INSTITUTIONAL PERFORMANCE REPORT

IBN-E-SINA UNIVERSITY, MIRPURKHAS

ACEDMIC YEAR 2023-24

Background:

Section-1: Brief Description

MISSION STATEMENT OF IBN-E-SINA UNIVERSITY MIRPURKHAS (ISUM)

Nurturing students' potential by providing them highest quality education thereby producing individuals with strong values, compassion, inclusiveness, leadership and professionalism, emphasizing community engagement particularly with marginalized segments of rural population, encouraging students to become empathetic and socially responsible professionals by training them in the best evidence- based practice, capable of contributing to advancements through research and innovation.

VISION OF IBN-E-SINA UNIVERSITY MIRPURKHAS

To be an internationally recognized institution, famous for its ethical work, emphasizing the importance of integrity, honesty and moral principles, highlighting the University's commitment to serving the community and producing unbiased and empathetic educated people who are inclusive and have leadership skills, encouraging them to engage in research, critical thinking, innovation and evidence- based best practices.

GOALS

In pursuing its Mission, the University has following goals:

Prepare the younger generation to become future leaders and managers for a prosperous Pakistan especially in this underprivileged area of Sindh, through development of their physical, mental, moral and professional strengths.

Ensure academic excellence through high quality education in disciplined and peaceful learning environment.

To offer the benefits of successfully meeting the intellectual challenge and to nurture their skills.

To inculcate qualities, they need for their professional careers ahead and to enable them to achieve their full potential as individuals.

Constantly monitor and upgrade facilities and update the curricula to keep pace with the emerging trends and technologies.

Coordinate, include and provide facilities for exchange of knowledge and applied research in the newly emerging fields in collaboration with national and international Universities and research institutions.

Ethos

Our ethos is built on the principles of:

- **Excellence in Education**: We are dedicated to providing students with a world-class education that prepares them for success in their chosen careers.

- **Community Engagement**: We believe in engaging with the community, particularly with marginalized segments of the rural population, to promote social responsibility and empathy. We take our students to the community regularly where students treat the local communities free of cost but under supervision of senior doctors.

- **Evidence-Based Practice**: We train our students in the best evidence-based practices to ensure that they are equipped to formulate their decisions and choose an alternative on the basis of evidence.

- **Research and Innovation**: We encourage our students and faculty to contribute to advancements through research and innovation, promoting a culture of curiosity and creativity. We hold students' based symposia and take our a bi-annually, peer reviewed journal.

By living our mission and ethos, we aim to produce graduates who are not only professionally competent but also socially responsible and compassionate individuals who can make a positive difference in the world

Section-2:

THE TRACK RECORD IN MANAGING QUALITY AND STANDARDS

Ibn-e-Sina University Mirpurkhas's recognition by HEC and adherence to the latest Quality Enhancement Cell (QEC) criteria 2023 demonstrate its commitment to maintaining high academic standards.<u>Section 3:</u>

STANDARDS

Standard-1

VISION, MISSION, GOALS AND STRATEGIC PLAANING

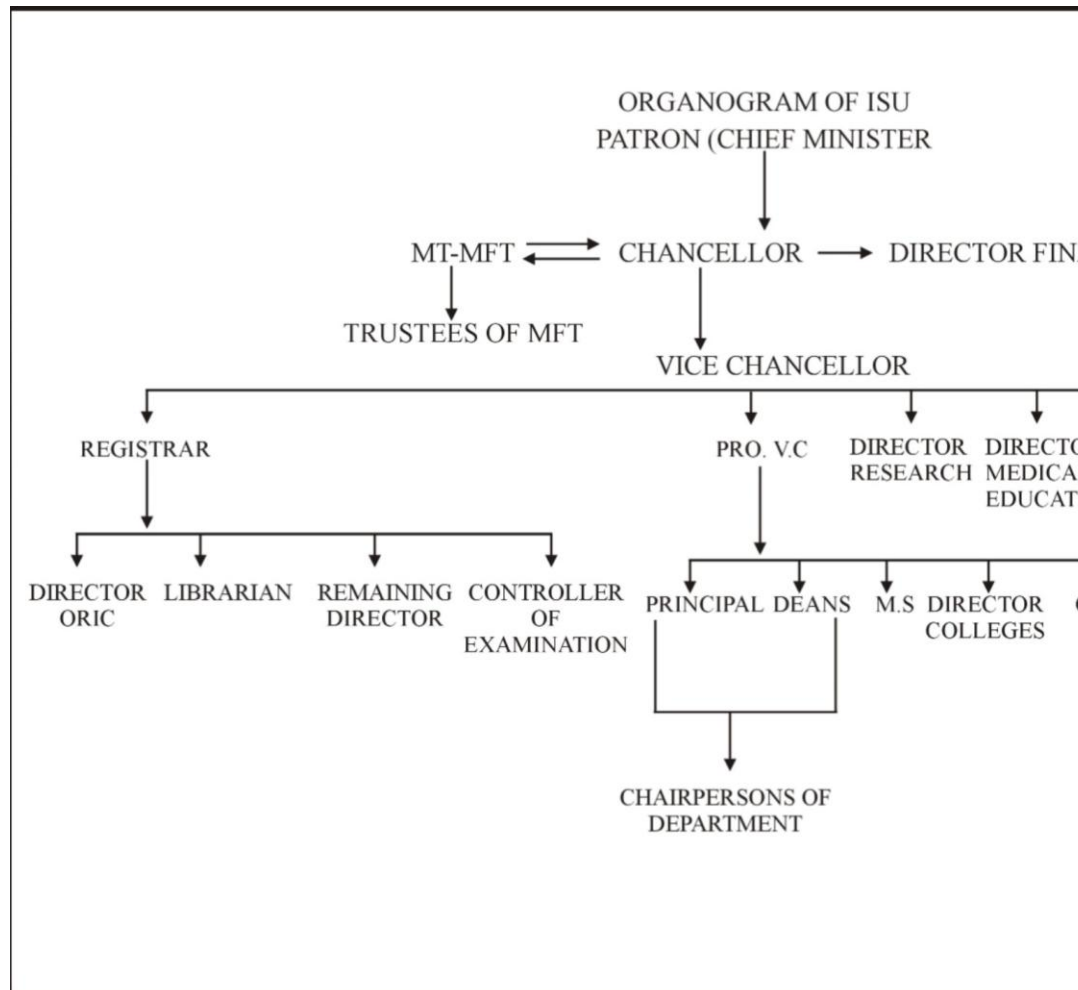| Key performance Indicator KPI	Findings
1. The institutions' mission and goals should be consistent with its charter	The mission and vision of Ibn-e-Sina university were developed through involvement of the institution's community, and approved by the second meeting of its governing body. It was drafted by the senior officers of the University and discussed in the meeting of academic council. The members of the academic council proposed the vision and mission statement of ISU in first BOG meeting. All members shared their views and proposed it to be further discussed with all stakeholders. This was done in direct meetings, as well as in sharing the proposed vision and mission statements in WhatsApp groups of faculty and students. Thereafter, the vision and mission statements were finalized in second BOG meeting dated 23rd January 2023. The minutes of meetings of both BOGs meeting are attached in **ANNEX-1** Final document of vision and mission statements and Goals of ISU are attached in **ANNEX-2**.
2. Mission of the University should serve as the foundation for all the activities	Ibn –e- Sina University, Mirpurkhas (ISUM) follows a vertically integrated modular system. This is amply supported by 5 pillars that contribute to the high standards of this first ever university of Mirpurkhas division. These pillars include: 1."Survive", a three-pronged system of weekly tests, assignments and post-test discussions. 2."RLSE" or "Running Lives by Sharing Experiences", a weekly mentoring program. 3."MCS" or daily "Mobile Clinics by Students". 4."LBAS", or "Learner Based Annual Symposia". 5."GSAT" Annual "Gastroenterology session with Students as Teachers". Conducted by Prof. Dr. Syed Zafar Abbas. Some people like to fondly remember these pillars by "Syed Razi Muhammad's Learning Group" (SRMLG). While we continue to learn and benefit from the research and innovation of others (no need to reinvent the wheel or rediscover the laws of motion), we must remember our own situations, culture and values and not neglect our strengths and weaknesses while developing our systems. This is exactly what we have done in developing our vision, mission and goals. If

	you go through them, you will appreciate that the above 5 pillars are the powerful tools to achieve them. In a day and society, where copy & paste practices, plagiarism and recently letting the artificial intelligence replace the original and critical thinking, ISUM can take some pride in SRMLG
3. It should provide directions for future plans of the HEI so that a relevant, effective and coherent ecosystem for excellence could be developed	This strategic plan represents ISUM's resolve to transform higher education in rural Sindh and beyond. It combines academic excellence with community service, research with compassion, and innovation with ethics. Every action and initiative is anchored in the values that Ibn-e-Sina stood for—knowledge, integrity, and humanity. Strategic plan of ISU linking institutional vision and mission to that of faculty and departmental level, ensuring effective implementation through defined SMART goals and key performance indicators (KPIs) is attached in **ANNEX-3**
4. convey the importance of the systematic evaluations of mission, goals and strategic planning to inform decision making by ensuring stakeholders are well informed	In ibn-e- Sina university holds two weekly scheduled meetings of faculty with administration and students' representatives. In these meetings, we achieve clear communication, stakeholders' engagement, data visualization, and regular updates. We effectively convey the importance of systematic evaluations and ensure stakeholders are well-informed. This promotes transparency, accountability, and informed decision-making. Students are also informed and regularly assessed in mentoring meetings with proper dissemination of mission in all programs. Minutes of Meeting are attached in **ANNEX-4**

Standard-2

Governance leadership and Organization

Key performance Indicator	Findings

1. The system of Organization & Governance in university should be responsive to the present and future needs of the organization	**A. Strategic Planning for organization and governance of university**
	    1. We have developed a strategic plan that outlines the university's vision, mission, a reviewed and updated to reflect changing needs and priorities.
	    2. Governance Structure:
	       We have established a governance structure that is flexible, efficient, and effective
	
	       This includes defining clear roles and responsibilities for the governing body, admin
	B. Stakeholder Engagement:
	    We ensure engagement with stakeholders, including students, faculty, staff, alumni, an understand their needs and expectations. One example is regular meeting involving al Thursday afternoons.
	C. Performance Monitoring:

We regularly monitor and evaluate the university's performance, using key perform
metrics. On first "survive" weekly tests of each months, students fill the assessmen
teachers, employees and alumni too.

ORGANOGRAM OF ISU
PATRON (CHIEF MINISTER

MT-MFT ⇄ CHANCELLOR → DIRECTOR FIN

TRUSTEES OF MFT

VICE CHANCELLOR

REGISTRAR

PRO. V.C   DIRECTOR DIRECTO
           RESEARCH MEDICA
                     EDUCAT

DIRECTOR LIBRARIAN REMAINING CONTROLLER PRINCIPAL DEANS   M.S DIRECTOR
ORIC   DIRECTOR   OF   COLLEGES
                                EXAMINATION

CHAIRPERSONS OF
DEPARTMENT

D. <u>Continuous Improvement:</u>
 We foster a culture of continuous improvement, encouraging innovation and experiment
suggestions made by atakeholders on feedback forms and mentoring sessions regularly
stakeholders on Tuesday and Thursday afternoons and implement them.

E. <u>Risk Management:</u>
We identify and mitigate risks that could impact the university's ability to achieve its

F. <u>Transparency and Accountability:</u>
Ensure transparency and accountability in decision-making processes and operatic
groups, including WhatsApp groups.
We have WhatsApp groups of
1. Students. Two groups of each class. Separate groups for Boys and Girls' hostel:
2. Parents. Every class has group of parents where class coordinators regulay con
least once per week) and parents are involved in decision making.
3. Teachers. Faculty groups of each program.
4. Administration. Each program has its own group of admins.
5. Boards & Councils: Various boards and councils have their own groups.

G. <u>Responsive Governance</u>

		:
		1. <u>Establish clear policies and procedures:</u> Every policy and SOP is discussed in appropriate forum before implementing. Stud mentoring sessions and WhatsApp groups, where parents can also discuss. We d policies and procedures in appropriate groups to ensure they are relevant and effe
		2. <u>Foster a culture of collaboration:</u> We encourage collaboration and communication among stakeholders since we hav meetings as discussed above.
		3. <u>Provide training and development opportunities:</u> We offer training and development opportunities to help stakeholders develop the s contribute to the university's success. For this, we remain grateful to HEC which pr as well as online opportunities.
		4. <u>Encourage feedback and participation:</u> We encourage feedback and participation from stakeholders in decision-making pr feedback forms, as well as in meetings & mentoring sessions and in WhatsApp gro
		H. Future-Proofing To future-proof the university's organization and governance, we
		1. <u>Stay up-to-date with trends and best practices:</u> We monitor trends and best practices in higher education and adapt to changing ci
		2. <u>Invest in technology and infrastructure:</u> We invest in technology and infrastructure to support innovation and efficiency. We Campus Management System (CMS) and Hospital Information Management Syste program runs on Moodle.
		3. <u>Develop agile and adaptable systems:</u> We develop systems and processes that are agile and adaptable to changing need program is an example of it.
		4. <u>Foster a culture of innovation:</u> We encourage innovation and experimentation, and provide support for new ideas our 5 pillars SRMLG.
I.	Ensure that the system of organization and governance is consistent with the power and functions and other requirements given in the charter and statutes, rules, regulations and policies	In reference to chapter 3 Sindh act no VIII Ibn-e-Sina University, Mirpurkhas (ISUM) act, s in Second BOG meeting the powers are disseminated.
J.	Ensure that the system of organisation	Ibn-e-Sina University, Mirpurkhas (ISUM) ensures a robust system of organization and gov principles of good governance, including the rule of law, accountability, transparency, and guided by legal frameworks and regulatory standards set by the Higher Education Commis

	and governance has elements of good governance such as rule of law, accountability, effectiveness and efficiency, transparency, equity, and inclusion	responsibility, regular audits, and academic oversight foster accountability and efficiency. transparent and inclusive, engaging stakeholders at all levels. Equity and inclusion are pr admissions, need-based support, and equal opportunities. The university continually evalu enhance effectiveness, uphold ethical standards, and ensure sustainable, student-center
K.	The system should exercise prudence in policy development and decision making processes in the best interests of all the stakeholders in general and that of students in particular	Ibn-e-Sina University, Mirpurkhas (ISUM) demonstrates a commitment to prudent p making processes that prioritize the best interests of all stakeholders, particularly students structured governance mechanisms and active stakeholder engagement. **Governance Structure** The university's governance is anchored in its Board of Governors (BoG), which in Chancellor, Vice Chancellor, Pro Chancellors, and other distinguished members. The BoG ensuring that policies align with the university's mission and vision . **Quality Assurance and Stakeholder Engagement** The Directorate of Quality Enhancement (DQE) at ISU plays a pivotal role in foster improvement. Through regular academic audits, self-assessments, and accreditation activ policies and practices meet established standards. Stakeholder feedback is integral to this place to incorporate input from students, faculty, and other stakeholders . **Student-Centric Initiatives** ISU actively involves students in academic and extracurricular activities, promoting their r educational process. For instance, the annual Mini-Symposium, themed "Students as Tea present medical topics, fostering a collaborative learning environment and enhancing their **Transparency and Accountability** The university maintains transparency in its operations by providing accessible informatior policies, and activities. Regular audits and evaluations are conducted to ensure accountab processes, aligning with best practices in higher education governance. In summary, Ibn-e-Sina University, Mirpurkhas (ISUM) upholds principles of good governa policy development and decision-making processes that serve the best interests of all stak on student welfare and engagement.
L.	The system should have elements of good governance such as rule	The university's governance system is built on key principles of good governance, includin transparency, effectiveness, efficiency, equity, and inclusion. All operations are guided by frameworks to ensure fairness and consistency. Decision-making is transparent, responsib performance is regularly monitored for accountability. Resources are managed efficiently t policies promote equitable access and inclusive participation for all stakeholders. This stru integrity, and continuous improvement in institutional performance.

of law, accountability, effectiveness & efficiency, transparency, equity and inclusion	

Standard-3

Institutional Resources & Planning

i.	have a strong institutional mechanism to plan, develop and review the available infrastructure, and other academic or non-academic resources to ensure the availability of adequate means and arrangements to enable students to develop their academic, personal and professional potential	ISUM has a robust institutional mechanism to plan, develop, and review infrastructure and resources. We assess needs, develop resources, and review effectiveness to ensure students have access to: • State-of-the-art infrastructure: Modern facilities and equipment. • Academic support services: Library, mentorship, and academic guidance. • Student services: Counseling, career guidance, and extracurricular activities. This mechanism enables students to develop their academic, personal, and professional potentials, achieving excellence and success. Regular reviews ensure resources remain relevant and effective, supporting ISUM's mission and goals. Our focus is on students' development and success.
ii.	have institutional policies and mechanisms for infrastructure planning, development, execution, monitoring and evaluation	Comprehensive institutional policies and mechanisms for infrastructure planning, development, execution, monitoring, and evaluation. Our process includes: • Needs Assessment: Identifying requirements for infrastructure development. It is done in management meetings done on Tuesday & Thursday. • Strategic Planning: Based on the vision, mission and goals, the top management takes into account the report of needs assessment and SWOT analysis to develop the long-term plans. For example, a new faculty of Allied Health Sciences and another floor on girls' hostel have been planned. • Project Execution: Implementing projects efficiently and effectively. This is carried out by the Registrar & COO. • Progress Monitoring: Tracking progress and identifying areas for improvement. It is done in management meetings done on Tuesday & Thursday. • Outcome Evaluation: Assessing impact and informing future planning is done in the Board of Faculties and Academic Council meetings.

		This structured approach ensures ISUM's infrastructure supports academic and co-curriculum excellence, student success, and institutional growth. We prioritize quality, sustainability, and stakeholder engagement, ensuring our infrastructure meets the needs of our community and drives long-term success. Regular evaluations inform future planning and development
iii.	have adequate and readily accessible academic and non-academic resources to provide quality learning opportunities to all students and to allow them to complete their studies	ISUM offers accessible academic and non-academic resources, including: • Libraries and digital resources • Academic support services • Counseling and career guidance • Extracurricular activities • Mentoring • Mobile health clinics community based • Annual Sports Gala • Eid milad un Nabi and Youme Hussain • Mushaira • Musical nights • Clinical meetings • Symposia These resources support quality learning, student success, and academic excellence. Our goal is to provide a supportive environment for students to achieve their full potential. Resources are regularly reviewed and updated.

iv.	have adequate and readily accessible technological/virtual resources that enable students to achieve their learning objectives	ISUM provides adequate and accessible technological resources, including: • Learning Management System (LMS): Access to course materials and online learning tools. • Campus Management System (It is tailor made). • Digital Libraries: Online databases, e-books, and journals. • Virtual Classrooms: Interactive online learning environments. • Computer Labs: with 125 latest computer systems Access to software and hardware for academic purposes. • Laboratories: well-equipped state of the art lab in all department separately • Medical Sciences museums for better understanding • Simulation center and Skill lab • Mentoring Weekly Sessions • Problem base Learning (PBL) • Technical Support: Assistance with • technical issues and resource utilization. These resources enable students to achieve their learning objectives, enhance their academic experience, and develop digital skills
v.	demonstrate effective and efficient utilisation and continued development of these resources to enable students to achieve their learning objectives	ISUM demonstrates effective and efficient utilization of resources through: • Regular Needs Assessment: • Strategic Planning: • Faculty Development Programs • Staff Training • Twice a Week meetings with Chancellor • Student Feedback • Continuous Evaluation: This approach enables students to achieve their learning objectives, supports academic excellence, and drives institutional success.
vi.	create and sustain an environment in which students and other stakeholders are able	ISUM fosters an environment where students and stakeholders can provide feedback on resources used for teaching and learning through:

	to give feedback about the resources used for teaching and learning	• Regular Surveys: Online and offline surveys to gather feedback. • Focus Groups: Discussions with students and stakeholders. • Suggestion Boxes: Anonymous feedback mechanisms. • Student Representation: Student representatives on committees. • Open-Door Policy: Faculty and staff available for feedback.
vii.	have institutional policies with well-defined SOPs for procurement of goods and services that are consistent with the relevant rules and law of the land. Such a policy should ensure that the procurements are conducted in a fair and transparent manner, the object of procurement brings value for money and the procurement process is efficient and economical.	ISUM's institutional policy ensures fair, transparent, and efficient procurement processes through: • Well-defined SOPs: Standard Operating Procedures for procurement. • Compliance with Laws: Adherence to relevant tax rules and laws. • Fair and Transparent Process: Open tendering, competitive bidding. • Value for Money: Procurements prioritize quality, cost-effectiveness. • Efficient and Economical: Streamlined processes, minimizing delays. Anneuxer is Attached
viii.	have a well-thought-out policy to generate alternative revenue through taking advantage of local industries (if any), offering corporate training programmes, micro credentials and alumni engagement, and so on	bn-e-Sina University, Mirpurkhas has outlined various initiatives, but specific details on alternative revenue generation policies aren't readily available. However, here are some potential areas the university might explore • Corporate Partnerships • Corporate Training Programs • Micro-credentials • Alumni Engagement • Innovation Incubation • Workshops and Training • Admissions and Programs

Standard-4

Audit and finance

1. Operate a financially robust plan which balances income and expenditure to create an annual surplus	Financially Robust Plan for ISUM ISU Mirpurkhas operates a financially robust plan that balances income and expenditure to create an annual surplus. Our plan includes: • Diversified revenue streams: Tuition fees, research grants, and industry partnerships. • Budgeting and forecasting: Detailed financial planning and management. • Cost control measures: Minimizing unnecessary expenses and optimizing resource allocation. • Investment strategy: Prudent investments to generate returns.

	• Financial monitoring and reporting: Regular financial performance monitoring and reporting. This plan enables us to create an annual surplus, reinvest in infrastructure, support research initiatives, develop faculty and staff, and build financial reserves. Our financially robust plan ensures long-term sustainability and stability, enabling ISUM to achieve its mission and goals.
2. Produce robust financial forecasts based on sound strategic planning which ensures the future financial viability of the institution	Robust Financial Forecasts for Future Viability At Ibn-e-Sina University Mirpurkhas, we produce robust financial forecasts that ensure our future financial viability. Our strategic planning process involves: • Comprehensive Financial Modeling Detailed financial projections based on realistic assumptions. • Risk Management Identification and mitigation of potential financial risks. • Investment Planning Strategic investments to drive growth and innovation. • Revenue diversification exploring new revenue streams to reduce dependence on single sources. ISUM working on new Allied health programs and Post graduate study programs at ISUM. • Cost Optimization: Implementing efficient cost structures to maximize resources. ISUM robust financial forecasts enable us to make informed decisions, drive sustainable growth, and ensure the long-term financial viability of ISU Mirpurkhas. We're committed to maintaining a strong financial foundation, enabling us to achieve our mission and goals.
3. Operate rigorous and independent scenario and contingency planning to ensure that sustainable levels of cash flow and investment are maintained	ISUM operates rigorous scenario and contingency planning to ensure sustainable cash flow and investment. We: • Identify potential risks • Develop contingency plans • Monitor cash flow closely • Internal Audit and Third party audit • Regularly review and update plans • Weekly finance meetings with under chairmanship Chancellor with Members This proactive approach ensures ISUM's financial resilience and sustainability, enabling us to navigate challenges and capitalize on opportunities. Our goal is to maintain a strong financial foundation, supporting our mission and goals. **Annexure is attached**

4.	Operate a funding system that provides value for money and works for students	"ISUM have no funding system from outside. ISUM bears all its expenses for students works and co-curricular education" **Annexure is attached**
5.	Have a well-thought-out policy to maintain and grow an endowment fund (private sector HEIs)	ISUM has a well-thought-out policy to maintain and grow its endowment fund. Our strategy includes: • Diversified Investment Portfolio: Spreading investments across asset classes to minimize risk. • Long-term Focus: Prioritizing long-term growth and sustainability. • Regular Review: Monitoring and adjusting the investment strategy as needed. • Transparent Governance: Ensuring clear oversight and management of the endowment fund. This approach enables ISUM to build a stable financial foundation, supporting our mission and goals. Endowment Fund Policy at ISUM **Annexure is attached**
6.	Provide at least 10% of students with financial support; fee exemptions and scholarships on a needs basis	SUM provides financial support to students through fee exemptions and scholarships, exceeding the 10% target. We offer: • Merit-based scholarships: Rewarding academic excellence • Need-based financial aid: Supporting students with demonstrated financial need • Fee exemptions: Providing relief to deserving students Our financial support programs enable talented students to pursue their education without financial constraints **Annexure is attached**
7.	Have well-defined policies and/or institutional mechanisms for its annual accounts to be audited by competent auditors	ISUM has well-defined policies for annual account auditing. We engage competent auditors to ensure accuracy and transparency. Our audit committee oversees the process, ensuring findings are reviewed and implemented. This maintains financial integrity, accountability, and compliance with regulatory requirements, providing stakeholders with reliable financial information. Regular audits are conducted **Annexure**
8.	have institutional mechanism to take all the statutory positions, including Deans,	ISUM has an institutional mechanism to involve Deans and other statutory positions in annual budgeting. We ensure collaborative planning, resource allocation, and financial oversight. This integrated approach enables effective budgeting, aligning with

on board for necessary annual budgeting	our strategic goals and objectives, and driving institutional success through informed decision-making

Standard-6

Internationalization of higher education and global engagement

Key performance indicators	Findings
1.Make formal institutional collaborations and agreements with similar international universities; such collaborations may include, for example, faculty, student exchange programs, staff/statutory positions experience exchange programmes, collaborative research, academic improvement, improving governance and QA mechanisms	In a short period of time Ibn-e-Sina University, Mirpurkhas (ISUM) haS signed MOU with two International Universities University of Cyberjaya and Anglia Ruskin University higher education Corporation for sharing semester exchange, Research and postgraduate studies the signed MOU's copies are attached in ANNEX-5
2. take initiatives and support QA/QEC/IQAE to bring international best practices into the university processes through physical/virtual participation in the international relevant QA networks, seminars, workshops, training, and so on, and such learning outcomes should not only be shared with the rest of the stakeholders but also bring in practice through relevant policies	Faculty is encouraged to attend QA/QEC/IQAE conferences, workshops and seminars on quality assurance and quality enhancement. However, we have make strategic plan for year 2025-2026
3. prepare the institution to get the programmes /institution accredited by the international accreditation agencies	Ibn-e-Sina University, Mirpurkhas (ISUM) has taken significant steps toward enhancing its global academic standing by signing Memoranda of Understanding (MOUs) with internationally recognized institution. • Cyberjaya University in Malaysia • Anglia Ruskin University Higher Education Corporation in the United Kingdom. These partnerships reflect the university's commitment to aligning with international standards and fostering academic excellence. Building on these MOUs, Ibn-e-Sina University is actively working toward obtaining international accreditation for its academic programs. This process involves a comprehensive review and alignment of curricula, teaching methodologies, assessment practices, faculty qualifications, and quality assurance systems with the criteria set by globally recognized accreditation bodies.

	The collaboration with Cyberjaya University and Anglia Ruskin University serves not only as a model for academic benchmarking but also opens opportunities for joint program development, faculty and student exchange, and collaborative research initiatives. These engagements help the university adopt best practices in higher education and ensure that its programs are comparable to those offered at international institutions. As part of the accreditation preparation process, Ibn-e-Sina University, Mirpurkhas (ISUM) is strengthening its internal quality assurance mechanisms, conducting self-assessments, and preparing the necessary documentation required by accrediting agencies. Training sessions and workshops are being organized to equip faculty and administrative staff with the knowledge and tools needed to meet international standards. Through these strategic efforts, Ibn-e-Sina University, Mirpurkhas (ISUM) aims to achieve international accreditation, thereby enhancing the global recognition of its qualifications, improving academic mobility, and offering students a world-class educational experience
4.Encourage students and faculty in academic mobility by supporting them to apply to such international student/faculty exchange opportunities	Ibn-e-Sina University, Mirpurkhas (ISUM) Organises information sessions to inform students about career guidance and international exchange opportunities. It also Provide support and guidance to students in applying for exchange program Promote scholarship opportunities for international study Offer language support and preparation for students planning to study abroad. Provide cultural preparation and orientation for students going abroad.
5.Have institutional mechanism to accept international students and international credit transfers in consultation with HEC and relevant authorities	
6. have well-defined institutional mechanisms to encourage students to benefit from MOOCs (massive, open, online courses) in their relevant disciplines, including giving such accomplishments due credit as per institutional policy	Ibn-e-Sina University Mirpurkhas (ISUM) is committed to providing students with diverse learning opportunities that enhance their knowledge, skills, and employability. With the increasing accessibility of Massive Open Online Courses (MOOCs) from top universities worldwide, ISUM recognizes the importance of international online education in broadening the intellectual horizons of its students. This policy aims to establish a clear mechanism for encouraging student participation in MOOCs and a systematic process for awarding academic credit hours for MOOCs that align with ISUM's curriculum and academic standards. ISUM's MOOCs policy is attached in **ANNEX-6**
7 .Prepare and participate in various universities' ranking initiatives	ISUM have made strategic plan for participating in various universities' ranking initiatives

Standard-7

Faculty recruitment, development and support services

KEY PERFORMANCE INDICATOR	Findings
1.Ensure that it recruits, retains and develops a body of faculty that could serve the institutional purpose of providing: quality learning opportunity for the students research contributions that serve the community and the country	Ibn-e-Sina University, Mirpurkhas (ISUM) is committed to recruiting, retaining, and developing a diverse and competent faculty to fulfill its mission of providing quality learning opportunities and impactful research. The University seeks educators who are not only academically qualified but also passionate about teaching, mentorship, and student success. Through transparent hiring practices and competitive incentives, we attract faculty dedicated to academic excellence. To retain talent, the University fosters a supportive and inclusive environment that encourages innovation, collaboration, and continuous professional development. Faculty members are provided with opportunities for research, training, and academic advancement to enhance their skills and contributions. Ibn-e-Sina University, Mirpurkhas (ISUM) emphasizes research that addresses real-world challenges, serving the needs of the community and the nation. By nurturing a faculty body that is both visionary and community-focused, the University strengthens its role as a center of knowledge, service, and societal development.
2. Have well-defined institutional policies and mechanisms to ensure all new recruits have mandatory prerequisites, such as good communication skills and pedagogical skills to be demonstrated with a presentation to the selection board or relevant committee	Ibn-e-Sina University, Mirpurkhas (ISUM) is dedicated to upholding the highest academic standards in faculty recruitment to ensure quality learning outcomes for students. As part of its commitment to academic excellence and student-centered learning, the University has instituted clear policies and mechanisms to assess the mandatory prerequisites of all new academic staff prior to their formal appointment. This policy ensures that every faculty member possesses not only the necessary academic qualifications but also essential communication and pedagogical skills Policy document is attached in **ANNEX-7**
3. Have well-defined institutional policies to provide orientation to ensure all the faculty members have mandatory advance knowledge of the university governance structure, all the provisions in the charter/act, statutes, rules and regulations, and good communication skills and pedagogical skills, for effective teaching and assessment	Ibn-e-Sina University, Mirpurkhas (ISUM) has comprehensive policy for faculty orientation for faculty about orientation ensure all the faculty members have mandatory advance knowledge of the university governance structure, all the provisions in the charter/act, statutes, rules and regulations, and good communication skills and pedagogical skills, for effective teaching and assessment it attached in **ANNEX-8** Along with it some regular scheduled meetings for discussion and dissemination of policies rules and regulations.
4.Provide necessary support and facilitation to the faculty that include mechanisms to continuously provide training and capacity building of the faculty	For the continues faculty development ISUM has incited 6 months CHPE course since 2021. Every faculty member is getting training of medical education and teaching. Yearly schedule of CHPE is attached in ANNEX-9 Along with it series of workshops in different programs of ISUM conducted every year for excellence of education. For

	the skill development every year there list of workshops for clinical faculty in MMCH i.e. BLS list is Attached in ANNEX-10
5.Have an institutional mechanism to provide necessary facilities and support to the faculty in career development and retention of quality faculty	Ibn-e-Sina University, Mirpurkhas (ISUM), is a distinguished institution in Pakistan comprising four constituent colleges dedicated to excellence in education, research, and healthcare. Faculties is provided various in house workshops , as supported many Alumni and faculty via research grants , masters and Phd Scholarships Report of Scholarships grants is attached in ANNEX-11
6.Assure the competence of the teachers and staff qualifications 7. Assure the relevant teaching and industrial experience, exposure of the teaching faculty	Selection committee of ISUM briefly interview all candidates and then select according to teaching experience and industrial experience.
8. Ensure the availability of an adequate number of relevant and qualified full-time faculty members against each academic programmes as per international best practices and HEC guidelines.	Faculty appointment criteria of Ibn-e-Sina University, Mirpurkhas (ISUM) is highly adherent to PM&DC and HEC Criteria. All faculty is per critera. List of faculty of all Colleges is attached in ANNEX-12
<center>Key findings</center>	
1. Faculty defined competencies like communication skills need to include in selection criteria 2. Need for skill development mechanism 3. Need of conferences and workshops	

Standard-8

Academic programs and curricula

KEY PERFORMANCE INDICATOR	FINDINGS
1. Establish transparent and comprehensive academic frameworks and regulations to govern how they award academic credit and qualifications	There is different meeting for clear academic polices BOS BOF a strategic plan for transparent and comprehensive academic frameworks and regulations is required to made for year of 2025-26. This plan will include . Clear Academic Policies: Develop and publish clear academic policies and procedures. 2. Comprehensive Regulations: Establish comprehensive regulations governing academic credit and qualifications. 3. Transparent Assessment: Ensure transparent assessment processes and criteria. 4. Consistent Application: Apply academic frameworks and regulations consistently. 1. Academic Integrity: Promote academic integrity and fairness.

	2. Student Confidence: Foster student confidence in the academic process. 3. Institutional Reputation: Enhance the institution's reputation and credibility. 4. Compliance: Ensure compliance with regulatory requirements.
2. Ensure the academic programmes and curricula have elements that support students to learn and excel the subject skills that could make the qualification at par with that of similar international qualifications	Ibn-e-Sina University, Mirpurkhas (ISUM) has learning management system since since 2019 after COVID all programs are linked with LMS for online weekly test , assignments and moodle online based Semester examinations along with it. Ibn –e- Sina University, Mirpurkhas (ISUM) follows a vertically integrated modular system. This is amply supported by 5 pillars that contribute to the high standards of this first ever university of Mirpurkhas division. These pillars include: 1."Survive", a three-pronged system of weekly tests, assignments and post-test discussions. 2."RLSE" or "Running Lives by Sharing Experiences", a weekly mentoring program. 3."MCS" or daily "Mobile Clinics by Students". 4."LBAS", or "Learner Based Annual Symposia". 5."GSAT" Annual "Gastroenterology session with Students as Teachers". Conducted by Prof. Dr. Syed Zafar Abbas. Some people like to fondly remember these pillars by "Syed Razi Muhammad's Learning Group" (SRMLG). While we continue to learn and benefit from the research and innovation of others (no need to reinvent the wheel or rediscover the laws of motion), we must remember our own situations, culture and values and not neglect our strengths and weaknesses while developing our systems. This is exactly what we have done in developing our vision, mission and goals. If you go through them, you will appreciate that the above pillars are the powerful tools to achieve them. In a day and society, where copy & paste practices, plagiarism and recently letting the artificial intelligence replace the original and critical thinking, ISUM can take some pride in SRMLG. Alignment with international bench marks is required for international skills .
3. Have institutional mechanisms to ensuring availability of adequate number of relevant and qualified full-time faculty members against each academic programme	Mechanisms for availability of an adequate number of relevant and qualified full-time faculty members against each academic program, the following mechanism we follow implemented: 1. **Faculty Needs Assessment:** Conduct regular faculty needs assessments to determine the required number of faculty members for each academic program.

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2. **Recruitment and Hiring Process:** Establish a transparent and efficient recruitment and hiring process to attract qualified faculty members.

3. **Faculty Development Programs**: Offer faculty development programs to enhance the skills and knowledge of existing faculty members.

4. **Faculty Retention Strategies:** Implement faculty retention strategies, such as competitive salaries, benefits, and opportunities for professional growth.

5. **Biometric Attendance System:** Implement a biometric attendance system to track faculty members' attendance and availability.

Biometric Attendance System
The biometric attendance system can be used to:

- Track Faculty Attendance: Track faculty members' attendance and availability in real-time.
- Monitor Faculty Presence: Monitor faculty presence in classes, meetings, and other academic activities.
- Generate Reports: Generate reports on faculty attendance and availability to identify trends and areas for improvement.

Benefits
The implementation of these mechanisms can have several benefits, including:

1. **Improved Faculty Availability:** Ensure that there are adequate numbers of qualified faculty members available to teach and mentor students.

2. **Enhanced Student Learning:** Provide students with access to experienced and qualified faculty members who can offer high-quality instruction and guidance.

3. **Increased Efficiency:** Streamline faculty management processes and reduce administrative burdens.

4. **Data-Driven Decision Making:** Use data from the biometric attendance system and other mechanisms to inform decision-making and drive improvements

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4.Provide a supportive environment for faculty, staff evaluation, development and progression, the sharing of good

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Supportive Environment for Faculty and Staff
We're committed to providing a supportive environment that fosters:

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practice, innovative teaching and scholarly activity	- Regular feedback and evaluation for growth - Faculty development programs (training, workshops, mentorship) - Opportunities for career progression and promotion (tenure track, leadership roles) - Sharing of good practices and innovative teaching methods - Scholarly activity and research excellence - Recognition and rewards for outstanding performance, promoting a culture of continuous improvement and excellence, with clear criteria for faculty development and promotion. Report of faculty development program is attached in ANNEX-13
5. Inculcate universal academic skills such as critical thinking, creativity, collaboration, communication and commitment	The students of Ibn-e-Sina University, Mirpurkhas (ISUM) are highly encouraged to participate in annual symposium of ISUM for creativity. For the clinical training students of MBBS, BDS and DPT present case (CPC) study every week. Along with students go regular camps in rural areas for community engagement and communications skills. ISUM have strategic plan for Inculcate universal academic skills such as critical thinking, creativity, collaboration, communication and commitment attached in ANNEX-14
6. Develop clear policies and procedures for each programme and qualification that they approve which constitutes the reference point for delivery and assessment of the programme, its monitoring and review, and for the provision of records of study to students and alumni	As per QA HEC -PSG-2023 new guidelines ISU have made Institutional Quality Circle (IQC) and developed QEC in each department and make a policy for each program assessment. Document of policy for each program is atteached in ANNEX-15
7. Establish and consistently improve implementation processes for the approval of taught programmes and research degrees that ensure that academic standards are set at a level which meets the required threshold of the National Qualifications Framework of Pakistan and similar international best practices and are in accordance with its own academic frameworks and regulations	ISUM has taken Initiatives to review each program after completion and make a strategic plan for the DPT and BBA for year of 2024-2029. MBBS and BDS programs under ISUM are awaiting approval of PM&DC. Until that happens, the students will remain enrolled to affiliating university, LUMHS.
8. Ensure that rigorous processes for the monitoring and review of programmes are implemented which explicitly address whether the Pakistan threshold academic standards/qualification	In 2023, Ibn-e-Sina University, Mirpurkhas (ISUM) planned two programs, DPT & BBA, which were Evaluated by QEC and started in 2024. The self-assessment report is continuously monitored on findings and implementation plan on PSG-2023 QA policy, while MBBS and BDS are

framework are achieved and whether the academic precepts required by the individual institution are being maintained that include institutionalization of programme self-assessment mechanisms such as self-assessment reports (SAR) **9.** Have a mechanism to regularly evaluate the quality of the curricula and system of evaluations vis à vis learning outcomes of the programme and generate a programme-wide report for continuous improvement; that includes conducting self- program review for effectiveness and enhancement (Self-PREE)	affiliated with LUMHS are also evaluated on PSG-2023. The PREE Standards of all 4 programs PSG -2023 are atteached in **ANNEX-16**
10. Automate the mechanism of collecting, reviewing and analyzing periodic data to track the achievements of graduates and maintain reliability and validity of the result, the system of the exam, and the testimony about the students' skills and competence	ISUM has taken step towards automation since 20219 by launching LMS in "Survive" program. At present, all students' feedbacks are collected on Moodle, while ISUM has strategic plan for year 2025 when it aims to rely totally on automation.
11. Ensure that programs are designed so that the student learning experience enables students to meet the objectives set for them, including the intended learning outcomes	Programs of ISUM are committed to adhere to the student based learning. Objectives of each program are periodically assessed and monitored. Evidence is atteached in ANNEX-16
12. Ensure that programs are designed so that they meet the needs of students, employers and wider society	Meeting the Needs of Students, Faculty and Employers, and Society At Ibn-e-Sina University, Mirpurkhas (ISUM), we are dedicated to designing programs that cater to the diverse needs of our students, employers, faculty and the wider society. Here's how we're achieving this: • Student-Centric Approach: Our programs are tailored to meet the academic, professional, and personal needs of our students, empowering them to achieve their full potential. • Partnerships: We collaborate with leading employers and field experts to ensure our programs are relevant, up-to-date, and aligned with the latest health-care and industry trends and requirements. • Societal Impact: Our programs are designed to address the needs of the wider society, fostering social responsibility, community engagement, and sustainable development.

	• Holistic Education: We provide a well-rounded education that combines theoretical foundations with practical skills, critical thinking, and problem-solving abilities. • Continuous Improvement: We regularly review and update our programs to ensure they remain relevant, effective, and aligned with the evolving needs of our stakeholders. By following this approach, we're producing graduates who are: • Job-Ready: Equipped with the skills and knowledge required to excel in their chosen careers. • Socially Responsible: Committed to making a positive impact in their communities and society at large. • Lifelong Learners: Empowered to continue learning, growing, and adapting in an ever-changing world. At Ibn-e-Sina University, Mirpurkhas (ISUM), we're proud to be creating a new generation of leaders, innovators, and change-makers who will shape the future of our world Specially Pakistan
13. Ensure that qualifications resulting from a program be clearly specified and communicated, and refer to the correct level of the National Qualifications Framework for higher education	Curriculum of each program is designed on the National Qualifications Framework for higher education. Though no graduate has passed out as yet from ISUM, ISUM is committed to adhere to the National Qualifications Framework.
14. Ensure academic programs are outcomes-led and competency-based	Two programs DPT and BBA running under ISUM are outcomes led. Next year, we aim to make them fully competency-based. While MBBS and BDS are outcomes-led and competency-based curriculum as outlined by the PM&DC.
Key findings in standard	
1. Strategic plan for transparent and comprehensive academic frameworks and regulations is required to made for year of 2025-26 2. Alignment with international bench marks is required for international skills 3. Strategic plan to ensure that DPT and BBA under ISUM are competence based (at present, they are outcome led only).	

Standard-9

Admission, progression, assessment, and certification

KEY PERFORMANCE INDICATOR	FINDINGS

1.	Ensure an institutional mechanism to admit students whose aptitude, academic interests, educational goals, and abilities are potentially compatible with the institutional mission and objectives	ISUM announces admissions of all 4 programs on different platforms i.e. newspapers, social media and official website, with clear admission criteria. Each program goes for aptitude test/ admission test. After the provisional merit list all suitable candidates are interviewed, then admissions are confirmed on pure merit. Admission policy is Available on website link is given below. https://isu.edu.pk/MBBSProgram.php
2.	Have a policy for student admission and enrolment which is transparent, reliable, valid, inclusive and underpinned by appropriate institutional mechanisms and well-defined processes and provide them with a quality learning opportunity and that could produce highly skilled and responsible global citizens	Admission policy for student admission and enrolment is transparent, reliable, valid, inclusive and underpinned by improvement by continuous quality improvement (CQI) with relation to HEC and PMDC. Policy is transparent and merit based and available on website https://isu.edu.pk/MBBSProgram.php
3.	Have a policy for progression, through which every student is enabled to develop as an independent learner, study their chosen subject(s) in depth and enhance their capacity for analytical, critical and creative thinking	Ibn-e-Sina University, Mirpurkhas (ISUM) has student centered approach, and has stablished many student learner activities like 1. Mentoring Program 2. feedback system the progression policy of ISUM is atteached in ANNEX-17
4.	Have a policy for certification and award of credit which enables every student to demonstrate the extent to which they have achieved the intended learning outcomes for the credit or qualification being sought	ISUM has clear policy for all students upon successful completion of outcomes and credits. ISU awards certificates upon successful completion of programs or courses. Policy is attached in **ANNEX-18**
5.	Have a robust assessment/exams mechanism to ensure that credit and qualifications are awarded only where the achievement of relevant learning outcomes have been demonstrated through meaningful assessment and both Pakistan threshold standards and their own academic standards have been satisfied; for the purpose, the controller of exams and other relevant stakeholders must be well aware of assessment best practices, trends, and tools	In all programs of ISUM, the examination pattern is continuously updated on basis of new trends. Examinations are planned to achieve the desired outcomes. On completion of every program, Program Learning Objectives (PLOs) are assessed using students' feedback and faculty review of courses, to ensure the PLO is achieved. Learning outcomes , with PLO's And curriculum map are attached in PREE standards Self-assessment report .

6. Ensure that the scheduling and frequency of assessment is consistent with an effective and appropriate measurement of the achievement by students of the intended learning outcomes and effectively supports learning	
7. Publish, and implement consistently, clear mechanism, criteria and SOP for the marking and grading of assessments	Rules and regulation are duly approved by Academic council. We keep updating them from time to time as per outcome requirement or on new trends. Rules and regulations of Examinations are attached in ANNEX- 19
8. Ensure that there are robust mechanisms for marking and for the moderation of marks that draws on the expertise of external stakeholders	After regular semester examination, a moderation committee formed by the Vice Chancellor looks at the marks allocation as per university rules. Examination grades and GPA System have already been shared with the students in study guides. External examiners are invited for all OSPE practical exanimations for fair grading.
9. Ensure that appropriate feedback is provided to students on assessed work in a way that promotes learning and facilitates improvement	In continues Assessment, ISUM has a robust system on LMS (Moodle) weekly tests, post-test discussion (PTD) and OSPE for skill assessment at the end of every Module or semester. Recently ISUM has started a mentoring program for weekly feedback from students on their academics as well as guiding the path of life.
10. Publish a transparent procedure for academic appeals	ISUM has academic appeal policy. Its procedure will soon be updates on website .
Key Findings in standard	
1. Academic appeal policy. Its procedure needs to be updated on website	

Standard-10

STUDENT SUPPORT SERVICES

Key performance indicator (KPI)	FINDINGS
1. Have an institutional mechanism to include the voice of the students in the decision- making processes for academic improvement	Students of ISUM are the part of different committees including Curriculum committee, grievance committee extracellular committees evidence is attached in **ANNEX-20.** All colleges have student support cells and complain desk for students input, in addition to weekly exposure of every student to give his input in mentoring session. In all decisions making meetings of the university, students are direct part of meetings as well. WhatsApp group for every class allows academic and non-academic discussions and input form students.
2. Have a mechanism for developmental and remedial learning opportunities,	The University has academic support cells offering tutoring, mentoring, and academic advising. Along with it, regular career counselling workshops offered to students.

	particularly in the areas that are critically relevant to their future success	In mentoring program of ISUM, individual student is being guided by mentor for future success. Medical students of MBBS, BDS and DPT for their clinical skills have scheduled wards, community camps and CPC for enhancing clinical decision making.
3.	Have an institutional mechanism and defined institutional forums to resolve students' grievances in timely manners	ISUM has university grievances committee including members from all departments and students. Committee timely addresses all grievances of students and faculty. The grievances committee's names, policy and minutes of meetings are attached in ANNEX-21
4.	Have a well-defined institutional mechanism in place to ensure the availability of equal opportunity and resources for extracurricular activities for all students (males and females)	To ensure equal opportunity and resources for extracurricular activities for all students (males and females) ISUM have "Gender Equality" policy, Hence both male and female students have equal opportunity for curricular and extracurricular activities. ISMU promotes student centered approach and have equal facilities of fitness Gym, Basketball courts, Badminton Courts and play area in boys' and girls' hostels, cafeteria for students, Canteen and kitchens in girls' hostel, as well as participation in different programs. Gender equality policy is attached in ANNEX-22
5.	Provide necessary basic quality services such as availability of a spacious, neat and clean cafeteria with appropriate seating arrangement, library facilities with ample book collections, and seating places, common rooms for female students, psychological counselling, first aid and ambulance facility on campus	Following facilities are provided in ISUM

FACILITIES OF CAMPUS

NO	FACILITIES	DESCRIPTION
01	03 Cafeteria in campus	Cafeteria with proper seating arrangement, around 40 girls on one side and 40 boy students on other side. Total 80 students at a time. In girls hostel there 50 seated cafeteria for students with students performed menus
02	Library	Nafees library on 2nd floor of campus with more than 300 seating arrangement at a time with E Library with total 10048 books with latest editions. In addition, colleges' and departmental libraries are also present.
03	Female Common Room	There are five female common rooms in the campus. The capacity of main campus is 400 girls, The capacity of MIPRS common room is 200 girls, the capacity of MDC common room is 100, the capacity of MIST common rooms which are 2 in numbers are 50 students in each common room.
04	Psychological cancelling	The counselling cell is established in the main campus for the psychological counselling of students

			of ISUM. A professional, qualified counsellor is available. Center is located on 2nd floor of main campus. Weekly mentoring sessions also provide opportunity for counselling on minor issues and to identify and refer on major issues.
	05	Ambulance facility of campus	This facility provided 24 hourly for different purposes specially for camps and students personal visits for city. 5 ambulances are vailable.
	06	Fitness gym	In both male and females hostel there is a fully equipped gym, free for students
	07	Play area	In both male and female hostels there is a fully equipped play area free for students. In addition, nursing area is available for the children of young mothers in main campus.

6. Have a well-defined policy and mechanism for developing a Student Council for Academic Learning & Enhancement (SCALE) with a written constitution to follow by the students, having well-defined rules and regulations with well-defined SOPs for student engagement in quality assurance processes and related decision-making forums such as IQC	As per new guidelines ISUM have developed students' council for academic learning and enhancement (SCALE) the mission of SCALE as a body focused on promoting academic excellence, students' engagement, and quality assurance. Its goals include facilitating the students' involvement in decision-making processes related to academic policies, curriculum development, co- curricular and quality assurance activities. Policy for SCALE and students' names are attached in ANNEX-23
7. Solicit and take account of student and other stakeholder feedback in designing and delivering student support	**In ISUM there is soliciting feedback**, involving **stakeholders** in the decision-making process, and implementing a **transparent feedback loop**, the institution continuously improves its students' support services, making them more responsive and effective in meeting the diverse needs of the student body. The feedback soliciting policy is attached in **ANNEX-24**
8. Ensure that everyone involved in supporting student learning is appropriately qualified, supported and developed	Faculty and counselling cell staff is hired on competency-based interviews and continuously monitored with feedbacks.
9. Ensure that adequate and readily accessible learning	ISUM Provide all facilities for students by having students' support cell in each department, counselling cell, mentoring

resources (for example subject-specific resources such as studios and laboratories, and generic resources such as libraries and learning resource centres) and student support (for example, academic tutorial, student counselling, career guidance, and tutorial) are provided	program, libraries, WhatsApp groups and weekly mentoring. The summary and report of the students' support cells is attached in **ANNEX-25**
10. Maintain physical, virtual and social learning environments that are safe, accessible and reliable for every student, promoting dignity, courtesy and respect in their use 11. Ensure that readily available social and recreational facilities are provided, including necessary student societies and clubs	To **maintain physical, virtual, and social learning environments** that are **safe, accessible, and reliable** for every student, while promoting **dignity, courtesy, and respect**, the following strategies have been implemented: **1. Safe and Secure Physical Spaces:** - **Safety Protocols**: There are clear safety policies in physical spaces, including emergency procedures, secure campus facilities, and health measures (e.g., fire drills, first aid stations). - **Accessibility**: All physical learning spaces (classrooms, libraries, labs, etc.) are **accessible** to students with disabilities, with ramps, elevators, and appropriate signage. We provide adaptive technologies and resources for students with visual or hearing impairments. - **Regular Maintenance**: We ensure that the physical environment is well-maintained and free of hazards. Regular checks for lighting, furniture, heating, and cleanliness are done for creating a comfortable space conducive to learning. **2. Inclusive Virtual Learning Environments:** - **User-Friendly Platforms**: We use learning management systems (LMS) and digital tools that are intuitive and easy to navigate for all students, including those with disabilities. Implement screen readers, captioning, and other accessibility features. Throughout the Covid era, we provided regular classes, assessments and assignments opportunities to all the classes through zoom. - **Technical Support**: We provide reliable **technical support** for students facing issues with online platforms, ensuring that no student is left behind due to technical difficulties. We create online help desks or chatbots for real-time assistance. - **Cybersecurity & Data Protection**: We maintain strong security protocols to protect students' personal data and

ensure a safe, secure virtual environment. We educate students and faculty about online safety, such as recognizing phishing attempts and securing their accounts

Safe and Respectful Social Learning Spaces:

- **Anti-Bullying and Anti-Harassment Policies**: we have a **zero-tolerance policy** for bullying, harassment, and discrimination, whether physical, virtual, or social. We educate students and staff on the importance of maintaining respect, inclusivity, and dignity in all interactions. Proper monitoring of online resources is established to identify, monitor and prevent any untoward happening.
- **Conflict Resolution**: We have established clear mechanisms for resolving conflicts or addressing any incidents of disrespect or discrimination in both physical and virtual spaces. We encourage an open-door policy for students to voice concerns and have them addressed promptly. They also have opportunities to share their experiences and express their concerns on online WhatsApp groups of the classes and hostels. And in weekly mentoring sessions.
- **Awareness Campaigns**: We promote **awareness programs** on social responsibility, respect, and courtesy, highlighting the importance of dignity in all learning environments—physical, virtual, or social.

Promote Respect and Dignity:

- **Code of Conduct**: We enforce a **Code of Conduct** that sets expectations for behavior in all learning environments. We have outlined standards of conduct for students, staff, and faculty, promoting mutual respect and courtesy. Every student admitted has to sign an affidavit with Code of Conduct.
- **Student Engagement**: We foster an environment of mutual respect by encouraging positive student engagement through peer mentorship, collaborative projects, and group discussions that promote inclusivity and diversity.
- **Respect for Diversity**: We ensure that the learning environment actively supports and celebrates **diversity**, whether it be in terms of gender, culture, religion, or background. We create spaces where different perspectives are valued and heard. Personal issues can be shared online and in mentoring sessions.

	Promote Mental Well-being: • **Support Services**: We provide access to mental health support (e.g., counseling, stress management programs) in both physical and virtual formats, ensuring that students feel safe to seek help when needed. Again online class and hostel groups are available. Students can (and they do) directly message to class coordinator, mentor, chief mentor, Principals, Deans, Vice Chancellor or even the Chancellor. • **Mindfulness and Well-being Initiatives**: We incorporate **well-being programs** such as workshops on mindfulness, mental health awareness campaigns, and stress-relief activities to help students maintain a healthy balance between academic and personal life.
12. Have an institutional policy on alumni engagement; by having a strong alumni association with a reasonable budget, keeping an up-to-date database, involving alumni in campus life, including taking their feedback for academic and institutional improvement	At ISUM an effective alumni engagement policy is made to fostering a lifelong relationship between Ibne-e-Sina University and its graduates. By establishing a robust alumni association with numbers approaching 834 (505 girls and 329 boys), maintaining an up-to-date database, involving alumni in campus life at ISUM, and soliciting their feedback, the university has enhanced its academic and institutional development. We regularly have an alumni day on the beginning of every convocation. Although from ISUM no students in passed but from constituent colleges MMC and MDC various students have passed out and are at employment status. The Alumni policy of ISUM and alumni employment status of last passed out batches is attached in ANNEX-26

Standard-11

IMPACTFUL TEACHING AND LEARNING AND COMMUNITY ENGAGEMENT

Key performance indicators (KPI)	Findings
1. Create an enabling environment to support teaching with technology	ISUM uses modern technology to support teaching and learning. **WhatsApp groups have been created for each class for academic discussion.** **Survive is an innovative program that uses** Moodle as **learning management system (LMS)** for conduction of weekly tests, assignments and Post Test Discussion (PTD). .

	Recently ISUM has arranged **Cyber 3d model** in anatomy department for digital learning, live images and video for medical students learning**.**
2. Create support systems that promote the pedagogical effectiveness of academic staff	Worthy chancellor ISUM Prof. Dr Syed Razi Muhammad is a qualified and experienced medical educationalist. He has started CHPE (Certificate of health profession education) in 2022. 4 batches have been trained and as a result almost whole of the faculty of ISUM has been trained. The list of CHPE topics and the whole program is attached in **ANNEX-27.** Along with CHPE, ongoing series of workshops have been arranged for faculty training. The list of workshops is attached in **ANNEX-28**
3. Create collaborative environments to enhance teaching and learning through scholarship of teaching and learning	For the subject specific trainings, a number of faculty members have been awarded scholarships by ISUM for pursuing Masters as well as PHD. The list of faculty, awarded scholarships is attached in **ANNEX-29**
4. Ensure that learning and teaching practices are informed by reflection, evaluation of professional practice, and subject-specific and educational scholarship 5. Ensure that information is collected and analyzed to ensure the continued effectiveness of their strategic approach to, and the enhancement of, learning opportunities and teaching practices	Continuous Quality Improvement (CQI). ISUM cyclically evaluates the teaching faculty and arrange trainings workshops according to the feedback. These are free of cast for faculty. The list of workshops is attached in **ANNEX-30.** Each program of ISUM make a SAR (self-assessment report) PREE standard. The data collected with hidden identification and analyzes the course and the teachers. On the basis of feedback, improvement plans are devised and implemented. Implementation plan of each program is attached in **ANNEX-16**
6. Ensure that every student is provided with clear and current information that specifies the learning opportunities and support available to them.	A Study guide is provided to all students at day one ceremony for guidance with clear and current information that specifies the learning opportunities and support available to them. Study guide of each program is attached in **ANNEX-31**
7. Take deliberate steps to assist every student to understand their responsibility to engage with the learning opportunities provided and to shape their learning experience	a) ISUM mentoring program in each degree program MBBS, BDS AND DPT involves individual student for their learning responsibility. This mentoring program is one of the 5 pillars to support the integrated curricula and is often referred as "RLSE" or "Running Lives by Sharing Experiences". Report on ISUM mentoring program is attached in **ANNEX-32**

8. Ensure that every student is enabled to monitor their progress and further their academic development through the provision of regular opportunities to reflect on feedback and engage in dialogue with staff	b) Ibne- Sina University, Mirpurkhas (ISUM) follows a vertically integrated modular system. This is amply supported by 5 pillars that contribute to the high standards of this first ever university of Mirpurkhas division. These pillars include: 1."Survive", a three-pronged system of weekly tests, assignments and post-test discussions. 2."RLSE" or "Running Lives by Sharing Experiences", a weekly mentoring program. 3."MCS" or daily "Mobile Clinics by Students". 4."LBAS", or "Learner Based Annual Symposia". 5."GSAT" Annual "Gastroenterology session with Students as Teachers". Conducted by Prof. Dr. Syed Zafar Abbas. Some people like to fondly remember these pillars by "Syed Razi Muhammad's Learning Group" (SRMLG). While we continue to learn and benefit from the research and innovation of others (no need to reinvent the wheel or rediscover the laws of motion), we must remember our own situations, culture and values and not neglect our strengths and weaknesses while developing our systems. This is exactly what we have done in developing our vision, mission and goals. If you go through them, you will appreciate that the above 5 pillars are the powerful tools to achieve them. In a day and society, where copy & paste practices, plagiarism and recently letting the artificial intelligence replace the original and critical thinking, ISUM can take some pride in SRMLG.
9. Ensure institutional efforts/activities are directed towards making contribution to the community through the relevant SDGs and creating an impact in the surrounding society and communities; for the purpose, research and teaching priorities are targeted towards addressing the pressing local and global issues and challenges 10. Have institutional mechanism to make students learn about SDGs and make contributions through active community engagement practices.	Ibn-e-Sina University, Mirpurkhas (ISUM) is committed to fostering ethical practices, community services, and evidence-based research. The university's mission emphasizes producing empathetic professionals who engage with marginalized rural population, promoting research, innovation, and community development. Students of MBBS, BDS & DPT from third to final year with supervising doctors and staff go to the community every week for medical camp, where they treat and supply medicines free of cost to the rural population of Sindh. Schedule of mobile health clinic is attached in **ANNEX-33** ISUM Institutional Policy does contribute to the Sustainable Development Goals (SDGs) and make contributions through active community engagement. Number of students' visit and patients seen are as below:

MMCH MOBILE HEALTH CLINICS SUMMARY YEARS
2018 TO 2024
Total number of patients seen year-wise
&
Total number of Visits by the students year-wise

YEARS	PATIENTS	STUDENTS
2018	28276	1420
2019	9070	710
2020	COVID-19	COVID-19
2021	20239	1425
2022	23329	1440
2023	21662	1431
2024	19894	1400
Total	122470	7826

	More details are attached in **ANNEX-34**

But annexure 34 is ORIC policy?

Standard-12

Research, innovation, entrepreneurship and industrial linkage

1. Have a well-thought-out policy on research, innovation and entrepreneurship	In alignment with the Higher Education Commission (HEC) of Pakistan's vision to promote a research-oriented academic culture, the Ibn-e-Sina University, Mirpurkhas has established the **Office of Research, Innovation and Commercialization (ORIC)**. ORIC serves as the central body within the university for the coordination, promotion, and implementation of research activities, innovation initiatives, and commercialization efforts. It operates under the policy guidelines and framework provided by HEC to foster a dynamic research ecosystem that contributes to the socio-economic development of the country. The primary mandate of ORIC is to enhance the quality and impact of research conducted at the university, ensure its relevance to national priorities, and facilitate the transformation of research outputs into viable commercial products, services, and policy solutions. ORIC plays a strategic role in supporting faculty and students in securing research funding, establishing industry linkages, ensuring ethical compliance, managing intellectual property, and fostering a culture of entrepreneurship and innovation. Through its comprehensive support system, ORIC aims to: • Strengthen institutional capacity for research and development. • Build strong linkages between academia, industry, and government. • Encourage applied research and commercialization of innovations.

		• Promote interdisciplinary and collaborative research. • Align university research objectives with national innovation strategies. By fulfilling these objectives, ORIC of ISUM will contribute to enhancing the university's standing as a center of excellence in research and innovation, committed to knowledge creation, dissemination, and utilization for the benefit of society and the economy ISUM ORIC policy is attached in **ANNEX-34**
2.	Have a well-thought-out policy on intellectual property rights	The Ibn-e-Sina University Mirpurkhas, through its Office of Research, Innovation and Commercialization (ORIC), is committed to fostering a research and innovation culture that protects and promotes the creation of intellectual property (IP). A well-defined Intellectual Property Rights (IPR) policy ensures that the rights of researchers, faculty, students, and the University are safeguarded, and that inventions and creative works are properly managed, protected, and utilized for the benefit of society and economic development. The Intellectual Property Rights (IPR) policy is attached in ANNEX-35
3.	Have institutional initiatives and platforms for promotion of innovation and entrepreneurship, such as offices of research, innovation, and commercialization (ORIC) and business incubation centres (BICs)	ISUM is a newly established university offering mostly undergraduate Medical programs. It is fully committed to creating a vibrant ecosystem that fosters **innovation, entrepreneurship, and applied research**. In accordance with the Higher Education Commission (HEC) of Pakistan's strategic direction, the University has established institutional mechanisms to support knowledge-based economic development through structured support for research, innovation, and entrepreneurial ventures. ISUM have established ORIC office with dedicated faculty working on research and commercialization list of ORIC, details are attached in ANNEX-36 ISUM have prioritize research in strategic plan of 2025-2026
4.	Only offer postgraduate research programmes where students can be expected to meet the academic standards the institution has set for itself, which should reflect national expectations (the National Qualifications Framework)	Currently ISUM have no post graduate program but is planning to offer many in future and these will be adherent to national expectations (the National Qualifications Framework while designing the post graduate programs

6. Have clearly defined policies and regulations, made readily available and be sufficiently comprehensive to cover the progression of research students from admission and registration through to final examination and award 7. Regularly review regulations in this connection, at local and institutional level	Each program of ISUM has research guidelines for their programs like in DPT there are 6 credit hours research project in final guidelines are disseminated to students via study guides in MBBS and BDS student present research in annual symposium. Support and guidelines are provided to them. The research guidelines for each program has been revised in different board of studies meeting and updated in connection with local and institutional level research. The guidelines of research proposal and thesis are attached in ANNEX-37
8. Have a Research Ethics Committee (REC) with a mandate to reviewing research involving human participants to ensure that their dignity, rights and welfare are protected	Ibn-e- Sina University, Mirpurkhas has constituted Ethical review board (ERB) for rewiring research and approve only after ensuring the rights and dignity of human beings. For this purpose, we have sent and sponsored a faculty member to do Masters in Ethics from SIUT. Now she has done it and returned to strengthen the ethical board of ISUM. Notification for Ethical review board ERB is attached in **ANNEX-38**
9. Have an Advanced Studies & Research Board (ASRB) or Board of Advanced Study and Research (BASR) or relevant body with clearly defined institutional mechanism and SOPs for timely and fair conduct of its business	Ibn-e- Sina University, Mirpurkhas has constituted Advanced Studies & Research Board (ASRB) to oversee the research activities, develop policies, allocate funding, and manage scholarships. It will promote research, innovation, and interdisciplinary collaboration, ensuring research ethics and integrity, and enhancing institutional reputation through high-quality research output and postgraduate supervision. Notification of Advanced Studies & Research Board (ASRB) and SOPs are attached in **ANNEX- 39**
10. Offer research, innovation and entrepreneurship opportunities where students can be trained and supported in an environment which is supportive and fit for purpose 11. make sure that students have access to training sufficient to gain the skills they need regarding research, innovation and entrepreneurship and to help prepare themselves for their subsequent career	Research, Innovation, and Entrepreneurship Opportunities for ISUM students are wide ranged. Our institution offers a dynamic platform for students to engage in research, innovation, and entrepreneurship. Students can participate in cutting-edge research projects, develop innovative solutions, and transform their ideas into entrepreneurial ventures. Our supportive environment provides: - State-of-the-art facilities and equipment - Mentorship from experienced researchers and entrepreneurs - Funding opportunities for research projects and startup incubation

	- Collaborative spaces for interdisciplinary projects - Training and workshops on research methods, innovation, and entrepreneurship - Guidance on intellectual property protection and commercialization Our goal is to foster a culture of innovation and entrepreneurship, empowering students to develop creative solutions to real-world problems. By providing a fit-for-purpose environment, we enable students to: - Develop critical thinking, problem-solving, and collaboration skills - Pursue their passions and interests. - Create innovative products, services, and startups. - Make a positive impact in their communities and beyond. By offering these opportunities, we equip our students with the skills, knowledge, and networks necessary to succeed in an ever-changing world. Students from 3rd to Final year in each program are required to participate in research and present it in annul symposium.
12. Ensure that institutional policy of entrepreneurship and establishment of BICs adhere to international best practice and HEC guidelines	ORIC policy of ISUM is in line with HEC ORIC policy. The Office of Research, Innovation, and Commercialization (ORIC) policy at Isra University (ISUM) aligns with the Higher Education Commission (HEC) ORIC policy. This alignment ensures that ISUM's research initiatives meet national standards and priorities. Key aspects include developing a research agenda, promoting innovation and commercialization, and fostering industry-academia linkages. ISUM's ORIC policy likely incorporates HEC's guidelines for research development roadmaps, research commercialization, and performance evaluation. This alignment enables ISUM to leverage HEC support for research initiatives, incubators, and industry partnerships, ultimately enhancing the university's research capacity and impact. Policy of ORIC ISUM is attached in **ANNEX-40** *

13. Have a well-thought-out institutional policy for industry engagement that include having MOUs with the surrounding industry and other similar government/private institutions dealing with trade and commerce, such as a chamber of commerce, the Securities and Exchange Commission of Pakistan (SECP), and the regional chapter of IPO Pakistan	Our institution has a well-defined policy for industry engagement, fostering partnerships with local industries, government, and private institutions. We have MOUs with surrounding industries, the chamber of commerce, Securities and Exchange Commission of Pakistan (SECP), and IPO Pakistan's regional chapter. These partnerships provide students with practical learning experiences, research opportunities, and industry exposure. They also facilitate industry-relevant curriculum development, innovation, and entrepreneurship. Our goal is to strengthen industry-academia linkages, enhance student employability, and promote mutual understanding and benefit. This collaboration will enable us to stay updated on industry trends and needs, driving growth and development. MOU with Securities and Exchange Commission of Pakistan (SECP), and IPO Pakistan's regional chapter is attached in ANNEX-41.
KEY FINDINGS IN STANDARD	
1. Need to develop business incubation center 2. Need to establish Research support cell in all colleges	

Policy of ORIC ISU is attached in annexure 34 and 40 both?

Standard-13

Fairness and integrity

KEY PERFORMANCE INDICATORS KPI	FINDINGS
1. Practice and exemplify the values and ethical precepts articulated in its mission in dealing with all its stakeholders	ISUM have mission to practice ethics in university taken many initiatives. To practice and exemplify the values and ethical precepts of a university's mission, students, faculty, and staff must uphold integrity, respect and responsibility in all interactions. This involves fostering inclusivity, promoting academic honesty, and engaging in transparent communication with stakeholders such as peers, administrators, partners, and the community. Ethical behavior should guide decision-making, ensuring actions align with the institution's vision. Commitment to excellence, accountability, and service contributes to a culture of trust and mutual respect. By living these values daily, the university community strengthens its reputation and impact, promoting a positive and principled academic environment for all stakeholders. ISUM grievances committee take immediate action against any unethical event or action.

2.	Have fair institutional mechanisms to safeguard the interests of students, faculty and staff	To ensure fairness in universities, institutions must establish transparent, inclusive, and accountable mechanisms that protect the interests of students, faculty, and staff. This includes clear policies, representative governance structures, and impartial grievance redressal systems. Open communication channels, regular feedback, and a commitment to non-discrimination help build trust and equity. Ensuring due process in decision-making and protecting whistleblowers further strengthens institutional integrity.

Periodic review and data-driven evaluations ensure that mechanisms remain effective and just. These practices foster a safe, respectful, and supportive environment where all members of the university community can thrive and contribute meaningfully to academic and institutional life. |
| 3. | Ensure equality, diversity and inclusion is embedded in all the institution's policies and procedures | To embed **equality, diversity, and inclusion (EDI)** in Ibn-e-Sina University Mirpurkhas, all policies and procedures integrate **EDI principles** at every level of planning and decision-making. This involves reviewing existing policies to eliminate bias, ensuring diverse representation in committees, and involving stakeholders from all backgrounds.

Regular training on unconscious bias and inclusive practices mandatory done by ISUM for Recruitment, admissions, and promotions is equitable and transparent.

Data is collected and analyzed to identify gaps and inform continuous improvement by QECs.

Embedding EDI fosters a welcoming and respectful environment where all students, faculty, and staff feel valued, supported, and empowered to succeed.
Policy with equality, diversity, and inclusion EDI principle attached in **ANNEX-42** |
| 4. | Have a transparent approach to all communication, including academic integrity and complaints | To maintain a transparent approach to all communication, Ibn-e-Sina University, Mirpurkhas shares information on academic integrity, complaints, and institutional processes. This communication is clear, accessible, and consistently communicated.
Regular meetings between faculty and management staff is held on Tuesday and Thursday afternoon for clear and integrating communication.

Policies are published on official platforms and online in simple language, and all stakeholders are informed of their rights and responsibilities. |
| 5. | Ensure availability of fair and transparent procedures for handling complaints, issues and appeals which are accessible to all students, faculty, and administration; accordingly, there must be a robust mechanism for online complaints and feedback on the main page | |

of the website, duly supported with clear and well-defined institutional mechanism to address such complaints/feedback within a specific timeframe with timely response on resolution back to the complainant (students/parents, faculty and staff)	Clear guidelines for reporting misconduct and filing complaints are given to staff of ISU, with regular updates provided throughout the process. The reports of policies regarding public announcements and press releases explaining attached in **ANNEX-43**

Transparency builds trust, encourages accountability, and promotes a culture of honesty and openness. Regular forums, feedback mechanisms, and accessible communication channels further ensure that students, faculty, and staff are informed and engaged.

Complaints are collected regular on website as well as open door for students , staff and faculty grievance committee regularly check and resolve matters regarding complaints.

Complaint policy of ISU minutes of meeting of grievance committee are attached in **ANNEX- 44** |
| 6.   Have the necessary policies in place to instil the element of integrity and fairness in its institutional system of teaching, learning, assessment, research and publications | To instill integrity and fairness in teaching, learning, assessment, research, and publications, ISUM enforce robust **policies grounded in academic ethics**.
Students and faculty have clear guidelines for research integrity, including authorship, data management, and ethical review. Plagiarism policy is attached in **ANNEX-45.**

For academic fairness code of conduct, is disseminated to stakeholders, and is attached in **ANNEX-46** |
| <td colspan="2" align="center">**Key point findings**</td> | |
| <td colspan="2">1.   All Policies Should be with equality, diversity, and inclusion (EDI)
2.   Communication transparency policy and guidelines
3.   Polices and SOPs need to published on Website
4.   review reports of tenure and promotion statistics need to develop
5.   Needed faculty handbook and its comprehensiveness to guide on issues of promotion, compensation, tenure and grievance-addressing procedures</td> | |

Standard 14: Public information and transparency

I have a user-friendly and mobile responsive website with:	Ibn-e-Sina University Information Here are the requested details for Ibn-e-Sina University:
I. information of the BOG/Syndicate members including name, designation,	**I. BOG** 1. Availability: available on the website.

working email and contact information (mobile/office number)	
II. detailed contact information (working email and mobile/office number) of the statutory offices, including Vice Chancellor, Dean, Registrar, Controller of Exams, student affairs, Director of QEC/ORIC	**II. Statutory Offices Contact Information** • Vice Chancellor: Contact information also on the website or through the administration office. • Dean (basic scince, Clinic Science, Dental Science, and Allied health) Contact information available on the website or through the administration office. • Registrar: Contact information available on the website. • Controller of Exams: Contact information available on the website • Student Affairs: Contact information available on the website • Director of QEC/ORIC: Contact information available on the website
III. information about the faculty members with their brief personal profile along with working email and contact information against their respective faculty/department	**III. Faculty Members Information** 14. Faculty Profiles: Available on the university's website. 15. Contact Information: Working email and contact information available on website also with terminal qualifications and teaching experience.
IV. complete information of the programmes' curricula, learning outcomes and clear admission requirements, including fees, scholarship, and so on	**IV. Programme Information** 1. Curricula: Available on the university's website or through departmental pages. 2. Learning Outcomes: Available on the website or through departmental pages. 3. Admission Requirements: Available on the website, including eligibility criteria and fees.

V. complete information of approved policies, SOPs, statutes, rules and regulations	4. Scholarship Information: available on the website or through the Students support Cell office.
	V. Policies and Regulations 1. Approved Policies: available on the website. 2. SOPs: Standard operating procedures available on the website 3. Statutes, Rules, and Regulations: available on the website or through the Registrar office.
VI. strategically located search box	VI. Search Box 1. Strategically Located Search Box: The university's website function to facilitate finding specific information(notifications, Circular.)
VII. location with map	
	VII. Location with Map 1. University Location: Ibn-e-Sina University's location is available on the website. 2. Map: A map available on the website to help visitors locate the university
VIII. Strategically located box for complaints/feedback with a robust institutional mechanism for resolution and redressal	
	VIII. Complaints/Feedback Mechanism Ibn-e-Sina University's complaint/feedback mechanism • Online/offline submission forms • Designated personnel for handling complaints

	- Timely response and resolution procedures - Complaint form - Feedback form - Grievance redressal policy These all forms are available on ISUM website
IX. outcomes of external audit and examination outcomes	**IX. Ibn-e-Sina University Mirpurkhas external audit and examination outcomes website:** 1. Visit the university's website (www.isu.eud.pk)
X Evaluation/review reports by external QA bodies (QAA and accreditation councils) on both institutional and programme reviews	1. External audit reports 2. Examination results and outcomes 3. Quality assurance documents
XI. Graduate employment information (for example, information regarding what most graduates from the programme do after graduation) that is clear, accurate, objective, up to date and readily accessible	X. ISUM is adherent to follow HEC QA external quality circle and its mentioned in activity calendar of ISUM. SAR as per PREE standard is evaluated by external members of other university Activity calendar is attached in ANNEX-48
XII. Alumni information and engagement opportunity	**XI.** Detail of all graduate employment information **Annexure is attached**
	Alumni Information and Engagement Opportunities

	Ibn-e-Sina University's alumni information and engagement opportunities: 1. Visit the university's website (www.isu.edu.pk) for potential alumni sections. 2. Look for alumni events, newsletters, or social media groups. Some potential documents or information 1. Alumni directory 2. Event calendars
have a policy and institutional mechanism for the systematic evaluation of its public information to ensure its accuracy I. Ensure the availability of a transparent mechanism where all the stakeholders, particularly students and faculty, have access to not only decisions made (minutes of the meetings) but also to the processes and procedures of decision making (agenda/working paper, forums' members information, and so on) II. Have necessary policies in place to instill the element of integrity and fairness in its institutional systems of teaching, learning, assessment, research and publications III. Ensure availability of fair and transparent procedures for handling issues, complaints and appeals which are accessible to all students, faculty and administration	ISUM promotes institutional coordination and collaboration between all stakeholders. All stakeholders are invited for input in WhatsApp groups followed by concerned committee meetings about policy making. Minutes of meetings and notification shared via WhatsApp and office notification. Along with weekly two meetings held between staff and management and mentoring meetings between students and teachers (mentors) for fair dissemination of policy. ISUM have a policy to include Integrity, Diversity and inclusiveness in each policy. Complaints are collected regularly on website as well as open door for students, staff and faculty. Grievance committee regularly checks and resolves matters regarding complaints. Complaint policy of ISU minutes of meeting of grievance committee are attached in ANNEX- 44

Standard-15

Institutional effectiveness, quality assurance and enhancement

KEY PERFORMANCE INDICATORS KPI	FINDINGS
1. Have a well-defined quality policy and mechanisms in place to ensure continuous institutional improvement through its rules and regulations and activities related to faculty teaching, student learning, educational programs, and administrative and educational support services, with an ultimate outcome of providing students with a high-quality learning experience and attaining nationally/internationally comparable qualifications and awards	To ensure continuous Quality improvement (CQI), ISUM implements a well-defined quality policy supported by effective monitoring mechanisms. This policy is in line with national and international academic standards and covers all aspects of teaching, learning, research, and support services. Regular internal and external reviews, performance evaluations, and stakeholders' feedback are being conducted. The Feedback matrix is attached in Quality policy. This feedback helps in improvement of curriculum design, faculty development, and students' outcomes. Data-driven decision-making, outcome-based education, and continuous professional development help to enhance the quality. The ultimate goal is to provide students with a high-quality, globally recognized educational experience and qualifications. ISUM Quality policy is attached in **ANNEX-47**
2. Ensure that every faculty/department and programme reflects on its performance and collects, analyses, and uses relevant qualitative and quantitative information for the effective management and continuous improvement of its programmes and other activities 3. Have robust institutional mechanisms to create and sustain an environment in which students and other stakeholders participate in internal quality assurance processes	As per new PSG-2023 Framework, ISUM has made institutional Quality circle and established Quality enhancement cell (QEC) in each constituent college. Activity calendar of CQI of the year is circulated to every college before start of academic year. Departments are bound to produce self-assessment report as per new PSG-2023 Framework. As per current status SAR of each program as PREE standards of academic year 2023 -2024 is available. Each program is reviewed and bounded by eternal assessors. QECs continues to work on improving quality. Report of each program with action plan is attached in **ANNEX-16** Quality is everyone's responsibility. In institutional Quality circle (IQC) all stakeholders of university are involved for quality improvement from students to chancellor for continuous quality improvement. IQC notification is attached in **ANNEX-47**
4. Make sure that the quality assurance procedure is compliant with external assessment and quality assurance precepts both at national and international levels	ISUM is adherent to follow HEC QA external quality circle which is mentioned in activity calendar of ISUM. SAR as per PREE standard is evaluated by external members of some other university. Activity calendar is attached in **ANNEX-48**

5.	Ensure that internal quality assurance procedures and resulting action plans from cyclical programme reviews are monitored for effective implementation	To ensure effective implementation of internal quality assurance procedures and action plans from cyclical program reviews, ISUM has established a structured monitoring system led by the Internal Quality Assurance And Effectiveness (IQAE) This includes setting clear timelines, assigning responsibilities, and using key performance indicators (KPIs) to track progress. Regular follow-up meetings, progress reports, and feedback from relevant departments help identify gaps and ensure accountability. Documentation of actions taken and outcomes achieved supports transparency and continuous improvement. Engaging all stakeholders in reviewing results and refining strategies ensures that quality enhancement measures are sustained and aligned with institutional and HEC standards. Implementation plan is attached in ANNEX-49
6.	Ensure all the policies are made through engagement of stakeholders for shared governance and collective wisdom that include adoption of HEC and other government policies; for instance, no HEC or other governments' minimum guideline/criteria should be adopted just as a formality without debating its institutional mechanisms and processes for effective implementation and possible outcomes in the statutory forums. In fact, such policies, at times, may be required to be made more stringent to match the institution's culture	To ensure shared governance and collective wisdom, ISUM have engaged all relevant stakeholders—faculty, students, administrators, and external experts—when formulating or adopting policies.

As per HEC's RIPE QA guidelines, policies should not be adopted as mere formalities; instead, they must undergo thorough deliberation in statutory forums such as Academic Councils and Boards of Studies. This includes critically analyzing HEC or government guidelines, assessing their relevance, and adapting them to institutional needs. Where necessary, policies may be made more stringent to align with the university's culture and goals. This participatory approach ensures ownership, relevance, and effective implementation across the institution. |
| 7. | The institutional preparation for external quality assurance must be made through a central body such as the Institutional Quality Circle (IQC) headed by the Vice Chancellor/President and participated in by all the key statutory positions and stakeholders, including Deans, Registrar, Controller | ISUM Institutional preparation for external quality assurance is led by a central body, such as the Institutional Quality Circle (IQC), in line with HEC's RIPE QA framework is assessed. The IQC is chaired by the Vice Chancellor and include key statutory members such as Deans, Registrar, Controller of Examinations, Director of Student Affairs, ORIC, and QEC. This inclusive structure ensures shared governance, collective decision-making, and alignment across academic and administrative units. Regular meetings, data-driven reviews, and coordinated planning foster a culture of continuous improvement, transparency, and accountability—ensuring that quality assurance is not isolated but institutionalized across all functions. |

of Exams, Director of Student Affairs, ORIC, QEC, and so on, to ensure shared governance and responsibility, collective wisdom, and institutionalization of a quality culture	
8. The Syndicate/BOG (or equivalent) has a key role and responsibility for fiduciary oversight and institutional performance; accordingly, they need to be kept informed about QA processes and outcomes through sharing reports and taking feedback for institutional improvement and enhancement	In Ibn-e-Sina university, Mirpurkhas setting, the Board of Governors (BOG) holds a vital role in fiduciary oversight and monitoring institutional performance. BOG is regularly informed about Quality Assurance (QA) processes and outcomes. This involves presenting comprehensive QA reports, including self-assessment results, accreditation updates, and performance indicators.. Engaging the BOG through structured presentations and feedback sessions allows them to provide strategic input for institutional improvement. Their insight helps align quality initiatives with institutional goals, ensuring transparency, accountability, and continuous enhancement in line with HEC's RIPE QA expectations. ISUM plans to present institutional performance in next BOG meeting.

Standard-16

CQI and cyclical external quality assurance

Key Performance indicator KPI	Findings
o Have a well-defined quality policy, having institutional mechanism of continuous quality improvement (CQI) such as a PDCA cycle: plan, do, check and act in all the decision-making processes	Ibn-e- Sina University, Mirpurkhas has well defined Quality Policy that reflects its commitment to academic excellence, stakeholder satisfaction, and continuous improvement. This policy of ISUM institutional mechanism for Continuous Quality Improvement (CQI), using the PDCA (Plan–Do–Check–Act) cycle across all decision-making processes. The Quality Assessment and Effectiveness (IQAE) Office adopts the PDCA (Plan–Do–Check–Act) cycle to ensure continuous quality improvement across institutional and program levels. It formulates a quality policy and develops an annual activity calendar outlining key QA activities. In the *Plan* phase, objectives and timelines are set; in *Do*, self-assessments, reviews, and trainings are implemented. During *Check*, data is analyzed

	through audits, KPIs, and stakeholder feedback. In *Act*, improvements are made by revising policies, programs, and practices. This structured approach ensures a dynamic quality culture aligned with institutional goals and HEC's RIPE QA framework. CQI policy and Activity calendar of QA is attached in **ANNEX-50**
○ Strengthen internal quality assurance processes by having a robust institutional mechanism of CQI including elements of collaboration, consultation and collective wisdom for finding creative solutions to the challenges and concerns relating to quality	The quality culture of ISUM is facilitated by institutional quality circle (IQC) headed by Vice. Chancellor included Pro-vice chancellor, head of Quality Assessment and Effectiveness (IQAE) Office, head of departments and two student council representatives the notification of IQC is attached in **ANNEX- 51** To strengthen internal quality assurance processes, ISUM has established a robust institutional mechanism for Continuous Quality Improvement (CQI) that emphasizes **collaboration, consultation, and collective wisdom**. IQC meets 4 times a year in its role as the ultimate delegated authority for the management of quality assurance at the university this involves engaging diverse stakeholders, faculty, students, administrators, and external experts in quality discussions, planning, and decision-making. Regular quality review meetings, feedback loops, and cross-functional committees are used to identify challenges and co-create innovative solutions. Utilizing tools like the PDCA cycle ensures systematic implementation and monitoring of improvements. Such an inclusive and participatory approach not only fosters ownership and transparency but also embeds a culture of quality that is dynamic, responsive, and sustainable. Ibn-e-Sina University, Mirp;urkhas IQC keep under review the university's Academic Policy and Quality Framework, that is, the systems, policies and guidance for assuring and enhancing the quality of students' learning experience and maintaining academic standards, and to consider and manage the outcomes of these processes.
○ Ensure the CQI mechanism has a robust and effective mechanism for follow-up and closing the loops	To ensure the **Continuous Quality Improvement (CQI)** mechanism is robust and effective, ISUM has established a **structured follow-up and loop-closing process**. This includes: 1. **Action Plan Tracking**: IQAE and QECs of ISU Develop clear action plans with assigned responsibilities,

	deadlines, and measurable outcomes based on self-assessment reports, audits, and stakeholder feedback. 2. **Monitoring and Documentation**: Regularly monitor progress through mid-term reviews, maintain documentation of improvements, and update quality dashboards or reports. 3. **Follow-Up Reviews**: IQAE Conduct scheduled follow-up meetings to evaluate the status of implemented actions and identify any remaining gaps. 4. **Closing the Loop**: Confirm that all identified issues are addressed, improvements are implemented, and outcomes are assessed. Report back to stakeholders through minutes, updated policies, or revised processes. 5. **Feedback Integration**: Use evidence from follow-ups to refine future QA strategies, thereby reinforcing a culture of accountability and continuous learning.
o Take part in external quality assurance in its various forms to verify the effectiveness of institutions' internal quality assurance, act as a catalyst for improvement and offer the institution new perspectives	Ibn-e-Sina University, Mirpurkhas was constituted in 2022 and has made first year report of Institutional performance report 2023-24. Hence actively participating in **external quality assurance (EQA)** processes to validate the effectiveness of its internal quality assurance (IQA) systems. IQAE have planned to review IPR -2023-2024 report from external in next step also mentioned in activity calendar of CQI.
o Prepare and participate in international accreditation processes.	ISUM have strategic plan in next 5 years to go international accreditation processes.