

QUAID-I-AZAM UNIVERSITY

SUMMARY


The Think Tank of Quaid-i-Azam University in its meetings held on August 12, 16 and 17, 2010 reached the following conclusions regarding the model of Quaid-i-Azam School of Management Sciences.

The meeting held thorough discussions on the model of Quaid-i-Azam School of Management Sciences and unanimously decided that the proposal of handing over the School to any private party is not desirable for various reasons. First, the financial returns from the project if it is handed over to any private party cannot exceed the returns that the University will reap in case the project is carried out by internal sources. Second, the School of Management Sciences can be run by the existing Department of Administrative Sciences, especially after five new faculty members are inducted following the recently held meeting of Syndicate. Third, a senior faculty member from the Department of Economics may be deputed to provide his/her services and leadership for a period of one year with the task to hunt and facilitate in the hiring of faculty on urgent basis. Fourth, the past experience of giving out university land by QAU to other organizations has been bitter.

It was, however, observed that in order to reap economic gains from the School of Management Sciences and other such proposals considered and recommended by the Think Tank, it is essential that the departments/schools may be given autonomy in decision making and financial matters within certain limits. This is essential to enable the earning departments/schools to offer better payments to visiting faculty and additional benefits to regular faculty in order to attract and retain faculty from a competitive market. It was also proposed that a fixed percentage (e.g. 60%) of the extra earnings from the new programs, etc. may be left at the disposal of the departments/schools, with 30% for faculty hiring and 30% for development/up-gradation of the facilities at the department/school. The decision making and financial matters of the departments/schools may be monitored by local boards consisting of departmental faculty, Deans and representative of the University administration.

CONCLUSION

QAU needs to trust its time tested and persistent performance and take the challenge of running its own School of Management Sciences. The bidding process can be annulled according to clause 2.12 on page 28 of the document named Request for Proposals for Establishment of Quaid-i-Azam School of Management Sciences. According to this clause "Notwithstanding anything contained in this RFP, IPD and/or QAU reserves the right to accept or reject any proposal and to annul the bidding process and reject all proposals / bids, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons there for." On moral ground QAU can abandon the bidding process because of the change in circumstances, including induction of five new faculty members in the Department of Administrative Sciences, opening of the School of Economics and School of Political Science and International Relations at QAU and in-house debate on the issue, especially the deliberation in the Think Tank. The faculty of the existing Department of Administrative Sciences has unanimously shown keen interest in running the BBA program with effect from Fall semester 2010 and establishing the School of Management Sciences. The BBA program for the Department of Administrative Sciences has already been approved by Academic Council and Syndicate.


Dr. Eatzaz Ahmad
Professor, Department of Economics
(Convener of the Think Tank)

QUAID-I-AZAM UNIVERSITY

The Think Tank of Quaid-i-Azam University held meetings on August 12, 16 and 17, 2010 in the Seminar Library of the Department of Economics to deliberate on the following two issues.

- A) The model of Quaid-i-Azam School of Management Sciences
- B) Other Proposals to improve financial position of Quaid-i-Azam University
- C) Other related issues as proposed by the members of Think-Tank

The following members of Think Tank attended the meeting.

- 1 Dr. Naveed-i-Rahat
Dean Faculty of Social Sciences
- 2 Dr. M. Afzal Bhatti
Professor and Chairman, Department of Computer Sciences
- 3 Dr. Zulfiqar Ahmad
Professor and Chairman, Department of Earth Sciences
- 4 Dr. Muhammad Ayub
Professor and Chairman, Department of Mathematics
- 5 Dr. Abdul Hameed
Professor and Chairman, Department of Microbiology
- 6 Dr. Aliya H. Khan
Professor, Department of Economics
- 7 Dr. Hafeez-ur-Rehman
Professor and Chairman, Department of Anthropology
- 8 Dr. Zabta Khan Shinwari
Professor and Chairman, Department of Biotechnology
- 9 Dr. Anila Kamal
Director, National Institute of Psychology
- 10 Dr. Khurram Qadir
Director, National Institute of Cultural and History Research
- 11 Dr. Eatjaz Ahmad
Professor, Department of Economics
(Convener of the Think Tank)

Dr. Naveed-i-Rahat, Dean Faculty of Social Sciences informed that she could not attend the meeting due to her engagement in other important matters.

The decisions and proposals of the Think Tank are summarized below.

- A) The model of Quaid-i-Azam School of Management Sciences

The meeting held thorough discussions on the model of Quaid-i-Azam School of Management Sciences and unanimously decided that the proposal of handing over the School to any private party is not desirable for various reasons. Some of these reasons are as follows.

1. The financial returns from the project if it is handed over to any private party cannot exceed the returns that the University will reap in case the project is carried out by internal sources. A simple set of calculations shows that the University can earn about two billion rupees in present value terms if it increases the enrollment close to 3000 in the next 25 years. The annual income in present value terms comes out to be around to 100 million rupees. Any private entity will obviously pay a portion of similar amount to QAU but will keep a large portion as its own profit.
2. The School of Management Sciences can be run by the existing Department of Administrative Sciences, especially after five new faculty members are inducted following the recently held

meeting of Syndicate. The Department of Administrative Sciences at QAU has been running successful masters programs in business and public administration for more than 30 years. It has survived strong competition from private sector despite facing difficulty in hiring qualified staff at low pay packages.

3. The argument that the Department of Administrative Sciences does not have any senior faculty member to provide leadership during the initial stages can also be addressed. The Think Tank proposed that the Department of Administrative Sciences can obtain services from the senior faculty members from other departments of the University.
4. The past experience of giving out university land by QAU to other organizations has been bitter. Pakistan Institute of Development Economics (PIDE) was given QAU land in 1970s to undertake economic research. Today PIDE has become an independent university within the Quaid-i-Azam University. PIDE is using the name of QAU to attract students in its teaching programs in economics and business administration. So much so that all PIDE mails are delivered in the name of QAU. The address of the Vice Chancellor of PIDE is: Vice Chancellor, PIDE, Quaid-i-Azam University Campus, Islamabad. Another example is that of the NCP. This institution is sitting on QAU land but it charges huge charges if any department of QAU uses its conference hall.
5. With QAU itself running the School of Management Sciences, the University will also offer admission to a percentage of students at subsidized fees.

It was, however, observed that in order to reap economic gains from the School of Management Sciences and other such proposals considered and recommended by the Think Tank, it is essential that the departments/schools may be given autonomy in decision making and financial matters within certain limits.

The departments/schools that can earn through new degree programs, training courses, research and other such schemes, need autonomy in order to implement their schemes and make quick decisions, which may not be possible within the given set of rules for the entire university.

It was stressed repeatedly that the departments/schools can earn and significantly contribute to financial position of the University only if they are given some degree of freedom in offering better payments to visiting faculty and offering additional benefits to regular faculty in order to attract faculty from a competitive market and be able to retain them. Other public-sector universities in Pakistan like Punjab University, International Islamic University, Bahauddin Zakria University have adopted innovative schemes to provide better financial incentives to their faculty in earning departments. Some of these schemes are allowing faculty to teach extra courses on competitive rates, bonus salaries, special allowances, car leasing, etc. It was also proposed that a fixed percentage (e.g. 60%) of the extra earnings from the new programs, etc. may be left at the disposal of the departments/schools, with 30% for faculty hiring and 30% for development/up-gradation of the facilities at the department/school.

It was observed that the demand for various disciplines of studies is not uniform. Therefore, it is desirable to allow flexible fee structure across departments both for the full and subsidized fees.

It was proposed that the decision making and financial matters of the departments/schools may be monitored by local boards consisting of departmental faculty, Deans and representative of the University administration.

In a nutshell the Think Tank made strong recommendation for decentralization of administrative and financial powers in order to facilitate departments/schools to conceive and act on innovative schemes to improve financial position of the University.

CONCLUSION

QAU needs to trust its time tested and persistent performance and take the challenge of running its own School of Management Sciences. The bidding process can be annulled according to clause 2.12

on page 28 of the document named Request for Proposals for Establishment of Quaid-i-Azam School of Management Sciences. According to this clause "Notwithstanding anything contained in this RFP, IPD and/or QAU reserves the right to accept or reject any proposal and to annul the bidding process and reject all proposals / bids, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons there for." On moral ground QAU can abandon the bidding process because of the change in circumstances, including induction of five new faculty members in the Department of Administrative Sciences, opening of the School of Economics and School of Political Science and International Relations at QAU and in-house debate on the issue, especially the deliberation in the Think Tank. The faculty of the existing Department of Administrative Sciences has unanimously shown keen interest in running the BBA program with effect from Fall semester 2010 and establishing the School of Management Sciences. The BBA program for the Department of Administrative Sciences has already been approved by Academic Council and Syndicate.

B) Other Proposals to improve financial position of Quaid-i-Azam University

The following proposals were floated improve financial position of the University

1. Creation of Research Centre in various disciplines. These research centers may perform the following tasks.
 - a) Attracting and working on research projects.
 - b) Providing survey facilities to NGOs, international organizations and government departments/institutions.
 - c) Conducting training and certificate courses on econometrics, forecasting and other quantitative research methods, qualitative research methods, development studies and business/public management.
 - d) Conducting short courses and workshops on subjects in demand.
 - e) Providing training courses for teachers in other universities and colleges.

2. Offer degrees in new disciplines like pharmacy, environmental science, law, etc.

Some of the above centers and disciplines require multi-disciplinary teaching/training, So, joint ventures across departments/schools may be encouraged.

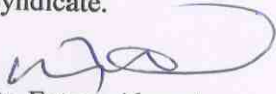
3. Admission process for foreign students, who pay much higher fees, may be simplified. The current practice is too complicated and it practically blocks the entry of foreign students. The practice at International Islamic University needs to be analyzed where a large number of foreign students are enrolled.
4. Construction of Petrol Station as already approved by Syndicate
5. Construction of Community Centre that may also be rented as marriage hall, etc.

C) Other related issues as proposed by the members of Think-Tank

It was proposed that in the long run B.S. programs in various disciplines may be clustered into groups like Business and Economics, Political Sciences, History, Culture and Civilizations, Biological Sciences, Mathematics, Applied Sciences, Chemistry, Physics, Earth Sciences, etc.

Another proposal was to persuade the occupants of University land to cluster on east or north-east side University and they may then be segregated by a wall. The University may then be able to take full control of the remaining land and construct a boundary wall. Perhaps giving up a small portion of land in order to secure the larger portion may be a worthwhile bargain. The University may work out the pros and cons of this proposal.

Yet another proposal was to shorten the route for approval of new programs of studies and courses. The current practice is to go through Board of Studies, Board of Faculty, Academic Council and Syndicate.



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