NASARAWA STATE UNIVERSITY, KEFFI

Amina Mohammed Centre for Climate Change (AM3C)

AM3C Industry Supervisor Policy

Policy framework for industry co-supervision, professional mentoring, innovation translation and postgraduate quality assurance

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1. Purpose

This policy establishes a consistent framework for the nomination, appointment, engagement, oversight, evaluation and cessation of industry supervisors and professional mentors in AM3C postgraduate programmes. It protects academic standards and student welfare while enabling access to practical expertise, facilities, networks, innovation systems and commercialization pathways.

2. Scope and application

This policy applies to all AM3C postgraduate students, academic supervisors, programme coordinators, partner organizations and external professionals engaged in an industry supervision or mentoring role, irrespective of whether the engagement is paid, honorary, remote, on-site, project-specific or institution-wide.

It covers coursework-linked research, dissertations, theses, prototypes, software, data products, policy innovations, business models, industrial attachments and other approved outputs. It does not confer authority to award grades, approve examination outcomes or vary NSUK regulations unless expressly authorized in writing.

3. Policy authority and principles

3.1 Policy statement

AM3C shall engage qualified and experienced industry professionals to complement academic supervision and help postgraduate research deliver innovative, impactful, commercially viable and policy-relevant solutions that advance climate resilience, sustainable development and the green economy.

3.2 Governing principles

- Academic primacy: NSUK academic standards, regulations and examination processes remain controlling.
- Student-centred supervision: student welfare, timely progression, inclusion and fair treatment shall guide decisions.
- Complementarity: industry supervision adds applied expertise and shall not duplicate or displace academic supervision.
- Integrity and independence: advice, assessment and access decisions shall be evidence-based and free from improper influence.
- Innovation with responsibility: commercialization ambitions shall respect ethics, safety, public interest, IP ownership and open scholarly inquiry.
- Equity and inclusion: appointments and supervision shall avoid unlawful discrimination and accommodate reasonable accessibility needs.
- Accountability: expectations, meetings, outputs, risks, decisions and performance shall be documented.
- Partnership and reciprocity: collaboration shall create value for students, AM3C, partner organizations and society.

4. Definitions

Term	Meaning
Academic Board	The AM3C body responsible for academic oversight or its duly authorized successor.
AM3C	The Amina Mohammed Centre for Climate Change.
Industry Co-Supervisor	An external professional formally appointed to share defined supervision responsibilities within a student's supervisory team.
Adjunct Industry Supervisor	A professionally affiliated appointee who may support multiple students or programme activities under defined terms.
Professional Mentor	An external expert providing practice, career, innovation or enterprise guidance without assuming formal academic supervisory authority.
Principal Academic Supervisor	The NSUK-approved academic supervisor accountable for academic quality, methodology, progression and regulatory compliance.
Partner organization	A public, private, civil society, research, development or international organization collaborating with AM3C.
Student supervision plan	The signed document defining roles, meetings, milestones, outputs, access, risks, confidentiality, IP and escalation arrangements.
Conflict of interest	A circumstance in which personal, financial, professional or organizational interests could improperly influence, or appear to influence, judgement.
Background IP	Intellectual property created or acquired before, or independently of, the supervised project.
Project IP	Intellectual property generated through the student's approved research project.

5. Objectives

Industry-based supervision is intended to:

- Bridge academic research and practical application.
- Help identify and frame real-world climate, environmental, industrial and policy challenges.
- Strengthen industry-relevant methods, field validation and technology readiness.
- Advance innovation, prototype development, digital tools, policy solutions, enterprise creation and responsible commercialization.
- Build professional competencies, entrepreneurship, leadership, networks, employability and workplace readiness.
- Facilitate appropriate access to industry data, facilities, laboratories, field sites, internships and industrial attachments.
- Support responsible IP generation, patenting, licensing and technology transfer.
- Develop partnerships with government, industry, development partners, research institutes, international organizations and innovation ecosystems.

- Align research, where applicable, with national development priorities, Nigeria's climate policy framework, the Sustainable Development Goals and African Union Agenda 2063.

6. Categories and supervision model

6.1 Appointment categories

Category	Primary contribution	Academic authority
Adjunct Industry Supervisor	Programme-wide or multi-student applied expertise, partnerships and innovation support.	Only as expressly delegated and permitted by NSUK regulations.
Industry Co-Supervisor	Defined, student-specific guidance on application, validation, industry methods and translation.	Contributes to reviews; does not unilaterally approve progression or examination.
Professional Mentor	Career, enterprise, innovation, networks and professional practice guidance.	No formal academic decision-making authority.

6.2 Team model

Each student should normally have a multidisciplinary team consisting of a Principal Academic Supervisor, any approved academic co-supervisor(s), and—where relevant—an Industry Co-Supervisor or Professional Mentor. The appointment instrument and supervision plan shall distinguish advisory, supervisory and decision-making responsibilities.

6.3 Separation of roles

An industry supervisor shall not act as the sole supervisor, sole examiner, sole custodian of essential research data, or sole decision-maker on student progression. A mentor shall not be represented as a formal co-supervisor unless separately appointed through the approved process.

7. Eligibility and selection criteria

7.1 Minimum eligibility

- A relevant PhD or master's degree with substantial professional achievement; exceptionally, recognized specialist expertise where practical capability is demonstrably critical.
- Normally at least ten years of relevant professional experience, or a compelling record of leadership in research, innovation, technology development, policy implementation or industry practice.
- Evidence of recognized expertise, such as patents, commercialized technologies, industrial innovations, major consulting assignments, awards, policy contributions, products, significant projects, publications or technical reports.
- Current or recent affiliation with a credible organization, enterprise, professional network or independent practice relevant to the proposed role.

- Demonstrated mentoring capacity, interdisciplinary collaboration skills, communication ability and adequate availability.
- A record of integrity and professionalism, with no unresolved finding of serious misconduct that would make appointment inappropriate.
- Willingness to comply with NSUK and AM3C rules, complete required orientation, disclose interests and sign appointment and confidentiality documentation.

7.2 Desirable attributes

- Experience supervising or mentoring postgraduate researchers.
- Evidence of climate-related practice or expertise in areas such as climate services, renewable energy, artificial intelligence, geospatial technologies, precision agriculture, carbon markets, climate finance, green entrepreneurship, environmental consulting or disaster risk management.
- Ability to facilitate resources, validation settings, professional networks or adoption pathways without compromising independence or equity.
- Understanding of research ethics, IP, responsible innovation, data governance, health and safety, and inclusive supervision.

7.3 Disqualifying or restricting factors

Appointment may be declined, deferred or conditioned where due diligence identifies material misrepresentation, unresolved serious misconduct, an unmanaged conflict, inability to meet time commitments, unsafe working conditions, sanctions or legal restrictions, or proposed control over the student's research that is inconsistent with academic freedom or NSUK requirements.

8. Nomination, due diligence and appointment

8.1 Nomination sources

A candidate may be nominated by the Programme Coordinator, a member of the supervisory team, the AM3C Academic Board, a partner organization or another authorized NSUK unit. Student suggestions may be considered but do not constitute appointment.

8.2 Required documentation

- Nomination form stating the need, role, expertise, expected contribution and proposed students or thematic area.
- Current curriculum vitae and verifiable evidence of relevant qualifications and achievements.
- Conflict-of-interest and relationship disclosure.
- Statement of availability and, where relevant, employer authorization.
- Professional references or confirmation of standing where requested.
- Any required identity, safeguarding, sanctions, ethics or institutional due-diligence information.

8.3 Evaluation and approval

1. The Programme Coordinator checks completeness and strategic fit.

2. The proposed Principal Academic Supervisor confirms complementarity, availability and the absence of role duplication.
3. AM3C conducts proportionate due diligence and evaluates the candidate against Section 7.
4. The AM3C Academic Board recommends appointment, conditions, category and term.
5. The Director, AM3C, and any required NSUK authority approve the appointment in accordance with applicable regulations.
6. AM3C issues a formal appointment letter before the candidate undertakes supervision or receives restricted information.

8.4 Appointment instrument

The appointment letter shall state the category, term, reporting line, scope, students or thematic area, expected time commitment, deliverables, confidentiality, IP and data obligations, remuneration or expense terms, conflict requirements, review arrangements, termination rights and confirmation that the appointee has no employment status unless separately contracted.

8.5 Term and renewal

Appointments should normally be for a renewable three-year term. Renewal is not automatic and shall consider continued need, performance, conduct, availability, student feedback, updated due diligence and compliance with institutional rules. Assignment to a student ends on completion, reassignment, withdrawal or earlier termination.

8.6 Orientation

Before substantive engagement, AM3C shall provide orientation on programme expectations, role boundaries, student support, research integrity, ethics, IP, data protection, confidentiality, equality and inclusion, safety, reporting, complaints and escalation routes.

9. Roles and responsibilities

9.1 Industry Supervisor or Professional Mentor

- Provide timely technical and professional guidance within the agreed scope.
- Help refine practical relevance, feasibility, user needs, validation plans, technology readiness and implementation pathways.
- Support appropriate access to data, facilities, laboratories, field sites, stakeholders and professional networks, subject to approvals.
- Mentor the student in innovation, entrepreneurship, commercialization, professional practice and career development.
- Participate in agreed proposal reviews, progress seminars, milestone reviews and prototype or solution evaluations.
- Identify risks, constraints, conflicts, safety concerns and potential delays promptly.
- Maintain appropriate boundaries; avoid exploitation, harassment, discrimination, coercion or assigning unrelated work.
- Respect academic freedom, confidentiality, IP, publication rights, data governance and ethical approvals.

- Keep concise records of meetings, agreed actions and material decisions.
- Declare new conflicts or changes in circumstances immediately.

9.2 Principal Academic Supervisor

- Retain overall accountability for academic quality, research design, methodology, progression and compliance.
- Coordinate the supervisory team and resolve inconsistent advice in consultation with the student.
- Ensure industry input is academically appropriate and documented.
- Confirm required ethics, safety, data, IP and partnership approvals before work begins.
- Monitor student workload and protect the student from unrelated commercial or organizational demands.
- Escalate unresolved concerns through AM3C procedures.

9.3 Student

- Prepare for meetings, maintain agreed records and act on feedback within reasonable timeframes.
- Communicate progress, constraints, absences, risks and conflicting advice promptly.
- Comply with ethics, safety, confidentiality, IP, data and partner-site requirements.
- Use facilities and information only for approved purposes.
- Maintain academic authorship and acknowledge contributions appropriately.
- Report concerns without fear of retaliation through the routes in this policy.

9.4 Programme Coordinator and AM3C

- Maintain the approved supervisor register and appointment records.
- Complete nomination checks, orientation, workload monitoring, annual review and quality assurance.
- Provide neutral escalation and continuity arrangements.
- Ensure students can access academic supervision when an industry appointee is unavailable.
- Monitor partnership value, inclusion, risk and policy compliance.

9.5 Partner organization

- Confirm the appointee’s authority and availability where applicable.
- Provide safe, lawful and appropriately supervised access to agreed resources.
- Avoid restricting legitimate academic reporting or publication beyond approved confidentiality and IP arrangements.
- Notify AM3C promptly of material changes, incidents, conflicts or withdrawal of support.

10. Supervision lifecycle and operating standards

10.1 Start-up meeting and supervision plan

Within four weeks of assignment, the student, Principal Academic Supervisor and industry appointee shall complete a supervision plan. It shall define the research and applied outcomes, individual responsibilities, meeting frequency, communication channels, milestones, facilities and data access, ethics and safety requirements, confidentiality, IP/publication arrangements, expenses, foreseeable absences, recordkeeping and escalation routes.

10.2 Contact and responsiveness

Unless the supervision plan states otherwise, the team should meet at least once every eight weeks during active research. Industry appointees should acknowledge substantive student communications within five working days and provide agreed feedback normally within ten working days. Urgent safety, ethics or integrity concerns require immediate escalation.

10.3 Meetings and feedback

- Meeting agendas should be shared in advance and action notes retained.
- Advice should be constructive, specific, feasible and proportionate to the student's stage.
- Material changes to scope, methods, deliverables, access, risk or commercialization strategy require team review and relevant approval.
- Where supervisors disagree, the Principal Academic Supervisor records the decision and rationale after consultation; unresolved material matters go to the Programme Coordinator.

10.4 Progress and milestone review

The industry appointee should contribute evidence-based comments to agreed milestones, including proposal development, field readiness, prototype reviews, user or market validation, technology readiness, implementation feasibility and dissemination. Formal progression decisions remain with authorized academic bodies.

10.5 Access to partner resources

No student shall access restricted data, facilities, field sites or stakeholders until all required agreements, ethical approvals, safety inductions, insurance or permits are in place. Access shall be equitable, documented, revocable for legitimate reasons and supported by a continuity plan where essential to degree completion.

10.6 Continuity

Planned absence exceeding four weeks should be notified in advance. AM3C shall arrange interim support where an absence, organizational change or access withdrawal could materially delay the student. A student shall not be academically disadvantaged because an external appointee becomes unavailable.

11. Research ethics, integrity, safety and data

11.1 Research ethics and integrity

All activities shall comply with applicable ethics approvals and standards on informed consent, vulnerable participants, environmental and community impacts, responsible authorship, accurate reporting, reproducibility and avoidance of fabrication, falsification and plagiarism. Industry urgency or commercial interest does not justify bypassing approval or suppressing unfavorable findings.

11.2 Safety and fieldwork

Risk assessments, site inductions, permits, emergency contacts, insurance and appropriate supervision shall be confirmed before laboratory, industrial or field activities. Any person may pause work where there is a reasonable belief of imminent harm, without retaliation, pending review.

11.3 Data governance

- Collect and use only data necessary for the approved research purpose.
- Classify data and apply agreed access, storage, transfer, retention, anonymization and destruction controls.
- Use approved institutional systems wherever required; personal devices or unapproved platforms shall not hold restricted data.
- Record provenance, permissions, restrictions and material transformations.
- Report suspected loss, unauthorized access or disclosure immediately through applicable incident procedures.
- Preserve the student's access to the minimum evidence needed for examination, subject to lawful and approved safeguards.

11.4 Responsible innovation

Projects involving artificial intelligence, digital platforms, decision-support systems, carbon claims, financial mechanisms or technologies with potential social or environmental harm shall include proportionate review of bias, explainability, privacy, security, accessibility, misuse, lifecycle impacts and affected-community interests.

12. Intellectual property, publication and commercialization

12.1 Early clarification

Background IP, anticipated Project IP, ownership, inventorship, access rights, patent strategy, confidentiality, publication review, licensing and revenue-sharing expectations shall be clarified before protected information is disclosed or project work materially begins. Applicable NSUK policy and executed agreements govern ownership.

12.2 Student rights and academic progression

Commercialization arrangements shall not unfairly prevent thesis submission, examination or legitimate scholarly dissemination. Any justified publication delay to protect IP or confidential information shall be documented, time-limited and consistent with institutional rules.

12.3 Authorship and acknowledgment

Authorship shall reflect substantial scholarly contribution and accountability, not status, funding or access alone. Professional mentoring, facilities, data or general oversight should be acknowledged where appropriate but do not automatically justify authorship.

12.4 Commercial opportunities

Industry appointees shall disclose personal or organizational interests in any licensing, procurement, spin-out, investment or consultancy opportunity arising from the project. Students shall receive independent guidance before entering agreements, and no supervisor may pressure a student to assign rights or accept unfavorable terms.

13. Conflicts of interest and professional conduct

13.1 Disclosure and management

Actual, potential or perceived conflicts shall be disclosed at nomination and whenever circumstances change. AM3C may approve a management plan, restrict participation in a decision, appoint an additional reviewer, reassign responsibilities or decline/terminate the appointment. Examples include financial interests, close personal relationships, supervisory authority over the student's employment, litigation, competition for IP or funding, and proposed commercial transactions.

13.2 Conduct and boundaries

- Interactions shall be respectful, professional, inclusive and appropriate to the supervisory relationship.
- Harassment, sexual misconduct, bullying, discrimination, retaliation, bribery, corruption, exploitation and misuse of confidential information are prohibited.
- The student shall not be required to perform personal tasks, uncompensated unrelated work or work that conflicts with programme obligations.
- Gifts, hospitality and benefits shall comply with applicable institutional and partner rules and shall never influence decisions.
- Romantic or sexual relationships that create a power imbalance or conflict must be disclosed and managed under applicable policy.

13.3 External communication

An appointee shall not speak on behalf of AM3C or NSUK, use institutional branding, announce findings, approach media or make public claims about the project without appropriate authorization. Likewise, AM3C shall use the appointee's name and affiliation only as agreed.

14. Workload, resources and remuneration

14.1 Workload

The Academic Board shall consider role complexity, student numbers, meeting expectations, travel, review obligations and competing duties. Normally, an industry co-supervisor should not be assigned more students than can be supported to the standards in Section 10. Any numerical ceiling adopted by AM3C shall be recorded in programme operating procedures and applied consistently.

14.2 Remuneration and expenses

Appointment does not create an entitlement to payment unless stated in an approved appointment letter or contract. Honoraria, fees, travel, subsistence and other expenses require prior authorization, budget availability and compliance with NSUK financial rules. A supervisor shall not seek or accept direct payment from a student.

14.3 Resources

The supervision plan shall identify who provides software, laboratory access, equipment, personal protective equipment, travel, data, licenses and other resources. The student shall not be expected to bear unapproved project costs.

15. Monitoring, performance and quality assurance

15.1 Performance indicators

Domain	Indicative evidence
Engagement	Attendance, responsiveness, preparedness and continuity.
Quality of guidance	Relevant, constructive, timely and complementary advice.
Student support	Respectful conduct, mentoring value, inclusion and appropriate boundaries.
Applied contribution	Access, validation, prototype or implementation support, networks and translation.
Compliance	Ethics, safety, IP, confidentiality, data, conflicts and records.
Outcomes	Progress against agreed milestones; quality and uptake of applied outputs, without reducing evaluation to commercialization alone.
Partnership value	Sustainable collaboration, resource leverage and reciprocal institutional benefit.

15.2 Review process

The Programme Coordinator shall review each active assignment at least annually and at completion, drawing on the supervision plan, meeting records, student and supervisor feedback, milestone evidence, incidents and partner input. Students should have a confidential route to provide feedback.

Performance data shall be used fairly and with due regard to circumstances beyond the appointee's control.

15.3 Outcomes of review

- Continuation without change.
- Recognition and expanded responsibilities.
- Targeted orientation, mentoring or a time-bound improvement plan.
- Adjustment of workload, scope or team composition.
- Non-renewal, suspension, reassignment or termination under Section 16.

16. Complaints, disputes, reassignment and termination

16.1 Early resolution

Where safe and appropriate, concerns should first be raised with the relevant person or Principal Academic Supervisor. The Programme Coordinator shall offer neutral assistance. Early resolution is not required for alleged serious misconduct, retaliation, safety threats, research misconduct or other matters requiring formal reporting.

16.2 Formal escalation

A student, supervisor or partner may submit a documented concern to the Programme Coordinator or Director, AM3C. The matter shall be acknowledged promptly, triaged for immediate protection needs, referred under the correct institutional procedure, handled confidentially on a need-to-know basis and resolved without unreasonable delay. Parties shall be informed of outcomes to the extent permitted by privacy and fairness obligations.

16.3 Interim measures

AM3C may temporarily limit contact, access, decision-making or data privileges; appoint an alternative contact; pause activities; or reassign duties while a concern is assessed. Interim action is precautionary and is not itself a finding of misconduct.

16.4 Reassignment or termination

An assignment or appointment may end by completion, expiry, mutual agreement, resignation, loss of eligibility, persistent non-performance, unmanaged conflict, breach of obligations, serious misconduct, partner withdrawal, programme change or other sufficient cause. Except in urgent cases, the appointee should receive notice of concerns and a reasonable opportunity to respond. AM3C shall prioritize student continuity, secure return or transfer of records and resources, and communicate revised arrangements.

16.5 Non-retaliation and appeal

No person shall be disadvantaged for raising a concern in good faith or participating in a review. Affected parties may seek review or appeal through applicable NSUK procedures. Malicious complaints

may be addressed under relevant conduct rules, but an unsubstantiated concern is not necessarily malicious.

17. Records, privacy and confidentiality

- AM3C shall maintain a controlled register of nominations, due diligence, approvals, appointment terms, assignments, disclosures, training, reviews and cessation.
- Supervision records shall be accurate, relevant, access-controlled and retained according to the applicable records schedule.
- Personal data shall be processed only for legitimate institutional purposes and shared on a need-to-know basis.
- Confidential information shall not be disclosed outside authorized channels and obligations continue after appointment ends.
- Essential research records, access credentials, physical assets and confidential materials shall be returned, transferred or securely destroyed at the end of the role, as directed.

18. Implementation, review and transitional arrangements

18.1 Responsibilities for implementation

The Director, AM3C, is the policy owner. The Academic Board oversees academic implementation and quality assurance. Programme Coordinators administer nominations, assignments, orientation, monitoring and records. Principal Academic Supervisors implement student-level arrangements. All participants are responsible for compliance within their roles.

18.2 Effective date and transition

The policy takes effect on the date approved by the competent NSUK authority. Existing industry supervision arrangements should be reviewed and aligned within six months, with priority given to appointment documentation, conflict disclosure, supervision planning, IP/data arrangements and student continuity.

18.3 Review

AM3C shall review this policy every three years or earlier following a material legal or regulatory change, significant incident, programme redesign, audit finding or evidence that the policy is not achieving its objectives. Consultation should include students, academic supervisors, industry appointees and partner organizations.

18.4 Exceptions

Any exception must be lawful, documented, justified, risk-assessed, time-limited and approved by the Director, AM3C, and any other required authority. No exception may waive research ethics, integrity, safety, anti-harassment or non-retaliation requirements.

Appendix A — Terms of reference for an Industry Co-Supervisor

Item	Minimum requirement
Purpose	Complement academic supervision with defined industry, innovation, validation and translation expertise.
Reporting	Works within the supervisory team; operationally coordinated by the Principal Academic Supervisor and Programme Coordinator.
Core deliverables	Start-up plan; agreed meetings; milestone input; risk escalation; completion review; return/transfer of records.
Time commitment	Specified in the appointment letter and student supervision plan.
Authority limits	No unilateral progression, examination, grading, IP ownership, publication suppression or use of student labour outside the approved project.
Compliance	NSUK/AM3C regulations, ethics, safety, IP, data, confidentiality, conflicts, equality and professional conduct.
Term	As stated in the appointment letter; normally within a renewable three-year institutional appointment.
Performance	Annual and end-of-assignment review under Section 15.

Appendix B — Nomination and appointment checklist

☐ Documented need and complementary expertise

☐ CV and qualification/achievement evidence

☐ Experience and mentoring capacity assessed

☐ Availability and employer authorization confirmed, if applicable

☐ Identity, standing and proportionate due diligence completed

☐ Conflict-of-interest disclosure reviewed and managed

☐ Proposed category, scope, workload and term approved

☐ Confidentiality, IP, data, publication and resource issues addressed

☐ Academic Board recommendation recorded

☐ Required Director/NSUK approval recorded

☐ Appointment letter accepted before access or engagement

☐ Orientation completed and supervisor register updated

Appendix C — Student supervision plan: minimum fields

Field	Record
Student / programme / project	
Supervisory team and contact details	
Role boundaries and decision rights	
Research, applied and professional-development outcomes	
Meeting frequency, channels and response times	
Milestones, reviews and deliverables	
Facilities, data, field sites and stakeholder access	
Ethics, safety, permits and insurance	
Confidentiality, IP, authorship and publication	
Resources, travel and approved expenses	
Known absences and continuity arrangements	
Conflicts disclosed and management actions	
Escalation contacts and emergency route	
Signatures and review date	

Appendix D — Meeting and action record

Field	Details
Date / mode / participants	
Progress since previous meeting	
Advice and decisions	
Risks, ethics, safety, data or IP matters	
Actions: owner and deadline	
Next meeting	

Appendix E — Annual performance review

Domain	Rating / evidence / action
Engagement and responsiveness	
Quality and relevance of guidance	
Student support and professional conduct	
Applied/innovation contribution	
Compliance and risk management	
Progress and outcomes	
Partnership value	
Development or corrective actions	
Recommendation: continue / modify / end	

Appendix F — Conflict-of-interest disclosure

Appointee and affiliation:

_____

Student/project(s):

_____

Financial or ownership interests:

_____

Employment, reporting or close personal relationships:

_____

Competition for funding, IP, publication or commercial opportunity:

_____

Gifts, benefits or other relevant interests:

_____

Proposed management measures:

_____

Reviewer decision and review date:

_____

Appointee certification and signature:

_____

Appendix G — Incident and escalation guide

Issue	Immediate action	Route
Imminent safety risk	Pause work; protect people; contact emergency/site support.	Site procedure, Principal Academic Supervisor and Programme Coordinator immediately.
Research integrity or ethics concern	Preserve evidence; stop affected activity if necessary; do not investigate informally.	Applicable NSUK ethics/integrity procedure and AM3C leadership.
Harassment, discrimination or retaliation	Prioritize safety and support; preserve confidentiality.	Applicable NSUK reporting/support route; Director or designated officer.
Data loss or unauthorized disclosure	Contain where safe; do not delete evidence.	Institutional data/security incident route immediately.
IP/confidentiality concern	Pause disclosure or publication; preserve records.	AM3C/NSUK IP or legal support and supervisory team.
Persistent supervision breakdown	Document impact and attempted resolution.	Programme Coordinator; Director if unresolved.
Supervisor unavailable or partner withdraws access	Secure records; activate continuity plan.	Principal Academic Supervisor and Programme Coordinator promptly.