

## Faculty Retention Policy

*Birkbeck, University of London's campus in Bengaluru (India)*

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### 1. Purpose

- 1.1 Birkbeck, University of London ("Birkbeck") is establishing a campus in Bengaluru, India ("the Campus") as a Foreign Higher Educational Institution under the University Grants Commission (Setting up and Operation of Campuses of Foreign Higher Educational Institutions in India) Regulations, 2023. The quality, reputation and continuity of the Campus depend, above all, on the quality, stability and engagement of its Faculty.
- 1.2 The purpose of this Policy is to set out the principles and practices by which the Campus attracts, develops, motivates and retains a skilled, committed and diverse body of Faculty, so that students receive a high-quality, research-informed education delivered in a manner similar to that of the home institution.
- 1.3 This Policy gives effect, in the Bengaluru context, to the people philosophy that has long underpinned Birkbeck: that high-quality education depends on skilled and knowledgeable staff who are supported, valued and enabled to do their best work. It is intended to safeguard continuity of teaching and academic leadership across each cohort and through the planned growth of the Campus.

### 2. Scope and Application

- 2.1 This Policy applies to all Faculty of the Campus, whether employed directly by the operating entity of the Campus, seconded to it, or otherwise engaged to perform academic duties, to the extent consistent with the terms of their engagement.
- 2.2 This Policy concerns the retention of academic Faculty. The recruitment, retention and development of professional services and administrative staff are addressed through the Workforce Plan and may be the subject of a separate policy.
- 2.3 This Policy is to be read together with the Workforce Plan, the Campus's job descriptions and person specifications, contracts of engagement, and the Campus's other people-related policies. Where this Policy addresses a matter governed by a contract of engagement or by the Workforce Plan, those instruments prevail on the matters they govern.
- 2.4 This Policy applies from the pre-launch (recruitment) phase through to steady-state operation, and is given practical effect through the Workforce Plan for each phase.

### 3. Definitions

- 3.1 "**Birkbeck**" means Birkbeck, University of London, the Foreign Higher Educational Institution.

- 3.2 **“the Campus”** means Birkbeck, University of London's campus in Bengaluru (India).
- 3.3 **“Faculty”** means the academic staff of the Campus, including Discipline Leaders, Lecturers and other academic appointments engaged in teaching, research, scholarship and academic leadership.
- 3.4 **“the Board”** means the Board of Directors of the Campus.
- 3.5 **“the Provost”** means the senior academic and administrative head of the Campus.
- 3.6 **“Head - Academics (the Academic Head)”** means the senior academic leadership role of the Campus. During the launch phase, the Provost performs this role until a dedicated Head - Academics is appointed in accordance with the Workforce Plan.
- 3.7 **“Officer - HR & Admin”** means the role with operational responsibility for human resources and administration at the Campus.
- 3.8 **“Workforce Plan”** means the Campus's plan for the phased establishment, development and resourcing of its academic and professional workforce.
- 3.9 **“applicable law”** means the laws and regulations of India applicable to employment at the Campus, including applicable central and State employment legislation.

#### 4. Guiding Principles

- 4.1 Employer of choice. The Campus seeks to be an employer of choice for academic talent, attracting and retaining nationally and internationally capable Faculty across its disciplines.
- 4.2 High performance, fairly enabled. The Campus supports a culture of high performance through effective academic leadership, clear expectations, and fair and transparent allocation of work.
- 4.3 A supportive place to work. The Campus develops a working environment in which engagement, open communication and wellbeing are embedded, so that Faculty are supported, resilient and committed to the Campus's mission.
- 4.4 Equality, diversity and inclusion. The Campus advances equality of opportunity and diversity in all aspects of employment and maintains an environment free from discrimination.
- 4.5 Recognition and reward. The Campus operates fair, transparent and sustainable mechanisms of reward and recognition, financial and non-financial, that motivate and retain Faculty.
- 4.6 Alignment with the home institution. Consistent with the requirement to deliver education in a manner similar to that of the home institution, the Campus applies Birkbeck's people philosophy, adapted appropriately to the Bengaluru context and to applicable law.

## 5. Workforce Planning and Faculty Stability

- 5.1 The Campus plans its Faculty establishment so that it has the right staff, with the right skills, in the right roles, at the right time, as set out in the Workforce Plan and reviewed in advance of each phase of growth.
- 5.2 The Campus maintains Faculty provision appropriate to the academic standards and delivery requirements of its programmes, supporting continuity of teaching and assessment across each cohort.
- 5.3 The Campus protects continuity of academic leadership and provides for the orderly succession of key academic roles. During the launch phase, the Provost performs the Head - Academics role until a dedicated Head - Academics is appointed in accordance with the Workforce Plan.

## 6. Remuneration, Reward and Recognition

- 6.1 The Campus offers remuneration that is fair, transparent and benchmarked against the relevant academic sector and market, while remaining financially sustainable.
- 6.2 The Campus reviews pay periodically, including review of pay equity across comparable roles, to support fairness, recruitment and retention.
- 6.3 The Campus provides non-pay benefits and seeks, over time, to offer a flexible benefits package adaptable to the diverse needs of Faculty.
- 6.4 The Campus recognises strong contribution to teaching, research, scholarship and academic leadership through fair and transparent recognition mechanisms, both financial and non-financial. The reward and recognition framework, and any material change to it, are subject to approval by the Board and to applicable law.

## 7. Professional Development and Career Progression

- 7.1 Every member of Faculty receives a structured induction on joining the Campus.
- 7.2 The Campus invests in continuing professional development, supporting Faculty to sustain and enhance excellence in teaching, research and scholarship.
- 7.3 The Campus provides clear and transparent career and progression pathways, and operates talent management and leadership development to grow and retain academic leaders.
- 7.4 Development opportunities are offered fairly to Faculty regardless of role, seniority or protected characteristic.

## 8. Workload Allocation, Fairness and Transparency

- 8.1 The Campus operates a transparent workload allocation model that distributes teaching, research and scholarship, and administrative responsibilities fairly and consistently.

8.2 Workloads are planned to be manageable and to support quality of teaching, timely assessment and feedback, and Faculty wellbeing.

8.3 Workload allocation is reviewed periodically, with the aim of ensuring fairness and addressing imbalances.

## **9. Engagement, Communication and Staff Voice**

9.1 The Campus articulates and communicates a clear statement of its values, so that Faculty understand their role in delivering the Campus's mission.

9.2 The Campus maintains regular, open internal communication and mechanisms through which Faculty views are sought, heard and acted upon, in a manner consistent with applicable law.

9.3 The Campus conducts a staff engagement survey at least once every three years and a shorter pulse survey annually, and uses the results to inform improvement.

## **10. Wellbeing and Support**

10.1 The Campus supports the physical, mental and financial wellbeing of Faculty.

10.2 The Campus provides reasonable support to Faculty with disabilities or long-term health conditions and promotes a reasonable work-life balance.

10.3 The Campus fosters a respectful and collegial working environment in which Faculty are treated with dignity.

## **11. Equality, Diversity and Inclusion**

11.1 The Campus advances equality of opportunity in recruitment, development, reward and progression, and maintains a working environment free from discrimination, harassment and victimisation.

11.2 The Campus monitors the diversity of its workforce to inform planning and decision-making and to support fair representation at all levels.

11.3 This Policy operates together with the Campus's Equal Opportunity Cell Policy, its Gender Sensitization Cell Policy, its mechanism for the prevention and redressal of sexual harassment, and applicable law.

## **12. Monitoring, Metrics and Continuous Improvement**

12.1 The Campus monitors Faculty retention and turnover, and the reasons Faculty give for leaving, including through exit conversations, together with the results of engagement and pulse surveys.

12.2 The Officer - HR & Admin reports periodically on Faculty retention to the Provost and the Operations and Finance Committee, and, as appropriate, to the Internal Quality Assurance Cell and the Board.

12.3 Findings are used to identify retention risks early and to improve the Campus's people practices on a continuing basis.

### 13. Roles and Responsibilities

| Role                                        | Principal responsibilities                                                                                                                                                       |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board of Directors</b>                   | Approves this Policy and the reward and recognition framework; provides strategic oversight of Faculty retention.                                                                |
| <b>Provost</b>                              | Holds overall responsibility for implementing this Policy and for academic stability and culture; performs the Head - Academics role during the launch phase.                    |
| <b>Head - Academics (the Academic Head)</b> | Leads on Faculty development, fairness of workload, and academic progression, once appointed in accordance with the Workforce Plan.                                              |
| <b>Discipline Leaders and line managers</b> | Provide day-to-day support and development conversations, allocate workload fairly, and identify retention risks early.                                                          |
| <b>Officer - HR &amp; Admin</b>             | Delivers the operational elements of this Policy, including induction, remuneration and benefits administration, records, surveys and monitoring, and advises on applicable law. |

### 14. Governance, Approval and Review

14.1 This Policy is approved by the Board. It is owned by the Provost and administered by the Officer - HR & Admin.

14.2 This Policy is reviewed at least once every three years, or earlier if required by changes in law, regulation or the circumstances of the Campus.

### 15. Related Documents

- Workforce Plan
- Faculty job descriptions and person specifications
- Equal Opportunity Cell Policy
- Gender Sensitization Cell Policy
- Internal Complaints Committee (prevention and redressal of sexual harassment)
- Grievance Redressal Policy

- Birkbeck People Strategy, “Building Success Together”

### Policy Review and Document Control

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|------------------------|--------------------------------------|
| <b>Document title</b>  | Faculty Retention Policy             |
| <b>Version</b>         | 1.0                                  |
| <b>Policy owner</b>    | Provost                              |
| <b>Administered by</b> | Officer - HR & Admin                 |
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| <b>Review cycle</b>    | Annually, or earlier upon any change |