

Proposed Action Plan for the Implementation of the 2018-20 Priorities Objectives

S#	Area in Focus	Targets	Target Deadline	Responsible Body
1	<i>Continue to devolve more authority and decision-making in academic and administrative processes.</i>	Devolution of more authority to the Associate Deans on academic matters	In progress. ADs and HoDs offices have been strengthened by giving more authorities on academic matters.	IBA Executive Director
2		Devolution of more authority to the General Manager Administration on administrative matters.	In progress.	IBA Executive Director
3		Devolution of more authority to the DF/Committee on Financial transaction authority limits	In progress.	IBA Executive Director
4	<i>Revise the faculty and staff performance appraisal system to make it more objective.</i>	Formalization of the existing faculty appraisal system in each of three categories: teaching quality, research quality and service to the Institute.	Already Done	IBA Executive Director
5		Formalization of the administrative staff appraisal system based on KPIs and regular consultations to achieve departmental goals and objectives.	Already Done	IBA Executive Director
6	<i>Enhance and strengthen HR systems and practices</i>	Implementation of a compensation survey	To be presented in Consultant Committee	HR Department
7		HR support for the setting of key performance indicators	Already in practice	
8		Implementation of a limited roll-out of 360 degree assessments for senior staff on a pilot basis	To be done	HR Department
9		Increase in the HR department staff complement to cope with the increased responsibilities placed on it.	Already done. A new Head of HR has been hired with relevant qualification & experience	HR Department
10	<i>Continue to encourage quality research and publication in nationally and internationally recognized research journals.</i>	Continuation of the financial support for research and publication	CBER & Research Funding Committee are already functioning to ensure this continued financial support for research development	CBER & Research Funding Committee
11	<i>Expand number of academic programs</i>	Launching a new MS program in Management	Applied for the NOC from HEC	Department of Management
12		Launching a new MS program in Finance	Applied for the NOC from HEC	Department of Finance
13	<i>Review the financial model to ensure sustainability for the Institute without compromising</i>	Three priorities have emerged on the cost management side: <ul style="list-style-type: none"> • Control of electricity expenses, • Control of the long-term financial impact of current salary decisions, and 	<ul style="list-style-type: none"> • Moving toward the installation of solar panels; • replacement of warm white LED 	Administration & Finance Departments

	<i>affordability for potential students.</i>	<ul style="list-style-type: none"> Rationalization of leave and pension arrangements. 	bulbs with cool white LED lights <ul style="list-style-type: none"> In progress. In progress. 	
14		Priorities on the revenue mobilization side include: <ul style="list-style-type: none"> A new campaign to raise donations for IBA's endowment and scholarships Discussion with the Board regarding a revision of the investment policy to allow a certain fraction of the endowment to be placed in higher-yielding equity holdings rather than all in term certificates at high-tier banks. 	Already done. A new resource Head of Alumni Relation & CDC has been hired and they are doing great for fund raising	Alumni Relation & CDC Department
15	<i>Strengthen teaching quality where needed</i>	To design quality improvement strategies for selected teachers based on students assessment	Course audits are to be revived	Dr. Sayed Ghani
16		To introduce faculty peer assessments to help those who are teaching at IBA for the first time.	To be done	Dr. Sayed Ghani
17	<i>Develop new pedagogies that take advantage of digital technology</i>	To introduce online courses and blended courses (real time classes combined with some online teaching) on pilot basis at the initial rate of two per department	Already made mandatory from Fall 18	All Teaching departments