

## Karachi School of Business & Leadership

QAA-IPE Visit Report (29-31 March 2022)

### Compliance Implementation Plan

#### Compliance Implementation Plan Committee:

1. Mr. Mubashar Hameed – Rector KSBL
2. Dr. Farooq-E-Azam Cheema – Provost KSBL
3. Qazi Muhammad Salman – Director QEC
4. Muhammad Abdul Aqeel – Dy. Director QEC

Standard	IPE Report Recommendations	Actions/Tasks Proposed by the CIP Committee	Timeline	Responsibility
<b><u>Standard 1</u></b> Mission Statement & Goals				
1.1	Awareness workshops should be held regularly to take all the stakeholders, including students, on board for effective delineation of the vision and mission of the institution.	To conduct comprehensive sessions with the faculty and the students to orientate them to the Institute's mission and its reflections and maintain the record of the necessary documentation, including minutes of the meetings and the circulars issued.	20 <sup>th</sup> September 2022	Dean Director QEC
1.2	The Institute strategies, functions, and operations should reflect the accomplishment of the Institute's mission.	To organize the information on the measures taken by the Institute and the progress achieved since the mid of 2020, including the establishment of a new department of Decision Science and the introduction of new academic	30 <sup>th</sup> June 2022	Dean

		programs, like MS in Business Analytics, MBA (30 Credit Hours), a fully online Executive MBA program, and two undergraduate programs; BS in Management Sciences & Entrepreneurship; and BS in Information Technology and Systems. As a result, a doubling of the student body		
		To submit the information relating to the launch of BS Accounts & Finance in fall 2022.	30 <sup>th</sup> August 2022	Dean
1.3	The Institute should take measures to procure its own land. For now, it should renew its lease agreement immediately for at least 10-15 years.	To revise and extend the Institute's land lease agreement immediately for 10-15 years, in line with the Institute's mission.	30 <sup>th</sup> August 2022	Rector
1.4	The school may develop a mechanism for a strategic audit on annual basis to ensure accomplishments towards the mission and vision of the school.	To found a formal strategic plan review committee led by Provost KSBL, which will be submitting its report to the Rector on a biannual basis.	31 <sup>st</sup> July 2022	Rector
1.5	A new committee, comprising of faculty members and officers, may be formed to review the mission & vision. The recommendations of the committee should be shared with all stakeholders for clarity before approval from the statutory bodies.	To constitute a committee comprising of faculty members and officers may be formed to review the mission & vision at the end of the term of the current strategic plan. The committee's recommendations are to be shared with all stakeholders before approval from the BOG.	31 <sup>st</sup> Dec 2023	Rector
<b><u>Standard 2</u></b> Planning & Evaluation				
2.1	Despite the active involvement of the top management, the BOT and BOG seem to miss the bigger picture and intrinsic objective of setting up a full-fledged university as reflected by the charter. It is recommended that some other faculties should be made operational	To take measures to diversify and expand the scope of the Institute. Accordingly, by the end of 2023, the Faculty of Information Science to be activated, and various computing related programs including the BS in Computer Science be instituted in this Faculty.	31 <sup>st</sup> December 2023	Rector

	and degree programs are launched which may or may not pivot around business education. This diversification in the educational portfolio may help the School in curtailing the continued financial losses as reflected by the financial record and ensuring long-term financial sustainability.			
2.2	Although the strategic plan has been developed, however, the smooth implementation requires resources. Moreover, the strategic plan requires the buy-in of many stakeholders including top management, faculty, students, alumni, and society, which seems missing at the moment.	To review the five-year financial plan that has already been developed and shared with the team to support the Institute's strategic plan and ascertain the areas of improvement identified in the recommendation. Moreover, the strategic plan is to be shared with the faculty and alumni and any recommendations suggested by them to be incorporated in the plan.	31 <sup>st</sup> July 2022	CFO
2.3	Based on the larger strategic plan, small functional areas, both academic and non-academic, should be encouraged to develop their own plans, KPIs, and evaluation mechanisms.	To design KPIs in the functional areas, like compliance, external quality assurance, admissions & enrolment, faculty, students support, research output, external linkages & outreach, institutional growth, financial viability, and executive education, within the larger purview of the strategic plan. Subsequently. Moreover, to translate these KPIs into a dashboard format for a continuous review by the immediate stakeholders, especially the Board of Governors.	31 <sup>st</sup> July 2022	Rector
<b><u>Standard 3</u></b> Organization & Governance				
3.1	There is a dire need to implement university rules and regulations, laid down in the charter, in letter and spirit, and to collect the data in the	To conduct a review of the rules and regulations in the form of KSBL Statutes 2021 duly approved by the BOG and subsidiary and miscellaneous	31 <sup>st</sup> December 2022	Provost

	forms of minutes, notifications, and other documentary evidence.	policies designed and promulgated, and to ascertain any deficiencies highlighted in the recommendation. In addition, the entire resulting data in the forms of minutes, notifications, and other documentary evidence, is also to be reviewed.		
3.2	Policies for different academic and nonacademic matters need to be developed and necessary committees should be formed and notified and TORs developed.	To conduct a review of the entire set of existing statutes, policies, rules, and regulations of the Institute to ascertain whether any area of operation remains uncovered. Besides, the following committees are to be notified:  1. Finance & Planning Committee 2. Disciplinary Committee 3. Sexual Harassment Committee 4. Unfair means in assessment committee 5. Plagiarism Committee	30 <sup>th</sup> August 2022	Provost
3.3	It is extremely important that all statutory bodies, positions, appointments, and their functioning should be as per the rules laid down in the charter of KSBL.	To conduct a review of the following statutory bodies to ascertain their compositions and functioning is in line with the provisions of the KSBL charter:  <ul style="list-style-type: none"> <li>• The Board of Governors</li> <li>• The Academic Council</li> <li>• The Board of Faculty</li> <li>• The Board of Studies</li> <li>• The Board of Advanced Studies &amp; Research</li> <li>• The Selection Board</li> <li>• The Finance &amp; Planning Committee</li> <li>• The Disciplinary Committee</li> </ul>	30 <sup>th</sup> August 2022	Provost
3.4	Section 5.0 of the “Rules of Business of Statutory Bodies” is not substantiated by the Charter and needs amendment	To amend section 5.0 of the “Rules of Business of Statutory Bodies” in the next BOG meeting.	31 <sup>st</sup> December 2022	Registrar Office

<b><u>Standard 4</u></b> Integrity				
4.1	Student and faculty grievances and complaints are only adhered and addressed on verbal communication. No prescribed compliant form exists, and no logs have been maintained.	To develop an approved student and staff grievance handling system comprising receiving the complaints and addressing them.	31 <sup>st</sup> December 2022	Provost
4.2	The plagiarism policy has been framed by the university. However, there is lack of required implementation and monitoring mechanism.	To take steps to implement the plagiarism policy already adopted by the Academic Council, including formulating and notifying the plagiarism committee.	30 <sup>th</sup> June 2022	Provost
4.3	The resources for checking the similarity index of research at MS level degree and research by the faculty to be undertaken through an internationally known software, recognized by HEC such as "TURNITIN", do not exist.	To procure the HEC recognized similarity check software, "TURNITIN."	31 <sup>st</sup> December 2022	Rector
4.4	Intellectual property rights policy of university is required to be framed as per Government Intellectual Property Rights guidelines.	To revise the intellectual property rights policy of the Institute as per Government Intellectual Property Rights guidelines.	31 <sup>st</sup> December 2022	Provost
4.5	The Conflict-of-Interest policy should be revised through statutory bodies in consultation with the Legal team of the university	To revise the Conflict-of-Interest Policy with the help of the Institute's legal team and get it approved by the statutory bodies.	31 <sup>st</sup> December 2022	Provost
4.6	The faculty and officers' external Consultancy services policy may be prepared and implemented as per national and international practices.	To design and implement the faculty consultancy policy approved by the Academic Council.	31 <sup>st</sup> December 2022	Provost

4.7	The students learning outcomes to be assessed and analyzed for future goals as per academic programs in relation with the Mission and Vision of the university.	To develop and implement the assurance of the learning process of the Institute about the vision and mission of the Institute.	31 <sup>st</sup> July 2023	Dean
4.8	The student credit transfer and affiliation policy is required to be framed.	To review the transfer of credit policy of the Institute already promulgated and in practice as a part of the Academic Rules 2021, section 2.8 titled "Migration and Transfer of Credit", duly approved by the BOG, and to ascertain any deficiency in it.	31 <sup>st</sup> July 2022	Provost
4.9	Management Information System/CMS is required to be developed/improved.	To review the Institute's Management Information System/CMS already launched in the name of Colaraz and to ascertain any deficiency in it.	31 <sup>st</sup> Jul 2022	Director QEC
<b><u>Standard 5</u></b> Faculty				
5.1	Faculty appraisal and increment mechanism that is consistent with the vision and mission of the business school, should be implemented fairly and transparently.	To develop and implement the faculty performance management policy and the appraisal instruments.	31 <sup>st</sup> August 2022	Dean Head of HR
5.2	Research incentives are there for faculty members however, faculty should be given proper guidelines, resources, and environment to actively pursue research.	To regularly assign a substantial research budget in line with the Institute's vision and mission and the faculty workload policy.	30 <sup>th</sup> June 2022	CFO
5.3	Faculty turnover is high, and it is recommended to find out the exact reasons and develop plans to enhance faculty retention.	To develop an analysis of faculty turnover at the Institute based on the exit interviews of the outgoing faculty. During the last 22 months, 16 faculty members joined, whereas four faculty	31 <sup>st</sup> July 2022	Head of HR

		members left, most of them for personal and career reasons.		
5.4	School needs to devise an effective faculty development plan in line with the mission and vision of the university, particularly the training of faculty for case study teaching and writing.	To design and implement the faculty development mechanism involving diverse faculty development dimensions is under process.	31 <sup>st</sup> July 2022	Head of HR
5.5	At present there is no system for annual increments for faculty. It is recommended that such system be developed with the involvement of faculty and be deployed.	To design and implement the faculty annual increment system based on the faculty performance management system.	31 <sup>st</sup> December 2022	Head of HR
5.6	Faculty appointment and promotion criteria needs to be developed, moreover, it must be synchronized with the school's long term strategic positioning and priorities.	To design and implement the faculty appointment and promotion policies based on the HEC guidelines and the provisions of the Institute's service rules.	31 <sup>st</sup> July 2022	Head of HR
5.7	Role of faculty in strategic decision making should be enhanced.	To conduct a review of the faculty members' contribution to the Institute's statutory bodies, including the Board of Study, Board of Faculty, Academic Council, BASR, Selection Board, etc. To further review the composition of these statutory bodies and notifications of appointment of the faculty to these statutory bodies are attached.	31 <sup>st</sup> July 2022	Provost
<b><u>Standard 6</u></b> Students				
6.1	KSBL has acquired policies and procedures pertaining to admissions, credit transfer and financial awards and scholarships. However, committees through which these policies are to be implemented are not notified and	To constitute the following committees: 1. Admissions Committee 2. Transfer of Credits Committee 3. Student Financial Assistance Committee	30 <sup>th</sup> June 2022	Provost

	constitution of some of these committees is not clear.			
6.2	The admission policy needs to be reviewed and a defined timeline and statutory body not individual, should have the power to revise the eligibility and admissions criteria. There is a need to curtail ad hoc decision making and to develop an admission strategy and annual student intake plan.	To get the admissions policy and procedure amended by the decision of the Academic Council, whereby the admission criteria will be decided by the Academic Council instead of the Rector.	31 <sup>st</sup> December 2022	Provost
6.3	The Institute needs to develop a catalogue/scheme of studies for each program.	To review the catalog/scheme of studies for each program already developed and ascertain if there is any deficiency.	31 <sup>st</sup> December 2022	Dean
6.4	Elective courses are offered stringently and with no choice for students.	To place the idea of offering flexibility and choice in the elective courses before the Academic Council for consideration.	30 <sup>th</sup> June 2022	
6.5	The statutes pertaining to Academic Rules & Regulations are well drafted and comprehensive but there is a need to review and develop the student progression rules in more depth.	To review the student progression rules already part of the Academic Rules duly approved by the BOG and ascertain the need for improvement as required in the recommendations.	31 <sup>st</sup> July 2022	Provost
6.6	The Institute has multiple financial aid and scholarship programs and a policy which supports and publishes these opportunities for the students. Although, a yearly consolidated amount was provided, no list of students was shared which listed the names and programs of students who have availed these in the past three years.	To collate the student-wise data regarding allocation of scholarships and various kinds of financial assistance for the last two years.	31 <sup>st</sup> July 2022	CFO
6.7	There is a policy on Examination Rules & Regulations but the same needs clarity as terminology is used interchangeable which	To review and revise the Examination Rules by the act of the Academic Council to modify the terminology. Furthermore, to ensure the	31 <sup>st</sup> July 2022	Provost Dean



	creates ambiguity. The process of moderation of papers and exam results is identified but this needs to be followed religiously as examination rules and regulations are of utmost sanctity.	implementation of moderation of papers and exam results fully.		
<b><u>Standard 7</u></b> Institutional Resources				
7.1	There is need to involve the faculty/Department Heads in the budgeting process. Currently the Provost, CFO and other members of the FPC are involved in the process. The process of identification and prioritization of resource allocation needs to be better systemized and documented which may perhaps happen once it is governed by the new policy approved in 2021.	To involve the Heads of Departments and faculty members in the budget formulation process for the next annual budget.	31 <sup>st</sup> July 2022	CFO
7.2	The procurement committee needs to be notified for a defined term which will enhance the transparency in the process.	To notify a procurement committee under the provisions of the financial rules of the Institute for a defined term to ensure transparency in the procurement process.	31 <sup>st</sup> July 2022	CFO
7.3	Administrative positions of Director ORIC and Registrar are critical and must be advertised and filled on immediate basis.	To fill out the positions of Director ORIC and Registrar through due process.	31 <sup>st</sup> December 2022	Rector
7.4	KSBL has adequate library resources for the existing student body, but it should consider subscribing to the HEC Digital Library for easy access to data repositories and research journals which are essential if the Institute intends to enhance its research output.	To subscribe to the digital learning sources, including the HEC digital library.	31 <sup>st</sup> December 2022	Provost

<b><u>Standard 8</u></b> Academic Programs & Curricula				
8.1	The Institute must conduct a proper feasibility study before launching new programs.	To conduct a proper feasibility study for every new program, including the BS Accounts and Finance and BS Computer Science.	31 <sup>st</sup> July 2022	Dean
8.2	A policy for major and minor program revisions must be developed and the curriculum of each program must be reviewed at regular intervals. Documentation of the major and minor revisions must be maintained.	To formulate and implement the curriculum review policy, major and minor, after approval by the Academic Council. In addition, to maintain the curricula revision documentation as suggested.	31 <sup>st</sup> December 2022	Dean
8.3	The documents provided do not indicate the existence of any prerequisites and course codes in the curriculum.	To review the program curricula and introduce the course prerequisites and course codes where required. The revised curricula are to be approved by the Academic Council.	31 <sup>st</sup> December 2022	Dean
8.4	There is little consistency and progression visible in the Learning Goals and Objectives of the undergraduate and graduate programs and their alignment with the mission of the respective programs is weak. Teaching methodology and assessment strategies are also missing in the curricula.	To prepare course outlines of all academic programs in a uniform format and include teaching methodology and assessment-related information. Also, to map the Program Learning Outcomes (PLOs) and Course Learning Outcomes (CLOs) and align them with the Institute's mission.	End of fall 2022	Dean
8.5	There is no formal or institutionalized process of assurance that the Program Learning Goals & Objectives are being met through the curricular and co-curricular activities. A process needs to be developed to measure the achievement of the learning goals and	To develop and implement the assurance of the learning process of the Institute about the vision and mission of the Institute.	30 <sup>th</sup> June 2023	Dean

	objectives. At present, the Institute believes that it is ensuring this through the direct assessments embedded in the courses but these assessments are not linked with specific goals / objectives.			
8.6	NOC has been obtained from HEC for the newly launched MSBA program. The Institute has taken required approvals from the provincial HEC for its undergraduate programs. It is recommended that NOC is also obtained for these programs from HEC, Islamabad on priority basis.	To check if there is any law requiring NOC for any undergraduate program from the federal HEC. However, no NOC was obtained from any academic program from the provincial HEC. However, the undergraduate programs BS MS&E and BS IT&S have been registered with the National Qualification Register maintained by the federal HEC.	31 <sup>st</sup> July 2022	Provost
8.7	There is a need to distinguish between the 60 CH MBA, EMBA and the 30 CH MBA and EMBA programs. The curriculum of these programs is overlapping and so are the mission and learning goals and objectives.	To bring the matter of MBA and EMBA programs before the Academic Council to review and ascertain the degrees of similarity and difference between them.	End of fall 2022	Dean
8.8	While the faculty employs diverse and contemporary teaching methodologies, the Institute must implement a proper appraisal system to assess the faculty's performance. The QA forms should also be analyzed. The process of assessing the faculty's capacity and competence to deliver in class is loosely structured at present. There is a practice of in class reviews by Dean/Senior faculty, but this is neither documented nor used for any corrective purposes.	To develop and implement the faculty performance management policy and the appraisal instruments.	31 <sup>st</sup> August 2022	Dean Head of HR

<b><u>Standard 9</u></b>				
Public Disclosure & Transparency				
9.1	It is recommended comprehensive written policy/SOP regarding communication strategy for dissemination of regulations, rules and policies in & outside of the institution.	To prepare and promulgate a policy on communication and dissemination of policies, rules, and regulations.	31 <sup>st</sup> December 2022	Provost
9.2	Faculty handbook may be designed & approved from statutory bodies. All related sops & service rules must be included for guidelines of all type of faculty.	To prepare and promulgate faculty handbook dully approved by the Academic Council.	31 <sup>st</sup> December 2022	Head of HR
9.3	Admission and Merit list of admitted student and scholarships awarded may be uploaded on the University website and as well as on the notice board of the University	To place the admission list and the list of scholarships awarded for the fall of 2022 on the website.	30 <sup>th</sup> September 2022	Head of Admissions
<b><u>Standard 10</u></b>				
Assessment & Quality Assurance				
10.1	The QEC should be approved by the statutory bodies. Selection & appointment of Head of QEC should also be approved by the statutory bodies of Institute.	To secure approval of the establishment of QEC from the BOG. The BOG will also ratify the appointment of Director QEC in its next meeting.	31 <sup>st</sup> December 2022	Provost
10.2	Dedicated staff is needed for QEC.	To have a departmental structure of the QEC duly approved by the BOG. The staff will be hired accordingly.	31 <sup>st</sup> December 2022	Provost
10.3	A committee may be constituted to finalize the Institute SOPs/Rules for QEC functioning under the policy of QAA- HEC & may further approval from Rector & academic council.	To constitute a committee comprising Director QEC, a faculty member, and the Additional Registrar to draw the SOPs/Rules of the QEC.	31 <sup>st</sup> August 2022	Provost

10.4	An yearly activity calendar should be developed and approved by Rector.	To prepare a QEC activity calendar for 2022 and approved by Rector.	31 <sup>st</sup> July 2022	Director QEC
10.5	Business Programs may be accredited by business council. For this purpose, visit of any council may planned urgently	To get the MBA/EMBA programs accredited by the NBEAC.	End of fall 2023	Dean
10.6	There is need to design online portal for QEC for conducting of online surveys from students & faculty	To develop a portal to undertake QEC activities online, assign a link for access.	31 <sup>st</sup> July 2022	Dean / Director QEC
10.7	Institution Anti- Plagiarism policy is needed in context of HEC policy regarding ensuring honest academic writing.	To have a plagiarism policy prepared in the light of the HEC policy and approved by the Academic Council.	31 <sup>st</sup> December 2022	Provost
<b><u>Standard 11</u></b> Student Support Service				
11.1	Newly inducted students may be provided proper orientation on all the relevant information.	To share the orientation schedule for the fall 2022 intake with the QAA.	31 <sup>st</sup> August 2022	Dean
11.2	The student handbook/guide available on the website should be revised to include all the relevant policies including sexual harassment policy etc. Freshmen may be provided a hard copy of the handbook.	To review and revise the student handbook to include all the relevant policies, including sexual harassment policy, etc.	31 <sup>st</sup> July 2022	Provost
11.3	The faculty may increase consultation hours for the convenience of the students.	To increase the faculty consultations hours to 2.5 hours per week. A circular in this regard is to be issued to the students and faculty.	30 <sup>th</sup> June 2022	Dean
11.4	The Academic manual should also include policy components given in the "POLICY GUIDELINES FOR UNIFORM IMPLEMENTATION OF SEMESTER BASED EXAMINATION SYSTEM" of HEC.	To review the Academic Rules in the light of the provisions of the HEC guidelines for a uniform semester management system.	30 <sup>th</sup> June 2022	Provost

11.5	HEC semester policy/guiding rules may be followed in true spirit.	To conduct a thorough review of the Institute's statutes, policies, rules, and regulations to ascertain that those are in line with the HEC guidelines.	30 <sup>th</sup> June 2022	Provost
11.6	Students may be provided academic advisors as per HEC's semester policy.	To design and implement a regular student advisement system.	31 <sup>st</sup> July 2022	Dean
11.7	Policy should be developed and approved from appropriate forums to oversee the activities of career counseling services. Co Curricular Activities should be enhanced.	To conduct a review of the chapter on "Co-curricular and Extra-Curricular Activities" in the Student Career Services & Alumni Relations Manual 2021, duly approved by the BOG, and to ascertain the deficiencies highlighted. Also, to increase the co-curricular and extra-curricular activities of the students and report.	31 <sup>st</sup> December 2022	Career Services Office
11.8	The policy for the financial aid and scholarship needs to be revised for better understanding of the students and should be circulated via website and publications including student handbook.	To conduct a review of the Institute's Student Financial Assistance Rules 2021, duly approved by the BOG, and to ascertain the deficiencies highlighted. The provisions of the financial assistance rules are also to be placed on the website for students' easy access.	31 <sup>st</sup> July 2022	Provost
11.9	A committee of students along with management may be constituted to have a regular check on quality and price of foods being offered at the student cafeteria.	To constitute a committee comprising , Director QEC, Manager Admin, and two members from the students' council tasked with checking the food quality and prices at the KSBL cafeteria.	30 <sup>th</sup> September 2022	Provost