BAHRIA UNIVERSITY

BU TOWN HALL MEETING POLICY 2026

BAHRIA UNIVERSITY
Discovering knowledge

Head Office

CERTIFICATE OF PROMULGATION

1. It is certified that this document titled “BU Town Hall Meeting Policy 2026” contains 1 to 7 pages including Annexes A to C. The Policy was approved by the Academic Council in its 50th Meeting held on 5 May 2026 as Agenda Item 5055 (Para 547). Master copy of this document is held with Academics Directorate.

2. Upon approval of Minutes of 50th Academic Council Meeting, BU Town Hall Meeting Policy 2026 contained in this document stands promulgated w.e.f 05 May 2026.

M JALALUDDIN QURESHI SI(M) (Retd)
Commodore
Registrar

Copy No._____

RECORD OF AMENDMENTS

Amendment No	Dated	Authority	Clauses Amended	Status
1st Edition	03 August 2025	DHR	**Para 1.8 (new) inserted after para 1.7.1**	Incorporated
2nd Edition	20 May 2026	50th ACM	**-**	New Print

Note: Amendments are to be recorded, cross checked and their incorporation in the documents authenticated (with name, designation, and signature).

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1.1 Preamble

1.1.1 Bahria University (BU), being a multi-campus institution comprising multiple schools, departments, and administrative units, recognizes that effective communication and structured stakeholder engagement are essential for ensuring academic quality, institutional cohesion, and responsive governance. At present, feedback and issues raised by students, faculty, and staff are often addressed in an ad-hoc manner, resulting in delayed resolution, duplication across forums, and limited institutional learning.

1.1.2 In order to strengthen participatory governance, improve internal communication, and align issue resolution with defined institutional hierarchies, a structured multi-tier Town Hall Meeting mechanism is hereby established to institutionalize dialog accountability, and systematic follow-up across all levels of the University.

1.2 Purpose

1.2.1 The purpose of this policy is to establish a formal mechanism for stakeholder engagement that ensures timely resolution of issues at the lowest appropriate level, promotes transparency and accountability, minimizes unnecessary escalation of routine matters, and facilitates institutional learning through proper documentation and follow-up of decisions.

1.3 Scope

1.3.1 This policy is applicable to all campuses, departments, academic units, and administrative offices of Bahria University. It governs the conduct of Town Hall Meetings for key stakeholder groups, namely students, faculty, staff and officers. The provisions outlined herein shall be implemented in alignment with existing BU rules, regulations, and governance frameworks.

1.4 Policy Framework: Multi -Tier Town Hall Mechanism

1.4.1 The Town Hall Meeting Mechanism shall operate at multiple tiers to ensure that issues are addressed at the most appropriate level and are not escalated to higher forums unnecessarily.

1.4.2 Town Hall Meetings for Students

1.4.2.1 Department-Level Town Hall Meetings shall be held once per semester under the chairmanship of the Principal, with participation from the Head of Department (HoD), concerned faculty coordinators, and enrolled students. These meetings shall deliberate on course delivery and assessment practices, teaching-learning challenges, student feedback, academic concerns, and immediate operational issues within the department. Matters not resolved at this level may be escalated to the Campus-Level Town Hall.

1.4.2.2 Campus-Level Town Hall Meetings shall be held once per annum under the chairmanship of the Director General (DG) Campus/ Head of Constituent Unit (HCU). The Rector may chair these meetings at his/her discretion. Participants shall include Principals, HoDs, students, and campus administration. The meetings shall address campus-wide academic and administrative matters, infrastructure and facilities, student services, policy implementation, and other relevant concerns.

1.4.3 Town Hall Meetings for Faculty

1.4.3.1 Campus-Level Town Hall Meetings for faculty shall be held once per annum under the chairmanship of the DG Campus/ HCU. The Rector may chair these meetings at his/her discretion. Participants shall include Principals, HODs, faculty members, and relevant campus administration.

1.4.3.2 These meetings shall deliberate on academic and administrative matters, policy implementation, faculty development, infrastructure and facilities, and other relevant concerns raised by faculty.

1.4.4 Town Hall Meetings for Staff

1.4.4.1 Campus-Level Town Hall Meetings for staff shall be held once per annum under the chairmanship of the Director Administration/Campus The Rector may chair these meetings at his/her discretion.

1.4.4.2 These meetings shall focus on administrative and operational matters, workplace environment, infrastructure maintenance, policy implementation, and other relevant staff-related issues.

1.4.5 Special Town Hall Meetings

1.4.5.1 In addition to the Town Hall Meetings prescribed under this Policy, the Campus may organize Special Town Hall Meetings, as and when required, with students, faculty, staff, and external stakeholders.

1.4.5.2 Such meetings may be chaired by the Rector or any other competent authority and may include government officials, industry leaders, CEOs, alumni, regulatory bodies, development partners, or other distinguished guests.

1.4.5.3 The objectives, composition, agenda, and frequency of such meetings shall be determined by the organizing authority based on the purpose of the event.

1.5 Roles and Responsibilities

1.5.1 Campus administration shall be responsible for facilitating the conduct of Town Hall Meetings by ensuring scheduling, logistical arrangements, stakeholder participation, and administrative support.

1.5.2 HODs shall be responsible for conducting biannual Department-Level Town Hall Meetings for students. They shall ensure identification and prioritization of agenda items,

encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.3 Director Academics (Campus) shall be responsible for conducting annual Campus-Level Town Hall Meetings for students and faculty. The Director Academics (Campus) shall ensure identification and prioritization of agenda items, encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.4 Deputy Director Administration (Campus) shall be responsible for conducting Campus-Level Town Hall Meetings for staff members. The Deputy Director Administration (Campus) shall ensure identification and prioritization of agenda items, encourage stakeholder participation, issue Minutes of Meetings, and monitor the implementation of decisions arising from such meetings.

1.5.5 The Director Student Affairs (DSA) at BU Head Office (BUHO) shall serve as the focal person for institutional oversight of Campus-Level Town Hall Meetings for students. The DSA shall ensure that such meetings are conducted annually across all campuses in accordance with approved policies, obtain and review Minutes of Meetings submitted by campuses, and monitor follow-up on action points for timely resolution. Where required, the DSA shall facilitate reporting, processing, and escalation of matters at BUHO for appropriate action.

1.5.6 The Director Human Resource (DHR) at BUHO shall serve as the focal person for institutional oversight of Campus-Level Town Hall Meetings for faculty and staff. The DHR shall ensure that such meetings are conducted annually across all campuses in accordance with approved policies, obtain and review Minutes of Meetings submitted by campuses, and monitor follow-up on action points for timely resolution. Where required, the DHR shall facilitate reporting, processing, and escalation of matters at BUHO for appropriate action.

1.5.7 BUHO shall provide overall policy oversight and ensure standardization of Town Hall processes across all campuses.

1.6 Procedures and Implementation Guidelines

1.6.1 All Town Hall Meetings shall be conducted in a structured manner. Stakeholders shall be provided with an opportunity to submit questions or issues in advance to facilitate meaningful engagement, enable informed responses, and ensure efficient and productive discussions.

1.6.2 The meetings shall be conducted in an organized manner, ensuring orderly proceedings while allowing inclusive participation. Proceedings of each meeting shall be formally recorded, and Minutes of Meeting (MoM) shall be prepared and circulated within a reasonable timeframe.

1.6.3 Action points arising from each meeting shall clearly identify the responsible office(s) or individual(s) along with defined timelines for implementation. Matters that remain unresolved at a particular tier shall be formally documented and escalated to the next appropriate level with

justification. Progress on action points of previous meetings shall be presented in the subsequent meeting.

1.7 Code of Conduct

1.7.1 Respectful and professional conduct is required at all times, with no discriminatory or offensive remarks, along with strict adherence to confidentiality where applicable and full compliance with university policies.

1.8 Labor Rights and Workplace Concerns

1.8.1 The University recognizes the labor rights of every faculty member, officer and staff member, women and men, Pakistani and international, including freedom of expression and the right to raise any matter of pay, conditions of service or treatment at work, individually or jointly with colleagues, in accordance with the Bahria University Ordinance 2000 (Ordinance No. V of 2000) and the Statutes, Rules and Regulations of the University.

1.8.2 Faculty and staff may, individually or jointly, place concerns and proposals, including on pay and conditions of service, on the agenda of the Town Hall Meetings for faculty and for staff under paras 1.4.3 and 1.4.4. DHR shall consider each such proposal, give a written response to those who raised it within 30 days, record the outcome in the Minutes of Meeting and refer any proposal on pay scales to the Rector for the Board of Governors under para 1.25.1 of the HR Policy Manual. This para does not establish any standing body, association or elected office of employees, or any arrangement for collective bargaining.

1.8.3 No employee shall be penalized or disadvantaged for raising a matter, speaking at a Town Hall Meeting or raising a matter jointly with colleagues under this para.

Annex-A

OUTCOMES OF TOWN HALL MEETING

Campus: ----------

School: ----------

Department: ----------

Date: ----------

Chaired by: ----------

Summary of Key Discussions

S.No.	Agenda/Issue	Key points discussed	Decision/Recommendations

Annex-B

CORRECTIVE ACTIONS/ MEASURES ON OUTCOMES OF TOWN HALL MEETING

Campus:----------

School:----------

Department:----------

Conducted on:----------

Action Plans Corrective Measures

S.No	Issue identified	Action required	Responsible Office/Person	Timeline

Annex C

COMPLIANCE REPORT ON CORRECTIVE ACTIONS/ MEASURES ON OUTCOMES OF TOWN HALL MEETING

Compliance Report with Evidence

Action Item	Progress on Action Items	Evidence Submitted