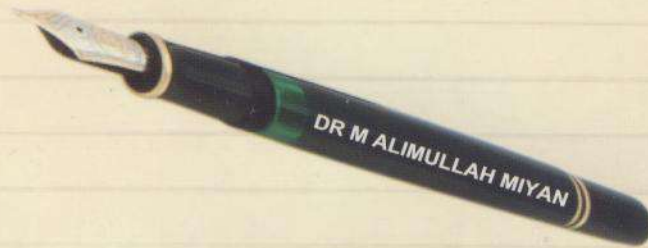


*Non-Government University  
Movement In Bangladesh*



**IUBAT – International University of Business  
Agriculture and Technology**



# NON-GOVERNMENT UNIVERSITY MOVEMENT IN BANGLADESH

PROPOSAL FOR ESTABLISHING A UNIVERSITY OF  
BUSINESS, AGRICULTURE, AND TECHNOLOGY  
at Dhaka, Bangladesh with academic collaboration  
and recognition of KANSAS STATE UNIVERSITY

Working Paper drawn up by Dr M. A. Miyan,  
IBA, Dhaka University, Dhaka, Bangladesh  
Khalid, April 3, 1989

Published by

IUBAT—INTERNATIONAL UNIVERSITY OF BUSINESS,  
AGRICULTURE AND TECHNOLOGY

**Dr M Alimullah Miyan**

PhD (Manchester, UK), MBA (Indiana, USA)

Founder & Vice-Chancellor

IUBAT—International University of Business

Agriculture and Technology

Dhaka, Bangladesh



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For information about activities and publications of IUBAT:

contact :

**Dr M Alimullah Miyan**

Vice-Chancellor and Founder,

IUBAT—International University of Business Agriculture and Technology

4 Embankment Drive Road, Sector 10

Uttara Model Town, Dhaka 1230, Bangladesh

Tel: (88 02) 896 3523-27, 892 3469-70, 891 8412, 01714 014933

Fax: (88 02) 892 2625

Email: miyan@iubat.edu

[www.iubat.edu](http://www.iubat.edu)

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PROPOSAL FOR ESTABLISHING A UNIVERSITY OF  
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Working Paper drawn up by **Dr M. A. Miyan**,  
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1. This "Working Paper" was prepared by Dr M Alimullah Miyan while he was on a World Bank sponsored visit to USA as Director of the Institute of Business Administration (IBA), University of Dhaka, during which he had the opportunity of spending 3 weeks at Kansas State University (KSU), Manhattan, Kansas. Talking to a group of about 40 academics at KSU, Dr Miyan realized that universities in the USA were very much relevant to their society, and made him ponder as to why universities cannot be made relevant to Bangladesh. This resulted in consultations with academics at the university, leading to the preparation of this paper, which was presented, at the highest level of the KSU for consideration. Following this, KSU issued a "Letter of Intent to Participate" in the establishment of this new university in Bangladesh, on April 27, 1989. Eventually, proposal was made to Government of Bangladesh to establish the university on July 27, 1989.

Because this paper broke new ground in the field of education in Bangladesh, it is reproduced here unedited for the benefit of those interested in the genesis of IUBAT—International University Business Agriculture and Technology nay, the origin of non-government universities in Bangladesh.

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### STRUCTURE OF THE UNIVERSITY

#### ENCLOSURES:

- I. Proposal to the Ministry of Education, Government of Bangladesh (GOB) of July 27, 1989
- II. Invitation from Ministry of Education, GOB to apply for Charter under 1992 Act of October 27, 1992 with reference to proposal of 1989
- III. Letter of Intent of KSU of April 27, 1989

## I. INTRODUCTION

This document sets forth the parameters for establishing an institution of higher learning in the non-government sector in Bangladesh with particular focus on business administration, agriculture and technology aspects which could effectively contribute to agro-economic and social development of Bangladesh. The institution envisioned will have the overall objective of promoting higher professional education with relevance to those growth areas of the economy which require qualified human resources and also to create a climate of professionalism and scholasticism to promote further development of the society.

The basic goal is to make an investment in human resource development through which the fundamental economic problems of the society can be tackled by the people and, in the process, promote self-reliance in agro-economic development as well as in higher education. The basic premise taken in this document is that professional higher education in Bangladesh is hard to come by and the educational atmosphere prevailing in the country is not conducive to quality as well as scholasticism and that in itself impedes agro-economic development of the society.

It is further anticipated that an organization like Kansas State University can be of particular assistance and help to Bangladesh through contributing to human resource development in the growth-oriented disciplines of the economy, and thereby promote economic development of a society, which suffers from serious problems of hunger, malnutrition and poverty. It is further presumed that quality education, along with basic research on the problems of agro-economy and business, will eventually lead to promoting a private sector-oriented growth in Bangladesh to the benefit of all concerned. Such an agro-economic development will also have implications for institutional learning as well as impact in terms of the trade and business possibilities of the organizations operating in the Midwest region of America.



Furthermore, the agricultural research programs of KSU can be strengthened through new testing facilities in Bangladesh. Kansas State University (KSU) is particularly suited to provide leadership in agrobusiness education in view of its developmental history and tradition as a land grant university. Therefore, this document basically sets forth the premises for such a higher seat of learning in Bangladesh.

## **II. BACKGROUND**

Higher education in Bangladesh is organized in the public sector only. That is, all universities are funded by the government through its budgeting process and there is hardly any involvement of the community in running and managing of these institutions of learning. There is also limited involvement of the non-government sectors and people in aligning the role of these institutions to the needs of the society. There are presently four general universities offering education in arts, sciences, education and general areas, including business and commerce. There are two specialized universities. One relates to agriculture, the other, to engineering and technology. Both of these are again operating in the public sector.

The role of the universities in Bangladesh are twofold, On the one hand they act as the teaching/training institutions for young people and on the other hand, they affiliate various colleges offering instruction in different subjects and issue affiliate certificates on the basis of the examinations conducted by the universities. In the later case, the university only designs the curriculum and conducts the examination, and takes no responsibility for the teaching and quality of education in these institutions.

These colleges carry on their teaching and training responsibility under separate governing bodies and most of these colleges are also operated by the government or, in those cases where there is private initiative, the government gives considerable subsidy to these programs. The quality of education in these colleges is very poor and entry of students from



these colleges to the university level is creating serious problems.

The Universities are mostly patterned toward the British system of education and, in most of these universities, the examination systems are annual/two year/three year basis, leaving little opportunity for frequent or continuous evaluation of students, feedback to the students in terms of their performance, as well as providing a climate of interactive learning. Higher education in Bangladesh is regarded as the route to social mobility and, as such, it is the desire of most students to try to enter a college or university of higher education. As such, there is tremendous pressure on the universities to admit more and more students regardless of the ability to teach and train them. This has created a situation where the physical facilities of the universities are over-taxed and the academic standards are seriously suffering in terms of output quality.

The universities in the country are presently going through a chaotic situation and there is hardly any professionalism available in managing the educational programs prevailing in the universities. The faculty members are not attentive to their duties; in most cases, classes are not held on many occasions due to political movements, in-fighting of the faculty, students and administration, and other causes and all these have created a condition where the universities can hardly function as academic entities. Most university academic sessions are behind the schedule by three to four years. Even when the universities are open, the classes are not regularly held and the curriculum is mostly outdated and are largely irrelevant to the needs of the society. As such, when the students graduate, most find no job in the marketplace.

Furthermore, the graduates do not acquire the necessary skill, knowledge and perception to create jobs on their own, or to have a significant element of control on their environment, or transform the environment in their favor to create goods and services and other elements for meeting the social needs, and, in the process, provide for their own employment and welfare.

Thus, the country has a large group of so-called "educated/unemployed" people who do not have the skills, perception, or ability to engage themselves in creating goods and services to contribute to the society and their own personal welfare. Most of the students, including engineering, medicine and agriculture, expect the government to provide them with secured jobs and would like to become officers of the Government of Bangladesh, engaging in administrative responsibilities and removing themselves from any of the practicalities of the disciplines that they have studied.

The government is not in a position to go on creating jobs for people who have no particular utility to their society and support them in that particular form. This has resulted in a situation of having a large group of educated, unemployed young people in the society who feel very frustrated but are not in the position to translate their knowledge and skill into any meaningful activity.

The existing universities have all the elements of a good university in terms of structures and system but, unfortunately, there is hardly any professionalism in terms of academic decisions relating to student admission, teaching, training, research, faculty promotion, motivation and evaluation. The campuses of the universities are very chaotic places resulting in a large-scale exodus of qualified faculty from the country to the outside world, including North America and Europe.

Also, the brighter students are trying to leave the country if their parents are in a position to support their educational costs abroad. Interactions with some of the parents indicated that it may be cheaper in the long run to send their children abroad for education because of the more than double the time period required for educational degree attainment in Bangladesh as well as the poor quality from which they are protected if their children go out and get their education.

The society, to a large extent, is ambivalent to the academic community and find them mostly irrelevant to the needs of the society. The



government is also conscious of the inadequacies of the educational system in the country but is yet to bring in reforms because of various constraints. The educational scenario is continuously deteriorating and there is hardly any professionalism left among the academics, and the universities are becoming public corporations generating a lot of waste and very limited quality education and scholasticism that is badly needed in the society.

Education is perceived to be the responsibility of the government and, as such, the government has introduced the concept of universal primary education for all. The government has also borrowed extensively from the International Development Assistance organization for building up infrastructure of primary schools and also provides for teachers to teach in these schools. But over the years, there has been a general deterioration in the standard of the elementary schools resulting in a large scale growth of kindergarten-type institutions in the private sector to offer quality education to children. This is largely true in the urban areas in Bangladesh and with a high degree of concentration in the capital city of Dhaka.

Despite the government goal of universal primary education, given the growth in the population, and large degree of irrelevance of the educational curricula to the needs of the farm community to which most of the children go back, and also because of the general poverty prevailing in the country, most parents of the lower income and landless families do not find any incentive to send their children to the primary schools. Most of the children of these families are required to work during the daytime hours when the school meets and, as such, even if they desire, they cannot send their children to these schools because of the need to contribute to family income or, in many cases, to earn a living by the children themselves.

Thus, despite the increased investment in the infrastructure and related aspects of elementary education, the literacy rate in the country is not increasing in any significant rate. Thus, elementary school system is not



producing good quality and well-educated children to go to secondary schools.

The secondary school system is again promoted by the government. There are some private secondary schools but they receive considerable government subsidy in terms of remuneration of the teachers. The quality of education in these schools is not very satisfactory giving rise to the problems of quality in the next level. This situation again created a niche for private sector operations and private schools are coming up particularly in the cities to provide secondary education to the children almost on a full-cost basis. These schools are expensive but at the same time the quality that they offer attracts the parents to send their children to these at an increasing rate, giving rise to high pressure on demand for these institutions.

While the primary school education is totally free and the government provides books to the children free of cost, the secondary-level students are required to buy their own books and pay a nominal fee toward the cost of their education. Again, the curricula of the secondary schools are oriented to prepare more administrative or clerical type of people and are not geared to train people to go into a society with learned skills to be used for making a livelihood or transforming one thing to another. This again created a situation that, from the secondary level, a large body of students comes out every year, all of who try to go into the two-year colleges from which they can go to higher degree colleges or universities. It takes ten years to get through the elementary and secondary education system.

After finishing the secondary school, the students go to a two-year degree college and in this college they finish the higher secondary examination. The educational choices of the students are basically made after the higher secondary education, which requires twelve years. Following the higher secondary, the students may go to a two-year degree college or join the honours program of the general universities for three years or they can go to four-year Degree College of medicine or engineering. Degree programs

are primarily two years or three years with honours except in cases of engineering, and medicine where the degree programs are for four-year period. When a student completes a two-year degree program, he studies another two years to earn a masters degree in a university or a college, which has been authorised to teach masters level courses. Thus, the education system in Bangladesh allows a student to earn a masters degree in sixteen years of time, which is two years less than the usual time requirement in North America.

The turnout of the students from the school level and college examinations are large but the entry into the college level are very limited. Only about 10% of the students coming out of the secondary school system can be admitted to the university or degree colleges and others cannot be admitted because of the non-availability of accommodation for teaching the students. There is a large gap in the educational demand and availability of educational facilities in the country. However, the facilities available for education are also very sparingly used in the sense of providing a quality professional education to the students who, in turn, will be able to use their knowledge, skill and learning experiences for making a living, either for a job situation or by transforming certain elements of their environment.

In view of the deteriorating educational quality and lack of professionalism in higher education, there is an exodus of students outside the country to avail quality education. This exodus, in the long run, creates a big brain drain for the society because most of the young people leaving the society are not likely to return because of re-entry problems as well as attractions in the alternative environment.

Secondly, this creates a difficult situation for the social transformation in view of the non-availability of people with sufficient understanding and perception to transform the society as well as to carry on the fundamental research and other investigations required to solve some of the major problems facing the society.



In the context of this background, and in view of the tremendous need for developing human resources of the Bangladesh society to bring in a socio-economic transformation through the agro-economic-industrial development process, it is proposed that a seat of higher learning be created in Bangladesh under the umbrella of Kansas State University (KSU).

This proposed institution is to adhere to full academic and professional perspective in imparting educational training and conducting research on the problems of development in Bangladesh society and maintain the same standard as that of KSU. The organization envisioned is to be fully autonomous with its own administrative and quality control mechanisms and is to be operated under a non-profit foundation type of concept outside the influence of the existing institutions as well as outside the influence of vested groups as far as its academic and professional decisions are concerned.

### **III. OBJECTIVE**

The overall objective of the university shall be human resource development through appropriate teaching, training and guidance as well as creation of knowledge conducive to socio-agro-economic-industrial development of Bangladesh society. The translation of such objective shall be made through offering courses and curricula relating to various aspects of knowledge relevant to the development-oriented aspects of Bangladesh society as well as offering opportunities for individuals to acquire knowledge and relevant experience in the chosen fields of specialization. The University shall also seek to develop and mould the personality of the individuals, and, in the process, contribute to development of self-confident individuals with proper appreciation of the boundaries of knowledge, theories and practical aspects of life and living so that they are in a position to contribute independently to their personal and societal development.

Besides, the university shall provide opportunities for promotion of scholasticism and learning through research and extension programs as



well as through a concept of continuing education, which would evoke interest among all people regardless of age or other considerations.

The university shall be open to all to participate provided they have the intellectual capabilities, breadth of knowledge and experience as well as other qualifications to participate in the various educational programs.

The facilities to be provided by the university shall include the provision of educational programs in the various fields of knowledge as well as opportunities for training and experiential learning in chosen areas as well as research endeavours to enlarge the boundaries of knowledge in different subject areas as well as applying the knowledge in the context of Bangladesh situation for improving the social and economic standard of the people for which the educational programs should respond to.

#### **IV. SCOPE OF THE UNIVERSITY**

The University will have the scope of providing educational facilities in any discipline or area relevant to the socio-cultural condition prevailing in Bangladesh and the emerging need for developing and transforming the society. However, at the initial stage, it is contemplated that the University should restrict its operation to particular aspects of the economy, which are growth-oriented. Thus, it is envisioned that the University should start with the primary thrust on business administration and agriculture, both of which are of particular relevance to social transformation in Bangladesh. It is proposed that the University will start with two colleges - a College of Business Administration and a College of Agriculture.

The College of Business Administration will admit students on a four-year undergraduate program offering a degree of Bachelor of Business Administration. The undergraduate program will be patterned after the program that is being offered in the College of Business Administration of Kansas State University. This is to be followed by a Master of Business Administration program of two years with provision for an internship program for a full semester. The MBA program is to be followed by a

doctoral program in the long run so that the teachers, educators and management specialists can be prepared for the university system and business. In each of these degree programs, there will be sufficient emphasis on maintaining a high quality of education and a competence in the body of knowledge in which the student will choose to specialise.

The College of Business Administration will offer various non-degree programs, particularly those related to training of executives and executive development programs, and endeavour to offer an executive MBA degree in the long run. The college will give attention to providing the type of manpower the businesses need to transform and enhance the efficiency of operation of these institutions. Thus, this may mean providing certificates, diplomas and training programs in various areas involving accounts, finance, sales, vocational secretarial training and some sort of operational training in the area of electronic data processing including computer.

The College of Business Administration is to have offerings involving degrees and non-degrees but the primary objective would be to cater to needs for all the different categories of manpower that are necessary to enhance the efficiency of business operations involving top management, middle management, pre-career education, as well as pre-career preparatory programs involving non-degrees. The College of Business Administration is expected to provide consultancy to business and industrial houses in Bangladesh and also engage itself in conducting research on problems of business, industry and commerce, which hinder progress of these activities.

The other wing of the University is proposed to be the College of Agriculture which will prepare candidates for bacheloreate in agriculture to start with and then move to masters in agriculture as well as higher degree in agriculture as far as the degree programs are concerned. The fields of interest in which the initial thrust should be developed would be agronomy, animal science, fishery and horticulture. The undergraduate program would basically be a four-year type providing



enough opportunity for hands-on experience on the part of the students and at the same time be patterned to the program prevailing in the Colleges of Agriculture at KSU.

However, the undergraduate program will have to be tailored in a way to permit economic operations; that is, to cut down some of the options presently offered in the Colleges of Agriculture at KSU. The options that will be available will revolve around agronomy, agricultural economics, animal science and industry, fishery, horticulture and forestry. It is anticipated that the College of Agriculture will carry out considerable work in the non-degree fields involving diploma and certificate as well as training which could cover various areas like agriculture, agriculture extension, agricultural mechanization, dairy, poultry, fishery, food processing, bakery, feed operation, ecology, forestry, etc.

The ecological issues facing Bangladesh should receive high priority in training and research in view of the natural disasters facing the society. Hopefully, the training program will be extensively utilized by non-government organizations and private individuals, and as and when, these programs prove their utility, it will automatically attract government agents involved in this type of operation.

The College of Agriculture is expected to start laying the seeds for conducting research on various aspects of agricultural development in Bangladesh. Initially, the research would be primarily limited in scope as a part of student activity but eventually there should be organized faculty research involving various aspects of agricultural operations for adopting the knowledge available in the West as well as for developing new knowledge that will be relevant to agro-economic development in Bangladesh.

It is also contemplated that the College of Business and the College of Agriculture shall cooperate in terms of offering joint programs of both degree and non-degree types in the inter-related fields particularly in agro-business, agro-industry and economic development. These



programs could be part of the curricula for pre-career education as well as non-degree involving executives and field operators in business and industry covering agriculture areas.

It is further contemplated that the University will add on new facilities as it goes into operation and at the same time, enhance the size and scope of operation of the College of Business and College of Agriculture. The logical candidates for further development would be in terms of departmentation of the facilities of business and agriculture and creation of colleges of engineering, technology, and science and at a later stage, the arts.

Initially, the University is to start with a skeleton organization involving the colleges of business and agriculture neither of which is expected to have departmentation. A core faculty of ten could be taken in for meeting the common core course requirements which is currently regarded as service courses both for the College of Business Administration and College of Agriculture for the undergraduate students. It is anticipated that in the College of Business Administration, there will be an additional faculty of twelve to take care of business administration courses, and in the College of Agriculture there will be an additional faculty of twelve to take care of the agriculture related courses. The resource requirement, in terms of faculty, is to be closely worked up keeping in view the anticipated student-load factor and the likely involvement of the faculty in terms of non-degree activities, institution building, as well as the initial seeds of research that are to be laid.

The initial thought is to admit about 300 students in the College of Business Administration and about 200 students in the College of Agriculture for the undergraduate program. Besides, the College of Business Administration will admit 200 students in the MBA program. The faculty is to be recruited and developed over the period keeping in view the anticipated course offering in different years. To start with, there will be literally no option available to the students and all of them will be

required to follow a common core as they progress in different phases of their educational training. After one or two batches are processed, the specialization and options will start appearing in the curriculum.

At the initial stage, it is anticipated that the masters program will be initiated by KSU directly under its supervision and run the same for a period of five years until the bachelor students coming out of the undergraduate program are ready to enter the masters program in the university. As the students coming out of the undergraduate program are accepted into a masters program, the masters program can thereafter be done by the university at Dhaka independent of KSU but under their direct academic guidance and supervision. As the masters program is phased out in terms of direct degree offering by KSU, the next phase, that is, the Ph.D. level training, may be initiated by KSU for a period of another ten years.

By this time, it is anticipated that enough expertise will be available to offer full-fledged programs in selected areas for Ph.D.'s at Dhaka and still continue the cooperative and collaborative work with KSU as the University at Dhaka grows in size and dimension of its operation.

The scope of the University proposed herein is fairly limited to start with but it is to grow along with the availability of resources both in financial and human terms as well as on gaining experience in developing the University, and at the same time, ensuring the quality of education and training programs in the University. In the medium to long run, this may develop into a full-fledged university with appropriate academic linkages with KSU over a period of time under various modalities and arrangements.

## **V. ORGANIZATION**

The University shall be developed as an educational organization and may be registered under the Society's Act of Bangladesh as a non-profit foundation. The institution proposed could be created as a legal entity or



set up under existing non-profit organizations that are in operation in Bangladesh. The University shall be run by a Board of Governors with appropriate representation of the faculty, students and other interest groups in the society including donors as well as contributors to the educational program of the university. An appropriate representation in the Board of Governors from KSU will be desirable as a form of long-term linkage. The University shall be run by an executive head who may be given the title of the President with appropriate support staff involving various aspects of university operations, admissions, administration, registration and documentation.

### **ADMINISTRATION**

Within the umbrella of the University organization, the various colleges are to organise as faculties which are to be headed by the dean with due structuring for each of the colleges. In due course, appropriate departmentation is to be established to permit specialization in academic disciplines as well as to bring focus and research attention to the problems of various disciplines involved in the different colleges belonging to the university. Each of the colleges will have appropriate faculty committees to develop, update and monitor academic programs which should be again coordinated through intercollegiate faculty committees as well as, in the long run, through interdepartmental committees as required. An organizational structure that would be in close conformity with KSU is envisioned in the proposed university with the exceptions that this would be a non-public sector organization and should economise on administrative expenses.

Organization of the University is to be totally independent of vested groups and restrictive regulations so that it is able to function as an autonomous entity and protect the propriety of the educational qualifications that it will set up. Being in the non-public sector, the University will be able to operate independently and maintain the level of scholasticism and excellence that is required for all higher seats of learning across the world. It is to be noted that the University will be a



quasi-public and quasi-private sector organization in which there will be considerable involvement of both the public and private sectors because of the common goal of developing human resources for economic development of Bangladesh as well as the commonality of interest in terms of developing a knowledge base which will permit the accelerated transformation of the agro-economy.

### **COOPERATIVE EXTENSION**

The University is conceptualized as an extension of KSU and it is to operate under its umbrella so that the educational standards are maintained at par. Besides, KSU is to provide the intellectual stimulation for creating the academic climate in Dhaka as well as ensure the quality standards of education so that the degrees are kept on an equivalent level and credits are transferable between the institutions. It is anticipated that some of the programs may be directly administered by KSU at Dhaka for a limited period of time until the proposed university is capable of mounting a program as well as maintaining the quality level that is expected. The operations of the university under the KSU umbrella are central to creation of the academic standards and development of the new university.

Thus organizationally, the university is to be developed under KSU and eventually be gradually independent on a program-by-program basis as it develops faculty and the student body, as well as the infrastructure for coping with the requirements of higher education. Besides, its organizational development is expected to be linked with the KSU in terms of choice of faculty, setting out regulations as to the qualification standards, as well as the various systems and sub-systems required to sustain an educational program involving student evaluation, critical mass relating to course contents, pedagogy of teaching, faculty evaluation, and planning for continuous improvement of the faculty as well as the university through research, training and advancement programs.

## VI. RESOURCES

The establishment of a higher seat of learning in the form of the University in Bangladesh will require considerable resources, both for developmental purpose, as well as for sustaining the educational programs. As to the operational aspect, it is anticipated that the University should seek to break even in terms of student and participant fees to meet operational costs, along with contributions from philanthropists, private donors and other elements in Bangladesh society. A fixed fund may be created for earning purposes to take care of some of the recurrent deficits that may be anticipated. The University itself will be a service organization and will have opportunities for earning in terms of intellectual properties as well as be able to attract resources through provision of meaningful services to various agencies, organizations and individuals, and these may contribute to some of the costs of the university.

The biggest element of the cost that is to be required would be for development purpose. In this particular respect, it is anticipated that resources will be available from international donor agencies.

The larger chunk of resources will be required for developing the University. In this regard, the current thinking is to minimise the cost of capital investment by renting facilities required for running the university. Besides, it is planned that the University could not be primarily concerned with the housing of the students and the faculty and these are to be managed by the students and the faculty themselves. The University real estate development should primarily revolve around classrooms, laboratories, library, and faculty offices. This is to be eventually planned by a building program that is to be laid down with appropriate cost estimates.

As to the agricultural experimental situations, it is anticipated that these should be worked through cooperative programs with the farmers, which should serve as experimental stations for the students. It will be



desirable to eventually set up research-type stations for agriculture purposes and that should not be very difficult in the long run. The equipment and other facilities required would be primarily for the College of Agriculture, and, for the College of Business Administration, the facilities will be primarily the computer operation. These have to be budgeted in the initial phase of the program. The University will focus more on developing facilities for education, training and research and leave out the aspect relating to co-curricular activities and housing. In this process, it may be possible to cut down substantial investment costs until such time as donors can underwrite these.

Whatever capital costs are required, this is to be budgeted and located to enable the University to be set up and make it functional. Presently, discussions are being held with the Rotary Club of Manhattan and the Rotary district 571 in Kansas to initiate the proposed University as an international project of the Rotary in the USA. If this can be done, the Rotary International may be approached to provide matching resources for creation of the University as well as to provide for Rotary volunteers with appropriate specializations to contribute to the development process. Discussions are also being held with the Manhattan Chamber of Commerce and other private groups in the USA to see whether some private initiatives can be drawn in the creation of the university. Rotary district 328 in Bangladesh is also being cultivated to underwrite this as a Rotary project. Other service clubs, such as Lions' and Kiwanis, may be approached to initiate the university concept.

It is anticipated that the large number of non-government organizations working in agriculture, education and social charity in Bangladesh, of both local and foreign origin, may contribute in terms of ideas and resources to the establishment of the university. Thus, if the initiatives on both USA and Bangladesh, sides of the private sectors can be developed, then international donor agencies may be approached to provide resources for development of the university.

USAID, under the private sector programs, may be a good organization



to provide resources for this purpose. Discussions are initiated at the level of the USAID desk officer for Bangladesh in Washington during the second week of March, 1989, on sensitizing the USAID about the possible venture in higher education and the same is to be continued at the level of the USAID, Dhaka operation including the American ambassador in Bangladesh.

Suggestion for contacting the Rockefeller Foundation to provide some assistance in the creation of the University is also being pursued. Other donor organizations like Canadian CIDA, Swedish SIDA, Development Aid, British Overseas Development Agency, JETRO and other multi-lateral donors may contribute some resources for development of the University in Bangladesh. The specialized nature of this university with development orientation and focus on enterprennueral, business and agronomic development may have a special feature to attract donors to invest in this type of educational program. It is anticipated that, in about two years' time, it may be possible to line up enough resources to initiate the educational program at Dhaka. However, the key to mobilization of these resources would be the development of educational blueprint, which would closely conform to the pattern, and standard of KSU.

The resources required for creation of the University are to be clearly budgeted through developing a plan for the university and this would require additional time. But on a priori basis, it is possible to anticipate the creation of university based on contributions and student fees to meet the recurrent cost and this may not be very difficult to start in a streamlined fashion. As the development resources are mobilized, it will be possible to meet the expansion and developmental goals of the university through that process.

An endowment fund will be created for supporting this university. The international non-government organizations and private voluntary organizations as well as individuals may be attracted to contribute to the development of higher educational programs with development orientation.

The resource requirement, although substantial, is unlikely to constrain the development of the university in the long run. However, to start with, this will be a major challenge in terms of operationalization of the concept proposed herein. The key to mobilization of resources for the university would be a willingness on the part of the cooperating institution to establish the university with the same level of care, confidence and accreditation as it has for its own educational programs.

## **VII. CONCLUSION**

The proposal made herein is to be backed up by detailed plans and programs for various aspects of the operation. The blueprint presented is the result of interaction with various academic units of KSU, particularly those involved in business administration and agriculture. There is a cooperative climate around this idea and, with appropriate financial support, it can be transformed into reality with perseverance, commitment and considerable hard work. What is being proposed here is a long-term solution to the problem of human resource development in Bangladesh and, in the process, resolving the problem of agro-economic development and transformation of the Bangladesh society.

If the idea can be operationalized, the concept of higher education as serious business is likely to be rooted in Bangladesh society, which will in turn, have a very beneficial impact on the public sector institutions and may eventually lead to total transformation of the educational operation and philosophy prevailing in Bangladesh.

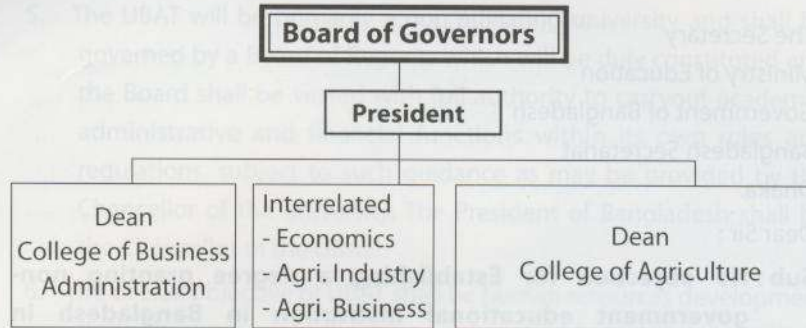
The biggest asset that Bangladesh have is its manpower and any investment in that manpower will have tremendous impact on the welfare of the people and society. The proposed seat of higher education is geared to meet a vacuum that exists in the society at the present time and to contribute to longer term substantial development of the society to the benefit of a people who suffer from the onslaught of poverty, hopelessness and misery all their life. Any contribution in the process by any group would really help in transforming the society to a

democratic and free enterprise system and, at the same time, contribute to social transformation of a culturally rich, but economically backward people.

The program proposed in this working paper is a good candidate for fuller development, but the same will require the agreement on a framework. An on-principle agreement or understanding to cooperate in this or related aspects may provide opportunity for its further development and also to drum up support from international agencies for resource back up. This can be done by drawing up a Memorandum of Understanding or Declaration of Intent in the form of a letter.



**STRUCTURE AND SCOPE OF UNIVERSITY OF  
BUSINESS AGRICULTURE AND TECHNOLOGY  
DHAKA, BANGLADESH**



**Faculty**  
**Degrees :** BBA  
 MBA  
 Ph. D.

**Non-Degrees :** Accounts  
 Finance  
 Sales  
 Vocational  
 Secretarial  
 Computer  
 Executive MBA  
 Miscellaneous

**Faculty**  
**Degrees :** B Ag  
 M Ag  
 Ph. D.

**Areas :** Agronomy  
 Animal Science  
 Fishery  
 Ag. Economics  
 Horticulture/forestry

**Non-Degrees :** Ag. Extension  
 Diploma/ Ag. Mechanization  
 Certificate Ecology  
 Training Feed  
 Food Processing  
 Dairy  
 Poultry  
 Fishery  
 Meat  
 Bakery  
 Forestry



মানব উন্নয়ন সমিতি

**HUMAN DEVELOPMENT SOCIETY**

32-33, GREEN SUPER MARKET, GREEN ROAD, DHAKA-1215; BANGLADESH

July 27, 1989

The Secretary  
Ministry of Education  
Government of Bangladesh  
Bangladesh Secretariat  
Dhaka.

Dear Sir :

**Sub: No objection for Establishing a degree granting non-government educational institution in Bangladesh in collaboration with the Kansas State University, Manhattan, Kansas, USA.**

In view of the limited facilities for quality higher education in the country and to create human resources for rapid social transformation, the idea for establishing a non-government university type institution is being proposed. The premises for such institution and the scope of operation have been set forth in the paper attached, and highlighted below:

1. The institution shall be named as the University of Business, Agriculture and Technology (UBAT).
2. The UBAT shall be a non-profit non-government autonomous organization with its own charter and regulations and shall be sponsored by the Human Development Society, which is a duly registered NGO.
3. The UBAT shall be a self-financed organization and shall meet its operating budget out of the services rendered to the students, continuing education participants, research and service clients etc. The developmental costs will be borne out of the voluntary contributions, fund raising within the country and abroad, support of development agencies and such other people and institutions interested in human resources development of Bangladesh.

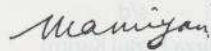
4. The UBAT shall operate as a cooperative institution with the Kansas State University (KSU), Manhattan, USA. Negotiations have been made with the KSU and the University authority has issued a formal letter of intent to participate in the university as shown in Attachment-II.
5. The UBAT will be primarily a non affiliating university and shall be governed by a Board of Regents which will be duly constituted and the Board shall be vested with full authority to carryout academic, administrative and financial functions within its own rules and regulations, subject to such guidance as may be provided by the Chancellor of the university. The President of Bangladesh shall be the Chancellor of the UBAT.
6. The overall objective of UBAT shall be human resources development through appropriate teaching, training and guidance as well as creation of knowledge conducive to socio-agro-economic-industrial development of Bangladesh society.
7. The UBAT shall have the scope of providing educational facilities in any discipline or area relevant to the socio-cultural condition prevailing in Bangladesh and the emerging need for developing and transforming the society. But the scope shall initially be restricted to growth oriented aspects of the economy involving business; agriculture; technology and sciences.

Under the circumstances, we request you to please grant us an NOC for establishing the proposed degree granting non-government university in principle to permit further planning activities. We hereby agree to keep the Ministry posted on the developments in the respect.

An early action on this will permit accelerated activities to the cause of human resources development in Bangladesh for the benefit of the people.

Thank you,

Yours sincerely,



Dr. M. Alimullah Miyan

President

Attachment: as above.



Encloser-II

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

শিক্ষা মন্ত্রণালয়

চ্যান্সেলরের সচিবালয়

নং শাঃ ১৫/১০ এম-৩২/৯০-অংশ-১/৬১৬/৬-শিক্ষা

তারিখঃ ২৭/১০/১৯৯২ ইং  
১২/০৭/১৩৯৯ বাং

বিষয় : বেসরকারী বিশ্ববিদ্যালয় স্থাপন কল্পে সনদের জন্য আবেদন প্রসঙ্গে।

নিম্ন স্বাক্ষরকারী নির্দেশক্রমে জানাইতেছে যে, বেসরকারী বিশ্ববিদ্যালয় আইন/৯২ সংসদে পাশ হওয়ার পূর্বে তাহার নিকট হইতে বেসরকারী বিশ্ববিদ্যালয় স্থাপনের জন্য একটি আবেদন পত্র পাওয়া যায়, যাহা সংসদ কর্তৃক প্রণীত বেসরকারী বিশ্ববিদ্যালয় আইন/৯২ এর সহিত সামঞ্জস্য পূর্ণ নয়।

অতএব, বেসরকারী বিশ্ববিদ্যালয় আইন/৯২ অনুযায়ী আবেদন করার জন্য তাহাকে অনুরোধ জানানো যাইতেছে। এই বিষয় এতদসঙ্গে সরকার কর্তৃক প্রণীত বেসরকারী বিশ্ববিদ্যালয় আইন/৯২ এর কপি এবং সনদ প্রাপ্তির আবেদন পত্র তাহার অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য প্রেরণ করা হইল।

প্রাপকঃ-

ডঃ এম. আলিমউল্লাহ মিয়ান  
প্রকল্প পরিচালক, আইইউবিএটি  
৫১, ধানমন্ডি আবাসিক এলাকা  
সড়ক নং ৯/এ

স্বা/

(মির্জা ফজলুল করিম)  
সিনিয়র সহকারী সচিব।

The Government of the People's Republic of Bangladesh

Ministry of Education

Chancellor's Secretariat

No. Sha: 15/10 M-32/90-Part-1/616/6-shikkha

Date: 27/10/1992 AD  
12/07/1399 Bengali

**Subject: With Respect to Application for Charter for Establishing  
Non-Government University**

The undersigned is directed to inform that an application for establishing non-government university was received from him before the Non-Government University Act/92 was passed by the Parliament which is not in conformity to the Non-Government University Act/92 as passed by the Parliament.

Therefore, he is requested to make application in conformity to the Non-Government University Act/92. In this connection, copy of the Non-Government University Act/92 as passed by the Government and Application Form for Charter are sent herewith for his information and necessary actions.

Recipient:

Dr. M. Alimullah Miyan  
Project Director, IUBAT  
51, Dhanmondi Residential Area  
Road No. 9/A

s/d

(Mirza Fazlul Karim)  
Senior Assistant Secretary

**KSU**  
KANSAS  
STATE  
UNIVERSITY

Encloser-III

**Assistant Provost**  
International Programs  
Waters Hall 108  
Manhattan, Kansas 66506  
913-532-5714

April 27, 1989  
Dr. M. A. Miyan  
IBA, Dhaka University  
Dhaka, Bangladesh

Subject: Letter of intent to participate in a new  
university in Bangladesh

Dear Dr. Miyan:

We are pleased to respond to the proposal for establishing a University of Business, Agriculture, and Technology at Dhaka, Bangladesh. This letter is to indicate our positive support in working with you in this exciting project.

Our faculty who are familiar with the Bangladesh higher education system support the position that a new and innovative approach would be very advantageous. We also believe that the initial stage should be limited to Colleges of Agriculture and Business with potential for expansion in the future.


Since Kansas State University is a public land grant institution and supported by the State of Kansas, we must be very specific to state that we are unable to provide any funding for the project. It is our assumption that funds will be provided from other sources.

We are confident that we have the expertise to assist in the project. This statement is based upon the University's past history of assisting in institution building projects in several other countries. We also

have an administration that is committed to expanding its international involvement and many faculty who would be willing to participate in such an activity. During the past several years, many Bangladesh faculty and students have studied or lectured at Kansas State and we look forward to increasing this involvement.

Kansas State University stands ready to assist and wishes you success as you seek necessary funding. We appreciate your visit to our campus and congratulate you on being an excellent ambassador for Bangladesh.

Sincerely Yours,



Vernon C. Larson, Assistant Provost  
International Programs

VCL/JP

cc: Provost Coffman

Dean Randolph Pohlman

Dean Walter Woods

Dr. Raymond Coleman



## IUBAT'S CORE PUBLICATIONS

For creating and pertaining knowledge IUBAT has brought out the following publications on issues of national and international importance:

1. Natural Gas Options for Bangladesh, Mark Jaccard, Mujibur Rahman and John Richards, Centre for Policy Research, IUBAT, Spring 2001
2. Electricity for All, Rose Murphy, Nuruddin Kamal and John Richards, Centre for Policy Research, IUBAT, Summer 2002, ISBN 984 861 000 6
3. Energy Policy for Bangladesh, Dr M Alimullah Miyan and John Richards, PhD, Centre for Policy Research, IUBAT, Summer 2004, ISBN 984 861 001 4
4. What Parents Think of Their Children's Schools, Sandra Nikolic and John Richards, Centre for Policy Research, IUBAT, Summer 2007, ISBN 984-70060-0000-6
5. Barriers to Girls' Secondary School Participation in Rural Bangladesh, Jennifer Hove, Centre for Policy Research, IUBAT, Fall 2007, ISBN 984-70060-0001-3
6. A New Mandate for Rural Electrification Board – Area-Based Planning Initiatives to Relieve Power Shortages, B.D. Rahmatullah, Nancy Norris and John Richards, Centre for Policy Research, IUBAT, Summer 2008, ISBN 984-70060-0002-0
7. Benchmarking the Nutritional Status of Women in the Tongi-Ashulia Road Slums, John Richards, Afifa Shahrin & Karen Lund, CPR, IUBAT, Summer 2010, ISBN 984-70060-0004-4  
([www.iubat.edu/cpr](http://www.iubat.edu/cpr))
8. Knowledge Based Area Development–A Step Towards Community Self-Reliance, Prof Dr M Alimullah Miyan, IUBAT, ISBN 984-70060-0003-7  
([www.iubat.edu/kbad](http://www.iubat.edu/kbad))

*Honorable President and Chancellor with the President of Asian Institute of Technology, Thailand in the Certificate Awarding Ceremony of the Workshop on Disaster Management organized by IUBAT and ADPC on January 30, 1992 at IEB*





### **About the Author**

Born in Comilla, Bangladesh, Dr M Alimullah Miyan is the Founder and Vice-Chancellor of the IUBAT— International University of Business Agriculture and Technology in Dhaka, the first non-government university in Bangladesh. After completing his Honours and Masters degrees at Dhaka University, he received his MBA at Indiana University, USA and his Doctorate at Manchester Business School, UK.



Dr Miyan's distinguished and varied academic career has included the positions of Director and Professor at Dhaka University's Institute of Business Administration, and Founder Chairman of the Centre for Population Management and Research (CPMR), also at Dhaka University. Dr Miyan served as President of IUBAT upon its founding in 1991 before moving into his present role of Vice-Chancellor in 1994. Dr Miyan is the author of 47 academic articles and is author/co-author of 15 books on a wide range of topics related to the promotion of business, education, development and disaster management in Bangladesh.

Dr Miyan is also involved in numerous research and consultancy projects, and he has participated in many conferences, seminars and workshops around the world. Dr Miyan is currently a member of the Executive Committee of the International Society for Labor and Social Security Law in Geneva, Switzerland, Association of Management Development Institutions in South Asia and Secretary General of Association of Non-Government Universities of Bangladesh. He has studied in the United States, Great Britain, worked in Nigeria for a semester and has visited 42 countries as part of his academic activities and in pursuit of excellence for his beloved country.

### **About IUBAT**

Founded in 1991 by Md Alimullah Miyan, the IUBAT—International University of Business Agriculture and Technology in Dhaka, is the first non-government higher education institution in Bangladesh. With a focus upon the creation of a modern curriculum and infrastructure, the goal of IUBAT is to produce well-qualified candidates for the social and economic benefit of the nation. In the years since its inception, the university has forged a reputation for excellence and independent thought. IUBAT has increased its core courses to include nine programs leading to undergraduate degrees, an MBA program and two Diploma courses. The university has also invested in the study and promotion of English as the medium of instruction and communication, to enable students to prepare the skills necessary for today's global job market. IUBAT academic standards are accepted worldwide and it enjoys numerous links with other international universities and institutions, including visiting faculty and student transfers. Research and publications have been embedded in the academic culture of the university. The new premises include modern facilities and ample room for future expansion.

[www.iubat.edu](http://www.iubat.edu)