



SALIM HABIB UNIVERSITY

(FORMERLY BARRETT HODGSON UNIVERSITY)

Respected Vice Chancellor
Salim Habib University
Karachi

Subject: Approval for Uploading of Compliance Implementation Plan (CIP) Against Institutional Performance Evaluation (IPE) by HEC QAA on SHU Website

Respected Sir,

Please find attachment of Compliance Implementation Plan (CIP) duly approved by BOG against HEC QAA report no: 187/SHU(BHU)/IPE/QAA/HEC/2021/2365.

Kindly review and approve for uploading of CIP on SHU Website in QEC tab.

Syed Waqar-ul-Hasan
Director QEC & Regulatory Affairs

Prof. Dr. Kaleem Raza Khan
Registrar

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CIP–Compliance Implementation Plan against HEC’s IPE Recommendations/ Observations

S.NO	HEC		SHU		
	AREAS OF CONCERN	RECOMMENDATIONS	CORRECTIVE ACTION	RESPONSIBLE BODY / DEPT	TIMELINE
1	Most of the faculty and students are not very well aware of the Mission and Vision of the University	Mission and Vision statements and core values of the university may be displayed at various parts at the campus	Already implemented.	N/A	N/A
2	Use of HEC Digital Library and visits of the faculty and students to digital library for exploring books and journals are low.	Awareness seminars may be arranged for awareness and training of the faculty and students regarding the resources available through HEC’s Digital Library and how these can be used effectively.	<ol style="list-style-type: none"> 1. After registration, students are class-wise trained about how to use library and other library related resources. 2. Awareness sessions for faculty and staff will be regularly re-arranged before the commencement of each semester. 	Deans and Librarian (Library in-charge)	A continuous process
3	Number of copies of the text books (copies of one title) is 3-4 on an average and 7-8 in some cases	The number of copies of the textbooks for courses may be increased that will help the students to harvest maximum benefits of the library and maximum knowledge in their respective field of study	<ol style="list-style-type: none"> 1. As the editions of textbooks are frequently revised, it is intended to regularly induct new editions of textbooks in the library stock. 2. As the student population grows, the number of copies of each textbook will also be accordingly increased. 	In-charge Library and procurement (on recommendation from the department)	Continuing process

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4	<p>Although, academicians from other universities or teaching organizations are included as members in various statutory bodies, yet persons from industry and other stakeholders are missing</p>	<p>Relevant industry persons and stakeholders may be included as members of statutory bodies. This will help in designing the curriculum and preparing graduates with a marketing demanded skill set.</p>	<ol style="list-style-type: none"> 1. Has already been implemented in the form of Industrial Advisory Boards (IAB) in Faculty of Information Technology and Engineering. 2. The members from industry and other stakeholder are also inducted in different statutory bodies of other faculties/departments, as well. 	<p>Deans of all faculties and respective chairpersons.</p>	<p>Continuous process</p>
5	<p>There is a need to develop curriculum following the Outcome Based Education system for a better learning of the students</p>	<p>A “Director Academics” may be appointed to ensure the Uniform curriculum, course outlines, and other academic related matters.</p>	<ol style="list-style-type: none"> 1. Curriculum development is a nonstop process, all the departments regularly review and revise their curricula based on the recommendations from experts, stakeholders and new developments in the relevant subject area. 2. Outcome based education (OBE) system has already been adopted in the Faculty of engineering and Faculty IT. 	<p>Deans and academic bodies.</p> <p>Already in practice</p>	<p>Spring 2022</p>

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			<ol style="list-style-type: none"> 3. OBE system shall also be introduced in other faculties, as well. 4. The possibility of appointing a “Director Academics” may be considered, as a future strategy. 	<p>Deans and academic bodies.</p> <p>HR</p>	
6	Curriculum format and course outlines are not uniform in various disciplines (BS Accounting, and BBA, etc.)	A “Director Academics” may be appointed to ensure the Uniform curriculum, course outlines, and other academic related matters.	<ol style="list-style-type: none"> 1. Chairpersons are directed to comply with the recommendation and in consultation with the Dean, Faculty of Management Sciences. 2. A firm guideline will be provided to the departments. 3. Already addressed in section 5.4 	Chairpersons of relevant departments & Dean, Management Sciences	Spring 2022
7	Filling “Faculty Course Review Proforma” for all courses taught at the end of the semester needs to be filled completely by the respective teachers	<p>QEC should ensure filling the “Faculty Course Review Proforma” completely by each faculty for each course they teach in each semester</p> <p>QEC needs to ensure completing the “Faculty Survey” to get feedback of the faculty regarding job satisfaction and security. It will help the higher management in designing policies</p>	<ol style="list-style-type: none"> 1. Although most of the faculty members are filling-in the proforma, however, the Director QEC will ensure that the proforma are filled in by the faculty. <p><u>Binding</u> Teachers will only be able to submit their final result after completion of this proforma.</p>	QEC in collaboration with ICT department.	Fall 2021

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		and making decisions to improve retention of the employees and providing a conducive environment.	2. Already implemented.		
8	There is a need to organize trainings of the faculty members to improve their teaching skills and method through modern and more effective pedagogical tools	The university should organize courses at campus for the capacity building of the faculty members regarding curriculum writing and teaching method. Or they may be encouraged to attend such courses / trainings at other organizations in the country.	<ol style="list-style-type: none"> 1. The University has already initiated this activity through Centre for Learning and Teaching (CLT). 2. Some of the faculty members were sponsored to attend various courses and workshops which can help to improve their skills and professional development. 3. University will organize continuing education programs, in-house, to train faculty members to refresh and upgrade their skills. 4. A yearly calendar of continuing education programs will be developed and circulated among the faculty members. 5. SHU will invite scholars and educationists to share their experiences to motivate and train young faculty. 	All Deans, Registrar, QEC and HR	Continuous process

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9	<p>Although students are sent to relevant organizations and industry for internships to impart practical training, yet there is a need to improve the documentation for maintaining the record. Making the internship mandatory requirement for completing degree program will produce graduates with a theoretical knowledge complemented with practical skills for a better acceptability of the graduates in the market.</p>	<p>The procedure of students internship may be fully documented in all disciplines and internship may be encouraged for all the undergraduate degree programs</p>	<p>Despite the fact that the record is properly maintained in the departments, it will be ensured to be maintained and documented in a systematically organized manner at a central place, as well.</p>	<p>Registrar Office, Student Affairs & Deans</p>	<p>Already implemented</p>
10	<p>The regulations / statutes regarding admission, course registration and withdrawal, examinations to students, violations and punishments etc. are not mentioned in the prospectus.</p>	<p>Statutes and rules relevant to admissions, course registration, exams, and those needs to be followed as a student may be included in the prospectus. Providing Prospectus with these statutes and rules will help the students to have a better understanding of the compliance of rules during their course of study and stay at campus.</p>	<ol style="list-style-type: none"> 1. Although all the students are provided with a hard-copy of “Students Handbook” (at the time of orientation) where all the rules & regulations are mentioned. 2. The copy of Students Handbook is also available on SHU official webpage. 3. Since the IPE committee has recommended to include all rules and regulations in prospectus, it has been 	<p>Vice Chancellor, Registrar and Student Affairs</p>	<p>Fall 2022</p>

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			decided to make them a part of prospectus, as well.		
11	All the policies and statutes developed to run the university affairs are present but are not compiled and published in the form of a booklet / handbook.	All the policies and statutes developed to run university affairs need to be published in the form of a booklet / handbook for using as a ready reference.	<ol style="list-style-type: none"> 1.All policies and statutes will be compiled as “SHU Statutes”. 2.It will also be published in the form of a booklet, for ready reference. 	VC, Registrar, Deans, HR, Student Affairs, Examinations, QEC	Fall 2022
12	Admission merit lists provided show some discrepancies. Admission procedure followed shall be documented clear.	-	Efforts will be made to identify and remove discrepancies, if any.	Admission Committee, Student Affairs	Fall 2021
13	ORIC has not been established to facilitate and motivate the faculty for developing research culture in university.	A functional ORIC needs to be established to monitor and promote research, and facilitation of faculty to prepare and submit research proposals for funding through capacity building seminars and workshops	<ol style="list-style-type: none"> 1.SHU is a new university and has been strengthening its undergraduate programs. 2.Application has been filed to HEC to obtain NOC for initiating M. Phil program. NOC is awaited. 3.Once the NOC is granted, the research culture will automatically be established. 4.SHU encourages its faculty to conduct personal research, the faculty members are invited to submit research proposals for internal funding. 	VC, HR, Registrar & QEC	Initially Director ORIC has been hired and started work to pursue Research and Development for faculty as per HEC guidelines.

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			<p>5. At present, Registrar is looking after ORIC and its related activities.</p> <p>6. There is a plan to establish a separate Office for ORIC, in future with a dedicated team, as per HEC guidelines.</p>		
14	The policy and mechanism of performance evaluation and performance appraisal is not clear to the faculty	The university should devise and implement special policies and pay particular attention to the retention of young faculty otherwise, university maybe face acute shortage of qualified faculty.	The policies related to retention of young faculty will be revisited, devised and implemented within due course of time.	VC, Deans, Registrar, HR	End Fall 2022
		Promotion and implementation of professional development opportunities for young faculty	Activities for professional development of young faculty members will be worked out and implemented.	VC, Registrar, Deans	
		Orientation seminars / workshops may be held regularly for the faculty for their clear understanding regarding all policies	Orientation seminars are held regularly, but they will be organized more frequently, in future.	Centre of Learning and Teaching	

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<p>15</p>	<p>A gap has been observed in coordination among senior and junior faculty, and between faculty and administration</p>	<p>There should be frequent interaction and counseling sessions for improving the coordination among junior and senior faculty and between faculty and administration. Departmental weekly meetings, and weekly meetings of Executive Committee may help developing a better coordination</p>	<ol style="list-style-type: none"> 1. Monthly departmental meetings to evaluate the academic progress is a regular feature. It will, however be made mandatory to record meeting minutes and Circulated amongst the departmental faculty with intimation to the VC and registrar. 2. Meeting of Deans Committee with VC and other senior administration is a regular feature with an expectation that the decisions are shared with the faculty members. Now it will be ensured that the minutes of these meetings are shared with the entire faculty. 3. There shall be regular meetings between all faculty members and Vice Chancellor, registrar and other senior members of administration at the end of each semester. 	<p>Vice Chancellor, Registrar and Deans</p>	<p>With immediate effect</p>
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16	There are no separate offices for the faculty. Faculty members of a department sit in a common shared room	If separate offices are not possible for the faculty, at least separate cabins under a single roof may be provided	The Construction of a separate, purpose built building (FCMS Complex) is underway exclusively for the Faculties of IT and Management Sciences. It is expected that it will become functional by the mid of 2023. Vacated space in the existing academic block will then be made available for the remaining faculties.	Administration	End 2023
17	A separate common room for female students has been reserved at campus, but no such facility is available for male students	-	-		
18	There is no proper Career Counseling Center at the university for the students for their capacity building and facilitation.	A dedicated Career Counseling Centre needs to be established for the facilitation of the student queries	<ol style="list-style-type: none"> 1. Currently, an interim Career Counselling Unit is created headed by a faculty member. 2. A separate Centre for Career Counseling will be established 	VC, Registrar	End Spring 2022

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Additional Recommendations and Corrective Actions

S.NO	HEC	SHU		
	ADDITIONAL RECOMMENDATIONS	CORRECTIVE ACTIONS	RESPONSIBLE BODY / DEPT	TIMELINE
1	It is recommended to have a stable management leadership of the university e.g. a defined tenure of the VC, Registrar, and other principal seats	The University is established through a provincial Assembly act, which defines all the matters related to appointment of university leadership which are strictly followed.	----	-----
2	The university may focus on a few flagship programs (e.g. Pharmacy) and then more gradually to other disciplines	This is adopted as a policy.	----	-----
3	Flexible working environment for faculty and staff within the domain of rule of business	Implemented.	----	-----
4	Office records should be maintained with notifications with office number (reference number), date, and signature of the authority	Official records are maintained as recommended. Nonetheless, will be addressed where there are any shortcomings.	Registrar, All Departmental Heads	-----
5	A Public Relations Officer needs to be appointed for disseminating information to the community	May be considered for future. Already implemented through Marketing Department.	Marketing Dept.	-----
6	Record of self-assessment of the programs should be maintained regularly	All SAR records are already maintained by QEC on regular basis as per guidelines of HEC.	QEC	Each YPR-SAR cycle

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7	University should offer grants to faculty members for attending and presenting their work in conferences	<p>The University offer partial funding to faculty members for presenting their work in Conferences.</p> <p>The University, however, has adopted a policy of bearing publication subscription charges, if their research article is accepted in foreign impact factor journals.</p>	----	-----
8	The portal developed for the students to submit complaints / grievances should not ask identity of the student	Issue has already been addressed.	ICT Department	-----
9	The assignments, group activities should be designed that promote critical thinking and analytical abilities in the students	Has already been adopted and will be made more effective.	-----	-----
10	Based on the feedback, there is need for the facilitation of student-teacher interactions, student management affairs, and student focused approaches	Noted and implemented.	Deans / Student Affairs Department	-----



Director QEC



Vice Chancellor