

Shaharyar Azhar blog September 2015

Subject: IBA, Dr. Ishrat Husain and National Reforms

On the face of it this is not your usual Forum posting but as you read through it, it will become apparent why it actually is very much so.

I am a Master of Business Administration (MBA) graduate of Institute of Business Administration, Karachi, Pakistan (IBA - see here <https://www.iba.edu.pk/>). Class of 1973. Within my family, other graduates from IBA are my uncle, my wife, my brother, my sister, my sister-in-law, my brothers-in-law, nephews and nieces. Also, graduates include numerous personal friends & business colleagues. This is, however, a small number compared to about 10,000 alumni. In other words, a lot of us have a connection to IBA.

"IBA is the oldest business school outside North America. It was established in 1955 with initial technical support provided by the world famous Wharton School of Finance, University of Pennsylvania; later, the University of Southern California set up various facilities at the Institute and several prominent American professors were assigned to the IBA. The course contents, the curriculum, the pedagogical tools and the assessment and testing methods were developed under the guidance of reputed scholars from these two institutions. IBA has zealously guarded the high standards and academic traditions it had inherited from Wharton and USC while adapting and adjusting them with the passage of time."

On September 22nd, 2015 I visited IBA's main campus next to the University of Karachi and was given a tour of the facility by Mr. Haris Siddiqui, Manager (Alumni Affairs). Afterwards, I met Dr. Ishrat Husain, Dean & Director of IBA (must see here: <https://ishrathusain.iba.edu.pk/>) but also a Forum member to boot.

To say that IBA has been transformed under the leadership of Dr. Husain (2008 to current) would perhaps not convey the full meaning. "Metamorphosed" or "transmuted" may describe it much better.

At my time in early 70's there were perhaps 200 students, now there are over 3000. At that time, IBA only offered MBA and BBA programs, now it offers a *dozen* or more *additional* undergraduate, graduate *and* post-graduate programs. At that time it had only four buildings on the main campus - Administration, Academic, Library and Auditorium. Now these have been completely rebuilt while adding five more large buildings: two additional full-fledged academic blocs, one Center of Entrepreneurship Development, a student center, a mosque and additionally a football ground, tennis courts and a cricket stadium. (see pictures below).

In order to accomplish all this Dr. Husain and his team raised *and spent* Rs.5 billion (about \$50M), mostly from private sources. This is no mean sum in Pakistan. Among the donors were Aman Foundation (Arif Naqvi of Abraaj - by far the largest donor), Adamjees, Tabbas, Fauji Foundation and several others, including alumni. The campus has re-appeared as a world-class facility with 50% of faculty having

doctorate degrees and a robust roster of international affiliations with universities around the world. This is an incredible feat to accomplish in less than 7 years.

For Dr. Husain this is, however, only a repeat. As Governor of State Bank of Pakistan (1999 to 2005) under General Musharraf, he conceptualized and implemented structural reforms, including reforms of the financial sector. For this, he was awarded Hilal-e-Imtiaz by General Musharraf.

As Dean & Director of IBA and for his meritorious services in the field of education, Dr. Ishrat Husain, was awarded Nishan-e-Imtiaz in August of 2015 by the current democratic government of PM Nawaz Sharif (This is the highest award one can achieve as a civilian in Pakistan and is equivalent to Presidential Medal of Freedom in the United States or Order of the British Empire - OBE - in the United Kingdom).

Dr. Husain has a unique talent where he combines a far-reaching vision about a task at hand with an equally powerful execution capability. That is rare. Very rare. Most of us would be very lucky to have just one or the other talent. But to have both is something else indeed.

As I scoured through the writings of Dr. Husain on his website, I was struck with what he has written about fundamental reforms needed to strengthen democratic governance. He comes to the conclusion that uninterrupted continuation of democracy allows for political stability and institutional continuity, which, in turn, leads to economic and social development. He then suggests eight fundamental steps (1. Census with fresh delimitation of electoral constituencies; 2. Elections and democratic reforms within the political parties 3. Local government elections and empowerment 4. Reform of Civil Service; 5. Reform of criminal and civil procedure codes and Evidence Act. 6. Reform of Freedom of Information Act 7. Strengthening of Parliament and Parliamentary committees and 8. Reform and modernization of government's management practices).

He then underpins those by suggesting reforms of ELEVEN (11), "institutions of restraint", which derive their strength from the constitution : 1. Lower judiciary/tribunals/special courts. 2. Election Commission of Pakistan (ECP). 3. National Accountability Bureau (NAB) 4. FIA & Provincial Police. 5. Federal and Provincial Boards of Revenue. 6. Attorney General and Prosecution Department. 7. Auditor General of Pakistan. 8. Federal and Provincial Ombudsman. 9. Federal and Provincial Public Service Commissions. 10. State Bank of Pakistan & 11. Securities and Exchange Commission. I very much hope Dr. Husain would soon consolidate his writings to provide a road-map of much-needed reforms. This would then need wide dissemination and spirited debate in the media to mold public opinion, which could then be used to provide ownership of reforms by political parties. Shaheryar Azhar, member-moderator, The Forum

Is This Real? These Photos of a Pakistani University Will Blow Your Mind

- September 26, 2015 12:30 pm

KARACHI (Web Desk) – IBA (Institute of Business Administration) is the oldest and most prestigious business school in Pakistan.

In the past 10 years IBA was undergoing a huge makeover under the leadership of former Governor State Bank, Dr Ishrat Hussain who is the current Dean and Director of IBA.

Finally, after years of construction and hard work, the masterpiece is ready for the world to see. IBA has become so amazing that it might not feel like a university in Pakistan. It looks like something out of every university student's fantasy. Take a look at these photos:



CED



Cafeteria



Classroom



Student Center



Student Center



Adamjee Academic Block



Student Lounge



Tabba Academic Block



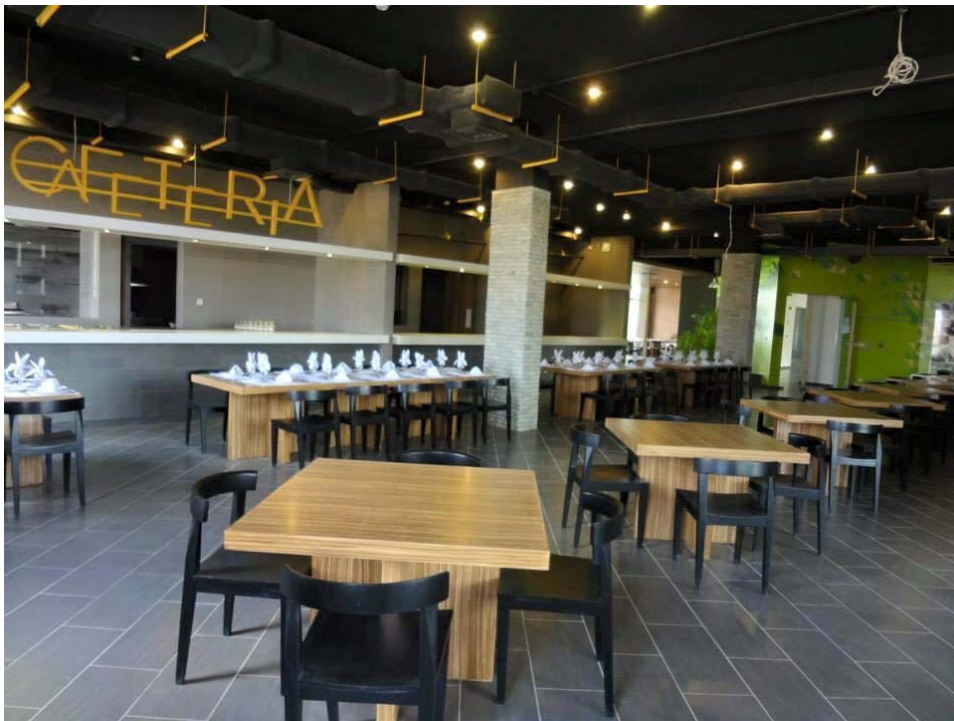
Auditorium



Center for Entrepreneurship Development (CED)



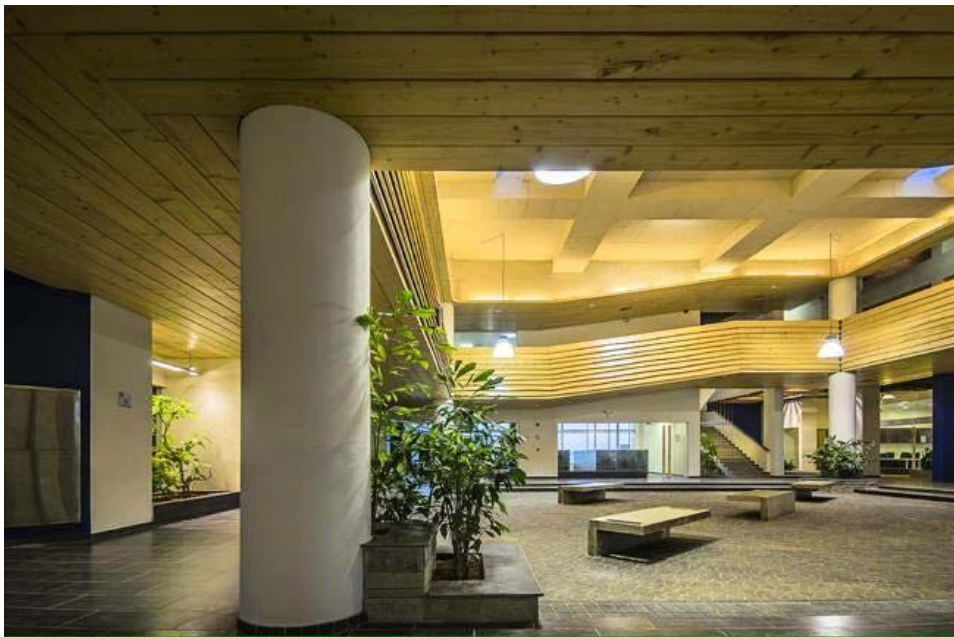
Student Center – Inside



Cafeteria



Football ground, Tennis courts, Cricket stadium



Student Center – Inside



Football Ground



Student Center



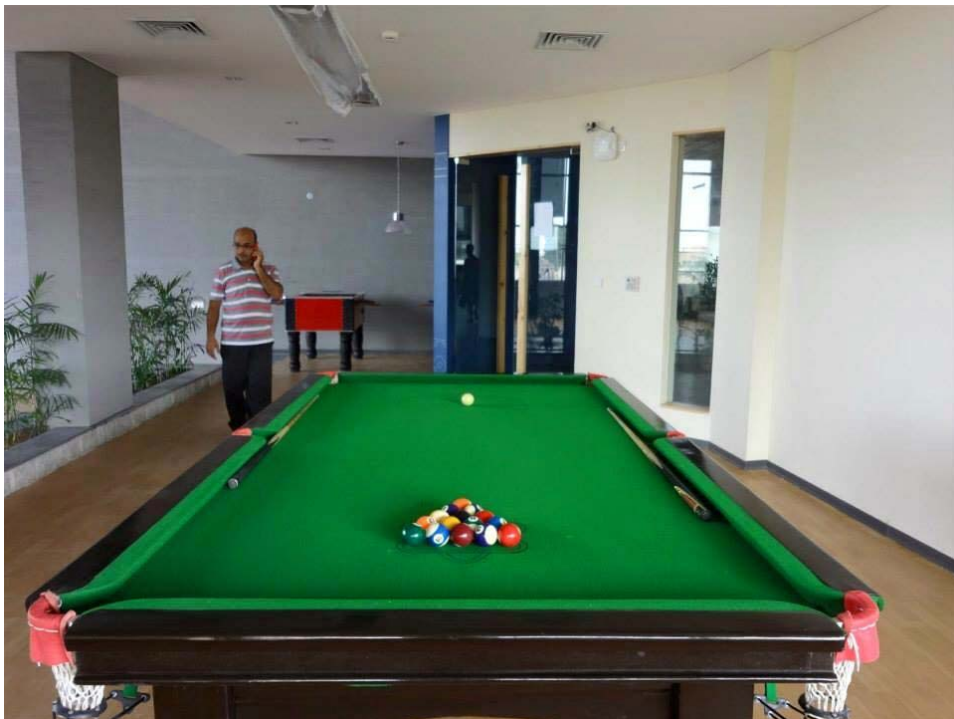
Student Center – Inside



Library



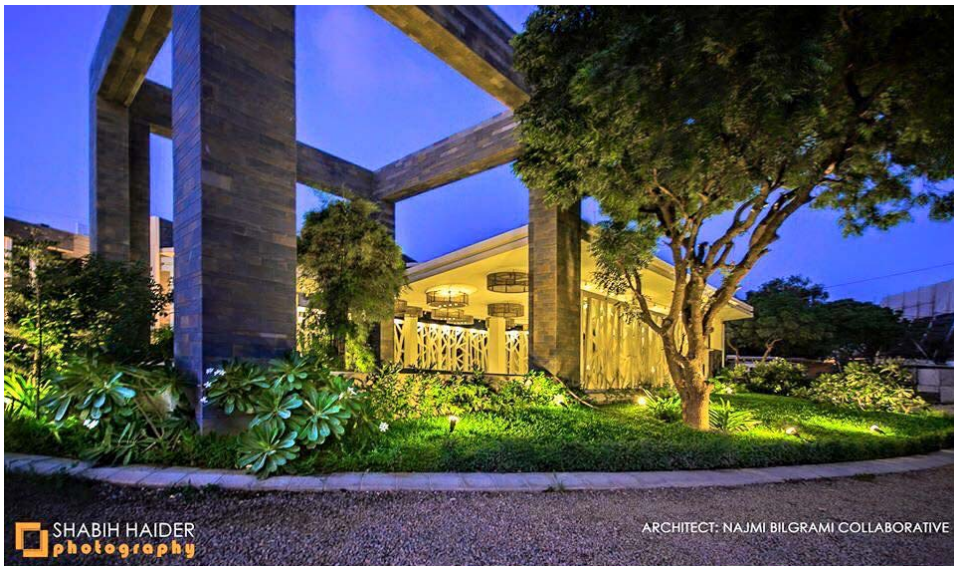
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Student Center



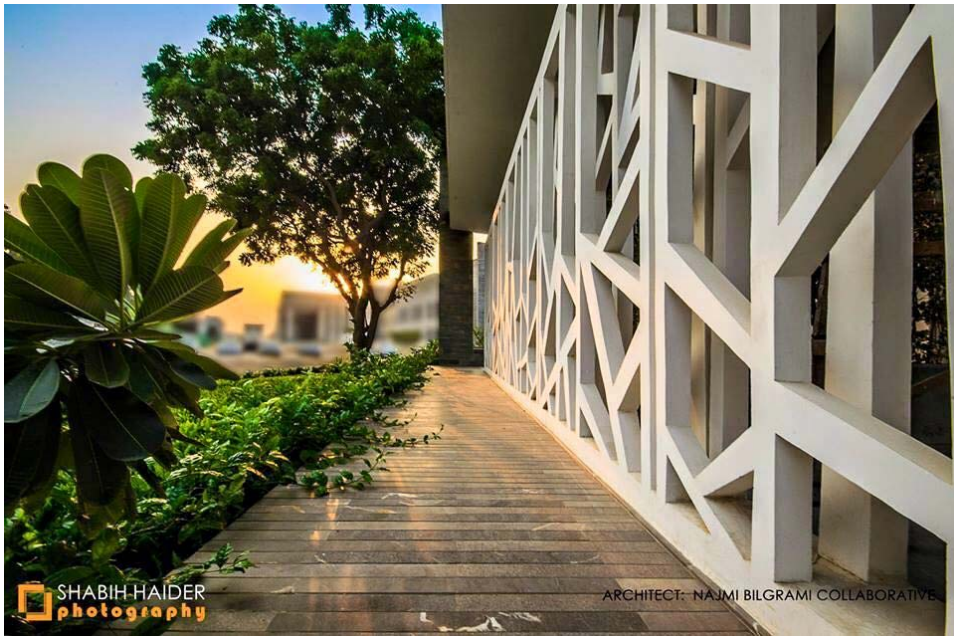
Library



Mosque



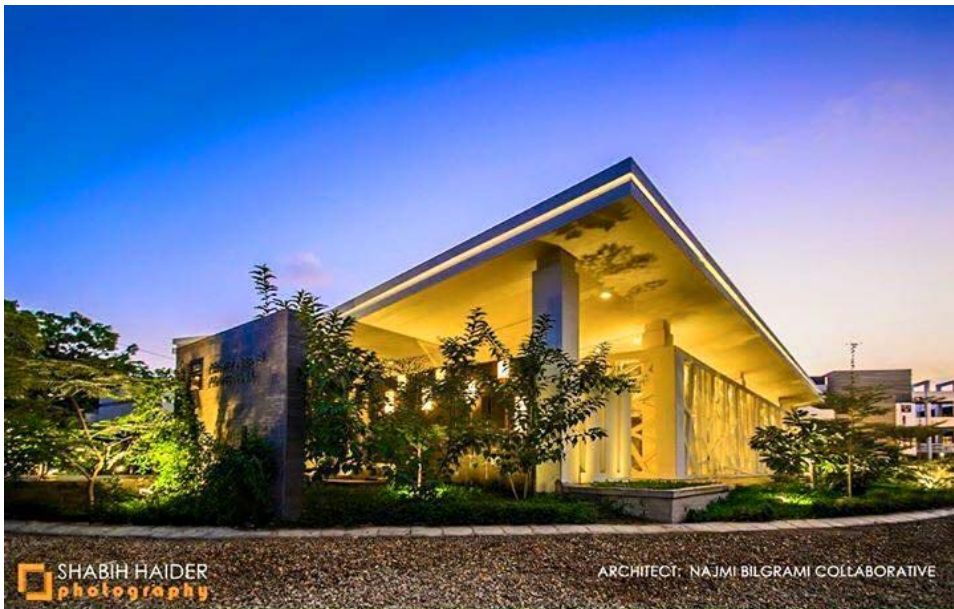
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Library



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Library



IBA Mosque

Photos courtesy: Shabih haider Photography