



Mid-West University School of Management (MUSOM)

Policy for Review of Plan, Policy, & Periodic Achievements 2023

Approved by MUSOM Governing Council on Wednesday, Aug 2, 2023 (2080/04/17)

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Karnali Province, Nepal

Feb 2023

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Section 1- Purpose and Context

1. MUSOM undertakes a formal and informal review of its academic plans, policy, and periodic achievements.
2. This policy seeks to:
 - a) Define the nature, scope, focus, and types of reviews to be undertaken at the school level and their relationship to each other;
 - b) Establish the key operating principles for all reviews; and
 - c) Make clear key reporting processes and be accountable for each type of school's academic plans, policy, and periodic achievements.
3. This policy applies to reviews of:
 - a) MUSOM academic units (e.g. departments, exam section, and research departments)-both their performance and strategic directions.
 - b) Administrative unit, account section, IT, Library, Internal quality assurance unit, and office of the director,
 - c) Key areas of provision; learning programs, academic processes, entrepreneurship programs, training, FDP;
 - d) Key school services and processes (e.g. the policy development, and review process; office of director).

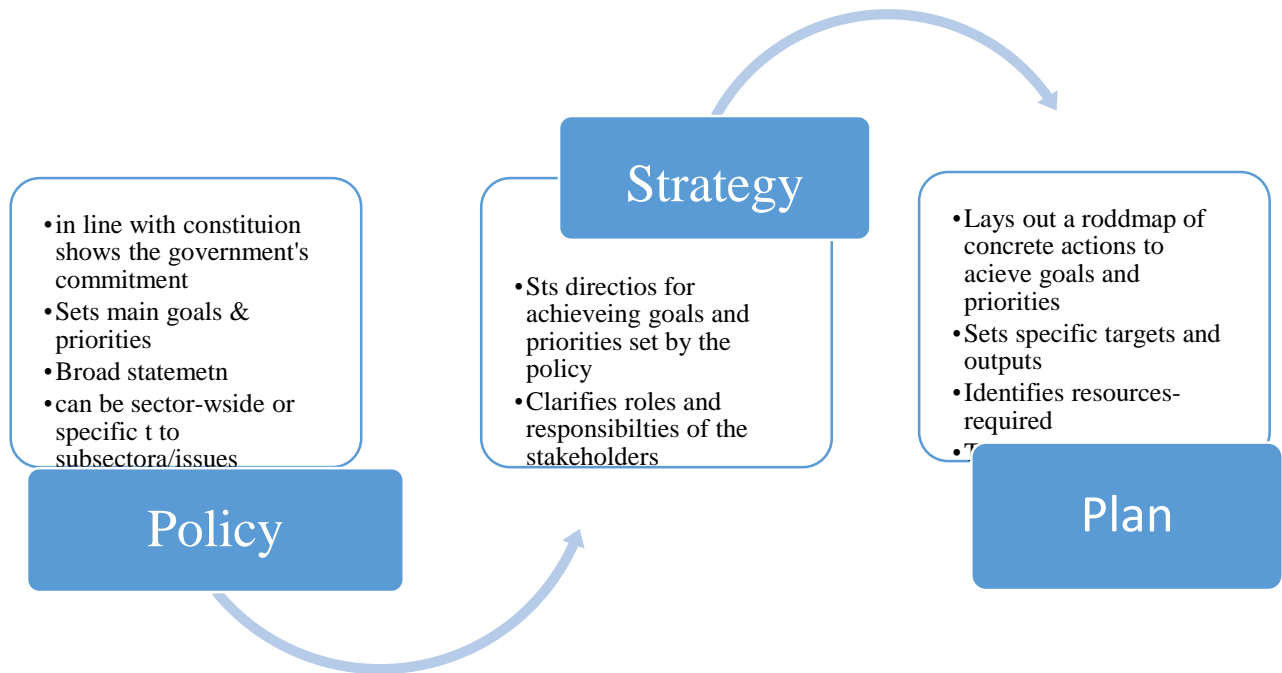
Section 2- Concepts & Definitions

4. 2.1 Policy: Policy for Review of Education Plan, Policy, and Periodic Achievements
4. 2.2 A brief operational description of policy, strategy, and plan
4. 2.3 A national education policy includes the main goals and priorities envisioned by the government in terms of quality, access, faculty members, and need.
4. 2.4 A strategy guides how to achieve the policy goals.
4. 2.5 A plan states the targets, activities to be implemented and timeline, responsibilities and resources required to understand the policy and strategy.

The following figure illustrates the relationship between here types of documents:



Figure 1 Relationship between policies, strategies and plans



Adapted from UNESCO Handbook on Policy Analysis and Programming 2013 /Volume 1/Education Policy

4. Context

- In the context of Mid-West University, a policy is a general statement that presents the government's main university goals and priorities. It is in line with Nepal's constitution, and UGC Nepal's policy.
- Policy objectives refer to areas such as policy development, review, periodic achievements. The policy must consider the following factors:
- Does the institute have the capacity to develop a plan and ensure review and outputs of the policy?
- Does institution have appropriate structure?
- Does institute have financial resources to enable the achievement of the policy review and achievements?
- Is policy built on evidence, feasible, financially realistic, and agreed to by the administration and stakeholders.



Section 3- Policy Statement

5. It is expected that all major plans, policy and their periodic achievements including major services, processes, and functional areas will be subject to a formal review at least every two years, either separately or as part of a targeted and more comprehensive.
6. A formal review of the type covered by this policy has agreed terms of reference, a specified focus and set of evaluation criteria, agreed processes and clear accountabilities for both delivering it and acting upon its agreed recommendations.
7. The school adopts an objective approach to reviews. This means each review seeks to determine the extent to which the selected and aspects of the school's activities as per plans and policy is directly, efficiently, consistently, and effectively contributing to achievement of the school's vision, mission, goals, objectives, and strategic priorities.
8. The key purpose of each review is to;
 - a) Identify strengths and areas of excellent policy performance/good practice;
 - b) Identify weaknesses or gaps and recommendations to weak aspects of a policy;
 - c) Establish, using a range of comparative trend data and performance measures, the quality of the program, service or organizational unit;
 - d) Provide guidance on what, in the area being reviewed, needs to be retained in its existing form, what needs to be improved, and what should be deleted.

Part A - Types of Review

9. The school requires all departments, sections, and units engage in continuous monitoring of their current performance, with support from the office of internal quality assurance if required. These ongoing reviews are undertaken and monitored by the director, and relevant department head. The focus of these ongoing processes is on continuous tracking and improvement. This process is to be led by the director of the school in conjunction with school's departments, and committees such as academic committee and management council. The outcomes of ongoing reviews provide data for formal reviews.
10. Formal reviews are commissioned and approved by the director. Formal reviews have clear, agreed Terms of Reference; a comprehensive scope; an appropriately constituted review panel; generate formally considered recommendations which, once agreed, are binding and monitored for effective implementation by the director, head of each unit, cell, departments with the support from office of the IQAC.
11. It is the more formal review process that focuses on review of the policy.

Part B - Timing of Reviews

12. Reviews can be:
Undertaken on a fixed schedule every two years;
Formally requested to provide emerging evidences of risk, the impact of changing external circumstance or



Ongoing (the school's annual course report and review system or the semester unit report and review system).

Part C - Initiation of Reviews

(13) Director and heads will confer with their senior staff on an annual basis to identify the formal reviews for the forth coming three years which they regard, on available evidence, to be timely and strategic and inform the Vice-Chancellor and Chair of Governing Council (with reasons) of these in their annual performance plans.

Part D - Review Panels

(14) The key roles of the review panel are to review and consider the self-assessment report, stakeholder submissions, and interview key stakeholders, to identify areas of excellence, opportunities, and make recommendations on matters of importance.

(15) The decision to use an external or an internal panel or a single, independent reviewer will be made by the Management Council in conjunction with the member of the University authority.

(16) The selection of external panel members as determined by the Management Council will focus upon the extent to which each member has demonstrable expertise in the area to be reviewed, access to good practice solutions of benefit to the University and school, and proven experience in participating productively in such processes.

Part E – Accountability

(17) A designated member of the University Senior Executive Group, or senior delegate, will be responsible for the implementation of each review and selection of members, against the operating principles specified in this policy, along with ensuring that its agreed recommendations are acted upon.

Part F - Outcomes and Reporting

(18) Each review will produce an agreed set of commendations, affirmations and recommendations for consideration by the unit under review.

(19) The members responsible for each review will report the outcomes of the review to the Management Council which will consider the report's recommendations, along with its resource, change management and any industrial relations implications.

(20) A copy of all plan and policy reviews will be forwarded to Governing Council; a copy of all administrative reviews will be forwarded to the Finance Committee. Where recommended actions have the potential to affect the operation of the school.

(21) The release of these reports, other than a summary, is at the discretion of the Vice-Chancellor and Governing Council Chair.



Part G - Action on the Outcomes of Each Review

(22) The relevant members will be accountable for working as per the agreed recommendations of each review. An action plan will be agreed with the Vice-Chancellor and President with input from the relevant members and support from the Office of Quality Assurance Directorate. In particular:

- a. implementation and evaluation strategies will be integrated into the School's strategic planning and action plans;
- b. the relevant members will be responsible for providing progress reports on the implementation of recommendations to the University Executive, Governing Council with evidence that the strategies adopted are working effectively.

Part H – Support

(23) The Office of Quality Assurance will be the key unit accountable for providing practical advice, guidance and support for all reviews covered by this policy. It will act as the school's internal consultancy service for reviews.

Part I - Key Operating Principles

(24) Formal school reviews of both academic plan and policy areas will:

- a. be scheduled with sufficient advance notice for sound planning and for those concerned to become actively involved in the process;
- b. involve an initial self-assessment against agreed criteria and indicators;
- c. use existing data whenever possible which is both quantitative and qualitative, as well as time series and benchmarked;
- d. look at both current performance and future positioning;
 - i. For example, the self-assessment will include an analysis of:
 - the data provided annually over the previous five years as part of the 'embedded' processes
 - a range of strategic intelligence and external data to determine if their current focus and profile will keep them competitive in a rapidly changing external environment.
- e. take into account the outcomes of earlier reviews of the area and related ones;
- f. use all feasible mechanisms to independently verify the review's self-assessment document and identify key areas for follow-up.



Guidelines for the School's Plan, Policy & Achievements Review

Purpose

This guideline specifies requirements and processes related to a formal review of the school as required under the School Policy for Review of Education Plan, Policy, and Periodic Achievements. It should be read in conjunction with that school policy.

Procedures

1. Scheduling and approval of school of policy for review of plan, policy and achievements School's academic plan, strategic plan, policy and periodic achievements will be held at least every two years and the schedule for these review, as approved by the management council, will be published on the school's website. Any changes to the schedule require the approval of members of management council and chair of governing council. Management Council may approve the conduct of a school review at a time other than scheduled. Office of the Director will update the schedule as required and on conclusion review to include the next two-year review of the school.

2- Terms of Reference

Standard terms of reference for a school review, as approved by the Management Council, are at attachment A.

The standard terms of reference may be modified by the Director, in consultation with the members of management council and Chair of Governing Council to suit the specific circumstances of the school.

3. Proposed Timetable

A proposed timetable for a school plan, policy, and achievements review is at attachment B. Specific dates for the panel meeting are to be determined in consultation with the director.

5. Review Report

The school will prepare a review report focusing on the terms of reference. A template and standard data set for the review report will be provided by the office of the director.

It is expected that the review report will be developed with input from faculty, staff, and students, stakeholders of the school. The final review report will be presented to the review panel for their consideration.



6. Review Panel

A review panel of three to five independent members will be appointed to undertake the review of the school. Where possible, one member will be a student representative, a student member of alumni, and student welfare council. The composition of the review panel will be agreed between the relevant director and members of management council.

Members may be appointed from external organizations. Members have the appropriate skills, knowledge and commitment to provide a valuable contribution to the review. The panel members should be sufficiently broad to allow for a range of perspectives and expertise. Any perceived or real conflict of interest related to the review must be declared and managed according to the interest policy. One member of the panel will be appointed as coordinator.

7. Stakeholders Consultation

In consultation with the director, heads, and stakeholders will be asked to provide confidential submissions to the review panel.

Notice of the review will be posted on the school website by the office of director. Interested parties will be able to provide confidential submissions and identify their interest in attending an interview with the panel.

8. Review

The review panel will review and consider the review report, stakeholder submissions, and any associated information.

The panel will meet with the director and other relevant members of faculty members, students, and stakeholders. The panel may decide to visit the school being reviewed and other relevant locations. Usually a visit would be no longer than 2 days' duration.

The coordinator of review panel will submit a draft report on the panel's findings, as per the terms of reference and including any recommendation and approval. Plan, policy and achievement aspects of the review report and action plan will be considered by the academic committee.

9. Post Review Implementation and Monitoring

Following agreement by the school management council and governing council, the action plan is to be implemented by the school.

The school is required to implement actions within 12 months and provide an update to the university.

The review report, action plans and implementation updates will be published on the school website. Access to the documents will be limited to school staff and faculty members.



Support

The office of the director will provide support and information for school reviews, including;

- Drafting the schedule for school reviews in consultation with director for approval by the management council.
- Coordinating with the director, and heads, and administrator
- Developing the terms of references, proposed timetable for the review and proposed panel membership
- Seeking stakeholders input
- Planning the agenda for the panel visit
- Providing advice to the plan, and policy reviews process, development of review report and development of action plan.
- Providing a standard data set for inclusion in the review report
- Supporting the review panel; providing administrative support and strategic advice, drafting the panel report and recommendations on behalf of the panel
- Managing the process for finalizing the panel report and seeking agreement from the management council on the proposed action plan
- Monitoring the progress of each review against the timetable
- Tracking the implementation status of agreed action plans
- Updating the school reviews policy and associated guidelines and templates as required
- Maintaining information, templates, review reports on the school website

Appendixes

Appendix -1 Terms of Reference

Appendix-2 Proposed Timetable

Appendix 1

Policy for School Plan, Policy, and Periodic Achievements Review

Preamble

The purpose of the school plan, policy and achievements review is to:

- Ensure the University Standard Framework as specified under Grants Commission QAA Directives, Higher Education Standards for Quality Education Service.
- Ensure school's plans, policy and achievements contribute to realization of the MU values and achievements of the goals outlined in Strategic Plan, and Vision Plan.
- Recognize areas of excellence, and identify opportunities and make recommendations for improvements.



A school's policy, plan and achievements review is to explore an opportunity to assist with any required responsibilities.

The review will be evidence based and recommendations should be constructive in nature. Recommendations should be implemented within one year, with longer term actions carried over into the regular operational planning cycle.

Terms of References

The terms of reference for the review are to evaluate and provide recommendations, affirmations and recommendations on the school's achievements in meeting the higher education standards framework and contributing to the strategic plan and vision plan of the MU.

The review is to evaluate and provide recommendations on the extent to which the school;

1. Improves develops plans, policies and implements them to achieve desired goals.
2. Improves teaching-learning and infrastructure as mentioned in plans and policy
3. Realizes students' satisfaction, engagement, support and increases presentation
4. Increases employability and gender equity, diversity, and inclusion in plans, and policy and its impact in terms of changes
5. Improves its research and extension
6. Contributes to social transformation.

Appendix -2

Proposed Timetable

Agree on ToR	MGT approves panel members	Background information, confidential submission, and review report to panel	Draft panel report to the school	Final report to school	Final report, school response, and action plan to the university			
Week 10 to 9 School draft ToR and propose panel members	Week 7-5 Submission invited	Week 7-8 draft review report	Week 4-3 Panel review of the review report	Week 0 Panel meeting	Week 1-2 Panel draft report and Recommendations	Week 2-3 Correct facts and consider recommendations	Week 3-4 Panel finalize report	Week 5-4 Draft response and action plan

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