

Karachi School of Business & Leadership

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

Compliance Implementation Plan

Compliance Implementation Plan Committee:

1. Dr. Ahmad Junaid – Acting Rector KSBL
2. Dr. Farooq-E-Azam Cheema – Provost KSBL
3. Muhammad Abdul Aqeel – Director QEC

Standard	IPE Report Recommendations	Actions/Tasks Proposed by the CIP Committee	Timeline	Responsibility	Status
<u>Standard 1</u>					
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.	30 th June 2022	Dean Director QEC	In Process
1.2	The Institute strategies, functions, and operations should reflect the accomplishment of the Institute's mission.	The following measures were taken by the Institute and the progress achieved since the mid of 2020: a. The establishment of a new department of Decision Science	30 th June 2022	Dean	Completed, New department and Programs have been launched Annexure 1

		b. The introduction of new academic programs, like MS in Business Analytics, MBA (30 Credit Hours), a fully online Executive MBA program, and two undergraduate programs; BS in Management & Entrepreneurship, BS in Information Technology and Systems, and BS Accounts & Finance. As a result of introduction of these programs, the student body increased three times.			Annexure 1A Annexure 1B
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.	The Institute's land lease agreement to be revised till 2030	30 th August 2022	Rector	In Process
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.	The formal strategic plan review committee has been founded, which will be submitting its report to the Rector on a biannual basis.	31 st May 2022	Rector	Notification Attached Annexure 2
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 st Dec 2023	Rector	In Process
<u>Standard 2</u> 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	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	31 st December 2023	Rector	BS in Computer Science has been approved by the academic council

	<p>university as reflected by the charter. It is recommended that some other faculties should be made operational 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.</p>	<p>computing related programs including the BS in Computer Science be instituted in this Faculty.</p>			<p>to be launch Fall 2023</p>
2.2	<p>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.</p>	<p>The five-year financial plan already developed provides resources for implementation of the strategic plan. Moreover, the strategic plan was shared with the faculty and alumni. However, no additional recommendations were received from them.</p>	31 st July 2022	CFO	Completed
2.3	<p>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.</p>	<p>KPIs have been designed in the following areas: 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.</p>	31 st July 2022	Rector	<p>Policies for all these areas, approved by the Academic Council, have been introduced.</p>
<p><u>Standard 3</u> Organization & Governance</p>					
3.1	<p>There is a dire need to implement university rules and regulations, laid down in the charter, in letter and spirit, and to collect the</p>	<p>A review of the rules and regulations approved by the BOG has been completed and subsidiary policies have been designed in</p>	31 st December 2022	Provost	<p>Academic Policy Manual comprising 24</p>

	data in the forms of minutes, notifications, and other documentary evidence.	the fom of academic Policy Manual and HR Policy Manual, approved by the Academic Council.			policies and HR Policy Manual comprising 21 policies has been approved by the the Academic Council in 6 th & 7 th meetings 2022-2023 Annexure 3
3.2	Policies for different academic and nonacademic matters need to be developed and necessary committees should be formed and notified and TORs developed.	A review of the rules and regulations approved by the BOG has been completed and subsidiary policies have been designed in the fom of academic Policy Manual and HR Policy Manual, approved by the Academic Council. Besides, the following committees have been notified: 1. Finance & Planning Committee 2. Disciplinary Committee 3. Sexual Harassment Committee 4. Unfair means in assessment committee 5. Plagiarism Committee	30 th August 2022	Provost	Notifications Attached Annexure 4
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.	A review of the following statutory bodies has been conducted to ascertain their compositions and functioning is in line with the provisions of the KSBL charter: <ul style="list-style-type: none"> • The Board of Governors • The Academic Council • The Board of Faculty • The Board of Studies 	30 th August 2022	Provost	Completed

		<ul style="list-style-type: none"> • The Board of Advanced Studies & Research • The Selection Board • The Finance & Planning Committee • The Disciplinary Committee 			
<u>Standard 4</u>					
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 st December 2022	Provost	Completed Annxure 5
4.2	The plagiarism policy has been framed by the university. However, there is lack of required implementation and monitoring mechanism.	The plagiarism policy adopted by the Academic Council has been implemented. A plagiarism committee has also been notified.	30 th June 2022	Provost	Minutes of the Academic Council Meeting is attached Annexure 6
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 st December 2022	Rector	In Process
4.4	Intellectual property rights policy of university is required to be framed as per Government Intellectual Property Rights guidelines.	The intellectual property rights policy of the Institute has been revised as per Government Intellectual Property Rights guidelines.	31 st December 2022	Provost	Completed
4.5	The Conflict-of-Interest policy should be revised through statutory bodies in	The Conflict-of-Interest Policy is got approved by the Academic Council.	31 st December 2022	Provost	Conflict of Interest Policy is attached

	consultation with the Legal team of the university				Annexure 7
4.6	The faculty and officers' external Consultancy services policy may be prepared and implemented as per national and international practices.	To faculty consultancy policy has been designed and got approved by the Academic Council.	31 st December 2022	Provost	Faculty Consulting Policy is attached Annexure 8
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 st July 2023	Dean	In Process
4.8	The student credit transfer and affiliation policy is required to be framed.	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 AC, has been reviewed. No deficiency is identified in it.	31 st July 2022	Provost	Completed
4.9	Management Information System/CMS is required to be developed/improved.	The Institute's Management Information System/CMS already launched in the name of Colaraz has been reviewed to ascertain any deficiency in it. However, no deficiency has been found in it.	31 st Jul 2022	Director QEC	Completed
<u>Standard 5</u> 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.	The faculty performance management policy and appraisal instruments have been developed and implemented.	31 st December 2022	Dean Head of HR	Faculty Performance Management policy along with instrument is attached Annexure 9

5.2	Research incentives are there for faculty members however, faculty should be given proper guidelines, resources, and environment to actively pursue research.	A substantial research budget in line with the Institute's vision and mission and the faculty workload policy is being regularly assigned.	31 st July 2022	CFO	Completed
5.3	Faculty turnover is high, and it is recommended to find out the exact reasons and develop plans to enhance faculty retention.	The analysis of faculty turnover at the Institute has been conducted based on the exit interviews of the outgoing faculty. Result showed that during the last 22 months, 16 faculty members joined, whereas four faculty members left, most of them for personal and career reasons.	31 st July 2022	Head of HR	Based on analysis, the faculty turnover rate is within the prescribed range
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.	The faculty development mechanism involving diverse faculty development dimensions has been designed and implemented.	31 st July 2022	Head of HR	Faculty Development policy approved by the Academic Council Annexure 10
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 faculty annual increment system based on the faculty performance management system has been designed.	31 st December 2022	Head of HR	Faculty Performance Management policy is attached Annexure 11
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.	The faculty appointment and promotion policies based on the HEC guidelines and the provisions of the Institute's service rules have been designed, approved by Academic Council.	31 st July 2022	Head of HR	Faculty Hiring and Promotion policies are attached Annexure 12
5.7	Role of faculty in strategic decision making should be enhanced.	The faculty members' contribution to the Institute's statutory bodies, including the	31 st July 2022	Provost	Completed

		Board of Study, Board of Faculty, Academic Council, BASR, Selection Board, etc. has been reviewed and found satisfactory.			
<u>Standard 6</u> 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 constitution of some of these committees is not clear.	The following committees have been constituted: 1. Admissions Committee 2. Transfer of Credits Committee 3. Student Financial Assistance Committee	31 st July 2022	Provost	Notifications are attached Annexure 13
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.	The admissions policy and procedure have been reviewed and got approved by the Academic Council, whereby the admission criteria will be decided by the Academic Council instead of the Rector.	31 st December 2022	Provost	Revised Admission Policy approved by the Academic Council attached Annexure 14
6.3	The Institute needs to develop a catalogue/scheme of studies for each program.	The catalog/scheme of studies for each program has been developed.	31 st December 2022	Dean	Complete Catalogue (Program wise) available at www.ksbl.edu.pk
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.			In Process
6.5	The statutes pertaining to Academic Rules & Regulations are well drafted and comprehensive but there is a need to review	The student progression rules approved by the BOG have been reviewed. No need for improvement is found.	31 st July 2022	Provost	Completed

	and develop the student progression rules in more depth.				
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.	The student-wise data regarding allocation of scholarships and various kinds of financial assistance for the last two years has been collated.	31 st July 2022	CFO	Two-year financial aid data, attached Annexure 15
6.7	There is a policy on Examination Rules & Regulations but the same needs clarity as terminology is used interchangeable which 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.	The Examination Rules have been reviewed accordingly and got approved by the Academic Council.	31 st July 2022	Provost Dean	Revised examinations rules approved by the Academic Council, attached Annexure 16
<u>Standard 7</u> 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	The Heads of Departments are regularly involved in the budget formulation process.	31 st July 2022	CFO	Completed

	once it is governed by the new policy approved in 2021.				
7.2	The procurement committee needs to be notified for a defined term which will enhance the transparency in the process.	The procurement committee has been notified under the provisions of the financial rules of the Institute for two years.	31 st July 2022	CFO	Completed
7.3	Administrative positions of Director ORIC and Registrar are critical and must be advertised and filled on immediate basis.	The process is under way to fill out the positions of Director ORIC and Registrar.	31 st December 2022	Rector	Position of Registrar has been filled and hiring of Director ORIC is under process.
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.	The process is under way to subscribe to the digital learning sources, including the HEC digital library.	31 st Dec 2022	Provost	In process
<u>Standard 8</u> Academic Programs & Curricula					
8.1	The Institute must conduct a proper feasibility study before launching new programs.	Feasibility study for every new program will be conducted, accordingly.	31 st July 2022	Dean	In Process

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.	The curriculum review policy has been developed and got approved by the Academic Council. The record of curricula revision is also being maintained.	31 st July 2022	Dean	The Curriculum Policy has been developed and approved by the Academic Council Annexure 17
8.3	The documents provided do not indicate the existence of any prerequisites and course codes in the curriculum.	The curricula are regularly revised through statutory process. Record is also maintained. The course codes have also been added to the curricula through a due process.	31 st December 2022	Dean	Completed
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 course outlines of all academic programs in a uniform format are being prepared comprising teaching methodology and assessment-related information, and Program Learning Outcomes (PLOs) and Course Learning Outcomes (CLOs) mapping.	End of fall 2022	Dean	Completed
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 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.	To develop and implement the assurance of the learning process of the Institute about the vision and mission of the Institute.	30 th June 2023	Dean	In Process
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	There is not any law requiring NOC for any undergraduate program from the federal HEC. However, the undergraduate programs BS M&E and BS IT&S have been registered	31 st July 2022	Provost	Completed

	programs. It is recommended that NOC is also obtained for these programs from HEC, Islamabad on priority basis.	with the National Qualification Register maintained by the federal HEC.			
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.	The MBA and EMBA programs had been reviewed by the statutory bodies and found in order.	End of fall 2022	Dean	Completed
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 st December 2022	Dean Head of HR	Faculty Performance Management policy along with instrument is attached Annexure 18
<u>Standard 9</u> 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 st December 2022	Provost	Every promulgated policy has been assigned provision of dissemination and communication
9.2	Faculty handbook may be designed & approved from statutory bodies. All related	To prepare and promulgate faculty handbook dully approved by the Academic Council.	31 st December 2023	Head of HR	In process

	sops & service rules must be included for guidelines of all type of faculty.				
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	The admission list and the list of scholarships awarded for the fall of 2022 were placed on the website.	30 th September 2022	Head of Admissions	Completed
<u>Standard 10</u> 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 st December 2023	Provost	In Process
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 st December 2023	Provost	In Process
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.	The quality assurance policy of the Institute has been designed and approved by the Academic Council.	30 th June 2022	Provost	Quality Assurance Policy is attached Annexure 19
10.4	An yearly activity calendar should be developed and approved by Rector.	The QEC activity calendar is regularly prepared. Approved by Rector.	2022-2023 calendar already sent	Director QEC	2023-2024 to be developed
10.5	Business Programs may be accredited by business council. For this purpose, visit of any council may planned urgently	The process to get the NBEAC accreditation for MBA/EMBA programs is under way.	End of fall 2023	Dean	In process
10.6	There is need to design online portal for QEC for conducting of online surveys from students & faculty	A portal has been developed for posting the QEC activities online and assigned a link for access.	30 th June 2022	Dean	In process

10.7	Institution Anti- Plagiarism policy is needed in context of HEC policy regarding ensuring honest academic writing.	A plagiarism policy has been prepared in light of the HEC policy, approved by the Academic Council.	31 st December 2022	Provost	Academic Honesy Policy is attached Annexure 20
<u>Standard 11</u> 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 2023 intake with the QAA.	10 th August 2020	Dean	In Process
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.	The student handbook has been revised to include all the relevant policies, including sexual harassment policy, etc.	31 st July 2022	Provost	https://www.ksbl.edu.pk/wp-content/uploads/2023/01/Student-Handbook-2022-2023-1.pdf
11.3	The faculty may increase consultation hours for the convenience of the students.	The faculty support hours for students have been made proportionate to the teaching load. The student support hours are displayed on the faculty office doors.	30 th May 2022	Dean	Completed
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.	The Academic Rules of the Institute have been reviewed in the light of the provisions of the HEC guidelines for a uniform semester management system and found in order.	30 th June 2022	Provost	Completed
11.5	HEC semester policy/guiding rules may be followed in true spirit.	The Institute’s statutes, policies, rules, and regulations have been thoroughly reviewed to ascertain that those are in line with the HEC guidelines and found them in order.	30 th June 2022	Provost	Completed

11.6	Students may be provided academic advisors as per HEC's semester policy.	Academic Advisement, Assistance, & Personal Counseling Policy has been designed and implemented.	31 st July 2022	Dean	Policy Attached Annexure 21
11.7	Policy should be developed and approved form appropriate forums to oversee the activities of career counseling services. Co Curricular Activities should be enhanced.	The chapter on "Co-curricular and Extra-Curricular Activities" in the Student Career Services & Alumni Relations Manual 2021 was reviewed to ascertain the deficiencies highlighted, and found in order.	31 st December 2022	Career Services Office	Completed
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.	The Institute's Student Financial Assistance Rules 2021 were thoroughly reviewed and found them in order. The provisions of the financial assistance rules are also placed on the website for students' easy access.	31 st July 2022	Provost	Financial Assistance rules are attached Annexure 22
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.	A committee comprising Director QEC, Manager Admin, and two members from the students' council is to be tasked with checking the food quality and prices at the KSBL cafeteria.		Provost	In Process

Muhammad Abdul Aqueel
Director QEC