

Implementation of IBA Strategy

1st Annual Status Report

I. Governance and Internal Management

1. IBA's administrative reorganization has been completed on the lines approved by the Board in the Strategy Paper. New appointments have been made for the following positions in the senior management cadre. Registrar, Director Finance, Director Human Resources, Director Projects, Director ICT, Head of Internal Audit.
2. An Executive Committee headed by the Director IBA and comprising of all the heads of administrative departments and Associate Deans has been formed to take all the management decisions.
3. The reorganization of seven support departments as laid out in the Strategy Paper has been completed. Critical key new positions or vacancies have been filled up. Twenty two service units have been established and notified for providing direct service to the IBA community. They have been given adequate powers and authority to be able to serve their clients. Emphasis has been given to Maintenance of physical facilities, ICT services and security services.

II. Technology Upgradation

1. The A&FC has approved an allocation of Rs.350 million to acquire the ERP suite and the corresponding hardware, software applications, storage, networking, infrastructure, security system etc. Technology Partnership Agreements have been finalized with leading Technology suppliers and manufacturers while the purchase orders will be placed shortly. An agreement for obtaining the ERP license through HEC is under way. The project is likely to fall behind the deadline of April 2010; however our efforts are that the Campus Management System (CMS) module of the ERP should be installed by our deadline for testing and data transfer and parallel run with the existing CMS system.
2. All faculty members have been provided laptops for the use in the classrooms and outside.
3. New IT lab has started functioning at the City Campus while Videoconferencing facilities are now available at the City Campus and arrangements are being made to link them with the Main Campus. The designing of the two IT Centers at both campuses has been completed with the Green Technology initiatives in mind.

III. Physical Infrastructure

1. The Auditorium and Library at the City Campus have been demolished and the site has been made available for construction of a new multistoried building. Work on design development has commenced.
2. APWA building has been rented for temporarily accommodating the auditorium, library, classrooms, seminar rooms, laboratories shifted from the City Campus.
3. Renovation and refurbishing of Boys Hostel, CCS building and the Academic block class rooms (First Floor) at the City Campus and classrooms and seminar rooms at the Main Campus have been completed.
4. Construction of two seminar halls, one class room, 8 break out rooms, and reception room on the ground floor of Academic Block, City campus has commenced
5. Planning and designs for the construction of Centre for Entrepreneurship Development, New Boys' Hostel, New Academic block at the Main Campus have been completed and award of contracts will be given in the next few months.
6. The Ground floor of the Administrative block at the Main Campus has been completed and provides office space to the Administrative departmental heads.
7. A multi-purpose building has also been completed at the Main Campus and will accommodate the Library during its renovation and refurbishing.

IV. Faculty Development

1. The entry standards for recruitment as a faculty member were raised and the policy of recruiting fresh MBAs has been discontinued. Twelve new faculty members were recruited and most of them possessed either professional qualifications in their fields or Master's or Ph.d degrees from reputed foreign Universities.
2. The process of recruitment has also been made more stringent. Each prospective candidate – Full time or Part time – has to make a presentation before the faculty members. Only those who are evaluated positively are called for interview.

3. Three faculty members have proceeded for obtaining Ph.d degrees.
4. Under a grant received from Temasek Foundation six faculty members of IBA will be assigned for one semester to the National University of Singapore (NUS) Business School for advanced studies and research in their respective fields.
5. There hasn't been much success in attracting faculty members from outside Pakistan for short or long term teaching engagements due to heightened security risk perception.

V. Community Outreach and International linkages

1. Center for Executive Education (CEE) has been strengthened with the appointment of a full time Director recruited from the Industry. The CEE will focus on short duration Executive Education courses in response to the demands from the community, the public non-profit and the corporate sector. HEC and USAID have expressed interest in a Higher Education Management and Leadership program at IBA.
2. Center for Entrepreneurial Development (CED) has been established and a full time Director appointed to lead the Centre. USAID has agreed to support the CED through their JOBS program and a grant of \$ 5 million is under negotiation. This grant will enable the CED to meet its operational expenses for the first five years and also finance the external linkage with one of the leading US business schools.
3. Centre for Business and Economic Research(CBER) has started functioning on a modest scale with very few full time staff. The capacity of CBER will be expanded as and when projects or research contracts are secured. Active negotiations are being carried out with the State Bank of Pakistan (SBP) to develop and undertake a periodic IBA-SBP Consumer Confidence Survey.

VI. Quality Control and Academic Programs Development

1. A completely redesigned, revamped and revitalized MBA program has been offered in the academic year (AY) 2009-10 in the light of the recommendations of an External Review panel. The four main distinguishing features of this new program are (i) Revised curriculum with practical training and exposure (ii) Separate faculty (iii) Expanded pedagogy and (iv) Eligibility Criteria - Two years' work experience required (relaxation given for the 2009-10).

2. Three new Executive MBA programs are being offered beginning AY 2009-10. These are EMBA for Banking and Finance, Public Sector Executives and Mid Career Corporate Managers.
3. Two new Master degree programs in Economics and Computer Sciences have been offered starting the current academic year. Although the initial response has not been that positive the standards will not be compromised to make them more attractive.
4. Separate BBA and MBA in MIS degree programs have been discontinued and merged into the regular programs. Specialization in MIS will be offered as one of the options to the MBA second year students and BBA third year students.
5. Two separate faculties – Computer Sciences and Business Administration – have been established and Associate Deans have been appointed to head these faculties.
6. Four faculty members have been appointed as Program Coordinator for MBA, BBA, Evening and MIS / CS programs to head the Program offices. They will be responsible for the delivery
7. Two Program Coordinators have been appointed to head the EMBA (Banking and Finance) and EMBA (Public Sector) and EMBA (Corporate Sector) programs.
8. Academic Committee, Faculty Appointments, and Promotion Committee, Admission Committee, Conduct and Discipline Committee and Library Committee consisting mainly of faculty members have either been formed, strengthened or revamped.
9. Student bodies have been reorganized. The previous three societies i.e. BASC, BITS, and ESF have been merged into one single IBA Student Council (ISC). The ISC will organize all social functions, allocate the budgets for the societies and oversee their activities. There are 27 student societies – nine under the co-curricular cluster, ten under the extra-curricula cluster and eight under the Service Club. Each society has a faculty member as Patron.

VII. Resource Mobilization

1. The Audit & Finance Committee and the Board of Governors have given approval of the Resource Mobilization Strategy and the Implementation Plan along with the formation of Friends of IBA Committee. The Committee is to be headed by Mr. Tariq Kirmani who has been authorized to draw the members of the Committee in consultation with the Dean and

- Director IBA. The Director Resource Mobilization (Mr. Zafar Siddiqui) is the Secretary of the Committee and provides the Secretarial support.
2. The Board has also approved creation of the following five funds:
 - General Endowment Fund
 - Alumni Fund
 - Development Fund
 - Faculty Development Fund
 - Scholarship Fund
 3. Commitments amounting to Rs.360 million have so far been made by banks, corporate sector entities and individuals towards various heads of Funds out of which Rs.214 million has already been received by IBA. In addition to this Rs.905 million has been committed by Aman Foundation. Aman Foundation will disburse Rs.105 million for Technology up-gradation and construct two buildings on turn key basis – multistoried building at City Campus and the Centre for Entrepreneurship Development at the Main Campus at an estimated cost of Rs.800 million. Tabba Foundation has also committed Rs.120 million. They will construct the Academic Building on a turn key basis and hand it over to IBA upon completion.
 4. Last year an amount of Rs 31 million was disbursed in form of scholarships and stipends and financial assistance to 291 students of IBA i.e. 20 percent of the student body. Of this amount as much as Rs 21 million was raised from sources outside IBA both the Government and the private.
 5. The National Talent Hunt Program was launched with the assistance of a grant of Rs 15 million from Meezan bank Charity Fund. 40 students from backward districts were brought to IBA for a two month intensive training and preparation for IBA entry tests. Similarly 20 students from the backward districts of Sindh were brought under the Sindh Talent Hunt Program established with the financial assistance of the Government of Sindh. Three students finally were admitted to BBA program and have been granted full scholarships for four years.

VIII. Policies and Business Process Re-engineering

1. The delegation of financial powers has been formalized and incorporated in the Transaction Authority Policy which was approved by the BoG.

2. The Procurement Policy and Procedures (PP&P) has been developed to provide clear guidelines for purchase of goods and services in accordance with the PPRA rules.
3. Existing Human Resource policies have undergone major revision to bring them in line with market best practices and to make them more user friendly and clear. These include policies governing leave, medical, recruitment and selection (faculty and staff), promotions, travel and accommodation etc.
4. An IBA Code of Business Conduct has been developed as a governing document outlining ways of working for all employees. Grievance Handling and Disciplinary Rules to facilitate execution of the code are ready for implementation.
5. A comprehensive document, in the form of an Employee Handbook has been prepared, containing all HR policies for day to day HR administration. This will also be available on the intranet.
6. Job descriptions covering benchmark positions are ready. Man specifications for each position documenting desired profiles of incumbents' to be matched by prospective applicants in the induction process are complete.
7. A formal job evaluation exercise for benchmark positions to promote internal equity and support job banding has been completed.
8. A new Performance Management System (PMS) for Faculty members was developed, tested and implemented, for the year 2008-09. It will now form the basis for future evaluations of the Faculty. The PMS is based on an Annual Academic Plan prepared by each faculty member.