

Dadabhoy Institute of Higher Education, Karachi

Summary of Observations / Recommendations by MIT / PEVs

Visited on 12th & 13th November 2025



1. The Strategic Plan needs to be revisited as it lacks an operationalization framework: no detailed strategies, KPIs, timelines, or communication/monitoring mechanisms are defined.
2. There is need to provide a central digital library platform that integrates e-books, journals, and open-access resources.
3. Institute needs to ensure that the institutional budget is formally approved by the BoG each year and properly recorded in BoG minutes.

4. The endowment fund is invested in a high-risk trading (no evidence was shown for available endowment fund) which needs to be invested in form national certificates, long term deposit etc. as per the directives of Sindh HEC / HEC and should be utilized in strictly in accordance with the Endowment Fund policy approved by the BoG.
5. Institute should increase the research budget to at least the minimum HEC/SHEC prescribed level to support faculty and student research.
6. Scholarship needs to be awarded as per the HEC / Sindh HEC standards, with transparent selection policy and monitoring mechanisms.
7. Institute should have a dedicated budget head for faculty development with adequate annual funds to be utilized.
8. Accounts of the Institute should be audited by A-Category Audit Firm as per the list announced by the State Bank of Pakistan.
9. For each MOU, a specific action plan is to be created with deliverables, timelines, responsibilities, and expected outcomes.
10. There is need to establish a formal Alumni Association with bylaws, governance structure, and defined roles. Regular alumni surveys and focus groups should also be introduced to collect feedback on programmes, support services, and institutional image.
11. There is need to expedite accreditation processes for Business Administration (NBEAC), Physical Therapy, and Law (Pakistan Bar Council) and to align curricula, faculty profiles, infrastructure, and quality processes with each council's standards to support successful accreditation outcomes.
12. Institute must formalize ORIC as an HEC-recognized office with defined roles, structure, and staffing.
13. Submit Grievance and Anti-Harassment Committee frameworks needs to be revisited and need to be approved from the concerned statutory bodies.
14. Meetings of the statutory bodies need to be conducted as per the Act, standards and requirement and there is need to maintain proper records of meetings and cases handled, and to demonstrate compliance to Sindh HEC / HEC.
15. Full-time QEC personnel are required to be recruited to meet HEC requirements and strengthen operational independence. Reassign the Data Analyst role to a non-faculty professional to eliminate conflict of interest risks.
16. An approved formal Conflict of Interest Policy is also required to be introduced to strengthen governance and credibility of quality assurance processes.
17. Align QEC reporting processes with evidence-based requirements to maintain credibility and meet HEC-QAA standards.

18. Academic Calendar needs to be approved by the concerned statutory body and is properly documented and implemented to demonstrate compliance and governance alignment.

Recommendations from PEVS

19. Curriculum is outdated; no documented updates, no statutory approvals, and missing HEC-mandated courses, which needs attention of the management.
20. Senior faculty needs to be appointed, specifically in the department of Business administration, as there is only one PhD who does not have relevant qualification in the Business Administration and several other faculty members also have irrelevant qualifications.
21. Attendance policy needs to be revisited as it is unapproved; and students with <50% attendance are allowed in exams.
22. Poor-quality exam papers and weak grading practices needs to be improved.
23. Library resources needs to be updated and the books are outdated (last purchase: 2018; mostly pirated books).
24. New computer systems needs to be provided as Computer labs use 12-year-old obsolete systems.
25. There is need to develop at least basic sports facilities or partner with nearby sports clubs through MoUs to provide students with access to physical activities.
26. Problems identified by the students such as frequent faculty absenteeism, late commencement of classes, and incomplete sessions, indicating weak academic discipline and monitoring, Girls' Common Room too small; smoking near the facility and cafeteria, need to be addressed.
27. There is need to revise the salary structure to meet and exceed government minimum wage standards, and to introduce competitive compensation to attract qualified faculty.
28. Institute should maintain complete and updated HR documentation, including appointment letters, qualification records, workloads, and compliance reports.
29. Several staff members (peons, registry staff, etc.) are being paid below the government-mandated minimum wages.
30. There is need to conduct a full audit of all LLM and PhD students in Law, to ensure whether they are active, completed, withdrawn, transferred, or dropped, with reasons and dates.
31. HEC PGPR and PREE reports should be prepared for all programmes and to maintain comprehensive documentation of self-review, external review reports, and follow-up actions.

32. Institute should get approved a admission policy ensuring LLB and postgraduate law programmes being fully reflected as per HEC and Pakistan Bar Council regulations, including LAT test.
33. MoUs for partnerships with bar councils, law firms, legal aid organizations, and NGOs through be signed to cover internships, joint events, and guest lectures, placements and activities.
34. The faculty is required to be encouraged to publish research papers in reputable HEC recognized journals.
35. There should be at-least three classrooms available for the DPT program with multimedia.
36. Laboratories space should be increased and requires upt-to-date equipment available in the laboratories.
37. As per new HEC approved DPT curriculum of 2025, ADPT is not permitted in professional degree like DPT, therefore the institute shall not enrolled students in ADPT program from 2026 unless AHPC produce guidelines for ADPT program.
38. The Selection Board meetings should be conducted as per the need for appointment / recruitment procedures and its minutes / record should be maintained.

Textile Institute of Pakistan, Karachi
Summary of Observations / Recommendations by MIT / PEVs
Visited on 19th & 20th November 2025



1. It is recommended to get the approval of vision and mission from the BOG and other statutory bodies.
2. There is a need to harmonize the Vision and Mission across all institutional documents, the website, and official reports to ensure consistency and thematic relevance. It is also needed to reflect the same in the curriculum and course designs, especially in PEOs and PLOs.
3. It is recommended to develop measurable outcomes of strategic objective, and it can be measured through the KPIs and their targets. It is needed to conduct strategic review meetings with documented minutes.
4. A full-time Registrar is recommended to be appointed, whose main responsibilities need to be defined clearly as per the rules. Examination Department is also required to develop a detailed SOPs for the examination procedure.

5. It is recommended to conduct and document the proceedings of Selection Board meetings as per statutory requirements.
6. It is recommended to hold the BOG meeting as per the frequency mentioned in the institute charter / statutes.
7. It is recommended to conduct at least two meetings of Academic Council annually (as per the charter) whose minutes should be recorded thoroughly, covering the aspect of course and curriculum reviews, as per the need.
- 8. It is recommended to develop an annual extracurricular/co-curricular calendar, in a manner so that no loss / clash of classes of students may occur and allocate a suitable budget for the purpose.**
9. It is recommended to establish an independent endowment fund for long-term sustainability of the institute and needs to be discussed the same in the BOG.
10. It is recommended to diversify the revenue through enhancing self-generation, research grants, partnerships, and fundraising initiatives for the sustainability of the institute.
11. It is recommended to improve the documentation through financial strategies, internal audit, allocation mechanisms, conducting F&PC timely, and obtaining financial approval from the concerned statutory bodies / authorities.
12. It is recommended to appoint number of faculty members as per the requirement and criteria defined by HEC, as per the need of the programs / departments.
13. A policy and budget for Research incentives to faculty members be introduced and implemented along with professional development programs.
14. It is recommended to establish a unified student support system including counseling and advising.
15. It is recommended to organize a Placement Office, which can facilitate the students to provide internships and jobs from the industry.
16. It is recommended to establish a central digital document management system, in which original signed and approved documents be made available for the general awareness and implementation purpose as per the need. Ensure proper documentation process including the review and revision of course, curriculum and their due approval from the statutory bodies.

17. It is recommended to update website with complete information including programs, governance, QA, and research and Upload all institutional policies to ensure transparency and compliance.
18. A few permanent officers / staff able to take care of data analytics, coordination with external bodies (such as HEC, Sindh HEC etc.) and to process PREE/RIPE and other functions related to QEC activities, is required to be appointed.
19. It is recommended to conduct the Alumni and Employer surveys for the input of the stakeholders in improving the courses and curriculum.
20. It is recommended to participate in the International Ranking and other rankings for the outreach and enhanced admissions in the institution.
21. There is need to integrate technologies into the Quality Assurance Processes to reduce the paperwork.
22. It is recommended to thoroughly develop the academic calendar containing the details of academic activities, and get it approved by the concerned statutory bodies and be disseminated accordingly.
23. It is recommended to develop the Programme Educational Objective (PEOs) aligned with the HEC-Undergraduate Education Policy 2023), develop the Programme Learning Outcomes (PLOs) and align the Course Learning Outcomes (CLOs), which need to be matched with vision and mission of the university.

Observations / Recommendations made by PEVs:

24. Course files were incomplete and inconsistent. Essential elements including mid-term and final exam papers, sessional assessments, sample assignments, portfolios, consultancy hours, and course completion certificates were missing from several files. Hence, the management should ensure the proper record keeping.
25. Curriculum documentation lacks standardization and OBE alignment. CLO-PLO mapping is absent, practical credit hours are not explicitly defined, and course plan templates differ across courses, indicating weak academic quality assurance mechanisms. Which need to be paid attention.
26. The management should focus Research culture and research incentives.

27. Faculty needs to be appointed as per Sindh HEC / HEC criteria. There are no Professors or Associate Professors, and some faculty members hold only undergraduate degrees. Additionally, no formal training or capacity-building framework exists for teaching, management, or research skills.
28. Institute should revisit high tuition and transport fees which contribute to low student intake. An average student pays over PKR 2 million during the 4-year program, yet scholarships are limited and merit scholarships are absent, restricting accessibility and enrollment growth.
29. Scholarships should be provided to at least 10% of the total students, as per HEC standards, for which networking with the textile industry and other stakeholders needs to be harnessed.
30. There is need to strengthen industry collaborations and alumni engagement to enhance credibility and program impact.
31. There is need to enhance outreach, marketing campaigns, and program visibility to attract prospective students.
32. Business related programmes (including BBA programmes with different specializations) must be accredited with National Business Education and Accreditation Council (NBEAC) of HEC to ensure quality and best practices.
33. There is need to develop active international linkages with reputable foreign universities to strengthen academic programmes and learn from the global best practices.
34. There is need to revise salary structures and to provide competitive incentives, especially considering commuting challenges.

Khadim Ali Shah Bukhari Institute of Technology, Karachi
Summary of Observations / Recommendations by MIT / PEVs
Visited on 8th & 9th December 2025



1. There is a lack of traceability of students, faculty and other resources distributed across the three campuses of KASBIT. It is recommended to clearly mention the dedicated and shared resources within the campuses.
2. The status of PhD programme was not clear, no evidence was provided that when the PhD programme was prepared, developed and approved by the statutory bodies. It is recommended to develop comprehensive documentation for the initiation of programmes and record the minutes/notifications and review of such programmes.
3. There is no standard procedure available for the appointment of faculty members. There was no advertisement for opportunity, appointment of selection committee/board members or criteria for the appointment found in the institute. Furthermore, there is no faculty promotion procedure that exists.

4. There is high faculty turnover rate. In 2025 only, 15 faculty members were signed off from the institution, whereas 36 faculty members left in last three years. It seems that the salary structure and other incentives are poor and need improvement.
5. There is a strong Alumni Network, who hold good positions in their organization. But no alumni survey is conducted, which can be a very important input for the improvement and enhancement of programme outcomes.
6. Faculty files and credentials need to be reviewed carefully. Degrees of faculty members need to be attested and evaluated by the HEC, which were mostly missing in the faculty files.
7. Though automation exists for the coding of the courses there is no policy evident for the coding of courses offered in the degree programmes.
8. BBA programme is not yet accredited with the NBEAC, BS-Computer Science is also not accredited with the NCEAC, despite the process of their accreditation was started in 2023. It is recommended to comply with the requirements of both the accreditation council and acquire the accreditation for the programmes.
9. The post of the Registrar is crucial, which needs to be filled with a dedicated person. The Registrar responsibilities are to register the students, hold and record the statutory body meetings, coordinate with the external stakeholders and notifies the circular and notifications.
10. The institute needs to have its own dedicated endowment funds, which proceedings, financing and reviews need to be discussed by the Board of Governance.
11. There is a need for a Placement Office to be organized in the institute for placement of students for the internship and jobs.
12. The BOS, BOF and Academic Councils are the essential review meetings for the course/curriculum and progress of the programmes, which need to be held frequently. At least, after each semester, these meetings need to be held to review the progress of the programmes, students and attainment of the programme objectives.
13. There is a lack of feedback analysis reports for the students' survey, faculty satisfaction survey, employers' survey, alumni survey and other relevant surveys. The feedback

analysis reports need to be analyzed and discussed in the relevant committees/statutory bodies and other forums for Continuous Quality Improvement.

14. The efforts of examination moderation are commendable, but the process of moderation is very extensive and includes many stages of review. There is potential for the breach of confidentiality of examination questionnaire due to multiple reviews of questionnaires. Hence it is recommended to review the procedure and optimize it for the limited reviews.
15. The institute has formed Research Facilitation Unit (RFU) to help out the research activities in the institute. Whereas, ASRB, DC and DRC are also in place for the research work. There is no clarity in the roles and responsibilities of the RFU, DC and ASRB, hence create lag and confusion in research activities.
16. Though the institute claims that the endowment fund is available for the institute, in the internal audit report, there is no evidence or head of the endowment fund was available. There was not any other evidence found for the availability of the endowment funds.
17. According to the third-party audit report presented with the CIEC Form-1 (Annex U2), at item 20.1, Donations and Charity has been granted, which is the against the Universities and Boards regulations.
18. According to the third-party audit report presented with the CIEC Form-1 (Annex U2), at item 18, only Rs. 266,510 are spent on research which is 0.07% of revenue, which is contrary to the CIEC Guidelines.
19. According to the third-party audit report presented with the CIEC Form-1 (Annex U2), at item 14, an amount of Rs. 25,131,313 are payables in the head of "Student Extra Curricular activity" which is quite doubttees.
20. There is no free-ship is offered to the students. Highest CGPA students are awarded up to 25% fee rebate. According to the third-party audit report, item 18 (Cost of Service), no scholarship head was seen, which shows the incompliance with the CIEC directive. (CIEC Guidelines, Chapter 4)
21. Most of the research articles published by the faculty members are in Y-category and authored at 2nd and 3rd place. It is needed to improve the research quality, initiate the research work and publish research articles in high quality journals.

22. KASBIT Campus at Nazimabad, lacks basic facilities such as lab, faculty, sports, other physical facilities, which needs to be provided.

Recommendations made by the PEVs

1. **There is need to obtain statutory approvals for complete curriculum and policies** (BoS → BoF → Academic Council).
2. **The institute should implement OBE fully** across all courses and assessments.
3. **There is need to establish an Industrial Advisory Board and formalize industry partnerships.**
4. **There is need to upgrade infrastructure, including GPU labs and dedicated classrooms.**
5. There is need of retention of senior faculty
6. Institute needs to conduct periodic review of curriculum aligned with HEC and other regulatory guidelines.
7. There is need to differentiate admission criteria for undergraduate programs
8. The institute should rectify the nomenclature of the undergraduate program in Statutory bodies.
9. Institute should adopt curriculum according to the recent undergraduate and graduate policy (2025)
10. Separate seating arrangement for male and female faculty be provided. Soft partition or cubical is suggested for the privacy.

Emaan Institute of Management and Sciences, Karachi Summary of Observations / Recommendations by MIT / PEVs (visited on 12th & 13th January 2025)



1. Constitution of all the statutory bodies be ensured as per the Act and need for smooth functioning of the institution.
2. Statutory bodies' meetings (BoG, Academic Council, Selection Board, F&PC and others) be conducted regulatory as per the ACT and invitation / participation of the external members on the statutory bodies be ensured and recorded.
3. The institute should ensure that the Budget of the institute be prepared as per requirement and standards, submitted to the F&PC and be approved by the BoG, regularly.
4. Minimum Endowment Fund be invested as per the HEC / Sindh HEC criteria in accordance with the approved endowment fund Policy.
5. The institute should expedite the accreditation process and thorough compliance of the concerned councils with evidences be ensured to obtain the accreditation of all the programs at the earliest.

6. The accounts be audited by A-Category Audit Firm as listed by State Bank of Pakistan.
7. Statutes, regulations and rules be framed as per the need and be approved by the concerned statutes bodies.
8. Vision and Mission be approved by the concerned statutory bodies and be aligned with the Strategic Plan, measurable KPIs, and budget;.
9. Master Plan of the Institute be approved by the concerned statutory bodies and be recorded and implemented accordingly.
10. Appointment procedures for the faculty and other key positions be ensured through selection board followed by the approval of the BoG. Moreover, the record and profile containing the appointment letters / notification, academic certificates / degrees etc. be documented by HR / Admin Wing of the Head of Institution.
11. Key statutory positions (Director Finance, Head of HR, ORIC Director, etc.) are being managed through additional charges, which need to be advertised and appointment be made accordingly.
12. Organogram of the institute needs to be revisited and needs to be standardized, followed by the approval of the Board of Governors.
13. Suitable qualified IT staff be appointed as IT operations are being handled by students, raising governance and conflict-of-interest concerns.
14. Grievance Committee be constituted and notified along with approved policy.
15. Sports and extra-curricular facilities and activities be arranged and recorded.
16. MoUs with national and international institutions / organizations be signed and implemented for students / faculty exchange.
17. Faculty in the Engineering Department is very low and senior faculty be appointed as per the need.
18. Faculty salaries are to be set as per the market benchmarks and salary slips / payrolls along with clear tax deducted and submission in the FBR be recorded.
19. There should be separate funds budgeted for Faculty Development and be utilized as per the approved policy.
20. A Research grants / incentive be been budgeted and provided to the faculty as per an policy recommended by the BASR and approved by the BoG.

21. The need-cum-merit based scholarship opportunities to minimum 10% of the students be awarded.
22. Academic calendar needs to be prepared and approved by the concerned statutory bodies.
23. A mechanism should be introduced to monitor grade inflation.
24. Record such as Merit lists signed rechecking forms, Faculty development training, patents (if any), intellectual property registrations / documentation, et be maintained.
25. Student Handbook be provided to students via online portal and website.
26. Dedicated ORIC staff be appointed through proper procedures and steps be taken for registration of ORIC with HEC.
27. Institutional website lacks transparency regarding faculty, QEC, programs, admissions, learning outcomes, library, career counseling, and fee structure, regular updated record, which needs to be addressed.
28. Salary disbursement records for faculty are incomplete; evidence suggests some staff salaries are below minimum wage requirements.
29. Institute should ensure that office documentation be not prepared using of AI (ChatGPT or other tools) as a formality, which were found along-with disclosures.
30. An unauthorized operational campus at Gulshan-e-Hadeed is functioning without HEC NOC, constituting a severe irregularly and non-compliance of the Sindh HEC / HEC. Hence, all the academic operations be halted at the campus until NOC by Sindh HEC and HEC is obtained.

Recommendations made by PEVs:

23. Mechanical Engineering Department's Workshop does not have any equipment other than vices, and one drilling machine, which needs attention and equipment in lab / workshop, including Fluid Mechanics, Lathe and Milling Machines, Engines, Vibration, Materials and Metallurgy, Thermodynamics / Power plant, CAD/CAM etc. be provided.
24. The Chemistry Lab be maintained as per the standards avoiding any risk factors and needs PPEs and exhaust system / exhaust fans and class rooms labs / computer lab needs proper ventilation and exit doors / emergency exist.
25. In the Mechanical Engineering Technology, non-engineering courses are taught by engineering faculty as shown in the timetable, which should be avoided.

26. The time table is not prepared as per the Scheme of Studies, rather courses are merged / shuffled. This practice should also be avoided.
27. Mechanical Engineering Technology and Civil Engineering Technology programs be obtained from National Technology Council (NTC) and **no admission be taken until the NOCs are obtained.**
28. OBE system should be adopted and embedded in assessments and course files needs to be prepared and maintained.
29. As No meeting of Academic Council was conducted in 2025, Academic Council meetings be conducted regularly as per the requirements.
30. The departments should be headed by a senior faculty member, a Professor or an Associate Professor.
31. For the Civil Engineering Technology program, the institute must ensure the availability of all the required laboratories, as given below:
 - a. Engineering Mechanics Laboratory
 - b. Engineering Materials/ Concrete Laboratory
 - c. Materials Testing Laboratory
 - d. Surveying Laboratory
 - e. Soil Mechanics/ Geotechnical Laboratory
 - f. Fluid Mechanics Laboratory
 - g. Water Resources/ Hydraulics Laboratory
 - h. Transportation Laboratory
32. The required number of titles (400) of books be ensured in the library for each program.
33. Introduce modern GPU-enabled machines or a hybrid lab configuration to support graphics-intensive courses.
34. Develop an annual industry engagement plan, including technology seminars, industrial visits, guest lectures, hackathons, and competitions.
35. Data which was not provided by the Institute should be ensured and made available, including evaluation forms of the Final Year Projects, plagiarism mechanism (similarity report was found attached with the Final Year Project reports. Teachers and students reported that there is no practice of attaching the similarity report, as the faculty do not have access to the Turnitin).

36. The CS and SE faculty is teaching mathematics courses as the institute does not have subject specialized teachers, which needs to be addressed.
37. Anti-harassment/anti-plagiarism and disability policy should be approved and implement.
38. Attendance for practical and theory classes should be separate. Currently, the theory classes attendance is photocopied and submitted. This indicates that perhaps no practical classes are held as per schedule.
39. The MIS must be developed by the institute.