Proposal Identification Number (PIN)…….
University Grants Commission of Bangladesh
Higher Education Quality Enhancement Project (HEQEP)
Quality Assurance Unit (QAU)

Proposal for Establishment of Institutional Quality Assurance Cell (QAP-IQAC)

1. **Proposal Title:** **"Establishment of Institutional Quality Assurance Cell (IQAC) at North South University"**

2. **i. Address of the University:** Plot :15, Block: B, Bashundhara, Dhaka – 1229, Bangladesh.

   ii. Year of Establishment: 1992

   iii. Name of the Act/Order/Ordinance/License that established the university with date:
   The Private University Act of 1992, Bangladesh. November 5, 1992.

   iv. Group of the University (as per the IQACOM): A/B/C : A

   v. Type of the university: General/Agricultural/Engineering/Medical/Science & Technology : General

3. **A. Total Cost of the IQAC Sub-Project (a+b): (**160, 00,000+113, 46800) =BDT 27346800.
   a) Cost of IQAC: BDT 160,00,000
   i. (in Taka): 160, 00,000/=
   ii. (in US$): **$**200000

   b) Cost of Block Allocations
   - **i. (in Taka): (**958,800 X 11)+(800,000X1) = 113,46800.00
   - **ii. In US$:** 1,41,835

   B. Implementation Period: 03Years
   - **a) Commencement:** January, 2016
   - **b) Completion:** December, 2018

4. **General Objectives of the IQAC**

To establish a sustainable mechanism ensuring quality education and service to the students

5. **Specific Objectives of the IQAC**

1. Institutionalize the quality assurance culture in accordance with national QA guidelines and international practices prepare the university to meet the external quality assurance assessment and accreditation requirements. 2. Review and analyze existing learning-teaching practices at department level and identify areas where improvement is needed 3. Develop and implement improvement strategies 4. Establish an evaluation system to ensure that the strategies are aligned with the recommended quality assurance guidelines.

5. Introduce programs to enhance teachers teaching capability and to promote best teaching-learning practices

6. Summary of proposed IQAC activities(maximum 250 words)

Institutionalization of quality assurance culture includes establishment of IQAC at NSU, recruitment of staffs, drafting of work plans, finance plans, budget, Identification of areas for quality assurance, development of guidelines and policies, initiation of evidence based decision making process, archival of relevant, and reliable data and ensuring security of data, and engagement in assessment at all levels of operation: academic and administrative. Activities also include application of the quality assurance guidelines and policies at program level and institution level,assessment and review by a committee of internal and external experts and proceed with accreditation by QAACB. QA activities involve formation of self-assessment committee (SAC) at department level to conduct self-assessment, internal audit, reporting and peer review, monitoring and cross-checking of the activities of SAC,incorporation of quality assurance strategies in university annual strategic plan, introduction of evaluation based reward system for both academic and non-academic staffs, establishment of Learning-Teaching Center (LTC) that gives training to both academic and administrative staffs, and make funding available for individuals to attend workshop, seminar and conference related to skill development.

7. A. Please provide the information requested in the following table.

	Items		**Unit/Quantity**
1.	Total number seats in the first year/semester		3385
2.	Total enrolment in first year/semester		137
3.	Total male students in the university		10140
4.	Total female students in the university		4774
5.	Total number of students conferred degree per year (From 1996 – 2014)		Total=13138 UG Per Year - 520 Graduate - 115
6.	Total number of Faculty/School		4
7.	Total number of Institutes		2
8.	Total number of Centers		1
9.	Total number of program offering entity (Undergraduate)		18
10.	Total number of program offering entity (Postgraduate)		15
11.	Total number of Departments/Disciplines		13
12.	Total number of study programs in offer: Undergraduate: 16 Postgraduate : 15		31
13.	Enrolment in PhD program on average per year		N/A
14.	Total yearly budget of the university (in Lakh Taka))		177,06,02,450.00
15.	Sources of Fund:		
16.	Government ------(%)	00%	00.00
17.	Tuition Fee ------(%)	85.78%	151,88,26,000.00
18.	Donation ------(%)	00%	00.00
19.	Trust Fund ------(%)	00%	00.00

20.	Property Rental ------(%)	0.198%	35,00,000.00
21.	Others (Pls. Specify)….. (%) *(a) Admission form sale. (b)Late fine. (c)Transcript Fee. (d)Investment income etc.	14.022%	24,82,76,450.00
22.	Total number of academic staff		909
23.	Total number of full time academic staff		406
24.	Total number of full time academic staff with PhD degrees		113
25.	Number of actually serving fulltime academic staff out of total employed		315
26.	Total number of academic staff on Leave		91
27.	Teacher-student ratio		1:35

7. B. Program Offering Entity Details

Name of the Program offering Entity (Department/Faculty/Institute etc.)	**Name of the program(s) offered by the entity Bachelor/post graduate Dip/Masters/ M.Phil/PhD**	**Number of full time and part time faculty members**	**Total number of students of the entity (including all programs and semesters/years)**	**Year of first enrollment**
1) School of Business and Economics				
a. Department of Accounting & Finance.	Bachelor of Business Administration in Accounting & Finance.	Full Time: 56 Part time: 07	3804	1993
b. Department of Management.	Bachelor of Business Administration in Management	Full Time: 50 Part time: 48	1522	
c. Department of Marketing & International Business.	Bachelor of Business Administration in Marketing and International Business	Full Time: 53 Part time: 02	2283	
d. Department of Economics.	Bachelor of science in Economics	Full Time: 49 Part time: 40	415	1993
	Master of Science in Economics		79	1994
	Master in Development Studies		62	2002

e. MBA & EMBA Department	Master of Business Administration	Full Time: 18 (Faculty of other 4 Departments) Part time: 38	911	1997
	Executive Master of Business Administration		218	1997
2) School of Engineering & Physical Sciences				
a. Department of Electrical & Computer Engineering	Bachelor of Science in Computer Engineering	Full Time: 37 Part time: 59	3	1993
	Bachelor of Science in Computer Science		46	1993
	Bachelor of Science in Computer Science & Engineering		1312	2002
	Bachelor of Science in Electrical and Electronic Engineering		953	2009
	Bachelor of Science in Electronic & Telecommunication Engineering		255	2004
	Master of Science in Computer Science & Engineering		28	2003
	Master of Science in Electronic & Telecommunication Engineering		22	2006
	Master of Science in Electrical and Electronic Engineering		28	2013
b. Department of Architecture.	Bachelor of Architecture	Full Time: 14 Part time: 7	351	2004

c. Department of Civil & Environmental Engineering.	Bachelor of Science in Civil & Environmental Engineering.	Full Time: 10 Part time: 6	179	2013
d. Department of Mathematics & Physics.	Offer GED Courses of to department	Full Time: 17 Part time: 25	N/A	2014
3) School of Health & Life Sciences				
a. Department of Environmental Science & Management	Bachelor of Science in Environmental Science	Full Time: 11 Part time: 57	81	1994
	Bachelor of Science in Environmental Management		51	1994
	Master of Environmental Science Management		22	2009
b. Department of Biology & Chemistry.	Bachelor of Science in Biochemistry &Biotechnology	Full Time: 15 Part time: 20	139	2007
	Bachelor of Science in Microbiology		103	2007
	Master of Science in Biotechnology		48	2006
c. Department of Pharmaceutical Sciences	Bachelor of Science in Pharmacy	Full Time: 29 Part time: 30	937	2006
	M Pharm in Pharmacology & Clinical Pharmacy.		155	2012
	M Phar in Pharmaceutical Technology & Bio pharmaceutics		76	2012
d. Department of Public Health.	Master of Public Health	Full Time: 9 Part time: 61	239	2006
	Executive Master of		53	2006

	Public Health			
4) School of Humanities & Social Science				
a. Department of English & Modern Languages.	Bachelor of Arts in English	Full Time: 36 Part time: 56	307	1997
	Master of Arts in English		108	2005
b. Department of Political Sciences & Sociology	Master of Public Policy & Governance	Full Time: 12 Part time: 26	36	2008
c. Department of Law	Bachelor of Law	Full Time: 4 Part time: 4	88	2014
d. Department of History & Philosophy.	Offer GED Courses of to department	Full Time: 4 Part time: 17	N/A	2015

7. Strategic Analysis

This request for grant funding to help establish and support a IQAC is a positive and natural outcome of the university to (1) live and be guided by its mission and its vision and be guided by its values with quality and aspirations of attained excellence in all activities and operations be it academic, administrative or the other support areas. A newly minted strategic plan was put in place during the middle of 2015 using a very participatory and comprehensive process. This strategic plan builds upon a SWOT analyses that was done by each of the prior units.

SWOT ANALYSIS

Strengths	**Weaknesses**
• Reputation as the first and arguably the best private university in Bangladesh • Faculty quality, mix, retention and opportunity for development. Staff commitment and support. • Student quality, prior preparation, enthusiasm, commitment. • The commitment of the BOT and the senior academic leaders to help sustain NSU as a Center of Excellence • Support from Alumni, industry, and external agencies	• Tolerance for the status-quo. Over-reliance on reputational worth. • Inadequacy of terminally qualified faculty who were trained abroad in developing nations. • Large proportion of students who need remedial assistance in English communication and mathematics. • Leadership turnover • Clear and easily defined processes and transparent and easily understood feedback and performance assessment process.
Opportunities	**Threats**

• Grow in size and in quality; gain demographic dividends; build on existing reputation, become and sustain processes to remain a "Center of Excellence in Bangladesh and beyond". • Establish a culture of quality; embrace data-driven decision making; be operationally efficient and effective; increase access and affordability. • Recruit and retain better prepared, terminally qualified faculty • Recruit, retain and graduate better educated students who will have productive careers and contribute to nation building and a just society • Gain national and international accreditations; become more research intensive and add new, innovative programs including Ph.Ds in targeted academic areas.	• Competition from other private and also public universities in Bangladesh and abroad. • Technology and infrastructure obsolescence leading to mediocrity, bureaucratic roadblocks, and loss of reputational worth. • Hostile or stringent regulatory and tax regime; national and local political instability; unstable and unhealthy work environment. • Loss of focus on quality and on innovation leading to faculty migration to other universities in Bangladesh and other nations. • Capacity expansion and quality enhancement at public universities; more tax-payer funded and globally solicited subsidy for public universities alone.

8. Background Data Substantiating the Strategic Analysis (Information regarding existing resources and capacities in the University)

A. Please provide the information requested in the following table.

Table 1: Data on Students in Undergraduate Programs

Items		2010	2011	2012	2013	2014
1.	Total number of students in undergraduate programs	7880	8711	9793	11131	12864
2.	Total number of students enroll in the first year/semester	2283	2683	3115	3832	4272
3.	First year retention rate of undergraduate students	95%	93%	97%	98%	98%
4.	Established time-to-degree for the undergraduate programs (in academic sessions/semesters)	4 Years	4 Years	4 Years	4 Years	4 Years
5.	Total number of thesis/research monographs/publications by undergraduate students (if any)	180	229	265	329	280

[1]Additional data deemed relevant may be added

B. Please provide the data requested in the following table.

Table 2: Data on Students in Postgraduate Programs and Research

		2010	**2011**	**2012**	**2013**	**2014**
1.	Total enrolment in Post graduate Programs	1571	1582	1764	1839	2079
2.	Number of Graduates passed in Master's, M Phil and PhD programs	189	463	333	545	418
3.	Total external funding captured for research projects	3007409	6849616	7329542	6632090	3975633
4.	Total number of research publications in peer reviewed journals	148	180	190	197	244
5.	Number of research projects undertaken jointly with industry	1	1	4	7	2
6.	Number of patent applications filed	_	_	_	1	1
7.	Number of patents registered by academics	_	_	_	1	_
8.	Number of research products commercialized	1	2	_	4	2
9.	Number of research output which may be commercialized**	3	_	_	2	5
*	……..					

** Please add any other information that you consider relevant for evaluation of the proposal.*

** Please attach a list.

C. Please provide data on the existing facilities in equipment, materials, manpower and resources owned by the entity.

Table 3: Data on existing physical facilities/resources available in the university

Description of Facilities	**Unit**
1. Number of science labs	41
2. Virtual classroom/Seminar Room	_
3. Library Automation/Digitization	Yes
4. Survey work/Field visit facilities	Yes
5. Internet Connectivity/Campus Area Network/LAN/Intranet	Yes
6. Bandwidth Capacity	65 Mbps

7. WIMAX/Wireless Connectivity	Yes (60AP)
8. Digital library Access/Subscription	Yes
9. … ……	

** Please add any other information (including good practices of the university) that you consider relevant for evaluation of the proposal.*

9. Please submit/attach the **"Table of Milestones"** and **"Table of Performance Indicators"** as per ***QAP*** **Annex- 1**.

10. Relevance:

This grant proposal to help establish an IQAC at North South University fits well with our strategic intent and the 2015-20 strategic plan. The IQAC will help establish a culture quality in the entire university, in both academic and administrative support operations. The proposal will help the university accomplish its vision to become and remain a center of excellence in higher education in Bangladesh and beyond.

Our strategic plan very specifically aspires to have in place an evidence-based decision system that supports and sustains a culture of transparency and accountability. Through the establishment of IQAC, through acquisition of space and technology capacity will be enhanced, and will initiate myriad activities that will match our quality rhetoric. We plan to have and host a server and a data warehouse that can store and support assessment related to student learning, feedback and performance assessment of faculty and staff. Various other relevant data points will be collected and stores such that better decisions can be made to enhance quality in class room instructions, directly measure student learning and assess the effectiveness of support services.

We intend to use the IQAC as the "go to place" for all quality related resources and information at NSU. We envision that this center will support all accreditations nationally and globally. NSU is already in the process of either attaining or working towards several U.S.-based accreditations both at the institutional level and for selected specialized programs. The IQAC will support this effort for all academic departments, schools, institutes, and for the institution as a whole. When achieved, each of these voluntary and peer-review based will very meaningfully add to the university's prestige. Of course since we are based in Bangladesh and take justifiable pride in being the first private university, and now the largest and arguably the best, we feel it will add to our nation's visibility, prestige and global standing also.

A clear, visible and documentable outcome will be the quality of our graduates attributable partly to our effort through this grant leading to the establishment of an IQAC at NSU. Better quality graduates will translate to better prepared workforce for the industry and leaders in the community and in civic life. At NSU we have made a significant revision to our undergraduate curriculum to embrace a more expanded liberal arts curriculum. The activities of the IQAC, to be established through this grant, will significantly assess and support the intended learning outcomes of our academic curriculum. It will not focus nation building by just aiding economic development in Bangladesh but by also elevating the national dialogue to include broader issues of tolerance, diversity and environmental responsibility as shared responsibility of all citizens. Our graduates will go on to become global citizens.

11. Benefits (Qualitative & Quantitative)

12.1. Would facilitate learning across the institution; help review and assess the quality of teaching-learning in each of the academic programs; establish and support feedback mechanisms to gather input from students, faculty and staff; use the results of the survey and feedback to strengthen and modify processes where and when needed.
12.2 Would establish good governance at the academic and administrative units. Nurture a system of shared responsibility and rewards/recognition culture through better gathering, storing, utilization of data and through dissemination of results and other relevant information.
12.3 Would facilitate development and dissemination of quality assurance processes and methods of self-evaluation adopted by the university.
12.4 Would facilitate accreditation at both institutional as well as at the academic program levels.
12.5 Would facilitate development of performance targets – i.e. expectations-based and aspirational benchmarks – at the program and institutional levels.
12.6 Would make processes related to student enrolment, graduation and staff employment, retention and development more efficient and linked with our mission, vision and expressed values.
12.7 Would maximize the use of physical facilities such as classrooms, laboratories, library by making relevant, reliable data readily available.
12.8 Would facilitate development and maintenance of data inventory pertinent to student, academic and non-academic staffs and university facilities; aid in internal and external reviews and help solicit additional support and grants.
12.9 Would lead to creation of intellectual capital and faculty renewal. Add to the national dialogue about tertiary education.
12.10 Would increase the enrolment of better quality students
12.11 Would attract better faculty members and would improve the faculty retention rate
12.12 Would promote industry-academia collaboration and increase potential of student engagement in internships and apprenticeship; contribute to create more skilled and specialized manpower for the country; serve as a pipeline for better leaders at the industry, community and national levels.

12. **Summary of estimated budget**

Please furnish summary of major items and estimated cost following table-4 below. This table should mention only the major heads of expenditure and not a detailed list of all goods, services and works that will be procured under the project. Please submit the table in excel spread sheet.

Table 4. Summary of Estimated Budget

Proposal Title:……..

BDT in Lakh

Economic Code*	Items of Expenditure	Unit	Qnty	Estimated Cost (Taka)	% of Estimated Cost
(a) Revenue Expenditure					
4500	Pay of Officer	MM	36	7.86	4.91%
4600	Pay of Staff	MM	36	11.04	6.9%
4800	Supplies & Services			114.79	71.74%
4900	Repair & Maintenance			4.5	3%
Total Revenue Expenditure				138.19	86%
(b) Capital Expenditure					
6800	Acquisition of Assets			17.26	10.79%
Total Capital Expenditure				18.76	11.72%
Total Cost (a+b)				156.95	98.09%
(c) Operational Costs/Contingencies (Maximum 2% of total cost)				3.05	1.91%
Total Sub-Project Cost (a+b+c)				**160**	100%

∗ Economic codes are available in Annex5 of IQACFOM

13. IQAC Management Plan (Should be presented in following attachments 14.1 to 14.6)
    14.1 Please submit/attach the "Work/Activities Plan" as per *QAPAnnex- 2*
    14.2 Please submit/attach the "Financing Plan" as per *QAPAnnex- 3*
    14.3 Please submit/attach the "Procurement Plan" as per *QAPAnnex- 4* (Tables A - E)
    14.4 Please submit/attach the table of "Training Plan" as per *QAPAnnex*- 5
    14.5 Please submit/attach the 'Detail Budget' as per *QAPAnnex*- 6.

14.6 Please submit/attach the proposed IQAC management team as per *QAP Annex-7*

14. Describe the type of technical assistance/consulting required under the project (if any) and its **Terms of Reference (ToR).**

To be determined after consultation with and input from QAU of University Grants Commission.

15. **Please describe in detail if the university had undertaken any activity on quality assurance/self-assessment or/and accreditation of its study programs before. If so, please mention how the activity was organized and implemented, its duration and major outcomes**.

North South University aspires to become and remain a center of excellence in higher education in Bangladesh, in the region and beyond. Thus we are keenly aware that without a culture of quality that relies on evidence we will not be able to fulfill our near-term and long-term goals. This, in harmony with our strategic intent, a consultant was hired and appointed to review, modify, assess student learning and use the results to improve quality. Included was a commitment to develop processes that will lead to and assure continuous assessment and improvement. Early in 2014 the School of Engineering applied for membership and candidacy review for ABET accreditation. The process of institutional accreditation with Middle States was initiated simultaneously. Early Fall semester NSU attended and contributed to a seminar on higher education quality hosted by World Bank and UGC's HEQEP. This is where we learned about the formation of quality assurance cells. During this semester the School of Business & Economics became a member of ACBSP and gained candidacy that will lead to ACBSP accreditation. A Preliminary Visit Questionnaire (PVQ) was worked upon and filled. With the assistance from an accredited school, we completed a self-study and have hosted a peer-review visit. We are now awaiting the results and expect to be fully accredited in the next few weeks. Plans are underway to gain similar US-based accreditation for the School of Public Health and for Public Policy and Governance housed in the School of Humanities and Social Sciences. NSU will likely be the first university that will enthusiastically support, embrace and gain accreditation with the national accreditation agency in Bangladesh.

16. Briefly describe the results expected from the IQAC on:

i. Institutional Performance

- better student enrollment rate and graduation rate
- better faculty and staff retention rate
- Improved recruitment of graduates by the industry
- significant research and innovation contribution to society
- improved university ranking both nationally and internationally
- greater transparency and accountability in academic management

ii. Formulation of Benchmark

- Ascertain performance trends and initiate self-improvement
- Student assessment
- Faculty evaluation

- Non-academic staff evaluation
- Course curricula assessment

iii. Management Practices

- Efficient Service
- Easy access to information
- Office automation systems
- Better work environment

iv. Quality Culture

- Continuous self-assessment at program level and university level
- Regular skill development activities for all academic and non-academic staffs
- Reward for innovation in research and quality teaching

v. Qualifications Framework

- Universal standard of academic qualifications
- Homogeneous standard for promotion qualifications
- Higher transparency and accountability

vi. Study/Academic Programs

- Developing the meta-cognitive skills of the faculty members
- A centre to coordinate trainings and workshops for skill development
- Developing new tools and techniques of SA understanding the context of Bangladesh

vii. Self-assessment of Study Programs

- All of the academic programmes will be covered by self-assessment process
- Students active engagement in self-assessment process
- Addressing the self-assessment process of non-academic staff

viii. Accreditation of Study Programs

- Nationally and internationally standardized programs of study
- Better recognition by local and international educational and relevant authorities

ix. Validation of Study Programs

IQAC will make the arrangement for peer review process and follow the guidance of QAU. Receiving the peer review and validation report, Director IQAC will place the reports in the QAC meeting and forward one copy of the report to the QAU.

x. Student Learning

- Better accessibility and acceptability of graduates in the job market
- Better acceptability of graduates in foreign universities

xi. Student Evaluation of Teachers

- Evaluation of teaching performance to be continued
- Course evaluation report on a regular basis

xii. Teaching and Learning Assessment

- Clearly described course objectives and learning outcomes
- Integration of modern technology
- Better training for skill enhancement
- More engaging classroom environment

xiii. Research and Outreach programs

- Motivate faculty members and competent students for research and innovation
- Disseminate and transfer the research findings from academia to industry and relevant areas
- Promote national and international research collaboration

xiv. **Best Practice**

- Internationally recognised best practices will be followed both by the academic and non- academic staffs. It is expected that the quality culture established by the IQAC will motivate everyone to adopt the best practices.

17. Sustainability

Please provide a summary of a sustainability analysis for the proposed IQAC, e.g., declaration of institutional commitment and budget provisions the university is likely to commit to sustain the activities and outcomes after the establishment of IQAC;

The establishment of an IQAC fits very well with our strategic intent and our near term academic and student support activities. NSU has grown in size and stature since its founding in 1992. There is a clear recognition that there is opportunity to grow in quality. The establishment of the intended "culture of quality" will help the institution to do more and do better. The effort will help strengthen existing programs and help add newer programs in line with needs of students and the nation.

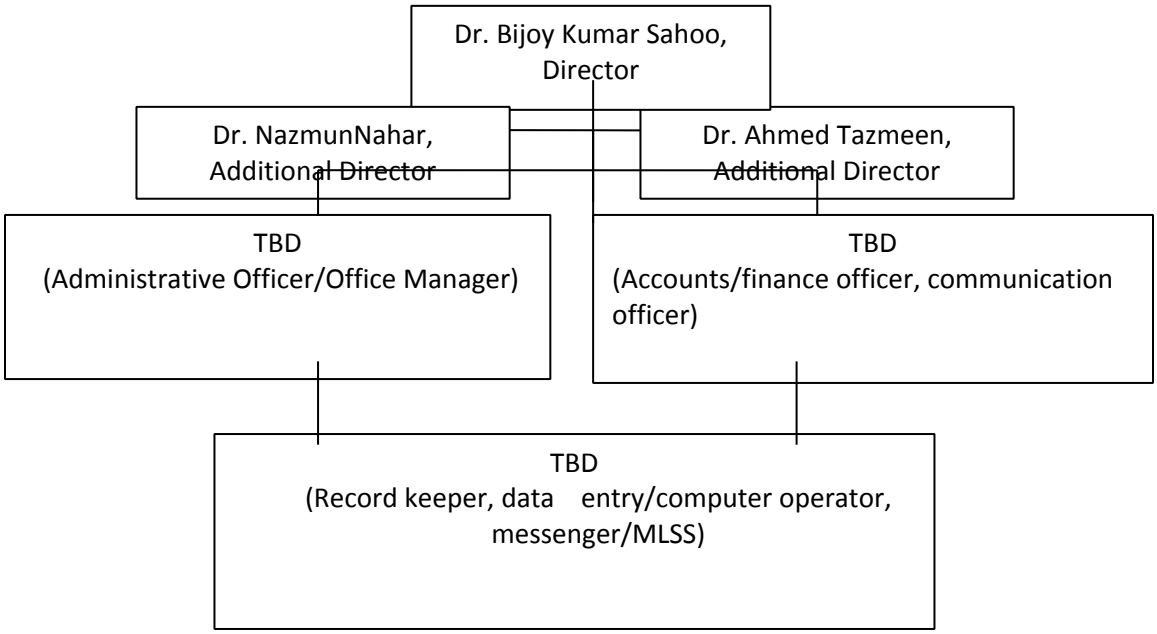
At NSU we remain to use this grant and the activities it will support to both complement our existing effort and also to make it broad-based by increasing institutional capacity for all academic and support units. The Board of Trustees and the senior leadership in academics and in administration pledge to continue to support and sustain the IQAC at NSU and continue its activities beyond the expiration of this grant. We will be happy to provide any additional or supporting documents to assure continuation and sustainability. The success of this cell is tied to our mission and vision and the long-term success and survival of the institution.

There is a clear succession plan where faculty resources will be identified and deployed to provide leadership to the IQAC at NSU. The additional staff that will be recruited will be trained and will be provided additional professional development opportunities so they can support and serve as the champions of quality at North South University.

18. Proposed IQAC Management Team

Please mention the name of Director, Associate Director(s), managerial/administrative and support staff responsible for the management of the **IQAC** as per *QAP* ***Annex-7*** and resume of Director and Associate Directors in Annex 8 (Attachments A& B)

Figure 1: Indicative Organogram of IQAC



IQACFOM: Annex1

Prof. Bijoy Kumar Sahoo, Ph.D.
Director, IQAC
North South University
Date : 27 DEC 2015

IQAC,
North South University

Institutional Commitment:

end all required support to the implementation of
titutional Quality Assurance Cell (IQAC) and pledges
ub-project is approved by The QAU, UGC.

North South University hereby commits to exte
the proposed sub-project to establish the Ins
to make efforts for its sustainability if the s

nda Goswami, Ph.D.
or (In-Charge)
n University

Professor Dr. Gour Gobinda Goswami
Vice Chancellor (in charge)
North South University
27 DEC 2015

Prof. Gour Gobi
Vice Chancell
North Sout
Date :

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