



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

IMPLEMENTATION OF IBA STRATEGY

PROGRESS REPORT

(As of December 31, 2012)

Submitted to the

IBA Board of Governors

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Annexure A: Status Implementation Report –June - December, 2012

I. PHYSICAL INFRASTRUCTURE & TECHNOLOGY UPGRADATION

1. Physical Infrastructure

1. The components of the strategy that have so far made the highest advance are Modernization, up-gradation and remodeling of Physical Infrastructure facilities and I.C.T. infrastructure, facilities and Services up-gradation. The speed of implementation has picked up after a slow start and the progress made so far has been substantial. In 2012-13, capital expenditures are budgeted at Rs. 1.32 billion and the actual expenditure upto December 31 has been Rs. 305 million. Physical progress is slightly off track because of the strikes and law and order situation in Karachi but we are hoping that the pace of work and disbursement will pick up in the second half of the fiscal year.
2. The following buildings and facilities have so far been completed and commissioned for use:-
 01. CED Aman Building, Main Campus
 02. New Boys Hostel, Main Campus
 03. New Academic Block (Razzaq Tabba Building)
 04. Renovated Academic Block (Adamjee Academic Centre) at the Main Campus.
 05. Renovated Academic Block (Faysal Bank Academic Centre) at the city Campus.
 06. G & T Auditorium, Main Campus.
 07. Administration Block, city Campus
 08. Student Lounge and Canteen, City Campus.
 09. Up-gradation of classrooms of FCS Buildings.
 10. Renovated Boys Hostel, Main Campus.
 11. Multipurpose Building, Main Campus.
 12. Extension of Girls Hostel, Main Campus.
 13. Power Supply System at the Main Campus.
 14. Temporary library ground floor, Main Campus.
 15. Load Extension of Power Supply at the Main Campus.
3. The new buildings and facilities that are likely to be completed during the current fiscal year are:-
 01. FCS Building Extension, City Campus.
 02. Students Centre

03. Sports Arena (Cricket Ground, Football Ground, 2 Tennis Courts, Volley Ball court and jogging track)
 04. MJS Auditorium, City Campus
 05. Prayer Hall, Main Campus
 06. Water Supply System at IBA's Main Campus
4. The facilities that are likely to be completed in 2013-14 are:
01. Library Building, Main Campus.
 02. Administration Building, Main Campus
 03. Electrical Infrastructure, Main Campus
 04. New Girls Hostel
 05. Aman Tower, City Campus
 06. MJS Auditorium, City Campus
 07. External Development Works, Main Campus
 08. Visiting Faculty Residences
 09. Electrical Infrastructure at IBA's Staff Town, New Girls' Hostel And New Boys' Hostel

It is envisaged that all the planned 28 projects and facilities would be completed by the end of 2014 very much in accordance with the objectives of the Strategic Plan.

2. Technology Up-gradation

5. Another strategic objective that has made substantial headway is Technology upgradation. Except for the Data Centre that has been delayed by almost one year because of the change in design and difficulties in implementation, all other sub projects have been completed. Today we have the two campuses linked together by high speed internet bandwidth. Campus Management Solutions and Learning Management System are fully operational and have facilitated students and faculty in their day-to-day routine affairs. A brief description of the goals achieved so far is given in the following paragraphs:

6. SAKAI (Learning Management System)

This open source learning management system has been integrated with the ERP. Sakai has a wide global user base, with a strong community that maintains high standards. Faculty & Students can easily communicate each other any time through this system. SAKAI has successfully been integrated with Turnitin for plagiarism checking for all the uploaded contents (Assignments, Reports and Case Studies etc.)

7. **Databases**

8. A centralized database (called the External Organizations System or EOS) containing all the information about external organizations with which IBA has links has been developed and will be maintained on a decentralized basis by the Admin, CDC, Alumni and FCS Departments. The System has been automated for updating, storage and retrieval and will save time of the staff who were manually and separately maintaining similar or overlapping databases.

9. **Software Applications**

- i) Faculty Presentation System has been developed to maintain the presentation records of potential faculty members invited.
- ii) Online Convocation Registration System has been successfully developed & implemented.
- iii) PeopleSoft ERP SYSTEM has been integrated with SMS application. AS soon as the course result is posted, the enrolled students are notified through an SMS alert.

10. **Hardware and Servers.**

- i) The ERP data & other applications have successfully migrated from Ufone server to IBA servers.
- ii) New high end IBM enterprise class, Nehalem based, servers, have been commissioned and all services have been shifted on these servers. These ultra-high configure servers shall cater for the future requirements of all ERP and Microsoft infrastructure.
- iii) Deployments of ERP and Microsoft infrastructure services have been completed at primary site. The same activity is under progress at DR site also.

11. **Security**

SSL on both ERP links have been successfully implemented for securing all the transactions. Firewalls and quarantine protocols have been strengthened against intrusion into the system and screen out incoming scams.

User Support

Maintenance and support to services users have been upgraded and enhanced. Help Desk has been outsourced to domain experts.

12. **Websites**

Enhancement in capabilities of ICT staff has permitted In-house development of the following specialized websites for various clients within the IBA community.

- (i) Centre for Business and Economic Research (<http://research.iba.edu.pk>)
- (ii) Centre for Executive Education (<http://cee.iba.edu.pk>)
- (iii) Centre for Entrepreneurial Development (<http://ced.iba.edu.pk>)
- (iv) International Resource Centre(<http://irc.iba.edu.pk>)
- (v) MBA Program (<http://mba.iba.edu.pk>)
- (vi) Executive MBA Program (<http://emba.iba.edu.pk>)
- (vii) Quality Enhancement Cell (<http://qec.iba.edu.pk>)
- (viii) National Talent Hunt Program (<http://nthp.iba.edu.pk>)
- (ix) Sindh Talent Hunt Program (<http://sthp.iba.edu.pk>)

13. **Networking**

- i) Optical fiber has been laid as network backbone from Main Campus to New Boys' Hostel, and from Main Campus to Girls' Hostel (Staff Town) enabling large carrying capacity, signal transmission to even greater distances and immunity to electromagnetic interferences etc.

- ii) Aman Center for Entrepreneurship Development, Razzak Tabba Academic Building and New boys Hostel at Main Campus have Wireless connectivity fully available at all the locations. All the ICT facilities, i.e. IP telephony, internet browsing, Multimedia facilities, Uninterrupted power supply (UPS) resource sharing (network printing) are now available in these new buildings.

- iii) High speed (47 Mb/s) internet connections on fiber from HEC has been installed at the City campus

14. **Storage**

EMC enterprise class storage has also been commissioned at primary and DR site. It will provide for fast & centralized storage of user data in huge quantity.

II. FACULTY DEVELOPMENT AND HUMAN RESOURCES

FACULTY DEVELOPMENT:

Recruitment

15. The entry standards for recruitment of new faculty members have been raised. Under the new policy each prospective candidate – Full time or Part time – has to make a presentation before the faculty members. Only those who are evaluated positively by faculty, concerned chairperson and associate dean are called in for interview by the Dean and Director. Full time faculty have to first appear for interview before the Faculty Selection, Tenure and Appointments Committee and finally before the Selection Board. Successful candidates who clear this process are offered appointments. This policy is aimed at bringing about rigour in the selection of the faculty.
16. Eight new faculty members were recruited in the period July-December 2012. Two held PhD degrees, one was pursuing PhD while others held foreign Master’s or professional degrees. Four faculty members have resigned while four have retired. Until December 2012 the number of PhD Degree holders was 32. The full time faculty strength at the end of 2012 remained unchanged at 76. New inductions in January and February 2013 and offers made, if accepted, will take the number to 86. Of this about 38 will be PhD Degree holders.
17. A breakdown of full time faculty by qualification is presented in Table I below. This shows that 57 percent of the faculty has either got PhD or are pursuing PhD degree in Pakistan or abroad.

Table III: Faculty by Qualification

		2012/13 Jul – Dec ‘12	
		No.	Share %
a.	PhD degree holders	32	42%
b.	Doing Ph.ds	12	15%
c.	Foreign Master’s or Professional degree holders	21	28%
d.	Local Degrees	11	15%
		76	

19. As the success rate in sending qualified Pakistanis on PhD overseas scholarship has not been high we have modified our strategy and plan to create a pipeline of potential PhD Scholars

by appointing fresh (1-3 years of experience) Master's degree holders from IBA, LUMS, top foreign universities as Teaching Fellows/Lecturer. Four Teaching Fellows and six lecturers now form this pipeline. They are being guided by senior faculty members in developing their research proposals as part of the admission process to PhD programs. The stipulation of the admission to the top 100 schools has also been replaced by a more flexible approach. Additionally, with the option of split PhD now available, 8 existing faculty members are exploring this possibility very seriously and concrete outcomes are expected by fall 2013.

20. We embarked aggressively on tapping the pool of the returning HEC scholars and other Pakistani nationals who have completed their PhD s from reputable universities abroad. The response has again been not very encouraging as the deteriorating law & order and security situation in Karachi has been of utmost concern to them.
21. A new category of faculty – Professor of Practice – has been introduced in 2012 for recruiting, on a full time basis, those who have established their names in the Corporate or business sector or public policy positions. One distinguished practitioner has come on board as Professor of Practice. This is part of continuing attempt to help the students in better integrating practical applications with the theory and concepts they learn.
22. In hiring Teaching Assistants and Research Assistants to work with the senior faculty, preference is being given to MS and PHD students. These Teaching Assistants and Research Assistants get a stipend to finance their studies on full time basis and acquire teaching experience while the weaker students in the class get quality assistance. With this switch, it is expected that the conducting of Tutorial Sessions for weaker students will be facilitated.

Training

23. Dr. Wasim Azhar, Haas Business School, Berkeley USA led and supervised case teaching session to MBA and senior BBA class and conducted work shop on teaching pedagogy for faculty members.
24. SES expert Senior Lecturer Mr. Hartmut, University of Bremen, Germany visited IBA from Nov 14 to Dec 1, 2012. He conducted workshop on case teaching and case writing for IBA faculty. He also observed faculty led sessions and held one-to one coaching and mentoring meetings with new faculty members.

25. One faculty member from Social sciences department attended CELTA training from June 24 to July 19, 2012 conducted by the British Council, UAE. This program assists in the development of communication skills, teaching methodologies and course design, career development and institution building.
26. Nineteen other faculty members were sent to different institutions all around the globe for upgradation of their pedagogical skills and become familiar with best teaching practices.

Research

27. Fourteen research publications in refereed journals were produced by the faculty members in 2012, of which five were in ISI-Indexed journals, two in other international journals and seven in national journals.
28. Table II shows that there has been a significant jump in the numbers of faculty who have been exposed to training opportunities outside Pakistan. Upon their return they shared their learning with their colleagues so that benefits are spread widely.

Table II

Number of Faculty who participated at Foreign and Local Conferences / Seminars / Training		
	2012	
	Foreign	Local
Short Training / Courses	1	52
Conferences / Seminars / Forums	9	1
Professional Development	8	7
Academic Development	2	2
Post-Doctoral Programs	1	-
Academic Alliance Programs	-	-
Total Number of Faculty	21	62

HUMAN RESOURCE POLICIES AND SYSTEMS

29. An off-site Mid Term Strategy Review Session was organized in July, 2012, to review the progress made to date, as well as crystallize the action plans for the next three years. The session was attended by the Dean & Director IBA, members of Executive Committee, Academic Program Directors, Heads of Department and Departmental Chairpersons.
30. Prior to the Strategy Review Session an online survey was conducted by the Consultants (PAC-Gem) in which views of the IBA faculty, staff, students and alumni were polled in a structured way in regard to various aspects of the IBA Strategy. Feedback from these stakeholders formed the basis of discussions at the Review session. An action plan was formulated at the end of this activity.

31. The annual follow-up round of the Customer Satisfaction Survey of IBA Service Units was initiated in December, 2012 and currently data collection is in process. This is the 4th round of this exercise. The results of the Survey will be used, for the first time, as inputs into the performance evaluation of the Executives working in service units.

32. One of the major financial concessions granted to the lower staff in BPS scale was the House Rental Ceiling Allowance. This has added an amount of Rs. 9.9 million to the Salary Budget. IBA Rules on “House Rental Ceiling Allowance” were developed and implemented after approval of the BOG.

33. Installation of HCM Module of ERP has been delayed and is still in pipeline. However, all HR related data is now stored on a central database on the IBA HR server and is accessible to HR staff for quick retrieval and reporting. Additionally, the personnel files have been digitalized. Staff ID cards are now issued by HR with the help of the ERP. Updated IP Phone/telephone directory/email address directory has been prepared as a reference tool for the users.

34. Separate Performance Appraisal form for Executive (Junior Management Level) staff have been introduced for use in this year’s performance appraisal cycle. With the increased number of employees in BPS Scale, mainly those converted from contract employment, the need for specially designed tool has arisen to keep track of the performance of employees in this level and identify high performers for further grooming and development. These high performing Executives will form the pool from which senior positions in the Institute will be filled.

III. QUALITY ASSURANCE ACADEMIC EXCELLENCE

QUALITY ASSURANCE AND ACADEMIC PROGRAMS.

Visiting Committee on MBA

35. An MBA Review was conducted on October 25, 2012 with the help of a visiting committee consisting of three external reviewers/ experts namely: Mr. Javed Hamid, member International Advisory Council; Mr. Shoaib Ahmed, Corporate leader and Dr. Syed Zahoor Hussain, Professor at LUMS supplemented by an independent exercise conducted by Professor Wasim Azhar in December 2012. The findings of the Visiting Committee were shared with the faculty members and many of the suggestions and proposals made by the committee have either been implemented or are in the process of implementation.

Planning for New programs at IBA

36. Focus group discussion discussions and stakeholders' consultations were conducted during this period for planning, developing and designing two new programs – BS Accounting & Finance and BS in Social Science and Liberal Arts.

Academic Audit and Enrichment

37. FCS started the Academic Audit for selected courses offered in FCS in Fall 2012. This process included in-class audit by the audit committee as well as review of the course file and exams. The process as approved by the IBA Academic Board will now be started on an IBA wide scale from Spring 2013.

38. Virtual University Pakistan courses were made available on IBA intranet to enrich the course materials. This is a very good resource to be used by the faculty for reference material, especially for students who want to undertake unsupervised study.

STUDENT SERVICES

Student Admissions and Graduation

39. As many as 731 students were admitted to various programs in Fall 2012 semester – a jump of 22 percent compared to Fall 2011 when the fresh intake was only 600. The programmatic breakdown is given below:

- BBA = 354
- MBA = 141
- BS (Economics and Maths) Enrolments = 81
- MS (Economics) = 20
- BS (CS) = 54
- MS (CS) = 13

- EMBA = 68

40. The fresh intake of new students entering IBA has jumped to 963 in 2012/13 compared to 775 in 2011/12. The number of students who graduated in December 2012 was 445. For the first time, a batch of 51 EMBA participants graduated this year. Admissions have been opened for MBA, BS and MS Programs for the spring semester also in addition to the Fall Semester. 222 new students joined IBA in various programs in Spring 2013.

41. The total student strength of IBA in all programs has been showing an upward movement for the past five years. The year 2012-13 witnessed an escalation by 22 percent taking the total number to almost 2400.

Table III
STUDENT INTAKE AND STRENGTH

A. FRESH INTAKE

	2011-12	2012-13	% increase
Regular Program	619	895	45
Full Time	(503)	(717)	42.5
Part time	(116)	(178)*	53.4
EMBA	156	68	N.A.
Total	775	963	24.2

B. TOTAL STRENGTH

	2011-12	2012-13	% increase
Regular Program	1,705	2,167	27
Full Time	(1,348)	(1,782)	32.2
Part time	(357)	(385)	7.8
EMBA	256	234	N.A.
Total	1,961	2,401	22

**Does not include the Spring 2013 intake for EMBA.*

Executive MBA Program (EMBA)

42. About 234 active participants are currently enrolled in the Executive MBA program. 68 participants got admitted in August and December 2012.

43. Out of 125 organizations represented at the EMBA program, 60 are from the Corporate Sector, 32 from the Banking and Financial Services Industry, and 33 from the Public Sector organizations including the Government of Sindh, Pakistan Navy, Pakistan Army, Government of Pakistan, etc.

44. On the lines of the regular MBA program, each participant is required to work on a real life problem facing their own employer in which they apply the knowledge, tools and skills acquired in their courses to analyze the problem delineate various options and suggest a solution. The assessment of the project is made jointly by the company and IBA faculty.

CAREER DEVELOPMENT CENTRE (CDC)

45. Recruitment Drives and Placements:

- (i) This year, Thirty two (32) organizations visited IBA in connection with recruitment of graduates. These organizations conducted Tests, interviews, assessment centers and Company presentations.
- (ii) 286 Corporate Internships out of 302 interested candidates from BBA/BS and MBA Programs were successfully arranged by CDC in summer 2012. Remaining students did arrange their internships with their own efforts and preferences etc.
- (iii) 40 students out of total 48 from MBA-2012 Class were placed in various national and Multinational organizations within 5 months after their graduation. 04 students are self-employed, 02 Students went for higher education while 02 students are unemployed.
- (iv) 170 students out of 231 BBA students were placed for jobs while 14 are not seeking jobs, 21 went for higher education and 26 are unemployed.

46. Capacity Building

ILO Pakistan invited CDC Staff to attend 5 days' workshop and training program in order to enhance career counseling skills and understanding of CDC Processes.

47. Career Counseling Sessions:

- i. Unilever Pakistan extended their expertise to counsel by organizing Mock interviews and feedback session for our BBA students.
- ii. Career Seminars and workshops were arranged in collaboration with Abu Dawood group for MBA Senior students.
- iii. Mock interviews by Pfizer Pakistan and Mock Assessment Centre by Apple Valley Inc. were arranged for BBA and MBA Students during the period of October – December 2012.

- iv. Eight graduating / final year students were sent for a breakfast meeting with a C- level officer from IT industry for mentoring and coaching.

48. **Responsible Citizen Internships (RCI)**

277 students completed their Social Internships in the year 2012. These internships are ongoing and are mandatory for all undergrad students enrolled in IBA.

49. **Students Development Program (SDP)**

The SDP consists of three components:

- a. **Faculty Advising:** Each Student who joined IBA in Fall 2012 was assigned a Faculty advisor.
- b. **Developmental Coaching Activity:** All Business and computer science students went through Development coaching activity at start of their very first year in IBA. More than 500 students participated in this activity which was conducted by 67 Alumni and 20 faculty members as Coach / mentor.
- c. **Developmental Training:** All sophomore students were offered trainings on six competencies by faculty members. One training session on any one competency is mandatory for each student to attend. However students can attend as many as all the six trainings /modules

50. **Graduate Directory**

1400 Graduate directories were published last year in 2012 and were sent to 584 selected employers in Pakistan and overseas. Soft copy of profiles was also sent to many employers.

51. **External Organization System (EOS)**

A central Database depository / system has been designed for a consolidated institution wide data for contacts with external organizations, prominent individuals, donors, potential training target groups etc. Data on 490 organizations and around 1500 individuals has been added and is accessible at central location for all different users. Updating privilege is permitted only to the authorized departments.

52. **SMS Talk Service**

SMS Talk Service enables students to ask any question/query any time by simply sending a message to CDC. 1150 students have already subscribed for this service. CDC maintains and uses functionality of this service for event announcements etc.

Library

53. Library services have been reorganized under circulation services, Research services, Collection and Acquisition Services, Technological Services, Technical Services and Research Data centre.
54. Around 3100 books were acquired during 2012 in addition to cases, simulations, videos and CDs as learning material. 10 new multi-disciplinary magazines and journals were subscribed.
55. Five new electronic databases including JSTOR, Econlit, IMF e-Library, World Bank e-Library and Emerald Management were added to the existing databases.

IV. OUTREACH AND LINKAGES

EXTERNAL LINKAGES, COLLABORATIONS AND PARTNERSHIPS

56. Three undergraduate students have been selected on merit through an open competitive process to attend The Washington Centre (TWC) internship program during Spring 2013.
57. New Strategic alliances and linkages have been established with IAE-Aix Graduate School of Management, Aix Marseille University, France; University of Malaya, Malaysia; Koc University, Turkey in 2012.
58. Split DBA program with IMT - GEM, France has been launched. Four faculty members have submitted proposals to them. Split PhD program MOU with Southampton University, UK has been approved by their Board.
59. FCS IBA hosted the first ever Doctoral Symposium in August 2012. This event provided a forum for PhD candidates to share their academic and research progress.
60. A 'Computer Science Summit 2012' was organized in December in collaboration with the 'Web Science and Technology IBA' in which several distinguished speakers including Dr. Umar Saif (Chairman PITB), JehanAra (President P@SHA) and Dr. Arshad Ali (Director General SEECs) took part. The summit was attended by 250 participants.
61. A three-day workshop - "Data Science Winter School" was organized by InfoSys in December 2012. The workshop on Information Retrieval and Semantic Web was conducted by notable speakers from industry and academia. The participants consisted of practitioners and students from IBA and other local universities. Mr. M. Atif Qureshi, visiting Research Fellow, delivered a lecture on Text Classification and Sentiment Analysis in this workshop.

INTERNATIONAL RESOURCE CENTER (IRC)

62. IBA's International Resource Center (IRC), established with the collaboration of the British council was officially launched in November 2012. The objective of the IRC is to open our doors to the world and encourage student exchange, as well as the establishment of alliances and linkages with academic institutions outside of Pakistan. The IRC office will provide one central touch point for the outside world to seek information regarding

academic linkages, research collaborations, student exchange related activities etc. The IRC will work actively to introduce IBA to the rest of the world. IRC has been structured in a circular collaborative shape with all Unit Leads, in addition to their existing portfolio's, heading separate areas.

63. Capacity Building Trainings were conducted in collaboration with the British Council for IBA employees who had agreed to volunteer for IRC.

CENTER FOR ENTREPRENEURIAL DEVELOPMENT (CED)

64. **CED Advisory Council**

An 18 member Advisory Council has been formed. This forum consists of people from the corporate sector and practicing entrepreneurs who will bring their knowledge and experience in guiding the CED. Mr. Fadi Ghandour has very graciously agreed to become the Chairman of this forum.

65. **Incubation Space and Incubation Facilities**

The IBA Center for Entrepreneurial Development has separate allocated space for the purpose of business incubation. The room is equipped with high speed internet connection, IP telephony and a shared common printer for office use. Each desk will be provided with a desktop computer, accommodating multi user login facility.

66. **CED Accelerator Program**

An accelerator program has been set up to create an environment in which entrepreneurial ventures can flourish and help stimulate Pakistan's economy at large. The program will facilitate start-up ventures through mentoring by established entrepreneurs with vested interest in the success of the ventures, seed funding, infrastructure, environment and access to IBA network. The entrepreneurs will go through a rich experience of starting and launching a new venture. Four startups by current IBA students are being executed under the Accelerator Program.

67. **Collaboration with Sindh Government**

In collaboration with Sindh Board of Investment 65 students are being trained by the CED faculty in the areas of entrepreneurship, accounting, finance, web marketing, agri-business, human resource management, operations management, IT skills, and marketing. Upon completion of their training they would be facilitated to setup Agro-Business Ventures in

Rural areas of Sindh. This training is spread over 4 months and the batch has completed one month of training.

68. **GEM Report**

Global Entrepreneurship Monitor (GEM) is research collaboration between Babson College, IBA and 4 regional partners. CED staff has completed the second round of data collection and the report is published on the internet.

69. **INVENT**

INVENT, the biggest national business plan competition was completed successfully in September 2012. A total of 140 universities and 300 students took part in this mega event. A total of 300 ideas were generated in 4 categories namely, agriculture, technology, social and other. The top three winners were awarded cash prizes.

CENTER FOR EXECUTIVE EDUCATION (CEE)

70. The CEE has intensified its operations by leveraging the resources of other leading institutions from outside Pakistan. The main partners for international collaborations are:

- i) Indian School of Business (ISB)
- ii) S. P. Jain Institute of Management & Research (SPJIMR), Mumbai
- iii) Robert H. Smith School of Business, University of Maryland.

The trainers from these three institutions design and deliver several courses in a year while the IBA does the marketing, selection of participants and provides logistics support and manage the program

71. Approximately 402 participants attended 12 open enrollment courses during the Jul-Dec 2012 which included 2 workshops in series of **Managing Family Business** conducted in collaboration with **SPJIMR** and 1 workshop on **“Leadership Skills for Top Management”** conducted in collaboration with **Indian School of Business (ISB)**.

72. The major clients of the customized programs held from July to Dec 2012 were **National Institute of Banking & Finance (NIBAF-SBP)**, **Agribusiness Support Fund (ASF)**, **Sindh Coastal Development Authority**, **Habib Bank Limited**, and **Sanofi Pakistan**. The courses offered at this program covered topics like Communication Skills, Export Marketing & Supply Chain Management in Agribusiness and Project Risk Management, etc. The duration of these courses varied from minimum one day to maximum 12 days. The total number of participants who attended these courses during the Jul-Dec was nearly 484.

73. Many foreign trainers were invited to conduct the open enrollment workshops e.g. Mr. Sadeq Sayeed (CEO Metage Investments, UK), Prof. Wasim Azhar (Lecturer, Haas School of Business University of California), Prof. Clive Rubery (Independent Consultant in Management Development), Mr. Samish Dalal (Associate Professor at S. P. Jain Institute of Management & Research (SPJIMR), India) & Prof. Parimal Merchant (Director, Family Managed Businesses at SPJIMR Mumbai India)

CENTER FOR BUSINESS & ECONOMIC RESEARCH (CBER)

74. The CBER successfully completed two projects last year. The first Project was done in collaboration with the British Council. The project titled “Exploring Growth Potential” required the identification of key industries in Pakistan that will drive economic growth in the next 5-10 years. The final report was able to identify sectors that are growing fastest in Pakistan and their contribution to country’s GDP, map the current workforce in Pakistan with the trends expected to drive growth and classify the gaps in available talent pool and the potential employees. The second project completed for SANDEE to estimate the effects of environments of migration to help the government to develop environmental policy. The third project has also been successfully launched and witnessed completion of its first year. This is a joint program of IBA and the State Bank of Pakistan (SBP). The IBA-SBP Consumer Confidence Index is a nationally represented bimonthly telephonic survey to measure the inflation expectations of the general public. Pilot of this survey was initiated in July 2011 and first wave got completed in January 2012, second wave was initiated in March 2012. Indices generated from this survey will be used to manage aggregate demand, formulate monetary policy, and help businesses to plan their production decisions. In each wave, IBA team trained 15-18 new students to carry out telephonic survey. Now the IBA team is conducting face to face surveys. It will be recurrence after every 2 months in 2013.
75. To encourage research in the Institute, a research fund of RS. 5 million has been set up. In the first round 5 IBA researchers applied for funding; three of them have been short listed. Three faculty members have applied for research grant abroad from which one proposal is accepted.
76. An IBA Working Paper Series has been initiated to enable the faculty and students to present their preliminary research findings and invite comments, critique and feedback. In 2012,

seven papers were submitted for the Working Paper Series. The papers have been assigned to the respected reviewers and they are currently under the evaluation phase.

NATIONAL TALENT HUNT PROGRAM/ SINDH TALENT HUNT PROGRAM / FOUNDATION PROGRAM

77. The NTHP program was revamped this year in light of the experience gained with the program during last few years. The program structure now makes students of Matric (2012), HSSC Level (I & II- 2012) eligible to apply to the program.
78. So far 174 students have been trained under NTHP since its inception, out of which 46 have got admitted to IBA – 21 into BS (CS), 20 into BBA and 4 in BS (Economics and Mathematics). The results started improving since the 2010 batch and there has been consistent improvement in the number of acceptances. For example, this year (2012), 30 students appeared in the BBA/ BBA (Entrepreneurship) aptitude test and 10 students cleared this test. For BS (CS/ Eco & Maths) test, 25 students appeared and seven have qualified. Thus out of 32 students trained under NTHP almost 50 percent have been successful in entering IBA.
79. The Government of Sindh and IBA have redesigned the Sindh Talent Hunt Program and transformed it into a Foundation Program. The idea remains the same i.e. to prepare the meritorious-cum-needy students from the less advanced districts of Sindh province for admission to IBA or other quality institutions. The duration of the orientation has been expanded from two months to six (6) months. It is envisaged that this extended period will better prepare them for the entrance tests and interview of IBA or other institutions. This Foundation Program is designed to train students mainly in the areas of English Grammar & Composition, Mathematics, Presentation and Communication skills, Principles of Accounting, Principles of Microeconomics and Introduction to Computer Applications. In the first batch of the Foundation Program (2013), 36 students were selected from all over, which includes two (02) children of IBA employees who were selected on merit.

ALUMNI AFFAIRS

80. Alumni department has embarked on a major effort to update contacts of its Alumni and add missing alumni in its database through social networking, emails and phone calls etc. An e-newsletter is circulated to all the alumni on a quarterly basis. In 2012, four quarterly newsletters were published and disseminated widely.

81. Alumni Chapter has been established in Saudi Arabia in November and efforts are underway to kick start a chapter in Singapore. Alumni working in major companies are also being approached to form company chapters. Two company visits were undertaken, namely Procter and Gamble and Meezan Bank in July-Dec period.
82. To mobilize funds for Alumni Students Centre, two campaigns have been initiated: Buy a Brick and Buy a Unit. Up-till now 23 bricks have been sold and Rs. 486,000 has been collected so far through this scheme. Four units of the Centre have also been purchased by different alumni
83. Several Alumni have been actively participating in the mentoring sessions for the graduating batches and the students have indeed benefited from these interactions. One of the distinguished alumni Mr. Tabish Gohar – Managing Director KESC was invited in July 2012 to address the graduating batch.
84. Candidates who qualified at IBA written entry tests were interviewed by a panel consisting of alumni and a faculty member. More than 500 prospective students were interviewed by more than 20 alumni from the batches of 1971 to 2003.
85. A new area in which several alumni have got engaged in the last two years is the Student Development Program. Assuming the role of development coaches they have helped more than 700 new comers to identify overcome their weaknesses and shortcomings and the remedial measures. After individual and collaborative assessment, the coaches also mentored the students in a one-on-one meeting.
86. The newly introduced Alumni Loyalty card has received an overwhelming response from the Alumni. The Card holders enjoy discounts on wide variety of offers, services and benefits. They also become entitled to facilities at IBA such as Gymnasium, Library etc.

COMMUNICATIONS STRATEGY

87. An internal communication vehicle i.e. the quarterly newsletter 'The Current' was issued covering recent developments in IBA. IBA's social media contacts were intensified resulting in doubling of the followers on Facebook, Twitter and YouTube. Annual Reports are now published on regular basis and disseminated to keep the external audience abreast with IBA activities and its initiatives. This year, a fresh IBA documentary has been produced through IBA Marketing Society to capture the institute's remarkable journey on various fronts. It has

been ensured that IBA news is covered by various academic publications such as HEC's "News and Views".

FINANCIAL SITUATION

88. The last strategy implementation reports as at June 2012 highlighted the expansion in IBA infrastructure at an annual average rate of Rs.500 million. Several planned projects are expected to complete in the current financial year and early 2013-14. Accordingly, for this year, the capital expenditure is estimated at 1.32 billion. Resultantly, the IBA reserves would decline by Rs.148 million. However, there would be net accretion in Endowment funds **by almost the same amount.**
89. The development projects have been executed because of the donations and contributions mainly from the private sector, corporates, philanthropic individuals and foundation. During the first six months of 2012-13, new commitments of Rs. 83.6 million were received and Rs.352.4 million were disbursed by the donors against their existing commitments. As at **December 2012**, against the revised target of Rs. 4.7 billion for resource mobilization, Rs. 3.4 billion have been committed and Rs. 1.9 billion disbursed. Now, the shortfall of Rs. 1.3 billion has to be met by mobilizing additional donations in the coming one and half years. We do not expect the HEC or the Govt. of Sindh to provide any additional funding beyond Rs. 457 million they have committed.
90. To address the financial sustainability beyond the strategy period, General Endowment Fund has been created and administered by an independent Board of Trustees. The target for this Fund is Rs. 1 billion against which commitments of Rs.683.7 million have been made till December 2012, out of which Rs.71 million were raised since July 2012. The challenge is to mobilize the balance amount during the remaining strategy period. The income from this Fund will be utilized for the operations and maintenance of the physical infrastructure that has been built. The more pertinent variables for sustainability are Operational Revenues and operational Expenditures.
91. An analysis of the operational Revenues for 2008/09 and 2012/13 is presented in the following table:

Table IV: Operational Revenues

	<u>2008/09</u>		<u>2012/13</u>	
	Amount (Rs. Million)	Percentage Share	Amount (Rs. Million)	Percentage Share
Income from tuition fees and other fees/ scholarship fund	253	56%	551	70%
Government Grants	78	21%	122	15%
Profit from Investments	180	22%	119	15%
	511		792	

92. It may be seen from the table that the internal revenue generation from tuition fees, executive program, centres, scholarship funds now accounts for 70 percent of the operating Revenues compared to 56 percent in 2008/09. Operating expenditures in this period have risen by 150 percent from Rs. 304 million to Rs. 760 million – but these have so far been financed from the operational revenues. The balance on operational budget has not posed any serious problem so far. The pressure on finances has arisen mainly from capital expenditure that has reached a peak level of Rs. 1322 million from merely Rs. 201 million four years ago. From 2014/15 onwards the capital expenditures will become almost negligible as all the buildings and physical infrastructure projects would have been completed by then. Financial sustainability in future would therefore be a function of the respective rates of growth of operational expenditure and operational revenues. As new undergraduate programs such as B.S. Accounting and Finance and B.S. Social Sciences are offered in the coming years the projected number of students by 2015 is likely to rise to 3000 – almost 50 percent higher than 2010 level and 70 percent increase compared to 2008. This additional enrolment should be able to yield revenues that will keep up with the pace of operational expenditure. The increase in faculty strength would not be proportionate as the Foundation courses in the first year and the elective courses would be common among all the old and the new programs. The size of the classes particularly in the elective courses would become optimal as many classes at present have enrollment of 15-20 students only. With the students from new programs opting for these electives the average size should rise to the maximum of 45. While the class enrollments will double the same teacher will be teaching a much larger class size. The support staff (that accounts for one half of the total employment cost) will also not expand proportionately. This will not be true for the core courses where the number of sections and therefore the number of teachers will rise.

93. The tuition fees have been kept at reasonably moderate levels as we wish to accommodate students belonging to middle class, lower middle class and poor income families. A high fee, even under assurance of full financial assistance, acts as a deterrent effect and discourages them from applying. The fee structure of non-Business Administration programs has been kept almost at one half of the BBA and MBA programs so that we are able to match the competition.
94. The risk to financial health in the coming years would come from our new competition – KSBL. As they are paying almost double as much as we pay to our faculty members we will face two problems. First, to retain our existing faculty members who are being wooed by KSBL we have to raise the existing salary structure. Second, to attract new qualified faculty, which is hard to get in the first place, we have to match their offers. The financial implication of retaining few among the existing and attracting 25 new faculty members by paying them higher amounts than what they would get now (in absence of KSBL) is estimated at Rs. 60 to 90 million annually on a very crude and preliminary basis. Although the number of 25 will not materialize in one go and build up gradually we should keep this risk to our financial health in mind and be prepared to take mitigating measures.
95. The other uncertainty that looms large is whether the scholarships and NTHP/ STHP funds would keep flowing at the same rate as has been the case in the last four years. These funds accrue from three different sources (a) HEC/ Donors and Government of Sindh (b) Private Donors and (c) Alumni. We have been receiving about Rs. 40 million in scholarships/ financial aid on average annually that takes care of financing needs of 350-400 students. As the new student intake expands the total amount required for scholarships would also move up to Rs. 60 -70 million. We have to step up our efforts to make sure that this amount keeps flowing unhindered. Mobilizing our well placed alumni to this cause would be most helpful.
96. Various other funds have also been raised and detailed in the resource mobilization progress update.

Status Implementation Report

July - December, 2012

1	FACULTY DEVELOPMENT	January – June, 2012		July – December, 2012	
		Strategic Goal	Status	Comments	Status
1.1	Ph.D Overseas Scholarships	Ongoing	Not much headway.		-
1.2	Approach Pakistani scholars finishing Ph.D degrees abroad	Ongoing	More than 100 e-mails sent to scholars sent on HEC Scholarships for further studies. Received a few responses. Following up with the ones who have shown interest	Ongoing	E-mails were sent to more than 100 scholars. 13 responded, 4 will be completing PhD in 2013, 7 have regretted and 2 candidates were invited to deliver presentation but they were unsuccessful.
1.3	Faculty in practice / Adjunct Faculty	Ongoing	1 adjunct faculty Dr. Wasim Azhar was appointed.	Ongoing	Leon Menezes have been hired as faculty in practice
1.4	Visiting faculty from reputed Universities overseas	Ongoing	Dr. Wasim Azhar led and observed case teaching sessions in May 2012.	Ongoing	Dr. Wasim Azhar led and observed case teaching sessions and workshops in December 2012. Senior Lecturer Hartmut Wellerdt, University of Bremen, Germany visited IBA from Nov 14 to Dec 1, 2013. He conducted workshops on case teaching and case writing, observed faculty led sessions and held one-to-one meeting with few faculty members

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1.5	Up-gradation of existing faculty	Ongoing	<p>Faculty members were sent to International Management Teachers Academy, a faculty development program conducted by CEEMAN in Bled Slovenia. Three faculty members, Dr. Amber Gul Rashid, Mr. Muhammad Asif and Ms. Nyla Ansari participated in this program in June 2012</p> <p>Three faculty members, Mr. Asad Ilyas, Ms. Saima Hussain and Syeda Beena Batool attended International Faculty Program (IFP) at IESE Business School, University of Navarra in June 2012</p> <p>Mr. Nauman Amin and Mr. Kamran Mumtaz attended Babson College in Spring 2012</p>	Ongoing	Javeria Rebaz attended Certificate in English Language Teaching to Adults (CELTA), UAE (By British Council UAE) from Jun 24 to Jul 19, 2012
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		January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
1.6	Introduction of funding facility for Masters from top 100 universities of the	-	Presently no faculty member is willing to avail this facility. We are working to prepare a proposal for approval from		Revised Policy has been approved by the Academic Board however, there is no candidate at present as mostly the PhD

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	world for IBA full time faculty		Academic Board to eliminate the top 100 universities requirement. Each interested applicant, the course and university applied for shall be evaluated on one-to-one basis		programs are being explored by interested faculty.
1.7	Teaching Assistants and Research Assistants	Ongoing	Teaching Assistants = 87 Research Assistants = 13 Work Study Program = 04	Ongoing	Teaching Assistants = 82 Research Assistants = 08 Work Study Program =05
1.8	New Recruitment System	Ongoing	1 new faculty member joined (Dr. M. Azam Ali, Doctorate of Law from New York)	Ongoing	8 new faculty members joined including (1 Professor of Practice; 4 Assistant Professors, 1 Lecturer & 2 Teaching Fellows)
2	QUALITY ASSURANCE AND ACADEMIC DEVELOPMENT				
	Strategic Goal	Status	Comments	Status	Comments
2.1	International Advisory Council	Ongoing	-	Ongoing	Mr. Javed Hamid, Member IAC assisted in MBA Program Review in Oct 2012
2.2	Diversity of Pedagogical tool	Ongoing	Dr. Wasim Azhar led and observed case teaching sessions in May 2012.	Ongoing	Dr. Wasim Azhar led and observed case teaching sessions and workshops in December 2012. Senior Lecturer Hartmut Wellerdt, University of Bremen, Germany visited IBA from Nov 14 to Dec 1, 2013. He conducted workshops on case teaching and case writing, observed

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					faculty led sessions and held one-to-one meeting with few faculty members.
2.3	MBA Review			Completed	Two MBA Reviews were conducted; one was conducted on Oct 25, 2012 where Mr. Javed hamid, Dr. Syed Zahoor Hassan, and Mr. Shuaib Ahmed served as reviewers. Second MBA Review was conducted on Dec 27, 2012 where Dr. Wasim Azhar served as the reviewer.

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3	EXTERNAL LINKAGES AND PARTNERSHIPS	January – June, 2012		July – December, 2012	
		Strategic Goal	Status	Comments	Status
3.1	Accreditation process	Achieved	SAQS accreditation awarded to IBA in August 2011	Ongoing	AMBA Accreditation process has been initiated; also started drafting initial documentation for pre-eligibility accreditation request to AACSB
3.2	Professional networks, Associations, Linkages, Partnerships	On-going	<p>-One undergraduate student participated in international internship by TWC and 4 undergraduate students went on exchange to USA for a semester One MBA student from Tsinghua SEM completed Fall 2011 at IBA</p> <p>- We are also collaborating with British Council to initiate an International Resource Center (IRC) at IBA. Trainings are scheduled in July 2012</p>	On-going	<p>MOU signed with IAE-Aix GSM France</p> <p>MOU signed with University of Malaya, Malaysia</p> <p>MOU signed with KOC University</p> <p>4 students attended MBA exchange at Tsinghua SEM</p> <p>5 undergraduate students attended US universities on exchange</p>

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2. FACULTY OF COMPUTER SCIENCES		January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
2.1	Establishment of CISCO lab for FCS.	Equipment has been received.	However installation will be done as soon as the site (Room B3) is accessible, likely around September 2012. Currently the site is inaccessible due to ongoing construction of FCS building.	Completed	Lab was established in August 2012 and used for courses in Fall 2012
2.2	CEO Forum (FCS)	Done	CEO Forum for 2012 was successfully held on 9 ^h June in which about 20 CEOs, CIOS, and entrepreneurs participated. The participants provided industry feedback and expectations about current and future FCS programs.	Done	The next CEO Forum is planned for Mid May 2013
2.3	B.S. Computer Science	Achieved	Total Enrollments as of Spring, 2012 = 189.	Achieved	Final new enrollment in revamped program In Fall 2012= 65; and for Spring 2013 additional 60
2.4	M.S. Computer Sciences	Achieved	Total Enrollments as of Spring, 2012 = 50	Achieved	Final new enrollment in MS(CS) program in Fall 2012 is 13, and for Spring 2013 is 18.

3. PHYSICAL INFRASTRUCTURE GOALS ACHIEVED IN JANUARY – DECEMBER, 2012					
Projects in progress (Renovation & Up-gradation)					
	Strategic Goal			July – December, 2012	
		Start	Finish	Status	Comments
3.1.	FCS Building Extension (City Campus) Phase-I & II	June, 2011	March, 2013	80% (Combined Phase-I & Phase-II) Phase III added September 2012 to include additional labs	Certain amendments in layout had done to provide additional labs for FCS. However date of completion has been kept the same
3.2.	Improvement of Staff Town	Dec.2012	June, 2014	In Progress	A design competition among pre-qualified architects/architects-cum-project managers is intended. The competitive designs will be reviewed by EC in March 2013.
3.3.	Direct Waterline from KW&SB to staff Colony Main Campus and Boys Hostel Plus underground & Overhead water tanks	Jan. 2011	Oct. 2012	In Progress	The project faced numerous, unforeseen hurdles. Completion expected in March/April 2013.
3.4.	Load Extension from 374 to 850 KW (City Campus)	Sept. 2011	July, 2012	Completed in July, 2012	Sufficient power available for the City Campus.
3.5.	Centre for Entrepreneurship Development	Oct. 2012	June, 2012	Completed in August, 2012.	Fine tuning of interior was completed during July, 2012. Building was occupied by August, 2012. Power connection installed in August,

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					2012.
3.6.	New Academic Block Main Campus	March, 2012	Sept. 2012 (Revised March 31,2013)	95% Complete	Completion is aimed for March 31, 2013 . Additional works added after walk through of client. Major revisions in Computer lab & Seminar hall layout. Building is already occupied and is in use
3.7.	New Boys' Hostel	March , 2011	Aug. 2012	Completed	The hostel is in full use at the moment.
3.8.	New Girls Hostel	May, 2012	July, 2013	In Progress	Structure 40% complete, expected to complete in December, 2013
3.9.	Visiting Faculty Residents	Dec. 2011	July/August, 2013	In Progress	70% complete, will be complete in July/August, 2013
3.10	Students Centre Main Campus	Oct. 2011	Scheduled March 2013 (Revised May 31, 2013)	80% completed	Work in progress. Date extended to accommodate a few changes made by users during walk through.
3.11	Aman Tower City Campus	Nov. 2011	May, 2014	24% Civil Works Completed	Works of MEP awarded 4 months late as the works to be redesigned for the value engineering to bring the cost close to budget.

	Strategic Goal			July – December, 2012
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		Start	Finish	Status	Comments
3.12	Sports Facilities & Ancillary Works, Main Campus	Jan.2012	May, 2013	60% completed	Work in progress
3.13	Prayer Hall Main Campus	Feb. 2012	Aug. 2013	35% completed	Work in progress
3.14.	External Development and Infrastructure Works, Main Campus	Oct. 2012 (Awarded in Dec, 2012)	Dec. 2014	Work Commenced w.e.f January 01, 2013	The bids had to be cancelled in order reduce the cost up to the budgeted Cost. Value Engineering completed. Completion date has been kept same assuming favorable law & order circumstances..
3.15.	Electrical Infrastructure, System Main Campus	August , 2012 (Awarded in November, 2012)	December, 2013	Work is in progress	Delay of 3 months in award due to value engineering and redesigning after the receipt of bids. Completion period extended to accommodate the complexities of coordinate the changed design of External Development
3.16	Renovation & Refurbishment of Existing Library	November, 2011	January, 2013 (Revised August, 2013)	45% Works Completed	6 (six) month delay due to redesigning of major structural elements for façade, strengthening of the existing structure and redesigning of new extension to integrate new structure with the old structure.
3.17	Renovation & Up gradation of Administration Building	March, 2012	September, 2013	22% Complete, Work in progress	Work in progress
3.18	Development of Electrical Infrastructure at Staff Colony, New Girls' Hostel and New Boys' Hostel	January 2013	June, 2013	Work in progress	Contract awarded, work started in January 2013, expected to complete in June, 2013.

4. ICT INFRASTRUCTURE – TECHNOLOGY UPGRADATION					
	Strategic Goal			June-December 2012	
		Start	Finish	Status	Comments
4.1.	Data Storage	12-Jun	12-Dec	Completed	Implementation completed at the Primary site and DR Site and Deployment of Tape Library also completed.
4.2.	Optic Fiber				Done.
	a) Within the Main Campus	12-Feb	12-Mar	Completed	Done.
	b) Main Campus and Boys and Girls Hostels			Completed	
4.3.	Implementation of Financial Module including procurement, inventory, financials etc.			No change, waiting for HEC decision	Complete RFP is developed and also taken feedback from the functional stakeholders. We are waiting HEC to initiate this project so that we can proceed further.
4.4.	ICT Data Centers			70% Complete	Due to the Value Engineering which saved IBA Rs.15.5 Million without compromising the specs and features, the completion date has move up to End of March 2013.
4.6.	UPS			80% Completed.	Following installed: -Three 30KVA installed at Aman CED. -Student Center 100KVA handed over to Projects. At hand two in stock waiting deployment: - 200 KVA for Admin Block - 60 KVA for Library, both waiting for the construction completion. - Girls Hostel (main campus) -FCS block, Library (main campus)

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					Multi-Purpose building (main campus)
4.7.	Up gradation of RADIO Link in both campuses	12-Feb	12-Jun	Completed	Done
4.8.	Servers and Services	12-Jan	21-Nov	80% Completed	DR site Deployment in under progress, expected deployment completion is March 2013
4.9.	Learning Management System (SAKAI)	2010	2012	Completed.	Done
4.10.	Cisco Active component for AMAN CED & New Boys Hostel.	12-Feb	12-Aug	Completed.	Done
4.11.	Cisco Active component for New Academic Block Main Campus.	12-Mar	12-Aug	Completed	Done
4.12.	Multimedia for Aman CED & New Boys Hostel.	12-Feb	12-Jun	Completed	Done

	Strategic Goal			June-December 2012	
		Start	Finish	Status	Comments
4.13.	Multimedia for New academic Block Main	12-Feb	12-Jun	Completed	Done

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	Campus.				
4.14.	Procurement of VMware Licenses	12-Mar	12-Sep	Completed	Done
4.15.	Procurement of Laptops for Faculty	12-Mar	12-Sep	Completed	Done
4.16.	Renewal of Oracle Licenses	12-Jun	12-Aug	Completed.	Done
4.17	ERP Support - Post Production Support	1-Jan	31-Dec		Ongoing activity
4.18	City Campus HEC bandwidth up-gradation	14-Oct	12-Feb	80% Completed.	Will be Activated in Feb 2013
4.19	Cisco Active component for FCS block City Campus.	13-Sep	15-Apr	60% Completed.	Bed evaluation report issue to vendors.
4.20	WSN Lab Equipment for FCS	30-Sep	05-Dec	Completed.	Done
4.21	Robotics Lab Equipment for FCS	15-Nov	05-Dec	Completed.	Done
4.22	Licenses for Matlab for FCS	05 -Nov	15-Dec	Completed.	Done
4.23	Licenses for Adobe Acrobat	30-Nov	30-Dec	Completed.	Done
4.24	Renovation of Main Campus Computer Lab	30-Nov	30-Dec	Completed.	Done
4.25	Procurement of Computers for Labs	01-Nov	30-Mar	75% Completed.	Waiting for Delivery.
4.26	Procurement of Laptops	01-Nov	30-Mar	75% Completed.	Waiting for Delivery.
4.27	Procurement of Computers and printer for New Girls Hostel	01-Nov	30-Mar	75% Completed.	Waiting for Delivery.
4.28	SMS integration with PeopleSoft	01-Aug	30-Nov	Completed.	Done

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5	ORGANIZATIONAL DEVELOPMENT	January – June, 2012		July – December, 2012	
		Strategic Goal	Status	Comments	Status
5.1	Customer Satisfaction Survey	Achieved	Survey findings have been shared with the EC; and are being shared with the staff in departmental meetings.	On going	3 rd follow-up survey was initiated in December, 2012. Currently data collection is in process.
5.2	Training and Development Staff	Achieved	Total Faculty & Trainings attended by: Teaching Staff (National 22 in 17 events) & International:22 in 23 events) Non-Teaching Staff: (National: 159 in 26 events); International (1 – research paper presentation)	Achieved	Total Trainings attended by: Teaching Staff (National 57 in 21 events) & International:12 in 18 events) Non-Teaching Staff: (National: 50 in 27 events); (International: 6 in 6 events, incl. 3 paper presentations)
5.3	Launching of new HR policies, and review of existing policies	Ongoing	IBA Rules on “House Rental Ceiling” have been approved by the BOG.	On going	Rules on House Rental Ceiling were developed and implemented after approval of the BOG. Compensation Rules and Employee Attendance and Flexi Time Rules have been modified.
5.4	Survey of Faculty, Staff, Students & Alumni regarding Strategy Implementation	-	-	Achieved	Survey was conducted by the consultants PAC-Gem to obtain feedback from major stakeholder regarding the strategic direction of IBA. This survey was then used in designing the Strategy Review Session.

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5.5	Mid Term Strategy Review Session	-	-	Achieved	A mid-term Strategy Review Session was conducted on July 18-19, 2012. The objective was to crystallize the next 3 years strategic plan of IBA.
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6	RESOURCE MOBILIZATION	January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
6.1	Physical Infrastructure Development Fund	Partially Achieved	Rs.2.23 billion committed out of targeted Rs.3.2 billion (balance 0.97 billion)	Partially Achieved	Rs.2.25 billion committed out of targeted Rs.3.2 billion (balance 0.95 billion)
6.2	Faculty Development Fund	Partially Achieved	Rs.192 million achieved out of targeted Rs.270 million (balance 78 million)	Partially Achieved	Rs.192 million achieved out of targeted Rs.270 million (balance 78 million)
6.3	General Endowment Fund (including endowed chairs)	Partially Achieved	Rs.692.77 million achieved out of targeted Rs.1 billion (balance Rs.307.23 million)	Partially Achieved	Rs.761.75 million achieved out of targeted Rs.1 billion (balance Rs.238.25 million)
6.4	Scholarship Fund (including NTHP & STHP)	Achieved	Rs.160.25 million achieved out of targeted Rs.90 million	Achieved	Rs.133.36 million achieved out of targeted Rs.90 million
6.5	Students' Faculty Exchange Program	Achieved	Rs.10.40 million achieved	Achieved	Rs.11.41 million achieved
6.6	IBA Advisory Council	Achieved	They are actively involved in fund raising	Achieved	They are actively involved in finding potential donors and fund-raising activities
6.7	Creation of Friends of Institute of Business Administration Trust (FIBAT)	Achieved	Trust has been created with the approval of the Board in January 2011 along with the Board of trustees.	Achieved	Fresh nominations from Gatron Industries Ltd., Allied Bank Ltd. and Habib Bank Ltd.

7	ALUMNI AFFAIRS	January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
7.1	Alumni: Student Center Unit	Partially achieved	Talks going on with Engro for purchasing a unit at the Student's Center for Rs. 2.5 Million Inscribe your name on Alumni Student Center Donor Wall campaign.	Partially achieved	Company presentations are being undertaken, Alumni contacted through personal emails, Reunion encompassing all classes/batches for fund-raising purposes is being planned.

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			Rs. 0.486 Million collected.		
7.2	Alumni Database	Partially achieved	Out of 9467 alumni, data of 6253 alumni have been updated in the system	Partially achieved	Constant updation of Alumni through different initiatives
7.3	Alumni Fund	Achieved	Rs.110.44 million achieved out of targeted Rs.100 million	Achieved	Rs.110.44 million achieved out of targeted Rs.100 million
7.4	Alumni Relations (Companies Presentations)	Ongoing	Presentations made at following companies: Engro Unilever	Ongoing	Presentations made at following companies: Meezan Bank, P & G
7.5	Alumni Chapters	Ongoing	New Alumni Chapter launched at Islamabad. Alumni chapters exist at UK, UAE, Canada & Islamabad	Ongoing	New Alumni Chapter launched in Saudi Arabia. Efforts to set up Chapter in Singapore underway. Alumni chapters exist at UK, UAE, Canada & Islamabad
7.6	Alumni Cards	In process	To issue Alumni Loyalty Cards. Efforts are being made to approach Alums with business ventures and IBA Advisory Council to obtain benefits for card holders.	Partially Achieved	Alumni cards have been launched. An overwhelming 1200 submissions were received for the first round.
7.7	Alumni Website	-	-	In process	Exclusive website for Alumni is currently underway.
7.8	Social website	-	-	Partially Achieved	Facebook and LinkedIn pages made with over 2000 + members

8	CAREER DEVELOPMENT CENTRE (CDC)	January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
8.1	Recruitment Drives	On going	<p>31 companies have visited.</p> <p>280 internships arranged out of 302</p> <p><u>MBA Class 2012</u></p> <p>48 students to be placed, out of which 17 have jobs. 31 in final stages</p> <p><u>BBA Class 2012</u></p> <p>Total 231 to be placed out of which 40 placed</p> <p><u>BS 2011:</u></p> <p>Total 12 of which 5 placed</p>	On going	<p>32 Companies visited for Recruitments</p> <p>50 organizations are invited for 2013</p> <p>286 Corporate internships arranged out of 302</p> <p><u>MBA Class 2012</u></p> <p>48 students to be placed, out of which 40 have jobs, 06 not interested, 02 are searching for job.</p> <p><u>BBA Class 2012</u></p> <p>Total 231 to be placed out of which 170 are placed, 26 not employed, 14 not interested, 21 went for higher education.</p> <p><u>BS 2012:</u></p> <p>Total 12 of which 9 are placed</p>
8.2	CDC Website	Work in	To be launched in December – 2012	Not Done	Project terminated by Alumni Dept.

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		progress			
8.3	Capacity Building	On going	Trainings for IRC will start in July. Workshops attended by One Staff	On going	ILO Career Counseling Workshop/Training for 5 days
8.4	Career Fair	Done	IBA Career Fair – 2011 was Scheduled on 22Feb. 38 companies participated	Planned.	IBA Career Fair – 2013 is Scheduled on 16 Feb. 45 companies are expected to participate
8.5	Employer sponsored events for graduating batches	Ongoing	Unilever: Career Counseling Clinics Abudawood: Student Development Workshop CV Writing: For MBA students Mock Assessment Centre by Dr Amber Gul.	Ongoing	Unilever: Career Counseling Clinics Abudawood: A Seminar by Mr. Nael Ahmed Pfizer: Career counseling workshops Mock assessment centre by Apple valley
8.6	CEO Forum (FCS)	Done	CEO Forum for 2011 was successfully held on 9th June. More than twenty Chief Executives of leading IT firms and IT enabled industries interacted with the faculty members of Computer sciences.	Planned	Planned in May by FCS Department

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		January – June 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
8.7	Mock Interviews / Test	Completed	Three session by Dr Amber Gul One Session by Mr. Zeeshan (PMI) Uni Clinic By Unilever Pakistan All MBA students attended	Planned	Planned for March – April
8.8	HR Forum	Completed	7 Representatives from Industry came on panel of HR Forum	Planned	Planned in March
8.9	Responsible Citizen Internship (RCI) Program for BBA 4 onwards	On Going	59 Companies added in database. Students are actively doing their Social internship	On Going	277 students completed RCI in 2012.
8.10	Student Development Program 1. Faculty Advising 2. Personal Counseling 3. Developmental Coaching	Planned for Fall 2012	Developmental Coaching Modules will start in September for sophomores All freshman will be assigned to faculty advisors in September Developmental coaching will take place for all freshman students.	Done	Developmental Coaching Modules are conducted October/November and December for sophomores All freshman are assigned to faculty advisors in October Developmental coaching took place for all freshman students in September .
8.11	Faculty Advisory System			Ongoing	All freshman added to system

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8.12	Graduate Directory	Done	1400 Directories published for BBA/BSCS and MBA 2012. 500 Directories will be sent to employers	Done	Will be published in Feb-March. Will be dispatched to 500 selected employers.
8.13	External Organization System (EOS)	Started	All data of corporate companies is centralized and updated on regular basis	Ongoing	490 Companies added, 1453 individual contacts added
8.14	SMS Talk Service	Successfully Launched	All Students can communicate with CDC via sms service.	Ongoing	1150 members subscribed to services

9	EXECUTIVE MBA PROGRAM	January – June , 2012		July – December, 2012	
S#	Strategic Goal	Status	Comments	Status	Comments
9.1	Executive MBA (Public Sector)	Achieved	Enrollment as of June 2012 =77	Number dropped by 12	Enrollments as of December 2012 = 65 Expected for next trimester = 70
9.2	Executive MBA (Corporate)	Achieved	Enrollments June 2012 = 141	Level maintained	Enrollments Dec 2012 = 142 Expected for next trimester = 140
9.3	Executive MBA (Banking & FS)	Achieved	Enrollments as of June, 2012 =51	Number dropped by 24	Enrollments as of Dec, 2012 =27 Expected for next trimester = 30

TOTAL Active Enrolment

269

234

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10	CENTRE FOR ENTREPRENEURIAL DEVELOPMENT	January – June, 2012		July – Dec, 2012	
		Strategic Goal	Status	Comments	Status
10.1	Faculty training at Babson	Achieved	2 more IBA faculty members sent and trained at Babson	Achieved	Faculty sent to Babson have been trained and returned
10.2	Regional Satellite Centers	Achieved	MOU signed with 8 universities in Pakistan signed.	Achieved	Curriculum design is being discussed.
10.3	CED Website	Partially Achieved	To be launched in Sept. 2012	Achieved	Launched
10.4	INVENT	Work in progress	The event is in its final phase. 137 Universities participated in the program including 2500 students and more than 300 Business plans from all over Pakistan.	Work in progress	Project manager hired for the next INVENT. Universities are being taken on board and changes envisioned in the program.
10.5	STEP	Work in progress	IBA has acquired the membership of Successful Trans-generational Entrepreneurship Practices	Work in progress	Membership obtained and more information to be generated
10.6	GEM Report	Partially Achieved	The GEM Report 2011 is under process at present the project is in data collection phase	Achieved	The preparation for GEM report 2012 is given final touches before the launch.
10.7	MOU with SBOI	Achieved	CED to offer 04 months Agri Entrepreneurship training to 75 students as a pilot program	Work in progress	65 students were enrolled for the program in November for 4 months
10.8	Entrepreneurial Development as a	Achieved	Semester started in September 2011. Total 35 students given admission.		

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	specialization in BBA		Currently, 2 classes are being held at each campus		
10.9	CED IBA Advisory Council			Achieved	CED IAC was established under the chairmanship of Mr. Fadi Ghandour

11	CENTER FOR EXECUTIVE EDUCATION	January-June 2012		July – December, 2012	
S#	Strategic Goal	Status	Comments	Status	Comments
11.1	Open Enrollment Program	Complete	21 OEP	Complete	12 OEP
11.2	Client Specific Program	Complete	5 Clients; 6 programs	Complete	7 Clients; 12 programs
11.3	MOUs/Training Agreement	Complete	5 MOUs signed	Complete	1 MOU signed
11.4	Brainstorming Sessions / Seminars / Video Conferences	Complete	>10 sessions	Complete	5 sessions / seminars & 2 convocations

12	CENTRE FOR BUSINESS & ECONOMIC RESEARCH (CBER)	January – June, 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
12.1	Contract Research	Projects are in progress	Projects are in progress. Final reports are due after Eid	Achieved	Reports of two projects have been submitted, both reports have been approved.
12.2	Research dissemination	In progress	WPS initiated. First paper annexed. Seminars series is also initiated and so	In progress	7 papers have been submitted, 1 has

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			far 5 seminars are held		been approved, 6 are with referees.
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13.	REGISTRAR'S OFFICE	January – June , 2012		July – December, 2012	
	Strategic Goal	Status	Comments	Status	Comments
Development of Documentation					
13.1	Preparation of SOPs	Partially achieved	75% completed. Compilation in progress	Partially Achieved	Maintenance Manuals have been completed. Transport Policy is in process.
General Administration					
13.2	Provision of Office Accommodation	Partially Achieved	Shifting plan from admin block to CED block prepared. To be executed third week of July would increase office accommodation availability by 255	Achieved	Completed & executed
13.3	Pursue vacation of un authorized accommodation in IBA Staff Town	In process	In hand. Several hearings held	In process	Legal notices issued to remaining 3 persons. 2 cases in court being pursued. Legal Notices to Rao Nisar, M. Naeem and Nusrat has been issued.
Academic Support					
13.4	Increase the contact with the feeder institutions	Achieved	Increased. Contact season will now start in September instead of January next year as per past practice	Achieved	Implemented

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13.5	Attract out of station students to New Boys and Girls Hostels	In process	Letters circulated to national and international educational institutions	Achieved	Letters have been circulated
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