



**ACTION PLAN  
OF  
KUWAIT INTERNATIONAL LAW SCHOOL (KILAW)**

**in response to the International Quality Review (IQR) report**

---

**Published on 29 February 2024**

Recommendation	Action to be taken	Target date/Period	Action owner	Progress
<p><b>1. ensure QA policies and procedures address the relationship between committees in the governance structure, and contribute to strategic management, as well as develop the involvement of external stakeholders in quality assurance (ESG Standard 1.1)</b></p>	<ul style="list-style-type: none"> <li>Review, update and approval of the Quality Management Structure (QMS).</li> <li>Restructure KILAW Council’s four main committees and its sub-committees.</li> <li>Review, update and approval of Terms of Reference of KILAW Council and its committees to ensure that quality assurance processes are integrated and actioned.</li> <li>A new committee, the Governance and Compliance Committee (GC Com.) is established to oversee the implementation, monitoring, and compliance with the Quality Assurance Policy (QAP).</li> <li>Approve a general secretariat and coordinating officers to assist and support in monitoring and reporting on compliance with the QAP.</li> <li>Review the Quality Assurance Policy and Handbook and align them to the strategic plan.</li> <li>Introduce a quality assurance calendar that includes administrative and Quality Assurance events and activities to ensure clear quality assurance process and contribution to strategic management, such as, regular committee meetings and minutes; the review of the documents related to regulatory policy and procedures; staff and student training, development.</li> <li>The Governance and Compliance Committee will monitor and report on the compliance of KILAW and its entities to the standards of quality and governance which ensure its adherence to the QMS and QA Calendar.</li> <li>Formalise stakeholder engagement in quality assurance and strategic management of KILAW including involving parents, employers, and alumni.</li> <li>Embed stakeholder engagement within quality assurance processes and establish and revive stakeholder groups to meet regularly with KILAW key management entities.</li> </ul>	<p>August 2023 / February 2024</p>	<p>President &amp; KILAW Council &amp; Planning Office &amp; Quality Assurance Office &amp; Related entities</p>	<p>Achieved &amp; continuously implemented and followed up</p>

Recommendation	Action to be taken	Target date/Period	Action owner	Progress
<p>2. develop and publish a learning, teaching and assessment strategy including more detailed and clear procedures concerning the external examiners (ESG Standard 1.3)</p>	<ul style="list-style-type: none"> <li>Review, amend, approve, and publish the learning, teaching, and assessment strategy</li> </ul>	<p>Jul 2023 / February 2024</p>	<p>Academic Affairs Committee and Curriculum Committee &amp; KILAW Council</p>	
<p>3. review the terms of reference of the external examiners' committee, develop clear written procedures for the appointment of external examiners and specify the maximum appointment term for external examiners (ESG Standard 1.3)</p>	<ul style="list-style-type: none"> <li>Review and update the External Examiners' committee's terms of reference and approve the appointment procedures of External Examiners</li> </ul>	<p>Jul 2023 / February 2024</p>	<p>Education and student experience committee &amp; KILAW Council</p>	<p>Achieved &amp; continuously implemented and followed up</p>
<p>4. Formally respond in writing to 'all' recommendations in each external examiner report on an annual basis, and that the report is formally considered and responded to by the Academic Advisory Board. (ESG Standard 1.3)</p>	<ul style="list-style-type: none"> <li>Formalise the procedures of responding to the External Examiners report.</li> <li>Develop an action plan in response to External Examiners' reports.</li> <li>Consideration of the External Examiners report and monitoring of the action plans by the Academic Advisory Board.</li> </ul>	<p>Jul 2023 / February 2024</p>	<p>Education and student experience committee &amp; The Examination Committee</p>	
<p>5. Develop a formal process of issuing and verifying graduation documents, potentially through the pre-existing Publication Standards Committee. (ESG Standard 1.4)</p>	<ul style="list-style-type: none"> <li>Review and approve the Granting degrees certificates policy.</li> </ul>	<p>May 2024</p>	<p>Awards and progress Committee</p>	

Recommendation	Action to be taken	Target date/Period	Action owner	Progress
<p>6. Develop an institutional strategy and operational forward plan for the ‘continuous professional development’ of staff which brings together all the current methods of support into one overarching strategy. (ESG Standard 1.5)</p>	<ul style="list-style-type: none"> <li>Develop an institutional strategy and operational forward plan for continuous professional development.</li> <li>Include the professional development programme in the QA calendar and collect feedback afterwards.</li> </ul>	<p>May 2024 and repeated annually</p> <p>Jun 2023 and repeated annually</p>	<p>Academic Development Office</p> <p>Staff Academic Development Office &amp; the Dean</p>	<p>In Progress</p> <p>Achieved &amp; continuously implemented and followed up</p>
<p>7. Strengthen and consistently embed the role of academic and administrative advisors, as well as focusing on how the service is communicated to students (ESG Standard 1.6)</p>	<ul style="list-style-type: none"> <li>Review the role of academic and administrative advisors.</li> <li>Embed the methods of communication to students through a variety of channels. Monitor and evaluate student feedback.</li> </ul>	<p>May 2024</p>	<p>Admission and Registration Deanship &amp; The Student Affairs Deanship</p>	<p>In Progress</p>
<p>8. improve ongoing use of institutional data and dashboard to enhance the timeliness of strategic and operational decision-making, including for data relating to monitoring and progression of students (ESG Standard 1.7)</p>	<ul style="list-style-type: none"> <li>Update the current methodologies for data collection, analyses, access, and distribution, to ensure its robustness and embed its effective use in decision-making at all levels.</li> </ul>	<p>May 2024</p>	<p>Deanship Committee, Planning Office, IT department, and Relevant departments</p>	<p>In Progress</p>
<p>9. Develop and apply accessibility criteria to all internal and public information. (ESG Standard 1.8)</p>	<ul style="list-style-type: none"> <li>Develop and apply accessibility standards and criteria to all internal and public information.</li> </ul>	<p>May 2024</p>	<p>KILAW council, and related committees</p>	<p>In Progress</p>

Recommendation	Action to be taken	Target date/Period	Action owner	Progress
<p><b>10. Develop a formal sign-off procedure to ensure the accuracy of public information and to enable it to maintain quality of public information, especially in tight turnaround. (ESG Standard 1.8)</b></p>	<ul style="list-style-type: none"> <li>• Development of a formal sign-off procedure for public information.</li> <li>• Restructure the publication standards committee and review its terms of reference.</li> </ul>	<p>May 2024</p>	<p>Education and Student Experience Committee</p>	<p>In Progress</p>
<p><b>11. ensure the updated ongoing monitoring and programme review procedures are fully and effectively implemented, engaging internal and external stakeholders and taking into consideration their feedback (ESG Standard 1.9)</b></p>	<ul style="list-style-type: none"> <li>• Include students' data on recruitment, progression, performance metrics and completion and associated action plans in the programme and course leaders' reports.</li> <li>• Establish a new Governance and Compliance Committee (GC Com) to oversee on-going monitoring and review processes and their outcomes in line with approved procedures and schedules. This committee meets every other week to review and report on the adherence to quality assurance standards. It submits a quarterly report unless otherwise required.</li> <li>• Review, develop, and formalise processes for on-going monitoring activities to ensure timely responses are instigated.</li> <li>• Ensure effective feedback systems via fixed surveys and reports from key entities and committees are established with action plans and action owners driving prompt improvement.</li> <li>• Include the Stakeholders engagement section within the Quality Assurance Policy.</li> <li>• Publish and issue guidelines for communication with stakeholders.</li> <li>• Involve stakeholders (including Students, Staff, Alumni, Parents, Employers, community leaders), regularly throughout the year, as scheduled in QA Calendar) with regular review of feedback and feedforward to stakeholders collectively and individually.</li> <li>• Organise activities in co-operation with stakeholders to maintain their effective participation in the ongoing monitoring process.</li> </ul>	<p>Dec 2023 and repeated annually</p>	<p>All related departments, committees, and entities</p>	<p>Achieved &amp; continuously implemented and followed up</p>

Recommendation	Action to be taken	Target date/Period	Action owner	Progress
<p><b>12. strengthen action-planning approaches, to include forward-thinking projections, build in the maintenance of good practice, integrate action plans generated from various review activities and correlate these with strategic plans and internal quality assurance procedures (ESG Standard 1.10).</b></p>	<ul style="list-style-type: none"> <li>● Revise the approach to action planning with consideration of forward-thinking projections embedded within the processes.</li> <li>● Unify consideration of internal and external review processes to establish the themes for action plans.</li> <li>● The Planning Office continues to work with KILAW management to report on progress against targets and agreed actions (KPIs).</li> <li>● The KILAW Council will receive an annual oversight report of internal quality assurance procedures. Following inclusion of any recommendations/amendments.</li> </ul>	<p>May 2024</p>	<p>Deanship Committee Planning Office QAAO KILAW Council</p>	<p>In Progress</p>

Good Practice	Action to be taken	Target date by	Action owner	Progress
<p><b>1. Support for staff research, which includes staff contribution to the KILAW annual international conference and the KILAW research journal (ESG Standard 1.5)</b></p>	<p><b>1.3</b> Continuing encouraging and supporting our staff to attend major conferences to network with others, this will bring back the best international practices in the activities of KILAW.</p>	<p>Continuously throughout the year</p>	<p>Research committee &amp; Staff Academic Development Office &amp; KILAW Journal Committee</p>	<p>a new subcommittee (Research Committee) is established in June within the Quality Management Structure (QMS)</p>
Good Practice	Action to be taken	Target date by	Action owner	Progress
<p><b>2. The high level of staff commitment, high quality of planning, and clear dedication to students' success within the Students Development and Competitions Department (ESG Standard 1.6).</b></p>	<p><b>2.1</b> KILAW will continue to foster productive relationships with students, who contribute to the school development. The School will continue in its commitment to providing comprehensive support to students throughout their journey.</p>	<p>Continuously throughout the year</p>	<p>Education and Students Experience Committee &amp; Academic affairs Deanship &amp; The Competition &amp; Students Development Department</p>	<p>a new subcommittee (Education and Students Experience Committee) is established in June within the Quality Management Structure (QMS)</p>
	<p><b>2.2</b> KILAW is working to expand the students' activities, further embedding the students' teamwork ability and deepening students' knowledge.</p>			<p>Two new staff &amp; four new TAs have been appointed</p>
	<p><b>2.3</b> KILAW is now keen to bring more experienced staff in legal and professional practice to add more value in preparing students for any national or regional or international competition, legal clinic and current legal issues courses.</p>	<p>Jul 2023</p>	<p>Dean</p>	
Good Practice	Action to be taken	Target date by	Action owner	Progress
<p><b>3. Further Good Practices</b></p>	<p>We shall revisit and emphasis our adherence to all good practices identified previously by QAA reviewers.</p>			