

STRATEGIC PLAN PROGRESS REPORT

2021-22

Introduction

The mission of the School of Business Studies (SBS) at IBA Karachi is to inculcate social enlightenment, ethics, and innovation in our learners by providing an enabling and inclusive learning environment and contributing to business knowledge and society through research and innovative solutions. This mission drives the four-pronged strategic plan of SBS that has been put into effect for 2021-25 (for details, see Table 1).

The SBS strategic goals focus on imparting quality education in an inclusive environment through excellence in teaching and learning, application of knowledge to practical solutions, and collaborations for the training and development of faculty members. The strategic plan pays special emphasis on production of intellectual contributions consistent with the mission. The school also aims to build industry liaisons and contribute positively to business knowledge and society. The strategic plan informs the school on resource allocation. Dean SBS, faculty, and staff are committed and striving to achieve the strategic goals.

Table 1: IBA SBS Strategic Plan Goals and Objectives




Strategic Goals	Objectives
Goal 1: SBS will provide academic programs characterized by high-quality teaching and scholarship, integrating curricular and co-curricular activities.	Objective 1: Achieve excellence in teaching through local and global accreditations. Objective 2: All business students undertake experiential learning. Objective 3: Achieve teaching excellence through faculty training and development.
Goal 2: SBS will facilitate faculty endeavours for research and innovation.	Objective 1: SBS will allocate resources to incentivize research / scholarly projects. Objective 2: SBS will provide opportunities for research groups to be developed and maintained internally. Objective 3: Strengthening faculty-industry relationship through consulting and training
Goal 3: SBS will provide opportunities and resources to enhance recruitment and retention of high-quality faculty and staff and their professional development.	Objective 1: SBS will hire 8 new permanent faculty members in 2021 and 2022, and 4 new faculty member 2023 each year afterwards. Objective 2: SBS will provide support to non-PhD faculty to complete their doctorate.
Goal 4: SBS will enrich the learning and work environment by creating an inclusive community that enables faculty and students to create a positive impact on business and society.	Objective 1: Support students and faculty engagement through student-industry-profession exposures by leveraging alumni. Objective 2: Support community and business by helping them develop and discover entrepreneurial mindset. Objective 3: Outreach programs for underprivileged and less privileged areas Objective 4: Instil importance of community service in students through extra-curricular means.

Progress at a Glance

This report provides the progress of the Strategic Plan. Of the total 45 metrics assigned to assess performance, SBS performance on 23 metrics qualify as Exceeds Expectations, 19 metrics qualify as Meets Expectations, and 3 metrics qualify as Below Expectations. The performance of each metric is also included

in this report. It displays the progress on the metrics in a simple green-yellow-red color scheme, denoting Exceeds Expectations, Meets Expectations and Below Expectations performance respectively.

For purpose of illustration, the color designations are defined as follows:

-  Outstanding progress or outright completion (Exceeds Expectations)
-  Initiatives that are in progress with satisfactory achievement to date (Meets Expectations)
-  Slow progress or intentionally delayed initiatives (Below Expectations)

Assessment of IBA-SBS Strategic Plan for 2021-22					
Goal 1: SBS will provide academic programs characterized by high-quality teaching and scholarship, integrating curricular and co-curricular activities.					
<i>Objective</i>	S#	Performance Metric	Exceeds	Meets	Below
Objective 1: Achieve excellence in teaching through local and global accreditations. Description: SBS will achieve accreditation criteria relating to learning assurance, teaching effectiveness, research, and innovation.	1	Progress in AACSB accreditation			
	2	NBEAC (National Business Education Accreditation Council) Pakistan, accreditation compliance			
	3	Number of AACSB online trainings			
	4	Number of in-house trainings/workshops organized by AREC (AACSB Review and Execution Committee), IBA-SBS			
	5	Percentage of SBS full-time faculty attending at least in-house AREC trainings/workshops			
	6	Number of in-person AACSB seminars and conferences attended			
	7	Program and curriculum reviews			
	8	New courses offered			
Objective 2: All business students undertake experiential learning. Description: A project / consulting assignment / thesis of considerable duration is introduced for all business students where they apply knowledge into practical solutions.	1	Number of undergraduate students completing ELP (Experiential Learning Project)			
	2	Number of MBA students completing projects			
	3	Number of MS students completing thesis/projects			
	4	Restructuring of the undergraduate ELP with more focus on hands on industry experience			
	5	Continuous improvement of the MBA Programs' final Projects			
	6	Continuous improvement of project/thesis in MS programs			
Objective 3: Achieve teaching excellence through faculty training and development. Description: To collaborate with HEC and other avenues for teaching training in pedagogy.	1	Number of trainings conducted by pedagogy development center, CILET (Centre for Innovation in learning and Ed-Transformation)			
	2	Percentage of SBS full-time faculty attending at least a training organized by CILET			
	3	Number of trainings (external) attendance on teaching pedagogy			

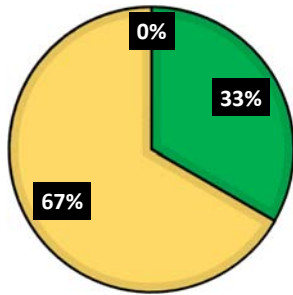
	4	Percentage of SBS full-time faculty completing certifications in higher education teaching programs			
Goal 2: SBS will facilitate faculty endeavors for research and innovation.					
Objective 1: SBS will allocate resources to incentivize research / scholarly projects. Description: Funding will be provided to support faculty to actively engage in producing quality research.	1	Number of faculty presenting research in local/international research conferences			
	2	Number of faculty attending external research trainings			
	3	Percentage increase in PRJs (A, B and C categories) from base period 2020-21			
	4	Percentage increase in A-categories PRJs from base period 2020-21			
Objective 2: SBS will provide opportunities for research groups to be developed and maintained internally. Description: Faculty participation in the development and internally sharing of their research interests shall be supported.	1	Number of internal research trainings			
	2	Percentage of SBS full-time faculty attending at least 1 internal research training			
	3	Percentage increase in collaborative PRJs from base period 2020-21 (peer-reviewed publication with 2 authors from SBS)			
Objective 3: Strengthening faculty-industry relationship through consulting and training. Description: Providing support to faculty to liaise with industry and to provide corporate training and consultancy services to businesses.	1	Increase in percentage of SBS full-time faculty conducting trainings in CEE (Centre for Executive Education) from base period 2020-21			
	2	Increase in percentage of SBS full-time faculty doing consulting projects from base period 2020-21			
Goal 3: SBS will provide opportunities and resources to enhance recruitment and retention of high-quality faculty and staff and their professional development.					
Objective 1: SBS will hire 8 new permanent faculty members in 2021-2022, 12 new members in 2022-2023 and 4 new faculty members each year afterwards. Description: Faculty positions	1	Number of faculty job talks			
	2	Number of new full-time faculty			
	3	Number of new full-time faculty in SA category			
	4	Annual full-time faculty retention rate (number of faculty retained/number of total faculty)			

<i>will be added to support the AACSB accreditation criteria, as well as to compensate for the growth in students and programs in future.</i>	5	faculty-to-student ratio			
Objective 2: SBS will provide support to non-PhD faculty to complete their doctorate. Description: The existing faculty members shall be provided support to pursue their doctorates.	1	Number of full-time faculty completing doctorate			
	2	Number of full-time faculty enrolled in PhD			
Goal 4: SBS will enrich the learning and work environment by creating an inclusive community that enables faculty and students to create a positive impact on business and society.					
Objective 1: Support students and faculty engagement through student-industry-profession exposures by leveraging alumni. Description: The curriculum and programs will focus on encouraging exposure to problems faced by business and professional community in the country.	1	Number of guest speaker sessions			
	2	Number of field visits			
	3	Number of consultancy projects by full-time faculty			
Objective 2: Support community and business by helping them develop and discover entrepreneurial mindset. Description: The curriculum and programs will focus on encouraging exposure to problems faced by business and professional community in the country.	1	Number of new faculty startups			
	2	Number of student startup projects			
Objective 3: Outreach programs for underprivileged and less privileged areas. Description: Students from underprivileged and less privileged areas shall be provided opportunity to attend SBS at IBA.	1	Number of outreach sessions			
	2	Number of participants in NTHP (National Talent Hunt Program)			
	3	Number of students on financial assistance (NTHP, Qarz-e-Hasna, need based)			
	4	Amount of financial assistance			
Objective 4: Instill importance of community service in	1	Students' hours in RCI (Responsible Citizen Initiative) Social Internship			

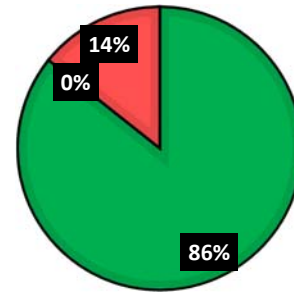
<p><i>students through extra-curricular means.</i> Description: <i>Use the student societies to make students understand the importance of providing positive impact on the local communities.</i></p>	2	Amount spent by societies in relevant activities			
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Performance on Strategic Goals

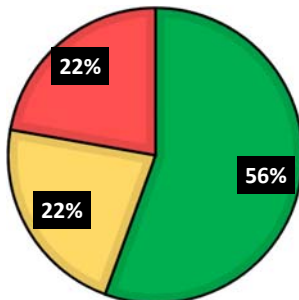
Goal 1: SBS will provide academic programs characterized by high-quality teaching and scholarship, integrating curricular and co-curricular activities.



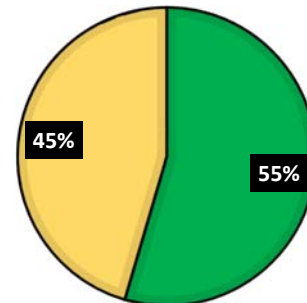
Goal 3: SBS will provide opportunities and resources to enhance recruitment and retention of high-quality faculty and staff and their professional development.



Goal 2: SBS will facilitate faculty endeavors for research and innovation.



Goal 4: SBS will enrich the learning and work environment by creating an inclusive community that enables faculty and students to create a positive impact on business and society.



- Percentage of KPIs where actual performance exceeded performance target
- Percentage of KPIs where actual performance met performance target
- Percentage of KPIs where actual performance did not meet performance target