



Corrective Action Report against the Implementation Plan of RIPE 2024-25



Shaheed Benazir Bhutto University, Shaheed Benazirabad,

**QUALITY ENHANCEMENT CELL,
SHAHEED BEENAZIR BHUTTO UNIVERSITY, SHAAHED
BEENAZIRABAD**



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Shaheed Benazir Bhutto University, Shaheed Benazirabad (SBBU-SBA) is a public sector university established under the Act of the Sindh Assembly in 2009. It serves the educational needs of interior Sindh, promoting access, equity, and excellence in higher education. The university offers a wide range of academic programs in Business Administration, Computer Science, Social Sciences, Education, Media Science, Law and other emerging disciplines, catering to over 35,000 students including those enrolled in affiliated colleges.

SBBU-SBA is committed to institutional strengthening through strategic planning, digital transformation, research capacity building, and inclusive student services. With a focus on quality education and community engagement, the university aims to contribute meaningfully to the national higher education landscape.

At the invitation of SBBU/Reg /Admin/ 74 dated 24-02-2025, a Self-RIPE / Audit team conducted the institutional self-evaluation for the academic year 2024–2025 under the Pakistan Standards and Guidelines (PSG-2023) issued by the Higher Education Commission (HEC).

Executive Summary

The Review of Institutional Performance and Enhancement (RIPE) of SBBU-SBA was conducted in alignment with PSG-2023 standards. The university demonstrates strong alignment of its vision and mission with academic planning, participatory governance, and stakeholder inclusiveness. Notable practices include a functional ERP system, an active Quality Enhancement Cell (QEC), broad international linkages, and transparent financial governance.

Challenges were also identified, including limited diversification of revenue streams, low international student presence, insufficient senior faculty strength, and need for improved faculty promotion mechanisms. The report includes specific recommendations for each domain to guide institutional improvement.

Scope of Review

This evaluation covered all 16 RIPE standards and included:

- Review of the Self-RIPE document and annexures.
- Analysis of governance structure, strategic and financial planning.
- Review of teaching, research, student services, and QA mechanisms.
- Virtual and physical infrastructure assessment.
- Interaction with deans, faculty and administrative heads.

Meeting with Deans and HoDs

The evaluation team met with the Deans and Heads of Departments representing Business Administration, Social Sciences, Education, and Computer Science. The academic leaders discussed curriculum review practices, resource needs, accreditation readiness, and plans to expand research culture. Challenges highlighted included low PhD faculty strength in emerging departments, delayed promotions, limited applied research, health insurance and laptop scheme on loan for faculty members.

On-Site Validation

The review team held detailed discussions with the Registrar, Controller of Examinations, Directors of ORIC, Finance, and QEC, Librarian, and other staff. Observations confirmed that statutory compliance, digital systems (like Cisco, HR management, SBBU CertiQR, system and Koha server), and student grievance mechanisms are well-established.



SELF-RIPE 2024-2025 CORRECTIVE ACTION REPORT

Observation	Compliance	Action	Evidence
Vision and mission of the university may be revised in align with the PSG-23, strategic plan of the university may be revised with short, medium and long term goas and KPIs.	Shaheed Benazir Bhutto University, Shaheed Benazirabad (SBBU-SBA) convened a meeting of the Strategic Plan Committee to align its Vision and Mission with PSG-23 and revise the University's Strategic Plan. The Vision and Mission were reviewed and finalized, and the Strategic Plan was updated with short-, medium-, and long-term goals supported by KPIs. The approved draft has been forwarded to the relevant statutory bodies for formal approval.	Done	Annex-I
The university may select specific Sustainable Development Goals (SDGs) to focus on, ensuring that all academic and non-academic activities are aligned with these goals and reflect a strong institutional commitment to achieving them.	The University has formally selected four Sustainable Development Goals (SDGs)—SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 9 (Industry, Innovation and Infrastructure), and SDG 17 (Partnerships for the Goals)—as priority focus areas. All academic and non-academic activities are aligned with these selected SDGs through curriculum integration, research orientation, community engagement initiatives, and administrative practices. To ensure effective implementation, monitoring, and sustained institutional commitment, an SDGs Committee has been constituted at the University level.	Done	Annex-II
Conduct regular selection boards to ensure career progression in all departments.	SBBU SBA conducts selection boards on a regular basis to ensure transparent and timely career progression across all departments. These selection boards are held from time to time in accordance with University rules and regulations to facilitate merit-based appointments and promotions.	Done	Annex-III
Hiring of staff in relevant offices such as Deans, HoDs, sectional heads may be initiated for smooth work.	In compliance with the observation, SBBU, SBA has strengthened its administrative structure by appointing full-time Deans for all faculties, including the newly established Faculty of Computing. In addition, the Dean of the Faculty of Social Sciences has also been appointed. Furthermore, Heads of Departments (HoDs) have been appointed for subsequent terms in accordance with the university's policy. These measures ensure smooth administrative operations and effective academic management across the university.	Done	Annex-IV
Formalize alumni engagement for mentorship and fundraising.	In compliance with this observation, Ms. Mehtab Parveen is appointed as a Focal Person of Alumni Engagement.	Done	Annex-V
Encourage research-based MS programs and offer thesis incentives.	Shaheed Benazir Bhutto University, Shaheed Benazirabad (SBBU SBA) actively promotes research-based MS/MPhil programs in line with HEC guidelines. To strengthen research culture and motivate quality supervision, the University has approved and implemented an honorarium policy for research supervisors of MS/MPhil and Ph.D. programs.	Done	Annex-VI



Work on international student enrollment and credit transfer options. A dedicated focal person for internationalization office may be appointed to look after this engagement.	SBBU-SBA has signed MoUs with various international universities and has initiated discussions on student exchange and credit transfer opportunities in line with HEC guidelines. The establishment of the Office of Internationalization is currently under process, and a dedicated focal person will be appointed to coordinate internationalization activities.	Done	Annex-VII
QEC and HR may launch monthly training programs for faculty and staff of SBBU for continuous capacity building.	Quality Enhancement Cell (QEC), in coordination with HR, has been continuously arranging training programs for faculty and staff on PREE-RIPE implementation and Strategic Plan development at SBBU-SBA. In addition, faculty and staff have also participated in capacity-building programs organized by the National Academy of Higher Education (NAHE) to ensure ongoing professional development.	Done	Annex-VIII
Establish FM Radio and expand sports/recreational facilities.	In compliance with the observation, FM Radio SBBU-SBA (96.6 MHz) has been established and is fully operational, supporting academic, informational, and awareness programs. Additionally, sports and recreational facilities are available, and their details have been formally disseminated to students and other stakeholders through official university communication channels to ensure optimal awareness and utilization.	Done	Annex-IX
Course codes in all programs may be finalized as per HEC criteria and recommendation before issuing transcript and mark sheets to students.	In compliance, with the observation Shaheed Benazir Bhutto University, Shaheed Benazirabad (SBBU SBA) constituted a committee comprising senior Deans to review and finalize the course codes of all academic programs. The committee thoroughly examined the existing course coding structure and aligned it with HEC guidelines to ensure standardization and uniformity across all departments.	Done	Annex-X
Staff and student handbook may be prepared and updated annually, and same may be shared with all stakeholders via website of the university and other forums.	Staff and student handbooks is under process. The HR and Dir. Admission offices are assigned this task to prepare the handbooks on priority basis.	Done	Annex-XI
QEC may institutionalize regular feedback from all stakeholders.	QEC, SBBU SBA has already institutionalized regular feedback mechanisms from stakeholders through structured surveys, including: • Student Satisfaction Survey on University Services – SBBU SBA • Faculty Survey on Quality Assurance (QA) Services at SBBU-SBA • Teacher Course Evaluation Survey (conducted every semester) These surveys are conducted regularly to ensure continuous quality improvement and effective stakeholder engagement.	Done	Annex- XII



Strengthen SARs and Self-PREE implementation.	QEC, SBBU SBA has implemented SARs and Self-PREE in accordance with PSG-2023 guidelines. The assessment is conducted through a duly constituted Assessment Team comprising both internal and external members to ensure transparency, objectivity, and quality assurance.	Done	Annex-XIII
Promote QA culture through orientation, awareness, and training.	Yes, QEC actively promotes Quality Assurance (QA) culture through various orientation sessions, awareness programs, and capacity-building initiatives. The QEC regularly conducts PREE, RIPE, and GPR trainings, along with online sessions, to strengthen understanding and effective implementation of QA standards across departments. These initiatives ensure continuous improvement and institutional quality enhancement.	Done	Annex-XIV
Active faculty development program and orientation for new inductees.	SBBU SBA actively organizes Faculty Development Programs (FDPs) from time to time through different departments, ORIC, and QEC. These programs are also conducted under the HEC NAAHE framework to strengthen teaching, research, and quality assurance practices. In addition, orientation sessions are regularly arranged for newly inducted faculty members to familiarize them with university policies, academic procedures, and QA standards.	Done	Annex-XV
QEC should obtain membership in INQAAHE and APQN to strengthen its international quality assurance practices.	To strengthen international quality assurance practices and enhance global engagement, the Quality Enhancement Cell (QEC) of Shaheed Benazir Bhutto University, Shaheed Benazirabad (SBBU SBA) has successfully obtained membership of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). Furthermore, the process for obtaining membership of the Asia-Pacific Quality Network (APQN) is currently underway.	Done	Annex-XVI
Scholarship slots for students may be increased. The university may engage with local industry and the community to raise awareness and encourage their contribution in the form of sponsorships	SBBU SBA has significantly increased scholarship opportunities for students for the academic year 2025–2026. The University has announced the following new scholarship programs: • SBBU Merit Cum Need Based Scholarship (2025–2026) • SBBU SBA Fully Funded Scholarship (2025–2026) • SBBU SBA Earn to Learn Program (2025–2026) These initiatives aim to provide financial support to deserving and talented students, promote access to higher education, and strengthen community engagement. Through such programs, the University is actively working to enhance student support and encourage sponsorship contributions.	Done	Annex-XVII
The digitization process across HR, Examination,	SBBU SBA has already digitized many processes across key administrative departments, including HR,	Done	Annex-XVIII



Procurement, Registrar's Office, QEC, Finance, and other administrative units should be prioritized to enhance transparency and operational efficiency	Examination, Procurement, Registrar's Office, QEC, Finance, and other administrative units to enhance transparency and operational efficiency. Furthermore, the University is committed to completing the digitization of the remaining processes in these departments by 2026 to ensure a fully integrated and efficient administrative system.		
Committees mentioned in the GEP-23 and UGEP-23 of HEC may be constituted as per the mandate.	In compliance with the observation, the University has constituted and notified the principal committees in accordance with the Undergraduate Education Policy (UGEP-2023) and Graduate Education Policy (GEP-2023). These committees have been established to strengthen institutional governance, enhance the effectiveness of academic and administrative processes, and ensure the implementation of Continuous Quality Improvement (CQI) practices at the institutional level.	Done	Annex-XIX
Postdoc policy at the university may be notified.	In compliance with the observation, the Postdoctoral Fellowship Policy has been finalized, approved by the competent authority, and officially notified for implementation across the University. The policy provides a structured framework for postdoctoral research, promotes research excellence, and strengthens the University's research and innovation ecosystem.	Done	Annex-XX
Annual Statutory bodies calendar may be prepared as per the ACT of the SBBU.	The Annual Statutory Bodies Calendar has already been prepared in accordance with the Act of Shaheed Benazir Bhutto University (SBBU). The calendar was developed as per statutory requirements and institutional governance guidelines, ensuring compliance with the provisions of the Act.	Done	Annex-XXI

Assistant Director QEC
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