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BAQAI MEDICAL UNIVERSITY

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Professional Development Policy of **Baqai Medical University**

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1) Overview

- a) The Sustainable Development Goals (SDG 17 or Global Goal 17) as defined by United Nations in 2015 warrants partnerships for the goals between countries and its institutions. In relation to Goal No 4, Education it is stated "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all". The Goal and its relevant targets thus define the need for Professional Development which is sanctified in the concept of Capacity Building in sustainable manner. This is the crux, on which the foundation of this policy constructs.
- b) Faculty, Management and ancillary Staff should positively understands the concept of strategic planning and growth of the organization in which they are working. It should be clear that the choices being made by other faculty members, management and administration would help them in their own growth as they strive to achieve excellence in teaching, scholarship and service to the university and society.
- c) It is essential that the administrative chain of command recognize the faculty and staff's inspirations, interests, strengths and strategies are synonymous with the growth of the organization. It is a desirable goal which is in parallel with the long-term planning at the department, college, and university levels.
- d) For the implementation and eventual success of any strategic plan in any organization, transparent and open communication at all levels should not only be encouraged but acknowledged.
- e) Any policy and its execution cannot be forced or be in violation of the choice of each faculty or staff member to pursue those goals he or she has set as an individual.
- f) Professional development events are successful when individuals' goals in these crucial areas are being supported and when simultaneously the goals of the organization are coincident.
- g) It is the University's responsibility to facilitate the capacity building of faculty and staff's skills in the areas listed and to support and develop an organizational atmosphere in which the professional feels empowered to constantly work toward improved scholastic learning. The ultimate aim is to enhance education at all levels of training throughout the continuum of medical education at Baqai Medical University. This will maximize every graduate's potential to deliver

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excellent and compassionate patient care which is our eventual resolve.

2) Scope

- a) Compliance with this policy extends to all members of the university which includes faculty, staff and administrative personnel.
- b) This policy will apply to the any educational or professional capacity building activity in which the university faculty or staff is directly or indirectly involved in, be it face-to-face teaching or online distance learning programs including blended or hybrid programs conducted at the undergraduate or postgraduate level.
- c) This policy will not in any way contravene the Policy on Continuous Professional Education.
- d) The current policy will be considered to be the cornerstone of the Professional Development programs undertaken by any employee, faculty, staff or trainee.
- e) The Office of the Vice Chancellor of Baqai Medical University will present this and subsequent changes in the policy, to the Academic Council for approval.

3) Capacity Building Areas

- a) Capacity building initiative is a continuous process, which is framed after reviewing the formal or informal Targeted Needs Assessment. Faculty development is a practice by which medical university faculty is systematically supported to improve their abilities.
- b) In light of the SGD 17 and also the local cultural changes it is proposed that in addition to Faculty Capacity Building that non-faculty personnel involved in working with the faculty in management or support roles should also be provided by the university opportunities to enhance their own knowledge and skill. This should permit individual as well as institutional growth in a coherent manner.
- c) The following broad areas have been identified for Professional Capacity Building:
 - i) Educational Skills
 - ii) Management Expertise
 - iii) Leadership Skills

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- iv) Scholarly Activities
- v) Personal Capacity Building
- vi) Professional Development Planning

d) Basic modalities for capacity building of faculty and staff will be employment of workshops, retreats, short certificate course and other such educational activities which may be of longer duration, which are specifically designed in Teaching and Learning, Assessment, Research, Professionalism and Curriculum Development, Interpersonal Skills, Communication Dynamics, Governance Matters and other such target areas which will be identified.

4) Responsibilities:

- a) It will be onus of individual faculty or staff members to ensure that they attend the proposed capacity-building event when nominated by the Vice Chancellor, Dean and Institutional or Departmental head or requested by the Department of Medical Education (DME) or the Professional Development Committee of BMU or the constituent institution. Individual faculty or staff members can and should volunteer to attend the proposed capacity building programs as per their needs.
- b) It is the obligation of the Chairpersons, Head of Departments, Principals, Director and Institutional Heads to ensure that they nominate appropriate individual faculty or staff members for these capacity-building events.
- c) Nomination of a faculty members should be made by the Chairperson / Head of Department to the Institutional Head and the same faculty or staff member should be informed of this nomination in writing well before (at least one working week) the educational event so that alternate arrangement for teaching duties and be made within the department. This should be joint effort and it is expected institutional head and departmental heads will fully facilitate this process and faculty or staff members will comply and extend cooperation.
- d) It is the requirement of the fore mentioned administrative heads to allow the individual faculty or staff members' permission to attend these events if they themselves have volunteered. It will be the

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prerogative of the administrative head to refuse a request if departmental teaching or functioning is affected directly and appropriate alternate tiely arrangements cannot be made. However, application by the same applicant may not be refused twice successively unless deemed necessary by a higher authority.

- e) Attendance in any such educational event, which is part of Professional Development Program of BMU, will be considered as study leave for faculty while for staff it should be on duty leave
- f) The Professional Development Committee of BMU or the constituent institutions can request specific capacity building events as per their needs assessment. This matter can be shared with Department of Medical Education.
- g) Department of Medical Education of BMU will be responsible for developing the academic structure of the fore mentioned workshops retreat and courses. This is based as mentioned on the basis of Targeted Needs Assessment from the faculty and staff which if desired can be conducted by DME at various intervals. The contents for these capacity building events will be developed jointly by DME and concerned Institution when the request is initiated by the institution as mentioned earlier
- h) DME will coordinate with Director Professional Development Centre in conducting the said workshops, courses and retreats as per need.
- i) The Professional Development Centre of the University will provide the logistical support of all the educational or training activities as mentioned.

5) Feedback Process

- a) For Quality Assurance purposes every educational event or activity should offer sufficient opportunities for comments from the faculty members and staff.
- b) Considering the requirements of various Regulatory bodies like Higher Education Commission, Pakistan Medical Commission, Pakistan Nursing Council, Pakistan Pharmacy Council etc a structured Feedback preferably in the electronic format should be gathered.
- c) The Feedback forms should be formatted by the Quality Enhancement Cell of BMU, as mandated by HEC with input from DME of BMU

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- d) Feedback should be sought from all Stakeholders directly involved in the activity like Faculty or staff members attending, the facilitators and relevant administrative staff to make it a holistic 360 degree approach.
- e) The data will be gathered after every educational or training activity by Professional Development Center and passed on to QEC for analysis and formulation of report for relevant authorities as defined in relevant policies.

6) Procedures

- a) A yearly program on the basis of Needs Assessment will be scheduled by DME BMU in collaboration with the Professional Development Committee which will liaison with the various Institutions of BMU and Quality Enhancement Cell of BMU
- b) The meeting for this should be scheduled a calendar month before the end of the Academic Year. It will be responsibility of the Chairperson of the Professional Development Committee to initiate and arrange the meeting
- c) Any Educational Event can be initiated by DME on the request of Deans, Principals or Directors of the Colleges / Institutes on the basis of documented Needs Assessment within the College or Institute
- d) DME itself considering the International and National Guidelines and Requirements of Accreditation and Regulatory bodies can plan any Educational Event. *with the approval of competent Authority for the creation.*
- e) Any Workshop or such similar event like Seminar etc, can have a token fees attached to it which has to be paid by faculty or staff. The determination of the cost and fees will be decided by the relevant persons.
- f) The BMU faculty or staff member full time or adjunct conduction / teaching / facilitating these events will be paid a token honorarium
- g) Non-BMU faculty will be considered guest facilitator and paid an honorarium which will be mutually agreed upon.
- h) *Review* Director Professional Development Center in coordination with Registrar and Director QEC will formulate an honorarium to be paid. This can be delegated to Accounts Committee of PDC with permission of the Vice Chancellor. The honorarium can be on hourly basis or daily or for the entire Educational Event as a compendium.

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7) Individual Growth Plans

- a) It has to be recognized at the University level that one of the cornerstone of the Institutional growth is how any faculty or staff member creates their own individual Growth Plan (IGP) which is fundamental to a faculty or staff member's own professional growth. This if developed with a focus on the Baqai Medical University's Vision and Mission then become a symbiotic relationship
- b) For University support to be harnessed for any individual growth plan, it should be based on the premise that it will lead to successful performance in teaching, scholarly activity, and service and correspondingly responds to the missions, goals, and objectives of the University.
- c) Faculty or staff members can apply for various postgraduate certificates, diplomas, degrees in their specialist area within Baqai Medical University or any national or international educational institution if it fulfils the requirement of promotion or benefits the University.
- d) Individual Growth Plans should be recommended initially by the concerned department in which the individual is serving or the department they intend to serve. The final recommendation should be sought from the concerned Dean or Administrative Head.
- e) Study or Sabbatical or On-duty Leave up to the full or partial duration of the above mentioned postgraduate certificates, diplomas, degrees can be applied for. Grant of the same will be prerogative of the University and should not be taken as a right.
- f) All financial liability for the Individual Growth Plan will be the said faculty or staff member's responsibility but it does not prohibit for application for funding.
- g) Funding for any Individual Growth Plan in the shape of scholarship or grant-in-aid or loan will be at the discretion of the competent authority. Execution of a legally binding service bond by the faculty or staff member will be sought by the university in this case.
- h) The policy for Legal Bond will be addressed in a separate policy document by relevant department holding the said authority.

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8) Review Process

- a) The policy defined should be reviewed by the committee formed from within members of the Academic Council.
- b) Any suggested changes should be presented to the Academic Council for deliberation before incorporation and adaptation of the policy
- c) Considering the at time rapid changes at the local and global level the society faces it is considered imperative that Baqai Medical University takes a proactive stance in this regard and therefore it is recommended that this policy and any relevant procedures and processes defined on the basis of this policy will be reviewed every two years.

9) Non-Compliance & Accountability

- a) As it the policy is based on the foundation that the University will provide the basis for Professional Capacity Building both as a group and also on an individual basis it is expected the faculty and staff will reciprocate to the fullest extent.
- b) If a faculty or staff member having been nominated by the Institutional Head, informed well in time to manage their teaching duties, as mentioned in Section 4 b & c, to attend an essential specific capacity building educational event and fails to attend or complete the said attendance more than twice this can be accepted as regular non-compliance evidence.
- c) Non-compliance can be reprimanded in the shape of show cause notice at the Institutional Level. If an unsatisfactory explanation is recorded then the matter can be referred to higher authority.
- d) Any regular occurrences of non-compliance of this policy partially or in total will be initially dealt with concerned Institutional Head and then can be placed before the Vice Chancellor.
- e) Incidence of non-compliance when reported twice to the competent authority can be penalized in the shape of deducting one day's earned leave or one day's basic pay on directive of Vice Chancellor.

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