

## **Executive Summary**

### **I. Governance and Management**

- Regular monitoring, oversight and policy guidance by the Board and its Sub Committees have strengthened the quality of governance.
- Procedures and processes have been codified and made more transparent. IBA Code Book is now used as the benchmark by other institutions
- Internal committees and services units have been empowered. However, these Committees and Service Units have not yet picked up the speed and momentum required for running an efficient organization.
- The setting up of an independent Internal Audit function reporting directly to the Audit and Finance Committee (A&FC) has made a major difference in accountability. In addition, external commercial audit and public audit are also conducted regularly.
- Despite the efforts at decentralization, a strong perception persists that the decision-making authority resides solely in the Dean & Director.
- Outsourcing of services to third parties meets the resistance of the existing staff.

### ***Student Services***

- The number of Students enrolled has doubled from 1800 to almost 3400 during the last five years. The diversity in terms of geographical spread and academic backgrounds, however, remains a challenge.
- The composition of the student body has shifted towards full time students who now form 84 percent of the total student strength.
- IBA has become the largest provider of financial aid in the country. Every one out of three student receives some kind of financial support.
- Personal Effectiveness Training for Soft Skills Development, Experiential Learning Projects, Internships, International Exchange Programs and Study visits have become a routine part of student development complementing the academic class room training.

### **II. Physical Infrastructure and Technology Upgradation**

- In all, thirty-five new projects including twenty-seven green field projects and eight renovation and modernisation projects have significantly expanded the facilities for

instruction, residences and amenities that will suffice at least for meeting the needs until 2025. The covered area under these buildings and structures has more than doubled.

- Both campuses have set up largely expanded direct access for power, water, gas, cooling, sewerage and other utility services thus eliminating the dependence on Karachi University.
- A state of art Tier III Data Centre has been established that brings together all the ICT services at one place. The data centre houses computer systems and associated components including telecommunications, storage, backup power supplies, data communications connections, environmental controls and security devices.
- PeopleSoft ERP Campus solution and a customized LMS have become fully functional with remote access facility available to all the users. The day-to-day activities of the students, faculty and staff have become automated.
- Integration of financial module with ERP that will then complete the whole suite is planned to take place by January 2015.

### **III. Faculty Development and Human Resources**

#### ***Faculty Development***

- Curricula, contents and pedagogy are revised regularly in light of the stakeholder feedback.
- Net addition of 30 percent in the number of teachers has been attained but to maintain acceptable student-teacher ratio further recruitment of at least 30 faculty members has to take place.
- The composition of faculty has altered significantly towards PhD. Degree holders who now account for 50 percent of the strength. However, there are still serious shortages in Management, Marketing and Finance.
- Opportunities for professional development, advanced studies, training and international exposure have multiplied manifold but have yet to be translated into substantive results.
- Inadequate research publications in leading journals and low output of case studies continue to adversely affect IBA's ranking in HEC's Annual list.

#### ***HR Development***

- HR systems have been revamped and the main elements of the reforms are a market based compensation structure, objectives based performance appraisal system, an

incentivized career progression system and a merit based competitive and open recruitment process.

- A Managerial Pool has been established to recruit, train, groom, and develop the staff members from within IBA for higher managerial positions. On-the-job training, tuition free educational facilities for improving their academic qualification, rotation among different departments and incentives for better performance from the critical elements of approach.
- Customer Surveys of Service Units and Administrative Departments indicate that the turnaround time, responsiveness and courteous behavior continue to remain areas of concern.

#### **IV. Quality assurance, Academic Excellence and Academic program Development**

##### ***Quality Enhancement***

- Accreditation was granted by the South Asia Quality Assurance System (SAQS)—IBA being the second Business school in Pakistan to receive this honour. Preparations are afoot to seek the AACSB accreditation which will bring IBA at par with top quality Business Schools in the world.
- Entry standards for students and faculty have been made more rigorous and stringent. The eligibility criteria for MBA have been aligned with international best practices.
- Strict enforcement of discipline and compliance with the academic benchmarks continue to remain the hallmark of IBA's academic environment.
- Academic Audit of faculty has been made mandatory and the results are shared with individual faculty members. This feedback will be used for mentoring and coaching purposes to improve their performance.
- External committees were invited to review the revamped MBA and BBA programs which were designed in consultation with the students, faculty, alumni and employers.
- Quality assurance self-appraisal reports are produced regularly for all the programs offered and examined by external peers under the HEC guidelines.

##### ***New program development***

- Seven new degree programs including an undergraduate degree in social sciences and Liberal Arts have been added.

- An innovative initiative that combines academic degree with professional certification and thus enhances employability has been designed for the graduates of Accounting and finance.
- Post graduate degree programs leading to Master's and Phd have been launched in the areas of Mathematical Sciences and Economics

## V. Outreach and Linkages

### *Community outreach*

- The three relatively successful initiatives have been the National Talent Hunt Program/ Sindh Talent Hunt Program, the Centre for Entrepreneurial Development (CED) and Executive MBA Programs.
- The Centre for Executive Education (CEE) and Centre for Business and Economic Research (CBER) are still struggling to meet their goals.

### *External Linkages and Partnerships*

- Despite the negative image of the country and the poor law and order situation, several linkages and partnerships have been successfully established with several leading universities throughout the world. More than 500 students have benefitted from these partnerships.
- Compared to other leading Business Schools, however, the interaction and exposure to international scene remain quite limited.

## VI. Financial Situation

### *Financial sustainability*

- IBA has accumulated financial and capital assets to the tune of Rs. 5.1 billion by June 2014 – up from Rs. 1.4 billion in June 2008. The conversion of surplus financial assets to tangible Capital assets has added to the capacity to generate income from an expanded student body.
- Operational Revenues have been able to finance the operational expenditures so far. Internally generated revenues now account for 67 percent of the total Operational revenues compared to 45 percent in 2008-09. This diminishing dependence on external resources has added to the financial strength of IBA.

- Going ahead, the increased quantum of recurring expenditure on Utilities, IT services and Maintenance (UIM) will claim at least one fourth of the total operational expenditure. Income from Endowment Fund will need to be augmented to finance this expenditure

### ***Resource Mobilization***

- The efforts at mobilizing financial resources for Capital Projects have been met with great success. 94 percent of the targeted amount of Rs. 4.7 billion has been realized so far in form of commitments. The rate of disbursement has kept pace with the execution of the projects and has already reached 68 percent of the total commitments made.
- In future, Alumni donations on a regular basis will have to be stepped up to meet the increased demand of UIM expenditures. The record of Alumni contributions for the past six years has been below expectations. This, therefore, is a risk that has to be managed and mitigated.