written consent from the proposed person should be submitted with the proposal for appointing such person as Vice Chancellor. The Pro-Vice Chancellor shall perform the duty as prescribed by the University Statute and conferred by the Vice Chancellor. The Chancellor may, as per the recommendation of Board of Trustees, remove the Pro-Vice Chancellor of the university for any clearly stated reason.

6.4 Treasurer: The Chancellor shall appoint a person, proposed by the Board of Trustees of the university, as the Treasurer of such university for a period of four years. In order to be appointed as Treasurer, the person should have at least a post-graduate degree and must have experience in teaching as a professor, or in administration or financial management for a period of not less than fifteen years.

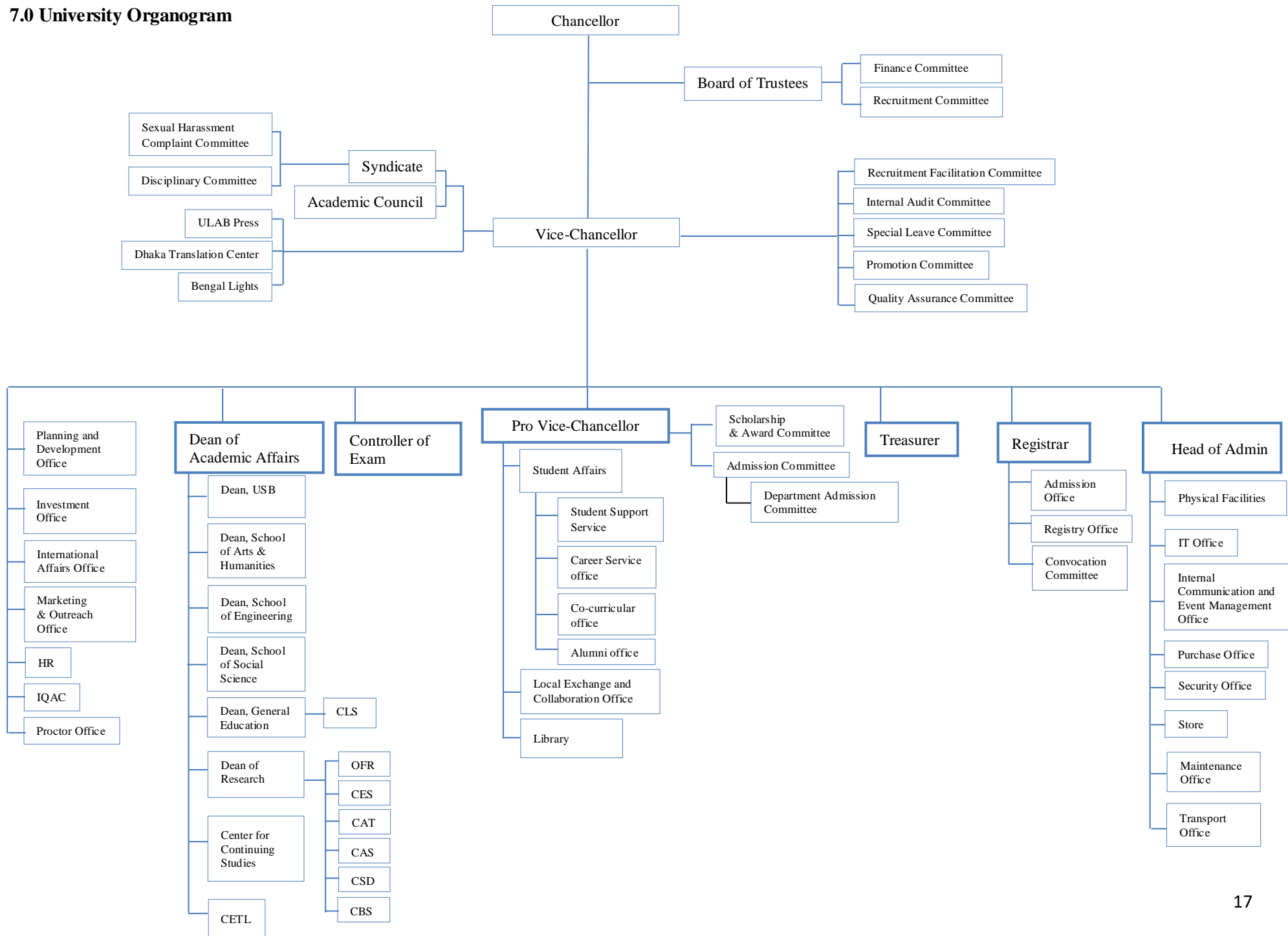
The Treasurer shall conduct overall supervision of the university's funds and maintain accounts of income and expenditure and he/she shall be responsible for preparing budgets, financial management and discipline and accounts. If any situation arises where the Treasurer is

required to be removed, the Board of Trustees shall, on the basis of recommendation from the Syndicate, send a proposal for removal to the Chancellor clearly mentioning the reason thereof and the Chancellor may remove the Treasurer after considering such proposal.

6.5 Appointment of other Officers of the University: A recruitment committee shall be formed, for the purpose of appointing the Registrar, Examination Controller, Dean or Director, Proctor, Departmental Head, Advisor (student welfare), Director (finance), Public Relations Officer and Librarian of the university, with the following members:

- (1) Vice Chancellor, who shall be the Chairman of the committee;
- (2) Pro-Vice Chancellor;
- (3) two representatives of the Board of Trustees nominated thereby;
- (4) two representatives of the Syndicate nominated thereby, who are not members of the Board of Trustees; and
- (5) one external Professor of any university nominated by the Vice Chancellor.
- (6) The Registrar, Librarian and other officers of the university shall be appointed, subject to the conditions prescribed by the Syndicate, on the basis of recommendations of the recruitment committee.

7.0 University Organogram





University of Liberal Arts Bangladesh

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