King Edward Medical University, Lahore

IMPLEMENTATION PLAN OF SELF REVIEW OF INSTITUTIONAL PERFORMANCE & ENHANCEMENT (SELF RIPE) 2024-25 OF KEMU

Submission Date: 30-06-2025

ZZSr. No.	Finding	Implementation Plan	Implementation Plan Date	Responsible Body	Resources Needed
1.	The vision and mission statements for several academic programs have not been developed, approved by the Board of Studies (BoS) and Board of Faculty (BoF), or disseminated appropriately. Additionally, these statements are not visibly placed in relevant locations such as departmental offices, websites, classrooms, or student handbooks.	All departments should be directed to formulate clear and program-specific vision and mission statements. These should be formally reviewed and approved by the BoS and BoF, and subsequently displayed prominently across various platforms and physical locations to ensure visibility and alignment with institutional goals.	01-12-2026	• Registrar Office • All Program Directors	N.A
2.	The University has a well-defined governance structure in place; however, there is a need to further strengthen the documentation and dissemination of governance-related policies and procedures.	All governance policies and procedures (e.g., decision-making protocols, committee terms of reference) should be reviewed, finalized, and made available on the university's website and through internal communications.	01-12-2026	• Office of the Registrar • Director IT	N.A
3.	Some leadership positions remain either vacant or filled on an acting basis, which	Ensure timely and merit-based full time appointments to all key leadership	01-12-2026	• Office of the Vice Chancellor • HR Office	As Per the University, Rules

	affects consistency in decision-making and long-term planning.	positions to improve administrative stability and institutional continuity.			
4.	Mechanisms for stakeholder engagement, including faculty, students, and administrative staff, in governance processes are limited or underutilized.	Institutionalize mechanisms (e.g., town halls, governance forums) to engage faculty, students, and staff in decision-making processes to enhance transparency and inclusivity.	01-12-2026	• Office of the Vice Chancellor • Office of the Registrar	As Per the University, Rules
5.	KEMU Organogram is not approved by the statutory bodies.	KEMU Organogram should be approved by the statutory bodies.	01-12-2026	• Office of the Registrar	N.A
6.	Faculty positions exist in sanctioned strength, but there are gaps in timely recruitment and succession planning, especially in sub-specialty areas.	Strengthen faculty recruitment processes with an emphasis on merit, equity, and specialization needs. Introduce performance-based retention incentives and succession planning mechanisms.	01-12-2026	• Office of the Vice Chancellor • HR Office	As Per the University, Rules
7.	The university has made progress in ICT infrastructure (e.g., LMS, digital attendance), but full implementation of digital records, ERP systems, and e-governance is pending.	The LMS and digital attendance system should be implemented **in true spirit** across all academic departments.	01-12-2026	• Office of the Registrar • Director IT	As Per the University, Rules
8.	The Office of Research, Innovation, and Commercialization (ORIC) at KEMU serves as the central hub for promoting and facilitating research, innovation, commercialization, and academic-industry linkages. However, current budgetary allocation for ORIC is insufficient to support the growing demands of high-quality research, innovation infrastructure, faculty development, and collaboration initiatives. Furthermore, **the office lacks**	Substantially increase financial resources for ORIC to fund research grants, faculty development, infrastructure enhancement, patent filing, and innovation projects. Recruit qualified, full-time professionals for ORIC—including research coordinators, grant managers, and innovation officers—to ensure sustained operations and institutional support.	01-12-2026	• Director ORIC • Office of the Treasurer	As Per the University, Rules

	full-time dedicated staff, which hampers consistent operations, strategic planning, and efficient service delivery.				
9.	The university has limited **financial independence**, with heavy reliance on government funding. Revenue generation mechanisms (e.g., consultancy, research commercialization, endowments) are underdeveloped.	Encourage diversification of revenue sources by expanding **consultancy services, alumni endowments, fee-based certificate programs**, and collaboration with the private sector.	01-12-2026	• Office of the Vice Chancellor • Office of the Registrar • Director ORIC • Chairman MOU Committee	As Per the University, Rules
10.	There is currently **no fully functional International Office** or Directorate to manage global partnerships, exchange programs, and international student affairs.	Create a dedicated and adequately staffed **Office of International Affairs** to manage partnerships, mobility programs, global engagement strategies, and international student services.	01-12-2026	• Office of the Vice Chancellor • Office of the Registrar	As Per the University, Rules
11.	Faculty recruitment is conducted in accordance with government rules and service statutes. However, the **recruitment process is often delayed**, and there is **limited autonomy** in hiring to fill critical academic and clinical posts, especially in sub-specialties and Ph.D Programs.	Expedite recruitment processes through collaboration with relevant authorities. Advocate for **greater institutional autonomy** to fast-track hiring in critical and high-demand areas.	01-12-2026	• Office of the Vice Chancellor • HR Office	N.A
12.	There is **limited formal recognition and incentive structure** for faculty excellence in teaching, research, and service.	Introduce annual **faculty awards and incentive schemes** recognizing outstanding performance in research, teaching innovation, community service, and academic leadership.	01-12-2026	• Office of the Vice Chancellor • Director ORIC • HR Office	As Per the University, Rules
13.	Credit hours of curricula of Postgraduate Programs are not in line with HEC Graduate **Policy.**	Credit hours of curricula of Postgraduate Programs should be in line with HEC Graduate Policy.	01-12-2026	• Office of the Registrar	N.A

	Maximum duration of Postgraduate Programs are not defined in regulations.	Maximum duration of Postgraduate Programs should be defined in regulations.	01-12-2026	• Office of the Registrar	N.A
15.	Only Three Programs (Ph.D Anatomy, Ph.D Biochemistry and Ph.D Community Medicine) are accredited by PMDC. Ph.D Basic Sciences and Ph.D Clinical Sciences Programs are not accredited by PMDC.	Ph.D Basic Sciences and Ph.D Clinical Sciences Programs should be accredited by PMDC.	01-12-2026	• Office of the Registrar • Chairman DPCC	As per the University Rules
16.	Semester System is not implemented in Postgraduate Programs.	Semester System is not implemented in Postgraduate Programs.	01-12-2026	• Office of the Registrar	N.A
17.	The current **transcript format** used by King Edward Medical University requires improvement to ensure full **compliance with the Higher Education Commission (HEC) guidelines.** Notably, the **signature of the Controller of Examinations is missing** from the transcript, which can lead to verification delays, credibility concerns, and difficulties for graduates in both academic and professional pursuits.	It is essential for KEMU to **revise and align its transcript format** in accordance with the latest **HEC standards and templates.** Ensure the **Controller of Examinations' signature** is prominently placed on all official transcripts, along with other required authorizations. Redesign the transcript layout to reflect **standardized elements** such as program duration, credit hours, grading scale, CGPA, degree title, and university seal, as mandated by HEC.	01-12-2026	• Office of the Registrar • Office of the Controller of Examinations	N.A
18.	Transcripts and degrees are issued after due process, but the system is largely manual, leading to delays.Transcript format lacks integration of HEC-recommended features such as QR code verification, GPA scales, and grading rubrics. No centralized digital database for certificate verification exists. Signature of Controller of Examinations are missing on transcript.	Fully automate the **transcript and degree issuance system** by integrating digital verification, tracking, and online application features. This will **minimize delays,** enhance efficiency, and ensure transparency throughout the certification process. Ensure that the **signature of the Controller of Examinations** is **formally placed** on all transcripts as a standard practice to validate authenticity and meet HEC and international credentialing requirements.	01-12-2026	• Office of the Registrar • Office of the Controller of Examinations • Director IT	As per the University Rules

	Student support services are functional but lack integration under a unified strategic framework.	Develop a Comprehensive Student Support Policy that clearly defines the range, scope, and objectives of all student services under a centralized structure.	01-12-2026	• Office of the Registrar	As per the University Rules
20.	Career counseling and alumni networking initiatives are present but require further development and institutional visibility.	Strengthen Career Guidance and Placement Services by establishing formal links with healthcare institutions, alumni, and potential employers.	01-12-2026	• Office of the Registrar	As per the University Rules
21.	Student feedback mechanisms exist but are not systematically utilized for continuous improvement.	Digitalize Student Support Portals to provide 24/7 access to academic calendars, advisories, counseling requests, and complaint management systems.	01-12-2026	• Office of the Registrar • QEC Office • Director IT	N.A
22.	Use of modern educational technologies (e.g., LMS, blended learning) is limited and uneven across departments.	Implement a Centralized Learning Management System (LMS) across all departments to facilitate blended and flexible learning models.	01-12-2026	• Office of the Registrar • Director IT	As per the University Rules
23.	Reflective practices and student feedback are underutilized in revising teaching approaches.	Enhance Reflective Learning and Feedback Mechanisms such as student learning portfolios, structured peer reviews, and real-time digital feedback loops.	01-12-2026	• QEC Office • Director IT	As per the University Rules
24.	Teaching Innovation Grants or Awards to motivate faculty to experiment with creative instructional approaches and community-based projects.	Encourage Teaching Innovation Grants or Awards to motivate faculty to experiment with creative instructional approaches and community-based projects.	01-12-2026	• Office of the Vice Chancellor • Director ORIC	As per the University Rules
25.	Regular staff in ORIC is not exist and incubators are not fully developed or	Establish a dedicated Office for Innovation and Commercialization	01-12-2026	• Office of the Vice Chancellor • HR Office	As per the University Rules

	actively supported within the university infrastructure.	(ORIC) with full-time staff and infrastructure to support patents, licensing, and spin-off ventures.			
26.	Entrepreneurship education is not formally integrated into the medical curriculum	Integrate Entrepreneurship and Innovation Education into the MBBS and postgraduate curriculum through elective modules, workshops, and collaboration with business schools.	01-12-2026	• Chairman Curriculum Committee	N.A
27.	Research funding is limited and mostly dependent on external grants, with constrained internal seed funding opportunities.	Encourage Collaborative Research Projects with industry and community partners, aligned with national health priorities.	01-12-2026	• Chairman Research Committee • Director ORIC	N.A
28.	Conflict of interest Policy of KEMU is not exist.	Institutionalize Conflict of Interest Declarations for faculty, researchers, examiners, and administrative decision-makers across all functions.	01-12-2026	• Office of the Registrar • QEC Office	N.A
29.	There is minimal structured training or orientation for students and staff on ethical behavior, equity, and integrity in academic life.	Develop and Deliver Mandatory Ethics and Integrity Training for new students, faculty, and staff during induction, and annually thereafter.	01-12-2026	• Office of the Registrar • Medical Education Department	As per the University Rules
30.	While basic public information is available, several important documents such as policy approval trails, strategic plans, and minutes of academic councils, syndicate and senate are not accessible online.	Publish Comprehensive Institutional Documents Online, including policies, strategic plans, approved curricula, BoS/BoF/Academic Council, Syndicate and Senate decisions, and QA reports.	01-12-2026	• Office of the Registrar • Director IT	N.A
31.	Information related to faculty research, funding, and collaboration projects is not consistently published or updated.	Update Research and Collaboration Data regularly on the website, highlighting funded projects, research impact, and faculty publications.			N.A

	While QA mechanisms are in place, **documentation and tracking of follow-up actions** on SARs and RIPE reports need strengthening.	**Strengthen the Implementation and Monitoring of QA Processes**, ensuring timely completion of SARs, action plans, and follow-up reporting by all departments.	01-12-2026	• QEC Office • Director IT	N.A
33.	**Closing the feedback loop** using data to inform changes and reporting results back to stakeholders is inconsistent.	**Enhance the Use of Feedback for Improvement** by formally closing the loop communicating results and actions taken to stakeholders.	01-12-2026	• Office of the Vice Chancellor • QEC Office	N.A
34.	Feedback cycles (e.g., from SARs, student evaluations, and peer reviews) are not consistently used to drive changes across all departments.	**Integrate CQI into Strategic and Operational Planning**, making it a routine part of curriculum review, faculty performance evaluations, and service improvements.	01-12-2026	• Office of the Vice Chancellor • Registrar Office • Chairman Curriculum Committee • QEC Office	N.A

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