SDG
08
DECENT WORK AND ECONOMIC GROWTH

EVIDENCE DOCUMENT | INDICATOR 8.2.2

Employment practice unions

METRIC 8.2 Employment practice

REFERENCE YEAR	COVERAGE	DATE PREPARED
In place by 2025	Faculty, officers and staff; all campuses	5 November 2026

ISSUING OFFICE	EVIDENCE ID
Directorate of Quality Assurance, Head Office	E-08-8.2.2

THE SIR 2027 REQUIREMENT

Does your university as a body recognize unions for all, including women & international staff?

01 Statement of Evidence

Bahria University's direct answer to the requirement

Yes. Bahria University recognises the right of all faculty, officers and staff, including women and international employees, to raise workplace concerns individually or jointly through its Town Hall mechanism under para 1.8 of the Town Hall Meeting Policy. Faculty and staff may place joint concerns on Town Hall agendas; DHR must give a written response within 30 days, record the outcome and refer pay-scale proposals to the Rector for the Board of Governors.

Employees are protected from disadvantage for raising such matters. The amendment register records the insertion of para 1.8 on 3 August 2025; the supplied policy was promulgated from 5 May 2026 and circulated by the Registrar on 2 July 2026. Its current wording is reproduced here with those dates distinguished.

DHR's workbook reports March 2025 consultations involving international faculty and staff and local employees, and a joint March 2025 Town Hall, while distinguishing proposed themes from verified minutes.

These records support inclusive consultation and joint issue raising. They do not establish recognition of an employee union or equivalent standing association by 2025: para 1.8.2 expressly states that it establishes no standing employee body, association, elected office or collective-bargaining arrangement. The 2026 student clubs and alumni policies provide supplementary stakeholder representation, with distinct constituencies and approval histories.

02 Evidence and Activity Record

Dated facts and records that substantiate the statement

THE's 2027 methodology identifies 8.2.2 as "Employment practice unions", with recognition required to be in place by 2025 (methodology PDF page 76, printed page 102). The following record distinguishes employee consultation, student organisations and alumni governance, and reproduces the policy dates and relevant provisions. A policy issued in 2026 may describe current arrangements; it does not by itself establish that the same recognition existed in 2025.

TABLE 1 What the records establish for indicator 8.2.2

Record	Date and reporting-year position	Scope and evidential meaning
Town Hall Policy	Register: para 1.8 inserted 3 Aug 2025; promulgated 5 May 2026; second-edition entry 20 May 2026. Circulated 2 Jul 2026.	All faculty, officers and staff, including women and international employees. Joint concerns, written responses and non-retaliation; expressly no employee association or collective bargaining.
DHR Town Hall workbook	March and Fall 2025 entries; July 2026 meeting reported separately.	Consultations and schedules. No attached signed attendance, approved minutes, completed action records or employee-body recognition instrument.
Student Clubs and Societies Policy	First edition recorded 24 Sep 2026.	Student-managed bodies and their university oversight. Student representation does not establish recognition of employee unions.
Alumni representation on BoG	Supplied as a 2026-approved policy; no dated approval instrument in the supplied PDF.	Alumni associations and an alumni BoG representative. It does not confer representation on all employees.
2025 events archive	Student-club engagement, 24 Nov 2025.	Evidence that clubs operated and met the Rector in 2025; the record concerns achievements, not employee-union recognition.

1. Employee consultation through Town Hall Meetings

The current Town Hall Policy applies across all campuses, departments, academic units and administrative offices and covers students, faculty, staff and officers (para 1.3.1). Faculty Town Halls are chaired by the DG Campus or Head of Constituent Unit; staff Town Halls by the Director Administration/Campus, with the Rector able to chair either forum (paras 1.4.3 and 1.4.4). Relevant campus administration participates. DHR is the Head Office focal office for faculty and staff, reviewing minutes and following up action points; DSA performs the corresponding role for students (paras 1.5.5 and 1.5.6).

Stakeholders may submit questions in advance. Proceedings must be recorded, actions assigned to responsible offices with timelines, unresolved matters escalated, and progress reported at the next meeting (paras 1.6.1 to 1.6.3). Para 1.8.1 explicitly covers women and men, Pakistani and international employees. Paras 1.8.2 and 1.8.3 provide for joint proposals on pay and service conditions, a DHR response within 30 days and protection from disadvantage.

The certificate records approval by the 50th Academic Council on 5 May 2026, Agenda Item 5055, para 547, and promulgation from that date. The amendment register separately records para 1.8 as inserted on 3 August 2025 under DHR and a second edition dated 20 May 2026. The register supports a recorded 2025 amendment history, but the supplied current text does not independently demonstrate the wording or operation of that clause in 2025. Registrar correspondence BU-HO/Reg/2026/L/1644 of 2 July 2026 forwards Notification No. 42 of 2026, dated the same day, and the enclosed policy for information and necessary action. This confirms circulation of the 2026 edition; it does not change the recorded May 2026 effective date or establish employee-union recognition in 2025.

The final sentence of para 1.8.2 is explicit: “This para does not establish any standing body, association or elected office of employees, or any arrangement for collective bargaining.” Accordingly, the policy is used here as evidence of inclusive consultation and joint workplace concerns, with its recognition limit reproduced in full.

1. Town Hall Meeting Policy continued



Figure 1: BU Town Hall Meeting Policy 2026, PDF page 1: cover.

1. Town Hall Meeting Policy continued

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.

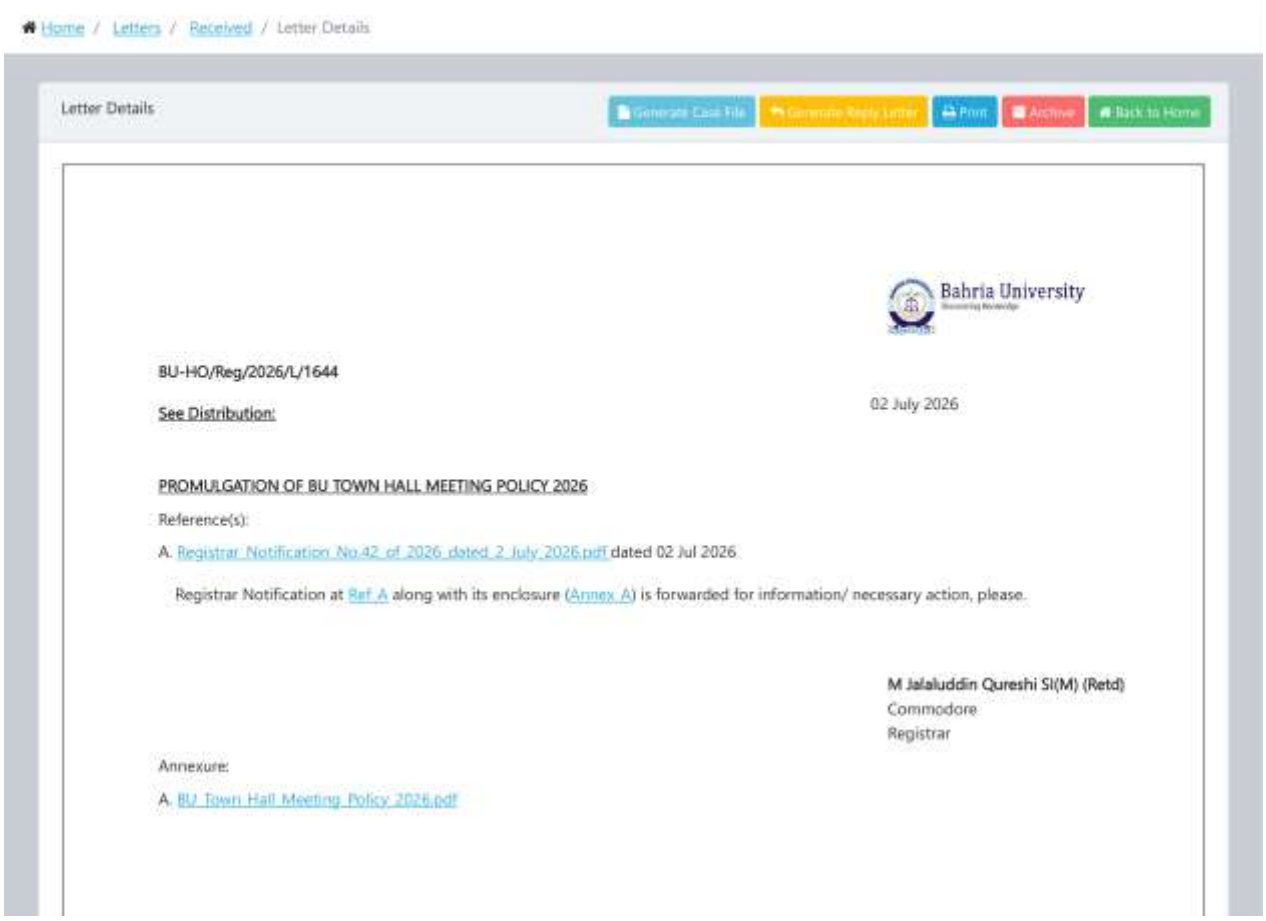
2. Upon approval of Minutes of 50th Academic Council Meeting, BU Town Hall Meeting Policy 2026 contained in this document stands promulgated w.e.f 05 May 2026.

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

i

Figure 2: BU Town Hall Meeting Policy 2026, PDF page 2: Certificate of Promulgation: Academic Council approval and effective date, 5 May 2026.

1. Circulation of the Town Hall Policy in July 2026



Home / Letters / Received / Letter Details

Letter Details

Generate Case File | Generate Reply Letter | Print | Archive | Back to Home

Bahria University

BU-HO/Reg/2026/L/1644

02 July 2026

See Distribution:

PROMULGATION OF BU TOWN HALL MEETING POLICY 2026

Reference(s):

A. Registrar Notification No.42 of 2026 dated 2 July 2026.pdf dated 02 Jul 2026

Registrar Notification at Ref A along with its enclosure (Annex A) is forwarded for information/ necessary action, please.

M Jalaluddin Qureshi SI(M) (Retd)
Commodore
Registrar

Annexure:

A. BU Town Hall Meeting Policy 2026.pdf

Figure 3: Registrar correspondence detail, BU-HO/Reg/2026/L/1644, 2 July 2026: “Promulgation of BU Town Hall Meeting Policy 2026”; forwards Registrar Notification No. 42 of 2026 and Annex A, the policy, for information and necessary action. The supplied record confirms circulation; the underlying notification is referenced rather than reproduced in full.

1. Town Hall Meeting Policy continued

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

ii

Figure 4: BU Town Hall Meeting Policy 2026, PDF page 3: Record of Amendments: 3 August 2025 entry for insertion of para 1.8 and second edition dated 20 May 2026.

1. Town Hall Meeting Policy continued

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

TABLE OF CONTENTS

1.1	Preamble----------	1
1.2	Purpose----------	1
1.3	Scope ----------	1
1.4	Policy Framework: Multi-Tier Town Hall Mechanism ----------	1
1.5	Roles and Responsibilities ----------	2
1.6	Procedures and Implementation Guidelines ----------	3
1.7	Code of Conduct ----------	4
1.8	Labor Rights and Workplace Concerns ----------	4

ANNEXES		
A	Outcomes of Town Hall Meeting ----------	5
B	Corrective Actions/ Measures on outcomes of Town Hall Meeting----------	6
C	Compliance Report on Corrective Actions/ Measures on outcomes of Town Hall Meeting	7

iii

Figure 5: BU Town Hall Meeting Policy 2026, PDF page 4: complete Table of Contents, including Labor Rights and Workplace Concerns and Annexes A to C.

1. Town Hall Meeting Policy continued

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

Figure 6: BU Town Hall Meeting Policy 2026, PDF page 6: printed page 1: purpose, scope and department-level student Town Halls.

1. Town Hall Meeting Policy continued

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,

2

Figure 7: BU Town Hall Meeting Policy 2026, PDF page 7: printed page 2: student, faculty, staff and special Town Hall mechanisms; chairing arrangements.

1. Town Hall Meeting Policy continued

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

3

Figure 8: BU Town Hall Meeting Policy 2026, PDF page 8: printed page 3: responsibilities of campus offices, DSA and DHR; advance questions, minutes, action owners and timelines.

1. Town Hall Meeting Policy continued

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.

4

Figure 9: BU Town Hall Meeting Policy 2026, PDF page 9: printed page 4: non-discrimination; paras 1.8.1 to 1.8.3, inclusive labour rights, joint concerns, written responses, the explicit employee-body limitation and non-retaliation.

2. DHR record of Town Hall consultations and schedules

The DHR-supplied workbook identifies BUKC and Fall 2025 on Sheet1. Its departmental section contains 85 scheduled entries across ten departments or schools, with tentative dates, venues, expected student numbers and proposed themes. Expected numbers are not verified attendance. Several rows retain source labels referring to 2026 batches within the Fall 2025 schedule; the entries are therefore presented as a planning record, without treating them as proof of completed meetings.

Table 2 transcribes the focused consultation and joint-meeting entries relevant to employees. The workbook labels the March dates as confirmed and the joint meetings as requester-confirmed. It also states that discussions and decisions require verification against approved minutes; none are attached to the workbook. The themes on pay, allowances, facilities, meals and working hours are expressly proposed, not recorded decisions or demonstrated resolutions.

Table 2: DHR workbook, Sheet1, rows 100 to 118, employee-relevant entries

Entry and source rows	Date and constituency	What is recorded
Focused consultation, row 103	17 Mar 2025; international faculty/staff of all genders.	Involvement reported; count not documented. Facilities, pay/allowances and service conditions listed as proposed follow-up themes, not verified minutes.
Focused consultation, row 104	24 Mar 2025; local academic, administrative, support and contract employees, women and men.	Involvement reported; count not documented. Pay review, meals, work timings and welfare are proposed themes.
Joint Town Hall, row 117	Mar 2025; students, faculty and staff, local/international participants.	Reported as conducted; exact day unspecified. Attendance, actual discussions and decisions not supplied.
Joint Town Hall, row 118	27 Jul 2026; students, faculty and staff.	Reported as conducted; attendance and decisions not supplied. Outside the 2025 reference year.

The international-student consultation dated 10 March 2025 (row 102) concerns student accommodation, meals and support. It is supplementary to this employment indicator. Rows 109 and 110 are tentative campus schedules, not completed-meeting evidence. The workbook does not identify an authorised employee union, membership rules, recognised employee office bearers or a recognition decision.

Institutional clarification supplied for this evidence reports that low-price meals and salary increases were implemented, while some other employee concerns remain under departmental discussion. It also reports regular employee and staff hours of 8:30 am to 4:30 pm, with no additional work required. These are reported outcomes and working arrangements; the supplied workbook lists the corresponding topics as proposals and does not attach the decisions or closure records. Their implementation dates and connection to particular Town Hall meetings are not established by the workbook.

2. Town Hall meeting photograph



Figure 10: Town Hall Meeting BBS-IC, Fall 2025. Primary photograph showing the meeting panel, audience and agenda covering course delivery, assessment, academic concerns, operational issues and student feedback.



Figure 11: Business School Town Hall meeting at Bahria University. User-supplied screenshot identifying the event as a Town Hall meeting; the meeting date and campus are not shown in the image.

3. Student clubs and societies as supplementary representation

The Student Clubs and Societies Policy records its first edition on 24 September 2026 under case file BU-HO/SA/2026/564. It defines clubs and societies as student-managed bodies (paras 1.5.1 and 1.5.2), requires recognition of groups using the BU identity or resources (para 1.4.1), and assigns central oversight to DSA, campus coordination to the SSC and academic society supervision to departments and faculty advisors (paras 1.7 and 1.8). Student office bearers include a President, Vice President and General Secretary (para 1.8.4).

The policy provides a route to appeal a declined registration or deregistration to DSA within fifteen working days (para 1.9(h)). These are student organisational arrangements. Faculty advisors support student bodies; their role does not make the bodies representative associations of employees. The cited provisions do not explicitly establish membership rights for international employees or certify union recognition. The 2026 edition is not treated as evidence of a policy approved by 2025.

3. Student Clubs and Societies Policy continued

BAHRIA UNIVERSITY
ISLAMABAD



BU POLICY ON STUDENT CLUBS & SOCIETIES

Figure 12: BU Policy on Student Clubs and Societies, PDF page 1: cover.

3. Student Clubs and Societies Policy continued

RECORD OF AMENDMENTS

Copy No_____

Amendment No	Dated	Authority	Clauses Amended	Status
1st Edition	24 Sep 26	Case file No BU-HO/SA/2026/564	-	New Print

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

i

Figure 13: BU Policy on Student Clubs and Societies, PDF page 2: Record of Amendments: first edition, 24 September 2026, case file BU-HO/SA/2026/564.

3. Student Clubs and Societies Policy continued

TABLE OF CONTENTS

1.1 Preamble 1
1.2 Mission 1
1.3 Objectives 1
1.4 Applicability 2
1.5 Definitions 2
1.6 Alignment with the Sustainable Development Goals (SDGs) 2
1.7 Governance, Roles, and Responsibilities 3
1.8 Campus-Level Operational Responsibilities 3
1.9 Operational Requirements 5
1.10 General Instructions 8
1.11 Policy Amendments and Establishment of New Clubs and Societies 8

ANNEXES

A 10
B 12

ii

Figure 14: BU Policy on Student Clubs and Societies, PDF page 3: complete Table of Contents and Annexes.

3. Student Clubs and Societies Policy continued

g. Establish a standardized governance framework for the formation, registration, operation, monitoring, evaluation, and recognition of student clubs and societies across all Constituent Units of Bahria University.

h. Ensure that all clubs and societies operate in accordance with University policies, uphold institutional values, maintain financial transparency, and contribute positively to the University's mission, vision, and strategic objectives.

1.4 Applicability

1.4.1 This policy applies to all student clubs and societies operating under the BU name or branding, using BU facilities or resources, organizing events under BU representation, collecting fees, donations or sponsorships, or engaging external guests or partners. Department-owned societies are also covered where they use BU branding or resources. Any informal student group seeking to use the BU identity, facilities or resources must obtain formal recognition in accordance with this policy.

1.4.2 While the Policy clearly defines Clubs and Societies as student-managed bodies, it may be explicitly clarified that formally notified University Centers, incubation centers, labs, institutional platforms, research groups, special projects, or other structures established under separate approved governance arrangements shall not fall within the scope of this Policy, even where students participate in their activities.

1.5 Definitions

1.5.1 Club

A Club is a student-managed co-curricular body established to promote shared interests, hobbies, recreation, arts, culture, sports, wellbeing, community service, and personal development. Clubs provide students with opportunities to engage in activities that foster creativity, teamwork, leadership, and social interaction beyond the formal academic curriculum

1.5.2 Societies

A Society is a student-managed academic or professional body established to promote intellectual, disciplinary, and career-oriented development within a specific field of study or area of professional interest. Societies facilitate academic enrichment, research, innovation, technical skills, networking, competitions, seminars, workshops, and professional engagement that complement students' academic learning.

1.6 Alignment with the Sustainable Development Goals (SDGs)

1.6.1 Bahria University recognizes the United Nations Sustainable Development Goals (SDGs) as a global framework for promoting sustainable, inclusive, and responsible development. Student clubs and societies shall be encouraged to design, organize, and implement activities that contribute to one or more of the SDGs while addressing local, national, and global challenges. This policy primarily shall contribute to SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 16 (Peace, Justice, and Strong Institutions), and SDG 17 (Partnerships for the Goals).

1.6.2 Through academic, cultural, environmental, social, entrepreneurial, and community engagement initiatives, clubs and societies shall promote awareness, innovation, volunteerism, and responsible citizenship among students. Activities may include seminars, workshops, awareness campaigns, community service projects, research

2

Figure 15: BU Policy on Student Clubs and Societies, PDF page 5: printed page 2: applicability and definitions of student-managed clubs and societies.

3. Student Clubs and Societies Policy continued

initiatives, environmental sustainability programs, health and well-being campaigns, gender equity initiatives, digital literacy programs, and industry collaborations that create measurable social impact.

1.7 Governance, Roles, and Responsibilities

1.7.1 Head Office-Level Oversight (BUHO)

The Directorate of Student Affairs (DSA) shall be the Lead Office responsible for the implementation, coordination, and oversight of this Policy. The Directorate shall ensure that this Policy is implemented in its true letter and spirit.

1.7.2 Campus-Level Oversight

Student Support Centre (SSC). The SSC shall function under the administrative supervision of the Director Academics/ Head of the Campus and shall report functionally to the Directorate of Student Affairs (DSA) at the Bahria University Head Office (BUHO). The SSCs of the respective CUs shall be responsible for registration, coordination, monitoring, obtaining event approvals, record maintenance, compliance, and reporting. The SSC shall also facilitate student engagement activities and ensure that all Student Clubs operate in accordance with the University's policies, procedures, and guidelines. Whereas the Academic and Professional Societies shall be administered under the supervision of the Principals of the respective schools. Each Society shall have a designated Faculty Advisor responsible for providing academic guidance, monitoring activities, and ensuring alignment with departmental and University objectives. The respective Academic Department shall oversee the registration, functioning, and performance of Societies in coordination with the Student Support Centre (SSC) to ensure University-wide reporting, policy compliance, and institutional coordination. The lists of Clubs and Societies are enclosed as Annexure A and Annexure B, respectively.

1.8 Campus-Level Operational Responsibilities

1.8.1 Student Support Centre (SSC)

The Student Support Centre (SSC) shall serve as the operational focal point for all Student Clubs at the campus level. The Manager, SSC, shall be responsible for:

a. Selection, Registration, recognition, renewal, and addition of Student Clubs in accordance with University policy.

b. Coordination and facilitation of all club activities and events.

c. Monitoring club performance and ensuring compliance with University policies, procedures, and applicable regulations.

d. Maintaining updated records of clubs, office bearers, membership, activities, achievements, and annual plans.

e. Publishing information regarding registered clubs, office bearers, and approved activities on the campus website and official social media platforms in coordination with the IT Department.

f. Compiling semester-wise and annual reports on Student Club activities and submitting them to the Directorate of Student Affairs (DSA), BUHO, for University-wide reporting and institutional documentation.

3

Figure 16: BU Policy on Student Clubs and Societies, PDF page 6: printed page 3: DSA oversight, SSC coordination and departmental responsibilities.

3. Student Clubs and Societies Policy continued

g. Facilitating inter-campus coordination and supporting participation in University, national, and international activities.

h. Faculty members may be designated as Advisors/Mentors for Student Clubs, as and when required, particularly for events and activities requiring faculty supervision, discipline, or support.

1.8.2 Academic Departments

The respective Academic Departments shall administer academic and Professional Societies under the supervision of the Head of Department/Principals. Each Academic Department shall be responsible for:

a. Selection, Registration, recognition, renewal, and addition of Student Societies in accordance with University policy.

b. Nominate a Faculty Advisor for every Academic and Professional Society.

c. Ensure that society activities support academic excellence, professional development, research, innovation, and community engagement.

d. Maintain records of society activities and coordinate with the Student Support Centre for institutional reporting and policy compliance.

1.8.3 Faculty Advisors

Each Academic/ Professional Society shall have a Faculty Advisor nominated by the respective department. Faculty members may be designated as Advisors/ Mentors for Student Clubs, as and when required. The Faculty Advisor shall:

a. Provide mentorship and guidance to student office bearers.

b. Ensure that planned activities align with the University's vision, mission, policies, and code of conduct.

c. Review and endorse annual activity plans and event proposals.

1.8.4 Student Office Bearers

Each registered Student Club or Academic/Professional Society shall have student office bearers comprising, at a minimum:

a. President
b. Vice President
c. General Secretary
d. Director Programs & Events
e. Director Communications & Outreach.
f. Coordinator(s), as required according to the nature and functions of the Club/Society.
g. General Member(s) – shall actively participate in the Club/Society's activities and perform duties as assigned by the office bearers.

4

Figure 17: BU Policy on Student Clubs and Societies, PDF page 7: printed page 4: academic departments, faculty advisors and student office bearers.

3. Student Clubs and Societies Policy continued

i. Routine activities → Campus Authority
ii. Monitoring/ Reporting → DSA
iii. Exceptional/ High-level/ Foreign Engagements → BUHO approval

f. At the completion of the tenure of student office bearers, a formal handover of Club/ Society records, assets (where applicable), financial documents, activity reports, and ongoing projects shall be carried out from the outgoing to the incoming office bearers under the supervision of the SSC or the Academic Department concerned, as applicable.

g. Maintain a minimum active membership as prescribed by the SSC/Academic Department for continued registration; Clubs/Societies falling below this threshold shall be given a defined period to restore membership before being placed under review.

h. A Club/Society that fails to submit required activity plans or reports for two consecutive semesters may, after notice and an opportunity to respond, be declared inactive and deregistered by the SSC or the concerned Academic Department, with the decision communicated to the DSA for record purposes. A deregistered Club/Society or an applicant whose registration proposal is declined may appeal the decision to the DSA within fifteen (15) working days of notification.

1.9.1 Recognition and Awards

a. Following the selection of student office bearers for clubs & Societies, a formal Oath-Taking and Leadership Recognition Ceremony may be conducted at the CU level to formally recognize student leadership and reinforce their sense of responsibility and commitment. During the ceremony, official leadership insignia may be conferred upon the President, Vice President(s), and other designated office bearers by the Head of the Constituent Unit.

b. Outstanding Student Clubs, Academic and Professional Societies, Faculty Advisors, and Student Office Bearers may be recognized annually, subject to the approval of the Head of the respective CU, for their exemplary performance, significant contributions, and outstanding achievements. Such recognition may include certificates, shields, trophies, awards, financial incentives, or any other form of appreciation, as approved by the HCU.

c. Any student, Faculty Advisor, or administrative staff member who demonstrates exceptional achievement, innovation, leadership, initiative, or contribution that brings distinction to the University or significantly enhances its reputation, prestige, or public image at the national or international level may be recommended for special recognition by the Honorable Rector. Recognition by the Honorable Rector may be conferred in the form of a letter of appreciation, commendation certificate, award, shield, financial incentive, or any other distinction deemed appropriate by the HCU.

6

Figure 18: BU Policy on Student Clubs and Societies, PDF page 9: printed page 6: reporting and approval responsibilities, appeal to DSA and recognition of student leadership.

4. Alumni representation in University governance

The Alumni Representation on Board of Governors Policy establishes a framework for alumni governance. Its scope is all alumni across constituent units and campuses (para 3.1), with D-AAA and DSA among the implementing offices (para 3.2). Campus alumni associations have elected office bearers; a Central Alumni Electoral Council comprises Presidents and Vice Presidents of campus alumni associations, with D-AAA as secretariat and DSA as observer (paras 5.1 and 5.2). The selected alumnus or alumna is recommended for appointment to the Board of Governors, followed by a Registrar notification (para 10).

The policy was supplied as approved in 2026. The supplied six-page PDF contains no dated approval certificate or register, so no exact approval date or appointment is inferred here. Eligibility is based on alumni status and professional experience, not coverage of all faculty and staff. It provides supplementary evidence of stakeholder representation, not evidence that an employee union was recognised in 2025.

4. Alumni representation policy continued

BAHRIA UNIVERSITY

ALUMNI REPRESENTATION ON BOARD OF GOVERNORS POLICY

(As a Member of BOG)

1. Introduction and Institutional Commitment

1.1

Bahria University, established in 2000 under the auspices of the Pakistan Navy, is a federally chartered public sector university committed to academic excellence, institutional integrity and stakeholder engagement. As a multidisciplinary institution with campuses across Pakistan, the University continuously strives to strengthen its governance structures in line with national priorities and international best practices. Effective institutional governance requires the inclusion of diverse perspectives, particularly those of key stakeholders such as students and alumni, whose experiences and insights contribute significantly to policy development and strategic direction.

1.2

In contemporary higher education systems, alumni are increasingly recognized as critical partners in institutional development. Their professional experience, industry exposure and continued association with the University position them uniquely to contribute to governance processes. Leading international and national institutions, including Institute of Business Administration Karachi and Lahore University of Management Sciences, have incorporated alumni representation within their governing bodies to enhance decision-making and strengthen institutional linkages.

1.3

In alignment with the requirements of QS World University Rankings: Sustainability, which emphasize stakeholder participation in governance, Bahria University seeks to institutionalize a structured mechanism for the inclusion of an alumnus / alumna as a member of the Board of Governors (BoG). This policy establishes a comprehensive framework for alumni representation, ensuring transparency, merit, and continuity in the selection process while reinforcing the University's commitment to participatory governance.

2. Purpose

2.1

The purpose of this policy is to establish a comprehensive framework for the inclusion of an alumnus / alumna as a member of the Board of Governors (BoG) of Bahria University. The policy aims to formalize the process of identification, nomination and selection of alumni representatives through a structured and transparent mechanism.

Figure 19: Alumni Representation on Board of Governors Policy, PDF page 1: title, introduction and purpose of alumni representation.

4. Alumni representation policy continued

2.2

This policy seeks to promote stakeholder engagement, enhance institutional decision making and ensure compliance with international ranking requirements, particularly those related to sustainability and governance. It further aims to create a sustainable pipeline of alumni leadership, fostering a sense of ownership, responsibility and continued engagement among the alumni community.

3. Scope and Applicability

3.1

This policy applies to all alumni of Bahria University across its constituent units and campuses, including Islamabad, Karachi and Lahore. It governs the processes related to the establishment of alumni governance structures, nomination procedures, electoral mechanisms and appointment of the alumni representative to the Board of Governors.

3.2

The policy shall be applicable to all relevant directorates, including the Directorate of Advancement & Alumni Affairs (D-AAA), Directorate of Student Affairs (DSA) and other administrative bodies involved in the implementation and oversight of alumni engagement and governance processes.

4. Legal Framework

4.1

This policy is framed under the provisions of **Clause 16(3) of the Bahria University Ordinance 2000**, which empowers the Chancellor, in consultation with the Board to appoint any person as a member of the Board of Governors.

4.2

The policy does not alter the statutory composition of the Board but provides a structured mechanism for the identification and recommendation of an alumnus / alumna for appointment under the enabling provision of the Ordinance.

5. Institutional Framework for Alumni Governance

5.1 Campus Alumni Associations

5.1.1

Each campus of Bahria University has established Bahria University Alumni Association (BUAA) as the primary platform for alumni engagement and representation. The BUAA serves as a structured body to organize alumni activities, facilitate networking and identify potential leadership candidates for higher governance roles.

Figure 20: Alumni Representation on Board of Governors Policy, PDF page 2: scope, legal framework and campus alumni associations.

4. Alumni representation policy continued

5.1.2

The BUAA consists of elected office bearers, including a President, Vice President, General Secretary, Treasurer, and functional leads responsible for marketing and communications, fundraising, corporate relations, alumni engagement and career placement. These positions are intended to ensure comprehensive coverage of alumni-related functions and to foster leadership development within the alumni community.

5.1.3

The tenure of office bearers is for two years, extendable subject to performance and policy provisions. The associations operates under guidelines issued by the Directorate of Advancement & Alumni Affairs.

5.2 Central Alumni Electoral Council (CAEC)

5.2.1

A Central Alumni Electoral Council (CAEC) shall be constituted to serve as the electoral body for the selection of the alumni representative to the Board of Governors.

5.2.2

The CAEC shall comprise Presidents and Vice Presidents of all Campus Alumni Associations/ chapters, along with representation from D-AAA as the secretariat and DSA as an observer. This structure ensures equitable representation of all campuses and promotes transparency in the electoral process.

5.2.3

The CAEC shall be responsible for participating in the nomination review process and conducting voting for the selection of the alumni representative.

6. Eligibility Criteria for Alumni Representative

6.1

The candidate for alumni representation on the Board of Governors must be a graduate of Bahria University and duly registered on the official Alumni Portal.

6.2

The candidate must possess a minimum of ten to fifteen years of post-professional experience and demonstrate a key leading position in their respective field.

6.3

Preference shall be given to individuals who have actively contributed to the University through mentorship, collaboration, alumni engagement or other institutional initiatives.

Figure 21: Alumni Representation on Board of Governors Policy, PDF page 3: elected alumni office bearers, Central Alumni Electoral Council and eligibility.

4. Alumni representation policy continued

9.3

The candidate securing a simple majority shall be selected for recommendation.

10. Recommendation and Appointment

10.1

The selected candidate shall be recommended by the Directorate of Advancement & Alumni Affairs to the BU honorable Rector for Approval.

10.2

The appointment shall be made under Clause 16(3) of the Bahria University Ordinance 2000.

10.3

The Registrar shall issue the formal notification of appointment.

10.4

The elected candidate shall be announced on BU official Website along with the Voting of all the participated Candidates for member of BOG.

11. Tenure of Alumni Representative

11.1

The alumni representative for BOG shall serve for a term of one year.

11.2

Reappointment may be considered for one additional term, subject to performance and approval.

11.3

The continuation of the Alumni Representative on the Board of Governors shall be subject to satisfactory performance and active contribution. The Directorate of Advancement & Alumni Affairs shall have the authority to review performance and where deemed necessary, recommend replacement of the incumbent.

Any such recommendation shall be placed before the Honorable Rector for approval, following which the process for nomination of a new representative shall be initiated.

12. Interim Arrangement

12.1

In order to meet immediate institutional requirements, including compliance with QS Sustainability Rankings, D – AAA may nominate a suitable alumnus / alumna upon approval by Honorable Rector.

Figure 22: Alumni Representation on Board of Governors Policy, PDF page 5: recommendation and appointment of an alumni representative and tenure.

5. Student-club engagement in 2025

The University's official social-media event record dated 24 November 2025 reports the Rector's engagement with student clubs to recognise their achievements in sports, arts and dramatics, events, music, and literary and debating activities. This provides dated evidence that student clubs were active and engaged University leadership in 2025, preceding the September 2026 clubs policy. The recorded purpose was recognition of achievements; it does not establish a meeting on employment conditions, staff-union recognition or a verified resolution of workplace issues.

The events archive was also checked for Town Halls, staff/faculty associations, employee unions and collective bargaining. No matching employee-recognition event was located in the two supplied event workbooks. Student activities are retained only as supplementary context.



Figure 23: Rector's engagement with student clubs, 24 November 2025. Original University photograph retained in the 2025 events archive, event E161; it records student-club recognition, not employee-union recognition.

University social-media record:
https://www.facebook.com/officialBU/posts/pfbid02DpbMw6c2APwJhS5yV6EdVd97WF3Q9CMTqFhAPXyvTGzQXYD2A4zdRZSCy9e3Bhq1l

6. Summary of the institutional record

Table 3: Supported findings and limits for indicator 8.2.2

Element	Evidence established	Reporting position
Women and international employees	Town Hall para 1.8.1 expressly includes women and men, Pakistani and international faculty, officers and staff.	Current policy wording shown; register records a 2025 amendment, with 2026 promulgation.
Joint workplace concerns	Para 1.8.2 permits joint proposals on pay and conditions, with a written DHR response within 30 days and referral of pay-scale proposals.	Consultation rights; no recognised standing employee association established.
Protection and follow-up	Non-retaliation under para 1.8.3; minutes, action owners, timelines, escalation and follow-up under paras 1.5 and 1.6.	Policy requirements. Completed minutes or resolved cases are not supplied.
Practice reported in 2025	DHR workbook reports March consultations and a joint Town Hall; Fall 2025 department schedules are provided.	Reported or planned entries distinguished from verified attendance and outcomes.
Student and alumni representation	Student club structures, alumni electoral arrangements and a 2025 student-club leadership engagement.	Separate constituencies; 2026 policies do not demonstrate employee-union recognition by 2025.
Union recognition for all employees	No recognition instrument or membership rules for an employee union or equivalent standing association are established by the reproduced sources.	The evidence supports inclusive consultation; it does not substantiate an affirmative union-recognition statement for 8.2.2.

Bahria University's documented mechanism enables women and international employees to raise workplace concerns jointly and obtain an institutional response. The Town Hall Policy's express limit on standing employee bodies remains part of that record. Student clubs and alumni governance complement participatory engagement, but do not change the employment constituency or reporting-year requirement of indicator 8.2.2.