

ACADEMIC REPORT 2018-19





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Message

FROM THE VICE CHANCELLOR

Dear Colleagues, Staff, Students and Members of the LUMS Community,

I invite you to read the 2018-19 Academic Report and join me in congratulating our faculty, staff, students, trustees, governors and senior leaders at LUMS for their tireless efforts in contributing to the significant achievements highlighted in this report.

The people who work at LUMS are extraordinary individuals, imbued with a loyalty and sense of purpose. Every day they demonstrate their dedication, drive and energy to serve the institution. It is a humbling experience to be part of this great institution and I feel an extraordinary sense of privilege to have the opportunity to lead you. Last fall, with substantive input from the Deans and other colleagues, we shared a *White Paper* outlining new directions for the University. This paper provides a renewed vision for LUMS rooted in its cherished values of integrity and excellence and builds on its milestone achievements over three decades that has led to our current position as a leading comprehensive university.

Our renewed purpose and direction will promote transdisciplinary unity and no boundaries, with each of the Schools being ready to work closer together to serve the needs of our nation and beyond through innovative approaches to integrate our curriculum and build new partnerships. We have also outlined a strategic framework to map out pathways of differentiation for LUMS through the work of several new Centres and Institutes with institutional mandates. Several new initiatives are now being supported by a new Advancement Office to help LUMS achieve sustainable growth. We were able to forge consensus on this approach through a series of open consultations with each School that helped us to crystallise our collective ideas.

A new shared governance model was also conceived. While discussions on how this might evolve are ongoing, for the first time we will have Councils to represent each School, the University and a consolidation of 14 standing committees to a more manageable 7. In parallel, structural organisational changes in both academic and administrative operations have been discussed and will be implemented in the coming academic year. Open town halls with all members of faculty and staff will be held in June and September annually to share progress on strategic initiatives, budgetary matters and ways to further engage our collective priorities. I firmly believe that these changes will position LUMS as an exemplar of innovative learning and good governance in Asia.

Strategic Initiatives

Despite the external shocks of unanticipated increases in energy costs and inflation, as well as the significant depreciation of the Rupee, University resources have been reallocated, and in several cases increased, to support strategic institutional initiatives and priorities. For example, to enhance academic productivity we will continue to attract and retain world-class faculty, which is why compensation structures and strategic hiring have been preserved along with an emphasis to strengthen Centres that attract the best in the field to promote transdisciplinary work. There is also significant support for faculty interventions to enhance the student learning experience through seed funding of pedagogical projects, instructional skills training and the creation of large-scale partnership programmes to fully engage students. These activities will be coordinated through the *LUMS Learning Institute* to be launched later this fall.



Another priority will take LUMS into the world of digital learning through *LUMSx*. The *LUMSx* platform is being created in partnership with *Arbisoft* and *Jazz* to provide programming and server capacity to host open online courses. The first of these courses includes adult and children's (indigenous) versions of the global *Learning How to Learn* course to serve national and international audiences. Several instructors are also excited to produce their versions of open courses in Science, Business, the Humanities and Social Sciences that are expected to attract students across the country and beyond.

LUMS has consistently provided a progressive environment to support and improve student learning. Further investments in the Office of Student Affairs are targeted to provide visible changes that enhance the quality of the student experience. These include new learning spaces, a service orientation from the Registrar's office, centralised support for academic advising and counselling services, an expansion of financial support services and an expanded office for co-curricular activities.

The strengthening of several existing and new Centres as well as fresh initiatives will require an organisational structure that reflects university priorities. This is why a number of existing administrative operations are being regrouped into strategic roles. Others are new in their mandate and scope including the Offices of Internationalisation, Inclusivity and Accessibility, Programme Enhancement, Academic Advising and an expanded mandate for Admissions and Financial Aid. Further, a new Centre for Continuing Education will co-opt Lifelong Learning and Summer School with a broader mandate to offer several new courses and certificates that feed into our regular programmes.

LUMS Exemplary Schools

The faculty is the academic heartland of the University. The incredible achievements they bring to each of the Schools are highlighted in this report through inspiring messages from each of our Deans. The Suleman Dawood School of Business (SDSB) faculty stepped up with a 46% increase in 'A' ranked journal publications and is the first School in Pakistan to achieve the highly coveted AACSB Accreditation. New labs and facilities in IT, 4G, Cybersecurity, Robotics, NMR and the National Centre for



Big Data and Cloud Computing were established within the Syed Babar Ali School of Science and Engineering (SBASSE). The National Incubation Centre continues to thrive showcasing promising start-ups and world-class events. The Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) was launched and became the first School at LUMS to have digital classrooms and live video conferencing technology for interactive lectures with overseas faculty.

Academic structures at LUMS have also evolved, predominantly marked by the new curriculum development for SOE's MPhil Education Leadership and Management (ELM). Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) initiated a new core curriculum for its undergraduate programme, while two new programmes at the Shaikh Ahmad Hassan School of Law (SAHSOL) — Street Law and Law for Business Executives — were introduced. SDSB contributed to achieving the University's gender diversity goals by offering the Women's Scholarship which aims to foster, celebrate and advance women's leadership experience in the business world.

LUMS also made good progress with additional accreditation — the Computer Science programme received the highest national category in computing education, the Electrical Engineering programme was accredited on the OBE model under the Washington Accord, and the Pakistan Engineering Council Zero visit was conducted for the launch of the Chemical Engineering programme.

The 2018 QS World University Rankings further showcase the University's achievements as LUMS jumped eight places among other reputed Asian universities to rank among the top 100 for the first time. Building on its strengths as a learning institution that excels in research and teaching, this ranking is a recognition of our excellence and the quality efforts of our eminent faculty, students, staff and alumni over several decades.

The past year was one of significant transformation on many fronts and very positive for LUMS to mark new beginnings as we take this world-class University to new heights. As your Vice Chancellor, I am proud of your efforts and look forward to nurturing and supporting the dedicated faculty, committed staff and talented students to achieve their full potential.

DR. ARSHAD AHMAD

Arshad Ahmad
VICE CHANCELLOR,
LUMS

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

Margaret Mead

SULEMAN DAWOOD SCHOOL OF BUSINESS



Message

FROM THE DEAN

Over this past year, the Suleman Dawood School of Business (SDSB) has witnessed some key milestones. In February, SDSB was accredited by the Association to Advance Collegiate Schools of Business (AACSB). This is a major achievement following a decade of effort and refinement of our study programmes, research activities, internal processes, and management education impact and engagement initiatives. SDSB is the first business school in the country to have obtained the AACSB accreditation. We anticipate other business schools in Pakistan will follow suit and we remain open to providing guidance and assistance in this respect so the country's management education standards are elevated.

We have launched an admissions policy with a 50% scholarship awarded to all women admitted to the Executive MBA programme. This makes SDSB the first business school globally to directly aid gender balance in managerial qualification achievement, which will positively impact the workforce, establish women as role models across more executive contexts, and power the regional economy with greater intelligence and capacity. The initiative will, if successful and viable, be extended to the MBA as well as other LUMS programmes and ultimately may be replicated by other universities in Pakistan, thereby impacting society with a wider reach.

SDSB launched its new Centre for Business and Society (CBS) in January 2019. The CBS is now SDSB's platform for debates, policy discussions, research communication, student engagement and 'edutainment' events to engender positive societal impact via better business

practices and to contribute to the international community agenda centred on attaining sustainable development goals. CBS will bring efforts and conversations at the intersection of business and society onto a wider stage of influence in Pakistan. The new centre has already hosted events dealing with tackling violence against women and period poverty—both issues which impact educational attainment and progress in the workplace for women. It has also signed an MoU to advance public administration and training with the Civil Services Academy in Pakistan.

This past year has witnessed key conferences held at SDSB via its China Pakistan Management Initiative and its Social Enterprise Development Centre (SEDC). SDSB also organised the 8th Annual Management Research and Case conference in Al Ain, UAE in March 2019. These conferences have earned SDSB considerable international exposure whilst advancing the discourse on issues impacting Pakistan and the region's economy and social outcomes. The Centre for Islamic Finance has engaged in a variety of initiatives with Bank Alfalah among others. It is shaping innovative thinking in Islamic finance products, particularly in the digital space.

SDSB has, and attracts, accomplished academics from the region and internationally. Its research output, both pure and applied, grows from strength to strength. Its scholars publish both in distinguished journals and practice focused outlets. SDSB has the largest case repository in Asia. Many faculty members publish cases accessible through Harvard Business Publishing. The case repository has, from this year, made all its cases available to other institutions free of

charge to enable universities in the region to have costless access to the highest quality educational material available. Some academics teach executives at the Rausing Executive Development Centre (REDC) at LUMS. REDC excels in offering unique programmes, both established and innovative, within a range of fields and industries. Business domains of expertise across a full diversity of training are offered at REDC in the areas of finance, marketing, agribusiness, leadership, governance, policymaking, and stakeholder management among others.

SDSB continues to provide the best educational experience in management for its students. Courses, concentration pathways, student exchanges and facilities undergo improvements and changes to reflect the dynamism essential to effective management education and contextual needs. Internships and student involvement across business industry sectors as well as civil society sectors are underway. The physical space for students at SDSB is being redesigned to include more social areas and seating comfort. A bookstore is under construction at SDSB to serve the entire LUMS community. Entrepreneurship spaces are also being developed with design thinking set-ups, start-up platforms and women in entrepreneurship workshops being organised.

A particular focus, which cuts across space, people interactions, research pursuits and educational impact

activities is the emphasis SDSB places on mobilising transdisciplinary initiatives that deviate from the silo-focus that can hinder university life. We continuously aim to interconnect research, teaching, business engagement, and service within our four sister Schools at an innovative plane of relevance, which crosses traditional boundaries that have lost their purpose.

Committed to developing socially responsible leaders and productive members of society, SDSB maintains its status as the top Pakistani management school as indicated by international rankings based on indicators of employer perception, academic output, teaching excellence, and impact-led as well as pure research. SDSB's distinction derives from pursuits, which are reflected in its rankings. This year's activities and achievements including the AACSB accreditation, the establishment of CBS, and the industrious efforts of SDSB staff, faculty, alumni and, of course its students, have enabled SDSB's objective to create management leaders for the betterment of society.



DR. ALNOOR BHIMANI
HONOURARY DEAN,
SULEMAN DAWOOD SCHOOL OF BUSINESS



Highlights

1st Business School in Pakistan to Earn AACSB Accreditation

Achieved in February 2019 and acquired by only 5% of the world's business schools, this international accreditation is synonymous with the highest standards of quality and inspires new ways of thinking within business education globally.

2 PhD Management candidates successfully defended their dissertations

16 MBA students participated in Exchange Programmes at international universities

KEY INITIATIVES

Centre for Business and Society (CBS) launched

50% scholarship offered to all women admitted to the Executive MBA programme

8th Annual Management Research and Case Conference in Al Ain, UAE in March 2019 held

2nd International Conference on Gender, Work and Society – Challenges, Opportunities and Prospects for Women's Economic Empowerment held



AACSB Peer Review Team with LUMS leadership

Centre for Business and Society

Inauguration and Commemoration of International Day for the Elimination of Violence against Women and Human Rights Day

The Centre for Business and Society (CBS) provides a safe, collaborative space for faculty, staff, students and community members to engage in a stimulating narrative on the most pressing social issues facing Pakistan, thereby fostering innovative channels of knowledge exchange enabling evidence-based knowledge to inform key public policy issues.

The much-anticipated inauguration event commenced with a brief talk by Syed Babar Ali who spoke about the significance of creating discourse around pertinent social issues facing the country. Honourary Dean SDSB, Dr. Alnoor Bhimani, announced that the Centre will prioritise activities in relation to global sustainable development goals. As the leading business school in the country, the SDSB has a responsibility to provide leadership across all domains to advance the betterment of society.

The event also showcased a play titled, 'Barri' by the Ajoka Theatre, to demonstrate the power of entertainment with a cause.



Vice Chancellor, Dr. Arshad Ahmad with Syed Babar Ali, Founder and Patron of LUMS

MoU between CBS and the Civil Services Academy (CSA) - Pakistan Administrative Services (PAS) Campus

The CBS and CSA-PAS collaborated to revise and redesign the course on Public Administration and Management for the PAS Specialised Training Programme. A five-member delegation from the CSA, including the Director General, Mr. Suhail Aamir, visited LUMS for the signing ceremony on April 9, 2019.



Honourary Dean SDSB, Dr. Alnoor Bhimani and Director General CSA, Mr. Suhail Aamir

CEO Haleeb Foods Visits LUMS

Mr. Memosh Khawaja, MBA '93, CEO Haleeb Foods and Vice President of the Pakistan Dairy Association, spoke on the growth potential in the dairy industry particularly in processed milk, opportunities in the sector for young professionals and entrepreneurs, and the role Haleeb Foods plays in providing farmer development services, building local industry capacity, and enhancing quality standards.



Mr. Memosh Khawaja, CEO Haleeb Foods

It's Everyone's Business, Period. Health, Hygiene and the Menstrual Taboo



Panellists at the event, 'Its Everyone's Business, Period. Health, Hygiene and the Menstrual Taboo'

The Centre's second edutainment event on April 26, 2019, successfully brought forth a constructive dialogue on menstrual health management issues along with the social and economic considerations of period poverty. Speakers at the event included Farah Ahamed, Feryal Ali Gauhar and Baela Raza Jamil who set the stage for a meaningful panel discussion through their insightful speeches. The panellists included young entrepreneurs from ReCircle, Femkins, HerGround and Girlythings, along with Mira Hashmi from the Lahore School of Economics and renowned activist, Jalvat Ali, from the Labour Education Foundation. The panel session was moderated by Dr. Ayesha Masood, Assistant Professor SDSB.

The event concluded with a remarkable performance by Sur Mandal artists: Ustad Habib ur Rehman, Rainy Carol and Sumaira Waris, the first and only female tabla player in Pakistan.

Annual Public Policy & Governance Student Competition 2019

Organised by CBS, this annual competition gives students across LUMS an opportunity to present their research in support of a policy change in one of three thematic areas: Gender Inclusion, Institutional/Governance Reforms, and Social Policy (Education, Health, Poverty Eradication).

Role of Women in the Workplace: A Talk by the Dutch Ambassador

During her visit to LUMS on April 30, 2019, Ms. Ardi Stoios-Braken, Ambassador of the Embassy of the Kingdom of the Netherlands to Pakistan, spoke about the importance of women empowerment and the role of women in the workplace globally, and education as an equaliser to bring about gender parity.



SDSB faculty with the CBS team and Ms. Ardi Stoios-Braken

Social Enterprise Development Centre

Training Programmes for Marie Stopes Society

The Marie Stopes Society is a social enterprise that provides comprehensive reproductive health services for people across Pakistan. A customised training programme titled, **Human Capacity Building: Understanding Communication, Leadership, and Teamwork** was organised in September and December 2018.

International Conference: Gender, Work and Society – Challenges, Opportunities and Prospects for Women’s Economic Empowerment

Held on April 27-28, 2019, this conference attracted a large number of paper submissions (120+) and specifically probed the impact of globalisation, social movements and social norms on the economic participation of various gender categories. Important issues relating to violence and workplace harassment were explored in the context of the #MeToo movement. The conference encompassed the oft-neglected gender-related debates revolving around ‘masculinity’ and ‘queer identities’. There was unanimous consensus on the need for research in the area of ‘gender equality’ and removing obstacles that hinder women’s participation and safety in the workplace.

Chief Guest, Syeda Henna Babar Ali, shared a case study on accommodating female needs in the workplace. The Keynote speaker, Professor Mustafa F. Ozbilgin from Brunel University, London, presented his seminal work on ‘Atypical Leadership’. Dean SDSB, Dr. Alnoor Bhimani,

shared his insights on gender and diversity at the closing ceremony and distributed best paper awards.

Transforming Academic Knowledge to Develop Entrepreneurial Universities in Pakistan

In February 2019, Social Enterprise Development Centre (SEDC) in collaboration with Saarland University, Germany, applied for the TAKE-UP Grant announced by the European Commission under its Erasmus+ Programme. TAKE-UP aims at uplifting the potential of Pakistani Higher Education Institutes (HEIs) in the area of entrepreneurial culture, especially the development of coaching skills in students, researchers, and alumni with strong entrepreneurial intentions. The total cost of the project is one million euro and, if successful, LUMS will receive €110,915 as a subcontractor.

Customised Training Programme on Monitoring and Evaluation Systems for the Government of Khyber Pakhtunkhwa

A training programme was organised from March 18-21, 2019, for middle and senior level officers of the KP Government to understand the strategic importance of M&E systems, mechanisms for designing M&E systems, and the practical considerations for creating and adopting M&E practices in government organisations. The training was part of the Capacity Building Interventions for Officers of the KP Government under the Governance and Policy Project (GPP). GPP is funded through the Multi Donor Trust Fund, administered by the World Bank and implemented by the P&D Department, Khyber Pakhtunkhwa.



Participants of SEDC’s Gender Conference, ICGWS 2019 with Keynote Speaker Prof. Mustafa F. Özbilgin

Case Research Unit

8th Asian Management Research and Case Conference 2019

Held on March 26, 2019 at the UAE University, Al Ain, this annual conference was organised in collaboration with the Indian Institute of Management Bangalore, UAE University, University of Dhaka, Universiti Sains Malaysia and the University of Wollongong Dubai. The theme was **Social Responsibility, Sustainability, and Management: Issues and Strategies in Asia**. Out of 210 submissions, 61 papers and 28 cases were presented from 54 different institutions worldwide. The 3-day event included a Case Writing workshop for conference delegates led by Dr. Arif I. Rana, SDSB, and Dr. R Srinivasan, IIM Bangalore, and a workshop on Appreciative Inquiry by Dr. James Kelley, UAE University.

SDSB Case Output in 2018-19

Year	Number of Cases
2018	39
2019	14

Asian Journal of Management Cases (AJMC)

AJMC is a biannual case journal subscribed by 600 institutions worldwide, published through Sage Publications and edited by SDSB faculty. In 2018, besides the regular issues, a special issue of Human Resource Management Cases was also published.

SDSB Impact - Research Newsletter of the SDSB

Four issues of this quarterly newsletter were published and circulated in 2018.



9th Asian Management Research and Case Conference at the UAE University, Al Ain

Best-selling SDSB Cases on Harvard Business Publishing Online Catalogue

SDSB is an approved content partner with Harvard Business Publishing (HBP) and selected SDSB cases are distributed through the HBP online catalogue. Through this initiative, SDSB case research is having a global impact. The top three best-selling SDSB Cases on the HBP Online Catalogue are:

- Assessing Leadership Potential at PTCL - Drs. Anwar Khurshid and Quratulain Haider
- Vineyard Farm: Business Feasibility - Drs. Fazal J. Seyyed, Abdul Rauf, Hafsa Ashfaq and M. Usman
- Pakistan Steel Mills - Drs. Junaid Ashraf and Saima Rana

Centre for Islamic Finance

- Centre for Islamic Finance (CIF) and Bank Alfalah Islamic (BAFL-IBG) signed an MoU on April 16, 2019, under which both organisations will conduct research on Musharakah and Mudarabah products.
- A programme designed by CIF for managers of BAFL-IBG was conducted on 'Islamic Finance for Managers' on May 3, 2019.
- Funding from the State Bank of Pakistan was also extended.

Research Unit

Research & Scholarship Output	2016	2017	2018	2019*
Journal Articles Published	21	35	43	14
'A' Rated Journal Articles Published	13	19	28	11

* From January to May 2019

9 research seminars by eminent international scholars

3 research workshops by international academics

1st workshop on case-based learning organised on January 14-18, 2019, with internationally renowned professors Drs. J.B. Kassirjian, Joe M. Pons, Arshad Ahmad and Alnoor Bhimani

Programmes

MBA

Experiential Learning I

MBA first year students were connected with various notable industry mentors from across the following sectors:

- Mobile Transactions
- Renewable Energy Production and Supply Sector
- Agribusiness: Livestock Beef Value Chain
- Automobiles
- Healthcare Management
- Asset Management and Mutual Funds
- CPEC: Construction Sector
- FMCG
- Logistics
- Islamic Finance

Experiential Learning II

A **Design Thinking Workshop** was conducted by Dr. Farrah Arif, PhD, University of Cambridge's Judge Business School, for MBA students on April 12, 2019. The workshop theme **Entrepreneurship Focused Design Thinking Simulation** aimed to inculcate and develop an entrepreneurial mindset in students.

Experiential Learning III

For the MBA Consultancy Project, covered in the second year of the programme, students work in groups on a field project. The project goal is to provide consultancy services to industry under the supervision of SDSB faculty.

93 projects received from industry

53 projects shortlisted by SDSB

MBA students provided consultancy services to the following companies:

- Cross Stitch
- Dawn Frozen Foods
- E2E SCM Ltd.
- FINCA
- Hush Puppies
- Indus Motor Company
- Kayseria
- Packages Ltd. (Rose Petal)
- Tetra Pak
- Wateen Telecommunications

Exchange Programmes

16 MBA students participated in Exchange Programmes at the following business schools:

- EMLYON Business School, France
- IESEG School of Management, France
- Koc University, Turkey
- Sabanci Universiti, Turkey
- University of Malaya, Malaysia
- Putra Business School, Malaysia
- Bond University, Australia
- Essec Business School, France
- Tsinghua School of Economics & Management, China
- Universiti Sains Malaysia, Malaysia



EMBA

One of the greatest accomplishments of the EMBA programme this year has been the launch of the 50% women scholarship initiative that offers a 50% fee reduction to all female students admitted to the Programme. This scholarship aims to give females a chance to acquire quality higher education irrespective of their financial or socio-economic status and to increase female representation in the EMBA programme. It is also expected to transform the future of the country and to enable the achievement of the sustainable development goals linked with education and gender equality by 2030.

PHD MANAGEMENT

SDSB Doctoral Colloquium 2019

The SDSB colloquium held on April 29, 2019, provided doctoral students the opportunity to receive feedback on their research from peers, senior researchers and academics. The students also got a chance to network with doctoral students and senior faculty from other universities. PhD students were encouraged to submit an extended abstract of their research-in-progress explaining in detail the purpose of research, research design and methodology, etc. Papers in the areas of Organisational Behaviour, Strategy, Finance and Operations Management were reviewed.

Successful PhD Dissertation Defense

2 PhD candidates successfully defended their dissertations this year:

- Muhammad Azeem Ali Shah defended his dissertation **Exogenous Shocks and the Process of Organisational Sensemaking: The Case of Punjab Irrigation Department, Pakistan** on September 24, 2018
- Yasir Riaz defended his dissertation **The Role of Credit Rating Agencies in the European Financial Markets** on April 19, 2019

Workshops

SDSB organised several workshops for its PhD Management students as well as its faculty, conducted by the following international speakers:

- Dr. Mustafa F. Özbilgin, Professor of Organisational Behaviour, Brunel Business School, UK
- Dr. Faizan Ali, Assistant Professor, College of Hospitality and Technology Leadership (CHTL), University of South Florida Sarasota-Manatee (USFSM)
- Dr. Rajeev K. Goel, Professor of Economics, Illinois State University
- Dr. Sarfraz Mian, Professor, State University of New York
- Dr. Rafay Ishfaq, Associate Professor of Supply Chain Management, Auburn University
- Dr. Yusuf Sidani, Professor of Leadership and Business Ethics, American University of Beirut
- Dr. Amir M. Sharif, Professor of Operations Management, Brunel University London
- Professor Dr. Sohail Jehangir Malik, President and Chairman, Innovative Development Strategies (Pvt.) Ltd.
- Professor Dr. Stephen Davies, Senior Fellow, International Food Policy Research Institute

International Conferences

7 PhD Management students participated and presented in the following international conferences:

- 33rd European Group of Organization Studies (EGOS) Colloquium, Copenhagen Denmark
- The 12th Asian Academy of Management International Conference 2017, Malaysia
- The Global Conference on Services Management (GLOSERV) Under the Umbrella of Globe Conference, Phoenix USA
- British Academy of Management Conference 2018, UK
- INFORMS Annual Meeting, USA
- Role of Data and Decision Analytics in Global Operations DSI, 49th Annual Meeting, USA

GMAT/GRE Preparation and Research Proposal Development Workshop

In January 2019, a workshop was arranged for potential PhD Management candidates in order to guide them on how to prepare for GRE/GMAT as well as develop research proposals. The event received an overwhelmingly positive response from potential students.



PhD Management students

Graduate Placements

MBA 2018

47 Employed

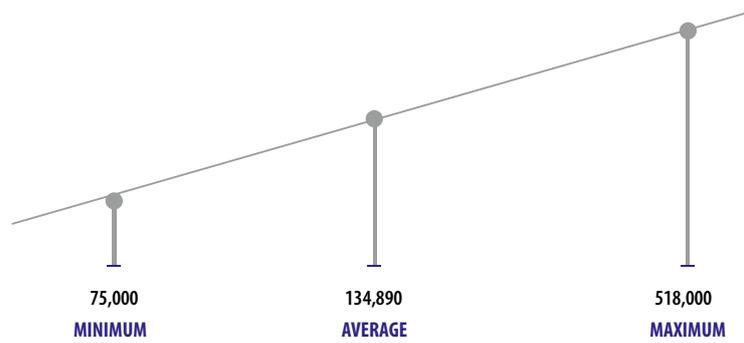
2 Family Business

1 Further Studies

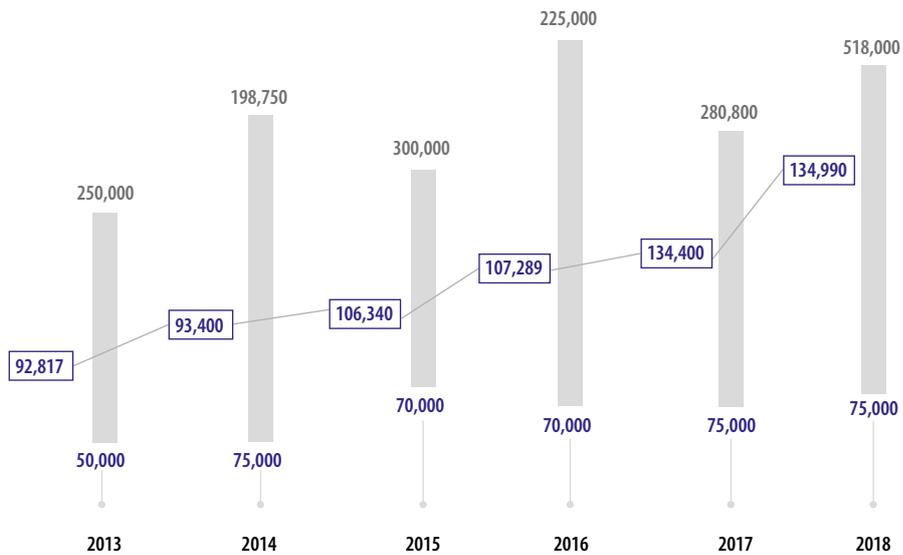
International Placements

Country	Company Name	Salary/Month
Kingdom of Saudi Arabia	Supreme Foods	SR 17,000
United Arab Emirates	Emirates NBD Bank	DHS 15,000

Minimum, Average and Maximum Salary



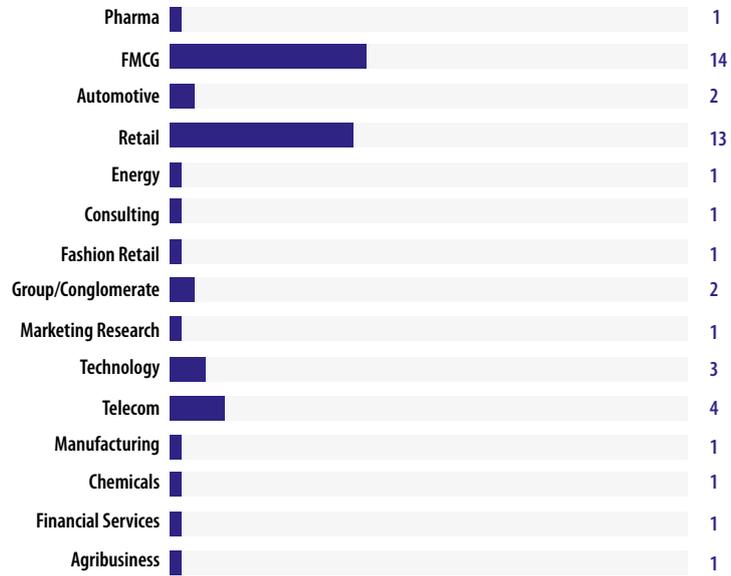
Monthly Salary Annual Comparison



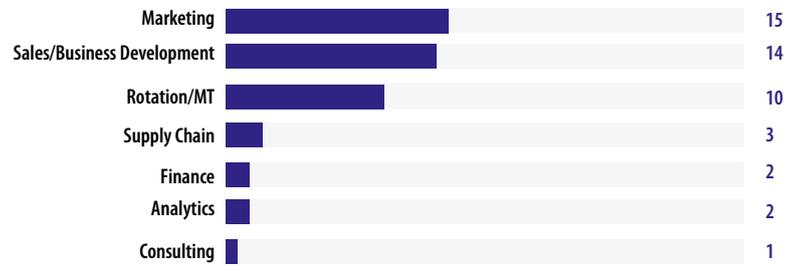
* the figures given are in PKR

Job Placement

Sector Wise



Function Wise



Entry vs Lateral Placements

Position	Total
Lateral Level	27
Entry Level	20

MUSHTAQ AHMAD
GURMANI SCHOOL OF
HUMANITIES AND
SOCIAL SCIENCES

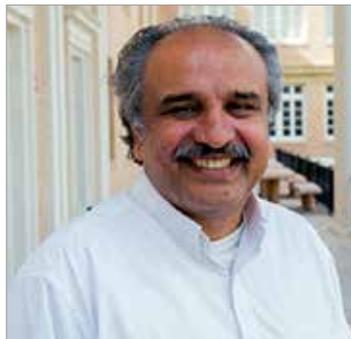


Message

FROM THE DEAN

Welcome to the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS). We are the largest School at LUMS and pride ourselves on our world-class faculty and thriving student life. At MGSHSS, we feel that a major challenge that universities face today due to funding constraints and market forces is the emphasis on short-term benefits (marketability), rather than pushing the limits of human imagination.

We need to remember that lifelong scholarly conviction and human curiosity, with the help of some luck (serendipity), were major forces that were strong enough to break through the mental walls needed to create new transformations in all fields of knowledge. Such an approach towards human knowledge—along with its intended and unintended consequences—guides us at MGSHSS where we encourage a broad liberal arts agenda. Following the educator Michael S. Roth, we envisage that a social science and humanities-based college degree has two streams, philosophical and rhetorical. In contemporary higher education, the philosophical stream has resulted in emphases on inquiry and critical thinking; acquiring knowledge to conduct research. Along with this spirit of critique is the practice of rhetoric through which students learn how to participate in traditions of compelling cultural interest. The coming together of these two strands links the pursuit of curiosity and disinterested knowledge to cultural participation in a body of tradition of received wisdom and of lifelong learning. Further, these interconnected aspects help students understand their connections with a shared past, with a common present, and with a collective future.



We believe that our students acquire this knowledge by delving into works on politics, sociology, economics, culture, religion, art, literature, science, and aesthetics. We accomplish this through our faculty who have received training at leading universities of the world. Deeply engaged with local realities, members of our faculty have altered the way in which the social sciences and the humanities are taught in Pakistan. Their passion and commitment is reflected in the vibrant intellectual culture of the School, and translates into teaching that is truly transformative.

Our endeavour remains to create a learning environment that is not merely about vocational training, but about educating a citizenry that understands each other, recognises differences of all kinds, and yet works together to create a tolerant and socially just society. Utopian as these ideals are, at LUMS and at MGSHSS we strive to create this pedagogical impetus in order to embrace and understand difference, even if it takes us beyond our comfort zones. We seek to inculcate in our students the spirit of curious thinking, of risk-taking, and of thinking outside the box.

Simultaneously, we want to impart in them the ability to be excellent communicators, whether in the written form or the verbal. We are confident that, equipped with these skills, our graduates would be able to overcome all challenges they are faced with, whether they have to work in the public sector, the private sector, for non-governmental organisations, or in the academia.

DR. KAMRAN ASDAR ALI
DEAN,
MUSHTAQ AHMAD GURMANI SCHOOL OF
HUMANITIES AND SOCIAL SCIENCES

Highlights

19 Academic Publications

3 Books

1 Report

139 Media Publications

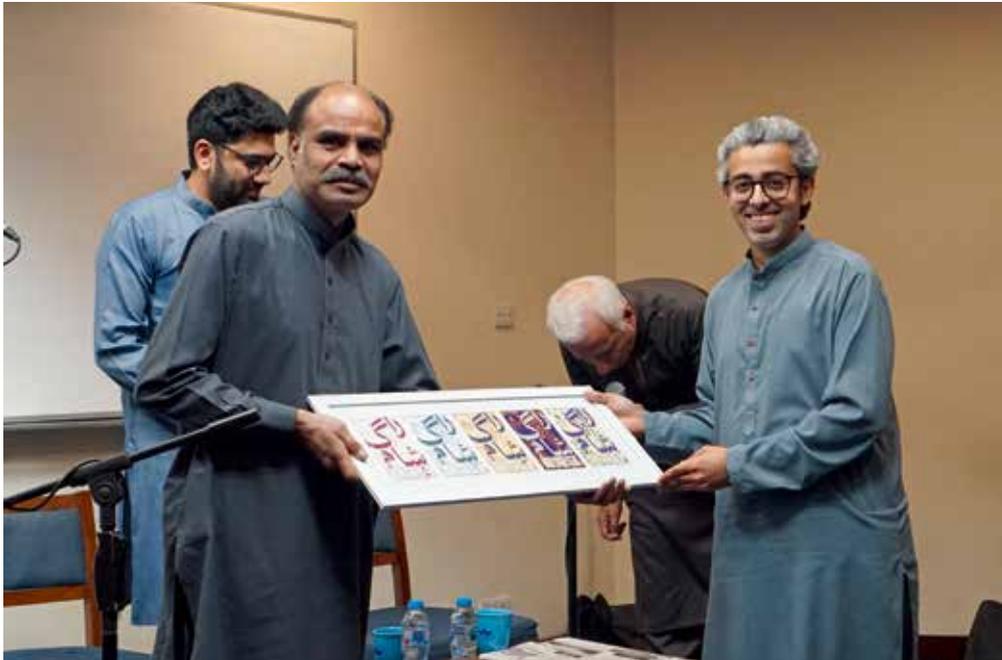
3 Conferences

119 Seminars

10 Workshops

KEY INITIATIVES

- Core Curriculum at MGSHTS
- Learning and Mentoring Centre
- Advanced Summer Learning Initiative - Phase 2
- Urdu minor replaced by Comparative Literary and Cultural Studies



Imran Jafri and Bilal Tanweer at Raag Shaam's concluding session



Initiatives

Core Curriculum at MGSHSS

The School has introduced a new Core Curriculum for its undergraduate studies from the entering class of 2018 onwards. The Curriculum aims to ensure that every student graduating from MGSHSS with a Bachelor's degree possesses a broad foundation of knowledge and a diverse set of transferable skills. The interdisciplinary nature of the Core Curriculum will help ensure that students emerge as reflective, empathetic, and historically informed individuals, with an understanding of both global and local current issues.

Core Curriculum Buckets

1st Year
Arts and Humanities Social and Behavioural Sciences STEM
2nd Year
Contemporary Debates
3rd Year
Great Authors Academic Writing

Learning and Mentoring Centre

With the aim to promote teaching of reading and writing across various disciplines, this Centre, over the course of the academic year, introduced a series of bi-monthly workshops focused on different aspects of academic reading and writing. These workshops provided students with current writing strategies, best practices for reading academic texts, and a forum for discussing how these approaches might be adapted across various disciplines.

The Learning Centre Workshop Series will resume operation in the fall and is open to the entire LUMS community including staff members.

Advanced Summer Learning Initiative (ASLI) Phase 2

Operating under the umbrella of the Learning and Mentoring Centre, MGSHSS is proud to announce the second edition of ASLI. Started as a pilot project in the summer of 2018, this summer workshop successfully trained 40 first-year students who were struggling academically in foundational English and Mathematics courses. This time around, ASLI plans to train 100 students from across the five schools at LUMS. The programme is fully funded and covers costs of transportation, food, and accommodation so that students are entirely focused on improving their academic skills.

Urdu Minor Replaced by Comparative Literary and Cultural Studies

The minor in Comparative Literary and Cultural Studies (CLCS) extends across disciplinary boundaries and methods, asking students to engage with a variety of aesthetic and discursive forms in an attempt to better understand the human condition. In particular, CLCS is interested in enabling students to recognise the structures of power and hegemony that have shaped postcolonial societies and cultures, and consequently to grapple with the productive possibilities—artistic and scholarly—that this recognition engenders. Drawing on methods that broadly lie in the domains of the anthropological, the aesthetic, the literary-historical, the creative, and even the technological, CLCS is an attempt to develop an ethical humanistic engagement with the contemporary world.

Major Events

Second Annual Conference on Punjab's History and Culture

The MGS HSS Dean's Office and the Gurmani Centre for Languages and Literature organised a three-day Second Annual Conference on Punjab's History and Culture from February 22 - 24, 2019.

Punjabi, the most widely spoken language in Pakistan, finds itself marginalised. It is non-existent in socio-political discourse of national polity due to a lack of state patronage, thereby resulting in a high rate of illiteracy, dearth of scholarship, and disconnect with history. The Punjab has a rich literary tradition spread over one thousand years. Sadly, this tradition has not been contemporised due to the skewed politico-ideological notions of nation building. The result has been a loss of historical identity and that of accumulated knowledge of culture and art.

The Conference featured screenings, talks, and discussions as well as music and theatre performances. Among the esteemed panellists were Niti Nair, Ilyas Chatha, Nain Sukh, Parveen Malik, and Tony Capstick.



Sara Kazmi conducting a session at the Second Annual Conference on Punjab's History and Culture

Thirteenth Annual Humanities and Social Sciences Conference: Critical Interventions: Mapping Emerging Scholarship on South Asia

The School's Department of Humanities and Social Sciences hosted its Thirteenth Annual Conference from April 10-11, 2019. Co-sponsored by the Shahid Hussain Foundation and the Mahbub Ul Haq Research Centre at LUMS, the theme for this year's conference was **Critical Interventions: Mapping Emerging Scholarship on South Asia** and was convened by Dr. Saba Pirzadeh and Dr. Sameen Mohsin Ali.

The event brought together humanities and social sciences scholars whose work interrogated the concept of South Asia as reality and construct and comprised 30 panels with presentations by over 100 scholars from Pakistan, India, the UK, France, the US, and Canada.



Professor Rasul Bakhsh Rais presenting at the HSS Conference

Conference: Eqbal Ahmad: His Life and Legacy

On May 3, 2019, the MGS HSS Dean's Office and the Gurmani Centre for Languages and Literature organised a conference on the life and legacy of the late Eqbal Ahmad (1933–1999). Considered by many as an audacious outsider for whom dissent was a moral responsibility more than it was an academic venture, Eqbal Ahmad left a deep impact on the academia and the causes he espoused for years to follow.

In light of this, the conference was planned in order to introduce a younger generation to Eqbal Ahmad, to engage people who were acquainted with his work and life, and to establish the lasting relevance of Eqbal Ahmad's ethical positions and principles in the contemporary world. The conference spanned a number of moderated panels, which pertained to Memories of Eqbal, The Scholar-Practitioner Ethic, Anti-Colonial Struggles Then and Now, and a student-led roundtable. The conference was capped by a keynote by the acclaimed writer and journalist, Mohammed Hanif.

Workshop on Pakistan Elections 2018

The Political Science stream at the MGSHSS organised a workshop on the 2018 elections on September 26, 2018. The line-up of a team of leading specialists with considerable expertise and insights on the elections drew an encouraging response from the student body of LUMS as well as from the faculty. There was intense interest in the various presentations and high level of engagement by the audience, leading the workshop to run over time. Speakers focused on different aspects of the elections, examining critical issues in a scholarly manner.

Cities and Infrastructure: Rethinking Development Induced Displacement

Increasing urbanisation and growing demographic pressures necessitate infrastructural investment and development. Yet, across South Asia, such initiatives have often generated and exacerbated socio-economic inequalities and, in particular, resulted in mass evictions and displacement of working-class groups. In this two-day symposium, researchers, activists and policymakers came together to debate these questions. An art exhibition, featuring local artists, on urban change and its experience ran parallel to the panel discussions.

Queer Futures



Participants at the 3-day 'Queer Futures' workshop on gender and sexuality

The Saida Waheed Gender Initiative from March 14-16, 2019 hosted **Queer Futures**, a workshop on gender and sexuality. It was co-organised by Dr. Nida Kirmani, Associate Professor of Sociology, along with Dr. Omar Kasmani, Postdoctoral Research Fellow, Freie University, Berlin.

This event challenged boundaries that were commonplace,

Inaugural Workshop in Humanistic Methods: Edward Said, Secular Criticism, and the Humanistic Project of Our Times

In recent years, the tenuousness of disciplinary bounds in the humanities has been highlighted by the failure of global aspirations. The aim of this workshop and its collective is to attempt—to borrow Aamir Mufti's repeated appeal—a 'better close reading' of the formation of the disciplines in a colonised society, their future in the present moment of populist dissolution in the post-colony, and of the possibilities new (and old) humanistic methods hold in the present moment.

This inaugural session, held on February 12-13, 2019—led by Professors Aamir Mufti, Professor, Comparative Literature, UCLA and Stathis Gourgouris, Professor of Classics and Comparative Literature—undertook an exercise in close-reading of Edward Said's ever-relevant essay 'Secular Criticism' as well as examined his own humanist endeavours. It charted out a pedagogical method and an ethical position for a humanistic method in the Pakistani and postcolonial academies.

created space for diversity, and channelled collective thinking towards celebratory, inclusive futures. While debates around gender and sexuality may still be a rarity in Pakistan, significant progress had been made over the recent years through legislative reform, additional gender categories in the national database, and the Aurat March. The workshop provided a safe platform for conversations

long overdue. Local and international scholars, activists, artists, and interested individuals joined in on the discussions. Dr. Anjali Arondekar, Associate Professor of Feminist Studies, UCLA, delivered the keynote for this event, titled **Abundance: Sexuality, Historiography, South Asia**.

Pakistan@100 Series: Report Launch Ceremony

The launch ceremony of the Pakistan@100 Report took place on March 27, 2019 at LUMS. The Pakistan@100 Initiative is a World Bank effort to engender more vibrant policy debates on what the future should hold for Pakistan. LUMS is a partner in this effort. The initiative seeks to identify the main changes that will be necessary if Pakistan is to become a strong and confident upper middle-income country by the time it turns 100 years in 2047. The choices over the next decade will determine Pakistan's future, whether it rises to the challenges ahead and ushers in a period of reform that transform the economy, or whether it continues with a rather mixed record of reform implementation, failing to address the key constraints to growth, while another generation of Pakistanis see limited welfare improvements.

A major component of this initiative is a report titled, *Pakistan@100: Shaping the Future*, which focuses on Pakistan's long-term development. The report is meant to provide an overview of major issues that Pakistan has to grapple with in the coming decades. The event on March 27, 2019, was part of an exercise to get widespread engagement on the report by local stakeholders and exchange views with different sections of the Pakistani society.

Workshop: Women, Gender and the Politics of Storytelling



Haneya Zuberi conducting a workshop on Women, Gender and the Politics of Storytelling

In collaboration with the Gurmani Centre for Languages and Literature and the Saida Waheed Gender Initiative, Ms. Haneya Zuberi, a journalist and a visiting lecturer based in Lahore, conducted a workshop in April 2019 on understanding gender and media in Pakistan. The workshop was titled **Women, Gender and the Politics of Storytelling**.



Melinda Good, Dr. Arshad Ahmad, Shabih Ali Mohib, Hans Timmer and Syed Babar Ali at the launch of Pakistan@100 Report

Saida Waheed Gender Initiative

Colloquium 2019

This year, with the fourth Annual Student Colloquium titled **Challenging Binaries: New Directions in Gender Studies in Pakistan**, the Initiative invited applications from students (undergraduate and postgraduate) across disciplines—including history, economics, literature, public health and medicine, management studies, sociology, anthropology, public policy, women's/gender studies—to present at the colloquium.

The colloquium, which took place at LUMS on April 26-27, 2019 allowed students from across public and private universities in Pakistan to present their research on topics including gender and religion, the media, literature, politics, social movements, feminist theory, masculinities and femininities, health and the body, sexuality, gender-based violence, and development. The faculty at LUMS moderated the various panels and gave students feedback on their work.

Bushra Gohar, a former member of the National Assembly and a human rights activist, gave the keynote address this year. In her talk, titled **The Path Towards Peace: Struggling for an Inclusive Political Space**, she spoke on the importance of the inclusion of women in peace processes in conflict-ridden areas.

Seminar Series

The Saida Waheed Gender Initiative has been hosting monthly seminars and inviting local scholars of gender studies to share their working research and/or published work with the community at LUMS. This semester started with a talk by Dr. Gwendolyn Kirk, Assistant Professor,

MGSHSS. Her talk, titled **'You need to know a little yes/ no': Crossing Gender and Linguistic Boundaries in Pakistani Cinema**, examined two films in detail—1957's *Yakkey Wali* and 1979's *Aurat Raj*, to ask how vocal drag and translanguaging perform identity crossings in ways that complement or complicate other narrative dimensions of these films.

Sara Kazmi, who is currently pursuing a PhD in postcolonial literatures at the University of Cambridge, gave the next talk. Her talk, titled **Postcolonial Echoes of Hir: The Feminist Poetics and the Vernacular Imagination**, explored the feminist poetics of postcolonial Punjabi poetry, focusing specifically on Amrita Pritam and Nasreen Anjum Bhatti.

This was followed by a book talk by Dr. Sara Rizvi who is an Assistant Professor at Forman Christian College in the department of sociology. In her talk, she discussed her book, *Women, Healthcare and Violence in Pakistan*, in which she sheds lights on the near million women healthcare practitioners across Pakistan who face some form of workplace violence almost daily during care delivery.

The Initiative held a talk by Dr. Kate Vyborny, Postdoctoral Associate, Department of Economics, Duke University. In her talk, titled **Institutional Reform and De Facto Women's Rights: Evidence from Marriage Registrars in Punjab, Pakistan**, she discussed the possible gaps between laws that govern marriage and divorce as they are found in law books and the de facto practice of the law.

This was followed by a talk by Dr. Laine Munir, a Research Fellow at the School for Conflict Analysis and Resolution (SCAR), George Mason University's Korea campus. In her talk, titled **No Wealth for Women: Natural Resources and Gender Inequality in Africa**, she surveyed the relationship between the resource curse and gender by drawing on illustrative cases in sub-Saharan Africa.

Dr. Shirin Zubair, a professor of English at Kinnaird College for Women, Lahore, gave the next talk. Her talk, titled **Negotiating Multiple Identities: Pakistani Women and Media Representations**, explored the ways in which media representations of Pakistani women are understood to represent broader international development discourses.

Dr. Nida Kirmani, Associate Professor of Sociology at LUMS delivered the last talk of the Spring Seminar Series. Her talk, titled **Can Fun Be Feminist? Gender, Space and Mobility in Lyari, Karachi**, focused on one of Karachi's original settlements, Lyari, and explored the multiple ways in which women and girls in particular experience and understand this area.



Dr. Laine Munir delivering her talk titled 'No Wealth for Women: Natural Resources and Gender Inequality in Africa'

Gurmani Centre for Languages and Literature



Attendees at the day-long event featuring the major Urdu short story writer and novelist, Ikramullah under Halqa-e-Danish series included Ameena Bibi, Masood Asher, Nasir Abbas Nayyar and Amjad Tufai

Seminar Series

The Gurmani Centre for Languages and Literature, in its continued efforts to draw attention to the contemporary literary and artistic circles of Pakistan, spearheaded a series of events curated for this purpose.

Dr. Moeen Nizami, Professor of Persian, and Bilal Tanweer, Professor of Comparative Literary and Cultural Studies, presented the following in Spring Semester 2019: the Halqa-e Danish *Ham-'Asr Urdu Afsana* series, the Ahmad Bilal Awan *Bazm-e Adab* series, and the *Raag Shaam* series.

In addition, the semester also saw the continuation of the *Khoka Natak* series, a student-led initiative curated by Waqas Manzoor, who is currently pursuing an MPhil at LUMS.

Halqa-e Danish series brought in renowned contemporary Urdu fiction writers, including Ali Akbar Natiq, Ikramullah, and Dr. Tahira Iqbal. The series also paid tribute to the late Fahmida Riaz.

The Ahmad Bilal Awan *Bazm-e Adab* series was oriented around the theme of Pakistani literature. Dr. Aziz Ibn ul

Hassan, Dr. Maryam Wasif Khan, Dr. Najeeba Arif, and Dr. Nasir Abbas Nayyar were invited to lead discourses on the history of Pakistani literature as well as its role in the contemporary literary setup.

The *Raag Shaam* series, introduced in Spring Semester 2019, aimed to introduce audiences within LUMS to the various nuances of Indian classical music. Moderated by Ali Aftaab Saeed, Bilal Tanweer, and Dr. Moeen Nizami, the series invited Ustad Imran Jafri to guide the audience through various kinds of *raag*—and to discuss the more technical aspects.

Of notable interest was a tribute titled, 'Rebel Angel', held in honour of the late graffiti artist, painter, and LUMS alumnus, Asim Butt. Asim Butt pioneered the Stuckist art movement within Pakistan and popularised the use of graffiti as a form of protest art.

Another independently arranged event was, *The Other Horses*, a photography exhibition by Nad-e-Ali, curated by Ali Sultan.



Mahbub Ul Haq Research Centre



Mr. Akbar Nasir Khan, COO Punjab Safe City Authority, delivering a talk at the Mahbub ul Haq Research Centre

Activities

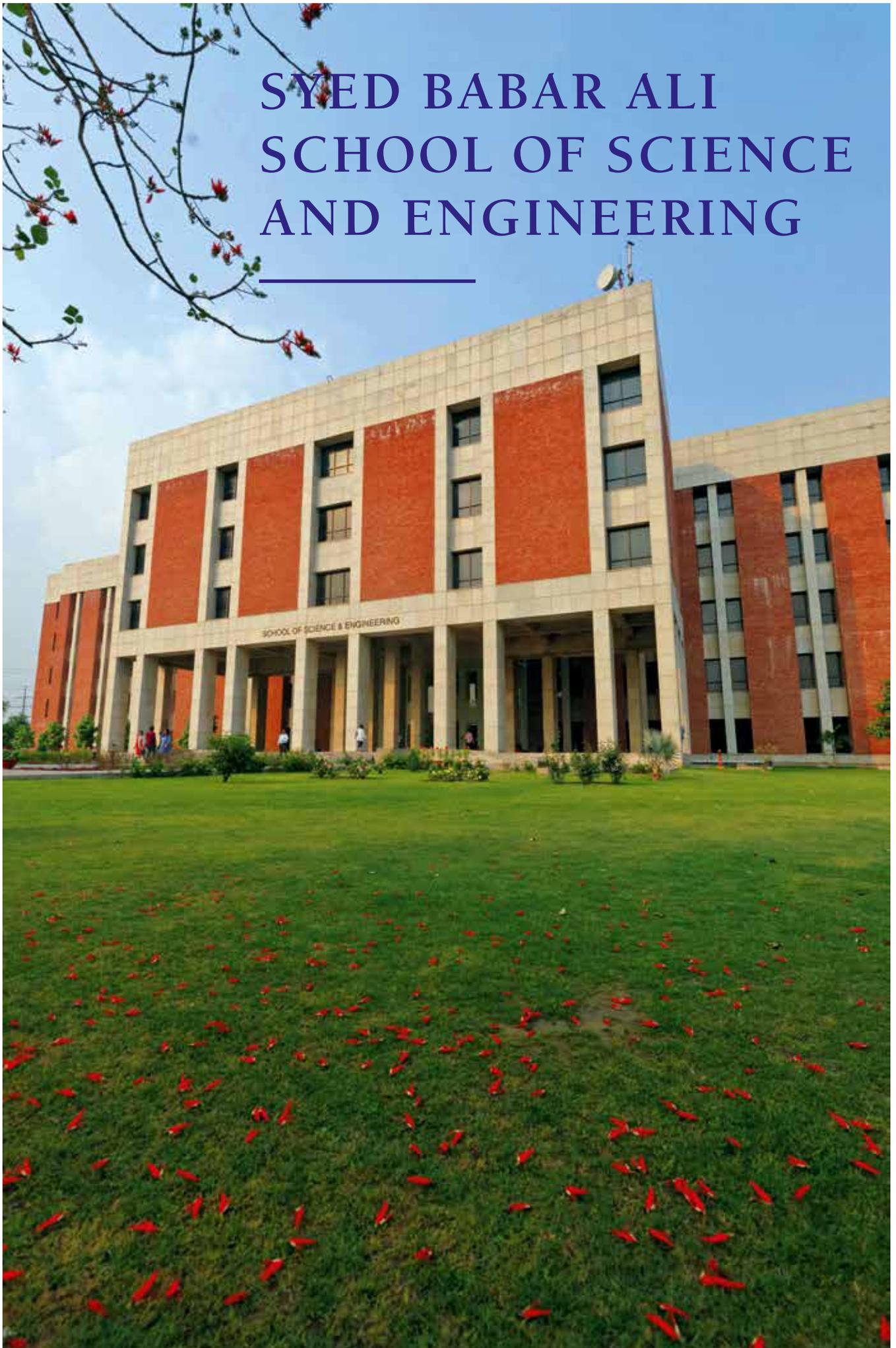
With its aims to improve human development and human security through a focus on research, policy change, and outreach, the Mahbub Ul Haq Research Centre (MHRC) undertook a number of activities this semester. These focused on three main strands: first, conducting research and policy work in the form of research papers, conceptualising the annual South Asia Human Development Report (SAHDR), and pursuing a flagship policy project, 'Humanizing the State'; second, developing a strategic framework for the MHRC and third, conducting outreach activities through seminars and roundtable discussions.

The Centre continued to provide original research contributions to the Social Science and Policy Bulletin, published by MGSHESS. It also initiated a flagship research project: 'Humanizing the State: A Roadmap to Put People First'. The purpose of the project is to produce a report and undertake a broad narrative building exercise to advocate putting human development and human security at the centre of Pakistan's national narrative.

The research and policy work undertaken by the Centre is evidence of the Centre's strong focus on human development in South Asia. To ensure that this work takes place within a larger strategic framework, the Centre is currently undergoing a strategic planning process, through which it seeks to amplify the work undertaken at LUMS by increasing the linkages between academics and practitioners in the social sciences. As part of this process, multiple consultations were held within and outside LUMS to solicit views, input, and advice from researchers and practitioners. A Strategic Plan (2019–21) is being developed and will be shared with the faculty for further input.

Finally, the Centre renewed its efforts in terms of outreach to LUMS faculty, external researchers, and policymakers. It convened a talk on **Importance of Technology and the Right to Privacy**, led by Akbar Nasir Khan, COO, Punjab Safe City Authority, which explored topical issues about the use of technology for citizen welfare and the concerns this might raise in terms of data privacy and the involvement of the state in people's lives.

SYED BABAR ALI SCHOOL OF SCIENCE AND ENGINEERING



Message

FROM THE DEAN

The year 2018 was special for Syed Babar Ali School of Science and Engineering (SBASSE) as we completed 10 years of our academic operations. The Advisory Board meetings especially focused on the achievements of the first 10 years and how to keep moving in the direction that establishes us as a regional leader in the field of interdisciplinary research and education. It is also heartening to see that in such a short span, the School has accomplished a lot as a leader in undergraduate and graduate education in the country. Indeed, the inclusion of SBASSE at 451-500 in the global QS ranking in Engineering and Technology came as no surprise. The ranking will improve further as the programmes mature to deliver better quality research and publications.

This year, special emphasis was given to improving the research and teaching infrastructure of the School; the effort saw us complete a new IT Lab in the Computer Science department and development of new offices and labs for the Chemical Engineering programme. A donation of PKR 14 Million made it possible for the School to acquire a Nuclear Magnetic Resonance facility; we are among the very few institutions in the country to have this advanced analytical capability. Lab resources in Clean Room, Optics, Bio-Informatics, Cluster Computing and IOT were enhanced. The Zong 4G Lab added to the much-needed research requirements in the area of communications and networking. We can certainly boast of the state-of-the-art research and teaching infrastructure that is shaping up at SBASSE. The LUMS Energy Institute was also inaugurated with a mission to carry out interdisciplinary research, development and capacity building in power and energy planning, renewable energy technologies and grid modernisation.



DR. SHAHID MASUD
DEAN,
SYED BABAR ALI SCHOOL OF SCIENCE AND
ENGINEERING

With several additions in the faculty in Electrical Engineering, Computer Science, Physics and Chemical Engineering, the School is continuing to grow. Dr. Fiaz Chaudhry, with over 30 years of international experience in the power sector, joined us as the Siemens Chair. Colleagues from Biology, Mathematics, Chemistry, Electrical Engineering and Computer Science received promotions and tenure. Research conducted by faculty brought several awards, grants and international recognition for our School. It is due to the strong profile of our faculty that the Higher Education Commission (HEC) decided to set up the National Centre for Big Data and Cloud Computing and National Labs in Cybersecurity as well as Robotics within SBASSE.

Our graduating students continue to impress us with excellent placements in top graduate schools as well as local and international jobs. An important milestone of the School this year was the graduation of nine PhD students from Chemistry, Computer Science and Electrical Engineering departments.

SBASSE also made good progress with accreditation where the Computer Science programme received 'W' category from the National Computing Education Accreditation Council; the Electrical Engineering programme was accredited on OBE model under the Washington Accord and the Pakistan Engineering Council Zero visit was conducted for the launch of the Chemical Engineering Programme.

Highlights

QS World University Rankings 2019

QS World University Rankings 2019 have been released and SBASSE Subject Ranking has improved from last year. Among the six disciplines, three have been ranked this year. Computer Science ranking has improved from last year and Physics has been ranked for the first time. The 2019 ratings are:

TOP 351-400
Computer Science

451-500
Engineering Technology

501-550
Physics

PEC Accreditation Visit

After a successful visit, SBASSE has been authorised by the Pakistan Engineering Council (PEC) to launch its BS Chemical Engineering Programme. The programme aims to provide world-class teaching and research in Chemical Engineering. The programme will be offered by the Department of Chemistry and Chemical Engineering, which provides an excellent training platform to students. PEC has also granted the Electrical Engineering programme re-accreditation for the new intake batches, after reviewing the compliance against the accreditation criteria, where they evaluated SBASSE on a satisfactory level.

KEY INITIATIVES

Pakistan's First National Centre for Big Data and Cloud Computing

After a highly competitive process involving research proposals from a large number of Universities from across Pakistan, LUMS was awarded Pakistan's first National Centre for Big Data and Cloud Computing (NCBC).

LUMS Energy Institute

Due to mass urbanisation and advancement in technology, there is a dire need to find solutions for Pakistan's energy challenges. LUMS Energy Institute, inaugurated on November 29, 2018, is working to tackle these very issues.

Quantum and Nano-Photonics Lab

This Lab in the Physics department is another trailblazer and uses light and spectroscopic techniques to study fundamental processes at the nanoscale. Activities of the Lab include the fabrication and optical characterisation of functional nanostructured devices made from compound semiconductors (quantum dots), hybrid perovskites, two dimensional nanomaterials (di-chalcogenides and graphene) and self-assembled liquid crystalline materials. These materials offer rich opportunities for fundamental research of light-matter interaction down to the ultimate quantum limit. With state-of-the-art home-built facilities such as Photoluminescence and Raman spectroscopy setups capable of high spatial and spectral resolution spectroscopy, the Lab is gearing up for more groundbreaking research.



Major Events

CONFERENCES AND SEMINARS



Participants of UX Pakistan 2019 provided a glimpse of the future of design and innovation in Pakistan

UX Pakistan 2019 was the 3rd iteration of the annual design conference held by the Design Society at LUMS in collaboration with the Department of Computer Science, SBASSE and the Computer-Human Interaction Lab at LUMS. The theme was **Modern Creatives** and the conference aimed to open conversations about the innovative ways in which good design can help solve major problems in Pakistan. Digital literacy, public awareness about key issues and addressing diversity through various mediums including applications, virtual and augmented reality, games and storytelling through digital and non-digital channels were some of the issues taken up.

The Department of Biology organised a seminar, **Deep Evolutionary Analysis and Predicting Protein Function** on March 06, 2019 which was hosted by Dr. Aziz Mithani, Associate Professor of Biology. The guest speaker for the event was Dr. Ashar Malik.

The Department of Biology organised a symposium and training workshop on **Advanced Nuclear Magnetic Resonance (NMR) Techniques in Structural Biology and Chemistry** as part of its Biosymposium Series on April 30.

As part of its recently launched seminar series, the Department of Chemistry and Chemical Engineering organised a seminar on **Computational Chemistry** where Dr. Farooq A. Kiani from the University of Heidelberg, Germany, was the guest speaker.

Symposium on Smart Metering in collaboration with K-Electric was held to discuss a number of terms and concepts from 'Smart Metering' to 'Advance Metering'. The event, held on November 29, 2018, was attended by different renowned electric companies including K-Electric, LESCO, MEPCO, IESCO, TESCO, PESCO, NEPRA, NTDC, USAID, Tetra Tech, Alter Consulting, PITC, KICS, BarqBox, Techlogix Pakistan and Hassan & Hassan Advocates.



Participants of the Advanced Nuclear Magnetic Resonance (NMR) Techniques in Structural Biology and Chemistry symposium

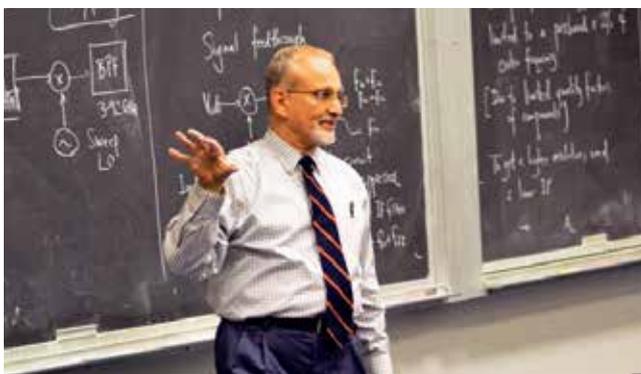
WORKSHOPS

The **Big Data and Cloud Computing (BigC 2018)** workshop was held to provide a platform to researchers, students and practitioners to discuss cutting edge research and state-of-the-art industry solutions in the Big Data and Cloud Computing area.

The 3-day workshop, **Leaders in Science and Innovation Policy** was led by Mr. Ehsan Masood, Knight Science Journalism Fellow at MIT.

The **Winter Masterclass** by the Centre for Advanced Studies in Mathematics was held for Scientists and Engineers, from December 26-30, 2018. The aim of the course was to present a combination of mathematical and computational based concepts, which have practical uses in the global financial sector.

The **10th Teaching the Teachers Workshop-Electronic Circuits for Instrumentation and Measurements** was organised by the Department of Electrical Engineering from August 27-31, 2018. It was conducted by Prof. Asad Ali Abidi, who holds the Abdus Salam Chair at SBASSE and the workshop was attended by 106 participants including faculty from different institutes all across the country.



Prof. Asad Ali Abidi conducting a workshop for teachers

The **Intelligent Communication Network** by the Department of Electrical Engineering from August 7-10, 2018, consisted of concerted teaching sessions coupled with tutorial-type talks, all addressing the emerging use of machine learning and artificial intelligence in the design of next generation communication networks.

The Physics Department organised the **Mechanics For Physics Teachers** where Prof. Asad Abidi, University of California, USA and inaugural holder of the Abdus Salam Chair along with Dr. Muhammad Sabieh Anwar, Associate Professor of Physics, instructed over 85 participants from across the country, from cities such as Abbottabad, Faisalabad, Peshawar and Haripur.

Facets of Algebraic Geometry was organised by the Centre for Advanced Studies in Mathematics in collaboration with Abdus Salam School of Mathematical Sciences (ASSMS) and National Centre of Mathematics (NCM) from April 17-19, 2019. The workshop focused on algebraic geometry and its connections with other areas of mathematics and physics; like Lie Algebras, Equivariant Cohomology, and Mirror Symmetry.

TALKS AND LECTURES

The **Abdus Salam Memorial Lecture** was held during the Advisory Board Meeting 2019. The lecture was delivered by Prof. David Kaplan from University of Washington, on the topic 'Peculiar Story of Chirality'.

The Department of Electrical Engineering held a talk, **From Impact Factor to Impact Applied Research for Pakistan**, on November 16, 2018. The talk was conducted by Dr. Syed Muhammad Raza Kazmi.

The Department of Biology held a talk on October 3, 2018, on **Metabolic Engineering of Cholesterol and Steroidal Glycoalkaloid Biosynthesis Results in Plant Defense Reinforcement in the Solanaceae Family**. The talk was hosted by Dr. Amir Faisal, Associate Professor at the Department of Biology and the guest speaker was Dr. Usman Arif.

Department of Biology in collaboration with Sakina Institute of Diabetes and Endocrinology Research-Shalamar Hospital, Lahore, organised a **Diabetes Day** at LUMS on April 26, 2018. The purpose of the activity was to raise awareness regarding diabetes, which affects approximately 7 million Pakistanis.

Dr. Masud H. Chowdhury, PhD Associate Dean of the School of Computing and Engineering at University of Missouri Kansas City gave a talk on **Devices and Circuits beyond the Fundamental Limits of CMOS Technology**. He has published more than 150 articles in various journals and conferences in his fields of research. In his brief career, he has graduated more than 20 PhD and MS thesis students. Dr. Chowdhury recently received the Leadership Excellence Achievement Program Award 2017 from Missouri Society of Professional Engineers for demonstrating mentoring abilities that encourage students to seek leadership excellence in the engineering profession.

19th Advisory Board Meeting Discusses Strategic Planning for SBASSE



Members of the Advisory Board

SBASSE organised its 19th Advisory Board Meeting with the aim to discuss strategic planning for the next decade. Discussions on Big Data, Machine Learning, and Cloud Computing were also included at the meeting held in January 2019.

Dr. Shahid Masud, Dean SBASSE, presented the School's updates as well as a response to the last year's Advisory Board Report. The Department Chairs of SBASSE further shared the vision, status and strategy of the departments, their research and achievements of their respective faculty members and students.

The Advisory Board members included Prof. James Lallou Wescoat JR, Chairperson Advisory Board SBASSE and MIT, USA; Prof. Sally Merrick Benson, Stanford University, USA;

Prof. Khalid Aziz, Stanford University, USA; Prof. Muhammad Hamid Zaman, Boston University, USA; Prof. Michael Gerard Pecht, University of Maryland, USA; Dr. Hassan Masud Ahmed, CEO and Chairman, Sonus Networks, USA; Dr. Dara Entekhabi, MIT, USA; Dr. Khaled Letaief, Hong Kong University of Science and Technology, China; Dr. Sarfraz Khurshid, University of Texas, USA and Dr. Khurram Afridi, Cornell University, USA.

PhD and MS students of SBASSE presented posters of their ongoing research in the areas of Biology, Computer Science, Chemistry and Chemical Engineering, Mathematics, Electrical Engineering and Physics. The entire event was highly productive, for both the School and the members, and the discussions helped set a course for the next 10 years of the School.

Collaborations

Mathematics Department Collaborates with SDSB to offer 'Computational Finance' Minor

In line with the LUMS vision to offer a diversity of fields to open broader prospects for its students, the minor in Computational Finance will provide students with the theoretical understanding and practical skills to formulate, implement and evaluate modules used by the financial sector to structure transactions, manage risks and construct investment strategies.

Department of Mathematics Signs Agreement with Afiniti Services

The Department of Mathematics signed an agreement with Afiniti Services (Pvt.) Ltd., which provides a marvellous opportunity to the students. The organisation will provide funds to the students (choosing Math or Econ-Math as a major) in the form of scholarships of an amount equal to 25 percent of the tuition fee for his/her education at LUMS. The funds will provide financial assistance to up to 10 students each academic year for up to 4 years until the total number of students assisted reaches 40. Additionally, the students will be given a handsome market competitive salary per month at AFINITI after graduation.

Faculty Engagement

SOE EduSpeak 2018

Dr. Sabieh Anwar, Associate Professor of Physics organised an EduSpeak 2018 session. The session revolved around an experiment of liquid nitrogen, which was performed to demonstrate the need for classroom experiments.

IEEE Guest Lecture at ITU, Lahore

Dr. Muhammad Faryad delivered a lecture titled, 'Green Functions in Electromagnetism and Optics' at the Department of Electrical Engineering, Information Technology University of the Punjab, Lahore.



Dr. Sabieh Anwar, Associate Professor of Physics

Physics Faculty Publishes Book on Advanced Electromagnetism

Dr. Muhammad Faryad, Assistant Professor of Physics, published a book titled, *Infinite-Space Dyadic Green Functions in Electromagnetism*. The book has been published by Morgan & Claypool Publishers, USA.

Electrical Engineering Faculty's Research featured in PV Magazine, USA

A research work co-authored by Dr. Nauman Zafar Butt, Assistant Professor, Department of Electrical Engineering, has been featured in the article titled, 'High-performance Bifacial Perovskite/Silicon Double-Tandem Solar Cell', *IEEE Journal of Photovoltaics, USA*.

Biology Faculty Delivers TEDx Talk

Dr. Amir Faisal from the Biology Department was invited to deliver a TEDx talk titled 'Cancer and Multidrug Resistance' at Government College University Lahore.

Total Faculty

Departments	Full Time Faculty	Visiting Faculty	Professor of Practice
Biology	7	0	0
Chemistry and Chemical Engineering	10	0	0
Computer Science	16	0	0
Electrical Engineering	23	1	1
Mathematics	14	0	0
Physics	7	2	0

Ground-breaking Research

Discovery of a Potential Drug against Dengue Virus

A team of researchers working in the Medicinal Chemistry group of the Department of Chemistry and Chemical Engineering, have published a research article titled, 'Inhibition of Dengue Virus Protease by Eugeniin, Isobiflorin, and Biflorin from the Flower Buds of *Syzygium Aromaticum* (Cloves) in ACS Omega.' Hafiza Nosheen Saleem, under the supervision of Dr. Muhammad Saeed discovered a natural product (eugeniin) from cloves as a potent 'hit' for the development of a new medicine for the treatment of the dengue infection. The Nuclear Magnetic Resonance facility in collaboration with Dr. Syed Shahzad-ul-Hussan at the Department of Biology played a significant role in the identification and explanation of the drug-target interactions.

Revisiting Future Electricity Demand and Supply Scenarios for Pakistan - A Research Study by LUMS Energy Institute

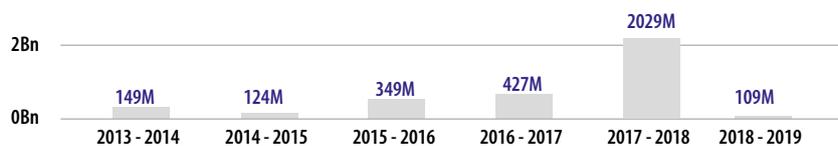
LUMS Energy Institute has carried out power demand and supply analysis for Pakistan for the years 2018-2030. This analysis is based on the industrial strength demand forecasting techniques and the Institute simulated generation dispatch scenarios for the next decade or so using proven power system planning tools.



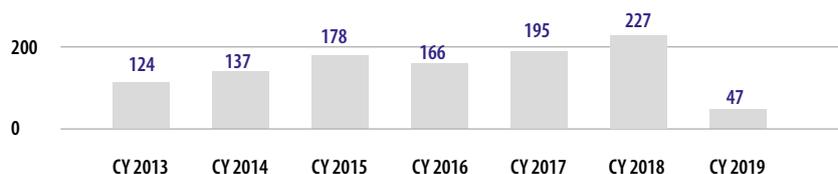
The nuclear magnetic resonance facility at SBASSE

SBASSE RESEARCH AWARDS AND GRANTS

Approved Funds (PKR)



International Publications



Faculty Awards

Biology

Dr. Shaper Mirza won the Shahid Hussain Foundation research award under the Public Health Research Grant 2018 worth PKR 1 million.

Computer Science

Dr. Ihsan Ayyub Qazi, Associate Professor of Computer Science, and Dr. Ayesha Ali, Assistant Professor of Economics at MGSHSS, have won the highly competitive Facebook Integrity Foundational Research Award worth USD 50,000 for their proposal, 'Understanding the Impact of Digital Literacy on Misinformation in Pakistan.'

Physics

The International Commission for Optics and the Abdus Salam International Centre for Theoretical Physics (ICTP) has declared Dr. Muhammad Faryad, Assistant Professor, as winner of the 2019 Gallieno Denardo Award, for his contributions to Optics research and education.



Dr. Muhammad Faryad awarded the 2019 Gallieno Denardo Award

Student and Alumni Distinctions

Electrical Engineering

Bilal Majeed, MS Electrical Engineering graduate, won the award for the 'Best Poster Presentation' at the 17th Shaukat Khanum Cancer Symposium 2018. He is also conducting research under the supervision of Dr. M. Awais Bin Altaf, Assistant Professor at the Department of Electrical Engineering.

Students from the Department of Electrical Engineering won the First Runner-Up Trophy in the Indigenous Category at the 2018 National Engineering Robotics Contest held at the National University of Science and Technology (NUST).

Hira Akbar was awarded the Fast Cables Excellence Award for the highest CGPA in junior year in Electrical Engineering.

Qurat-UI-Ain Nadeem, an alumna of BS Electrical Engineering 2013 and PhD candidate at the Electrical Engineering department of King Abdullah University of Science and Technology won the prestigious Marconi Society Paul Baran Young Scholar Award for the year 2018.

Chemistry

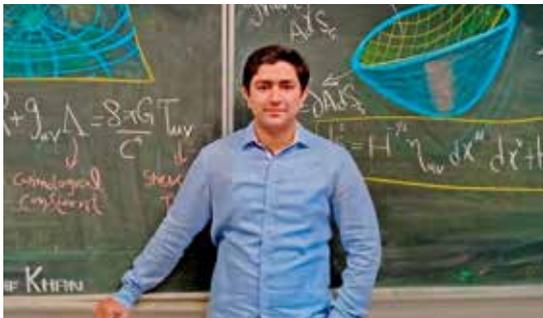
Two PhD Chemistry students—Iqra Azeem and Asma Gilane—from the Department of Chemistry and Chemical Engineering have been awarded the Commonwealth Split-site Scholarship to spend a year in UK universities. Additionally, Chemistry undergraduates receive fully-funded PhD admission offers from top-tier US universities. These include the University of Illinois Urbana-Champaign, University of Minnesota, Texas A&M University, Ohio State University, University of Massachusetts Amherst, University of Florida Indiana, Michigan State University, Rensselaer Polytechnic Institute and Indiana University Bloomington.

Computer Science

CS students won an award at the 23rd edition of SOFTEC'19 in which 82 teams came together to compete in the programming competition; two teams from LUMS reached the top 10. The winning LUMS team comprised Computer Science majors from the batch of 2020, Ammar Tahir, Mohammad Hamza and Sheikh Abdul Mannan.

Physics

MS student, Junaid Saif Khan has been selected for the 69th Lindau Nobel Laureate meeting that will take place from June 20 - July 6, in Lindau, Germany.



Junaid Saif Khan selected for the 69th Lindau Nobel Laureate meeting

Mathematics

BS Mathematics student, Aamina Adil was accepted to the Mount Mercy University in Cedar Rapids, IA, in a one-semester academic programme in the field of Mathematics, as part of her selection for the Global Undergraduate Exchange Program in Pakistan (Global UGRAD - Pakistan). Global UGRAD - Pakistan is sponsored by the US Department of State with funding provided by the US Government.



Poster presentation at the 17th Shaukat Khanum Cancer Symposium 2018

PLACEMENT DATA: CLASS OF 2018

Undergraduates

53% students were placed on job, 28% opted for higher studies and 5% opted for entrepreneurship

Approximately, 46% students were placed in the IT sector, 10% students were placed in Engineering, Energy and Development, 11% in Education, 3% in FMCG and the remaining in other sectors

Amongst the students who opted for higher studies, 70% received scholarships from different Universities across the globe.

Graduates (MS)

64% students were placed on job, 9% opted for higher studies and 1% opted for entrepreneurship

Approximately 45% students were placed in the Education sector, 4% students were placed in Engineering and Development, 22% in IT, 3% in FMCG and the remaining in other sectors

Amongst the students who opted for higher studies, 49% received scholarships from different Universities across the globe.

Research Centres

LUMS Energy Institute

The University has taken a step forward towards addressing Pakistan's energy issues by inaugurating the Energy Institute on November 29, 2018. This Institute will serve as a think tank, a centre of technical excellence, knowledge network, and capacity building for the nation to institutionalise a renewable rich future for Pakistan in the most sustainable and cost-effective way possible. The mission of the LUMS Energy Institute is to carry out interdisciplinary research, development and capacity building in power and energy planning, renewable energy technologies, and grid modernisation.



Federal Parliamentary Secretary of Power Division, Mr. Zahoor Hussain Qureshi and Syed Babar Ali at the inauguration of the Institute

National Centre in Big Data and Cloud Computing



Dean Dr. Shahid Masud at a workshop on Big Data and Cloud Computing

The Government of Pakistan has recently launched a National Centre in Big Data and Cloud Computing (NCBC). It focuses on R&D and human resource development in the specialised field of Big Data and Cloud Computing and its practical applications. The role of Big Data Analytics and Cloud Computing is growing in many businesses and applications domains and has become extremely critical to economic growth and national competitiveness. NCBC aims to become the leading hub of innovation, scientific research, knowledge transfer to local economy, and training in the area of data analytics, cloud computing, and data science.

Unlike traditional centres that may be at one single location, NCBC is established through the collaboration of 12 labs spread across 11 universities in 5 different cities in the country. Each lab has expertise in its specific area. LUMS hosts the secretariat of NCBC and is also the focal point for any collaboration with the individual labs.



Centre for Advanced Studies in Mathematics

The Centre for Advanced Studies in Mathematics (CASM) promotes the role of mathematics in formulating and solving interdisciplinary problems among students, which is pivotal for scientific progress in every society. The Centre organises conferences, workshops and seminars for a conducive research environment and strengthens international collaboration with the mathematics community.

- Socio-hydrology including cultural studies, historical geography of the Indus basin and social behaviours related to water usage
- Other water issues related to challenges faced by Pakistan and the region, in particular, integrated approaches that enable the analysis of river basins as complex socio-technical systems

Centre for Water Informatics and Technology

Run by a core team led by the director and an international advisory group composed of leading experts, industry leaders and academics from MIT, Stanford, Nestlé, World Bank and national institutes, the Centre for Water Informatics and Technology (WIT) aims to serve as a hub with a disciplinary focus on hydro-informatics and systems analysis. By engaging faculty and students from all departments of SBASSE, WIT aims to forge collaborations among the different schools within LUMS to provide the much needed, interdisciplinary perspective to water issues.

WIT is undertaking research projects related to water resources in the following thematic areas:

- Hydro-informatics, precision agriculture and systems engineering for water, agriculture, environment and allied disciplines with a particular focus on sensors and systems
- Water technologies for improving irrigation efficiency, enhancing drinking water services, treating wastewater and powering agriculture related services
- Water economics and integrated systems analysis for policy formulation and comparative evaluation of interventions, to deal with issues of climate change, energy policy, agricultural policy and ecosystem services
- Water science, including the hydro-climatology of the upper Indus, aquifer modelling, sea water intrusion and contamination transport in critical surface- and ground-water resources

Current Students

Programme	Graduate Students	Undergraduate Students
Chemistry	38 MS + 20 PhD	33
Biology	32 MS + 20 PhD	37
Mathematics	8 MS + 17 PhD	30
Physics	18 MS + 6 PhD	35
Computer Science	103 MS + 19 PhD	345
Electrical Engineering	104 MS + 34 PhD	155
Economics and Mathematics		18
Undeclared		38
Total	303 MS + 116 PhD	691

SHAIKH AHMAD HASSAN SCHOOL OF LAW



Message

FROM THE DEAN

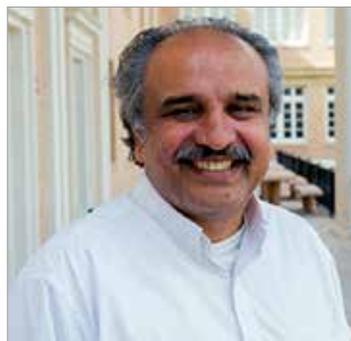
The Shaikh Ahmad Hassan School of Law (SAHSOL) is a pioneering law school that introduced the five-year law degree in Pakistan (now the standard length of the degree across the country). At SAHSOL, our endeavour is to prepare our students for careers in the legal profession and related fields of service. We seek to accomplish this by offering training by faculty members who are themselves active researchers along with being motivated teachers. By bringing together our highly qualified faculty members and high achieving students, into a productive relationship, the Law School aspires for a national and international reputation.

Our teachers assist our students to think critically about legal questions and encourage them to analytically solve complex problems. Emulating the US Law Education system, we are introducing clinical programmes that enable our senior students to participate in active learning processes within the court systems to help real clients. This emergent system already offers a criminal justice clinical course and in the coming years we will be adding clinical programmes on gender issues and labour rights.

At SAHSOL, our vision is of creating an institution that offers rigorous legal education along with emphasising scholarly research. It is a model that will help shape future legal education and practice in Pakistan. Our five-year programme is divided into BA and LL.B components. While

the LL.B focuses on specific core and elective courses in the broader field of legal education, the BA programme is situated within a University system that allows our students to take advantage of courses from the School of Humanities and Social Sciences, the School of Science and Engineering and the School of Business. Drawing on these strengths, our students get a broad-based university education in a range of disciplines and fields of study while also taking pre-law courses in their first two years at SAHSOL. This experience itself makes our students stand out in the legal profession as they have the combined breadth of a liberal arts education and the depth of a first-class legal education.

SAHSOL offers a space for its students to socially and intellectually thrive and grow. We have a selective acceptance rate and our students form an exclusive community within the University. The rigorous and innovative training our faculty imparts enables the students to succeed in the legal profession. After graduation, many end up working in top law firms in the country or are accepted for higher training at some of the best universities abroad. All this is why we claim that SAHSOL at LUMS is the best place in the country to be a law student.



DR. KAMRAN ASDAR ALI
ACTING DEAN,
SHAIKH AHMAD HASSAN SCHOOL OF LAW

Highlights

Accreditation

The School is accredited by the Pakistan Bar Council and offers a qualifying law degree.

MoU with School of Law, Wuhan University

SAHSOL and the School of Law, Wuhan University (SLWU), collaborated to promote academic, cultural and personal exchanges. According to the MoU, SAHSOL will establish a Centre of Chinese Legal Studies (CCLS) on its premises for research, and the promotion and teaching of Chinese legal studies.

The CCLS and SLWU aim to build academic capacity within Pakistan for the study of and the teaching of introductory and advanced courses on Chinese Law. The Law School has agreed to train a team of Pakistani academic staff who have the capacity to competently teach Chinese Law in all relevant areas of concern for Pakistan, including the China-Pakistan Economic Corridor (CPEC) and the One Belt and One Road Initiative.

The Law Schools have also agreed to commence a Law Course at SAHSOL titled 'Introduction to the Chinese Legal System' in the academic year 2019-20. Furthermore, CCLS and SLWU aim to facilitate an exchange programme for Pakistani students and teachers with leading law schools in China; CCLS will serve as the administrative hub for such activity.

LUMS Law Journal

LUMS Law Journal (LLJ), SAHSOL's peer-reviewed publication, announced a call for papers for its fifth volume. The primary objective of the journal is to provide a forum for scholarly discourse amongst law students, faculty, lawyers, judges, practitioners and experts on important legal and social issues, which may lead to policy reforms.

Establishment of the SBP Chair of Banking Law at SAHSOL

The State Bank of Pakistan (SBP) and LUMS signed an MoU for the establishment of the SBP Chair in the field of Banking Law at SAHSOL. To formalise the MoU, Mr. Tariq Bajwa, Governor SBP and Dr. Arshad Ahmad, Vice Chancellor LUMS, signed the agreement on February 18, 2019.

Since 2001, the State Bank, through its outreach programme, has been collaborating with public sector universities to regulate the educational aspects of the banking sector. LUMS is the first private sector university to have been chosen by SBP for such a collaboration.



State Bank of Pakistan and LUMS sign an MoU to launch Chair in the field of Banking Law

CURRICULUM

Apart from Major Core courses, SAHSOL has introduced the following:

Legal Clinic

The course exposes final year students to the clinical aspects of criminal practice before they enter the legal profession. Students work under supervision on real life cases (pro-bono), conduct research, help in writing briefs and attend court hearings. Two more clinics—Labour Law and Capital Punishment—are planned to be introduced in the coming year.

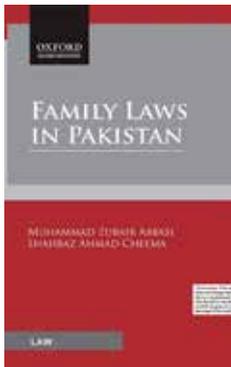
Introduction of a 3rd Pre-Law Core

In addition to 'Intro to Pakistani Legal System' and 'Intro to Legal Reasoning', 'Concepts of Law' will be taught to 2nd year students. This will be a writing intensive core course and will be one of the three compulsory writing courses in the five-year programme.

Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) courses for pre-law students have also been streamlined. All First and Second year students will take 3 Law Core Courses, 4 MGSHSS courses and 3 University courses, which will help them prepare better for the LL.B.

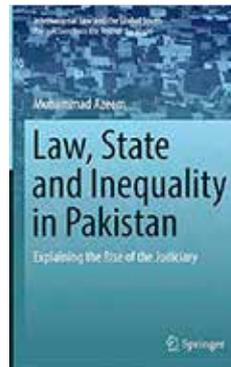
Faculty Research

PUBLICATIONS



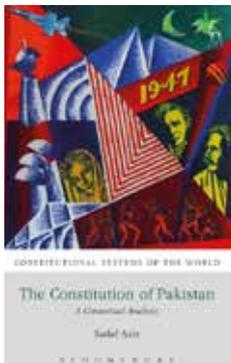
Family Laws in Pakistan by Dr. Muhammad Zubair Abbasi

This book provides the latest updated account of the principles and practices of family laws in Pakistan. It is also the first book that takes into account personal laws of non-Muslims in Pakistan and covers important issues related to the conflict of personal laws.



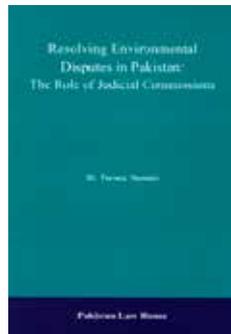
Law, State and Inequality in Pakistan: Explaining the Rise of the Judiciary by Dr. Muhammad Azeem

Through a detailed historical and empirical account of post-independence years, this book offers a new assessment of the role of the judiciary in Pakistani politics. Instead of seeing the judiciary as helpless or struggling against an authoritarian state, it argues that the judiciary has been a crucial link in the creation of state and political inequality in Pakistan.



The Constitution of Pakistan: A Contextual Analysis by Sadaf Aziz

This volume provides a contextual account of Pakistan's constitutional laws and history. It aims to describe the formal structure of government in reference to origins that are traced to the administrative centralisation and legal innovations of colonial rule.



Resolving Environmental Disputes in Pakistan: The Role of Judicial Commissions by Dr. Parvez Hassan

Dr. Hassan is a Senior Advocate at the Supreme Court of Pakistan, and a founder and member of the LUMS Governing body. His book discusses the success stories of judicial commissions on environment and environmental laws in Pakistan. Dr. Hassan and Pakistan Law House have granted the copyrights of the book to LUMS, giving the University permission to make it available online.

Dr. Muhammad Azeem Publishes in Oregon Review of International Law

Dr. Azeem's article titled 'Theoretical Challenges to TWAIL with the Rise of China: Labor Conditions under Chinese Investment in Pakistan' was published in *Oregon Review of International Law* in April 2019. TWAIL stands for Third World Approaches to International Law.

Major Events

LUMS Law and Politics Society Orientation Session 2019

The LUMS Law and Politics Society (LPS) held an Orientation Session on September 24, 2018, with the aim to inform students of the importance of being legally and politically informed. LPS invited two guest speakers: Dr. Murad Raas, Provincial Minister for Education and Mr. Muhammad Malick, senior anchorperson and political analyst. The discussion was highly riveting as the two speakers held different ideological views and offered students two contradictory but highly thought-provoking perspectives on the state of politics and governance in the country. The guests also discussed the issue of the involvement of youth in legal and political discourses.

Barrister Momin Malik's Session on the Prospects and Opportunities for Lawyers

Barrister Malik conducted an interactive session with BA-LL.B students on November 13, 2018. The session aimed to provide an understanding to students about the significance of personal branding and developing their niche. He advised the attendees that lawyers need to build bridges with everyone they meet because peer-to-peer interaction is very crucial to succeed in the legal system.



Jessup Moot Court Runners-up

LUMS Alumna Conducts Session on 'Law Practice in the USA: Recruitment and Networking'

LUMS alumna Sabreena Khalid, Corporate Finance Associate Resident in the New York office of Fried, Frank, Harris, Shriver & Jacobson, a Vault Top 50 law firm, conducted an interactive session with BA-LL.B students on March 27, 2019. She used the challenges she faced in the US job market to elaborate on how SAHSOL graduates should prepare for working in transactional practices in the USA. She recommended students to gain practical legal experience during their studies through different internships and work experiences before embarking on their LL.M studies. She also emphasised the importance of networking and leveraging contacts made during law school education and afterwards.

LUMS Team Make their Mark at the Phillip C. Jessup Moot Court Competition 2019

The LUMS Team were Runners-up for the Competition this year in the Pakistan Regional Round. The Moot problem dealt with the appropriation of traditional knowledge for commercial purposes and state responsibility for corporate environmental degradation and human rights violations.

This year's Pakistan National Round had 32 teams competing with each other, which made it the second largest national round in the world. In addition to the Runners-up award, the team from LUMS also won awards for the Second Best Memorial and the Second and Third Best Oralists.

Annual Law Career Fair and Networking Session



Panelists at the Annual Law Career Fair and Networking Session

Several law firms participated in the event held on April 11, 2019; these included Axis Law Chambers, M. Legal Law Firm, Ijaz & Ijaz Law Associates, Khan & Associates, Mandviwalla and Zafar, Raja Mohammad Akram & Co., Mohsin Tayebaly & Co., Lexium Attorneys at Law, and MMJ Law Associates.

Dr. Kamran Asdar, Acting Dean of SAHSOL, introduced the School and shared his experience of working there. Dr. Faiza Ismail explained how the core purpose of the session was to allow students and law firms to interact with each other and discuss future career prospects in the field of law. Representatives of the law firms were invited to share details of job opportunities and internships in their respective companies.

Later at the Networking Dinner, senior year students networked with law firm representatives to discuss their career prospects and also share their resumes.

LUMS-ABA-RSIL Conference on Business and Human Rights

The LUMS-American Bar Association (ABA)-Research Society of International Law (RSIL) Conference was held to operationalise the LUMS-ABA project on Business and Human Rights. The event took place in collaboration with the ABA Rule of Law Initiative (ROLI) and their colleagues from Herbert Smith Freehills and Professor Marcia Narine Weldon from the University of Miami.

Professor Weldon began the first session of the conference by providing an overview of the context of Human Rights within the business and corporate world. She shed light on the corporate responsibility to protect human rights

and stressed the importance of due diligence, disclosures, associated policies and Human Rights clauses as part of contracts in this process.

Mr. Stephan Brabant opened the session on Day 2 by referring to what he sees as a 'new way of conducting business' and talked about understanding human rights through common sense by 'de-mystifying' human rights.

The conference reflected the overall aim of the ABA ROLI, as it furthers collaboration and cooperation between various institutions and research networks. Particularly in the context of the Business and Human Rights project, the event had a countrywide impact in terms of developing an understanding of Business and Human Rights through engaging the various stakeholders involved in these disciplinary areas.

SAHSOL Dean's Honour List (DHL) Ceremony

The School conducted its DHL Ceremony on November 16, 2018. DHL is an annual event that highlights and accredits the sterling academic achievements of students in their previous academic year.

Khalid Ishaque Annual Distinguished Lecture by Hina Jilani



Hina Jilani delivering the Khalid Ishaque Distinguished Lecture

This year's lecture held on April 25, 2019 by renowned legal fraternity member of Pakistan and Advocate of the Supreme Court of Pakistan, Hina Jilani attracted a large crowd. Ms. Jilani spoke on 'Human Rights: A Pathway to Democracy, Justice and Social Progress'.

She shared her journey of Human Rights advocacy and discussed in detail the grave violations of human rights in the country. She presented the 'State of Human Rights in 2018' a report published by the Human Rights Commission of Pakistan and discussed in detail the matters published in the report, in particular about the treatment and fate of minorities in Pakistan.

SYED AHSAN ALI AND
SYED MARATIB ALI
SCHOOL OF EDUCATION



Message

FROM THE DEAN

Our two years of planning for Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) culminated in the launch of the MPhil programme in September 2018. We welcomed a cohort of diverse, motivated and aspiring MPhil students who hit the ground running from the orientation to an immediate dive into the rigorous curriculum.

The student body features diversity across experience, region, gender, age, socio-economic background, ideology and interests. Female students constitute about 79 percent of the class and the class median age is 27 years. In addition, about 32 percent of the students are LUMS alumni, some of whom were enrolled in undergraduate studies through the LUMS National Outreach Programme (NOP). The inaugural class consists of students from all across Pakistan including Peshawar, Chitral, Nagar, Sheikhpura, Lahore, Karachi, Islamabad, Bahawalnagar and Faisalabad.

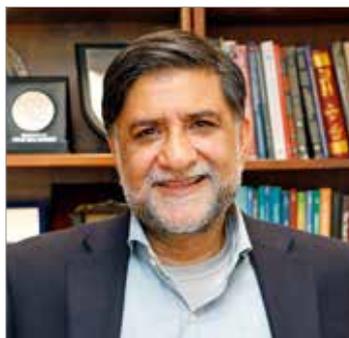
The two-year MPhil curriculum trains students in diagnosing and solving real world problems of practice that arise in public and private schooling systems through training in research methods, experiential leadership, theoretical and comparative perspectives, and, importantly, field engagement based courses: Observing Schools and School Effectiveness. For the field engagement component of the MPhil programme, SOE seeded about 40 partnerships with a diverse group of local schools and

educational organisations in both the public and private sectors.

SOE has become a vibrant, intellectual and exciting place taking shape as an institution where students and faculty collaborate in leading and conceptualising change. This ethos is grounded in the 'student as collaborators' model which has been the steering force behind the MPhil Co-Curricular programme which extends opportunities for student engagement outside the classroom and enriches students' overall educational experience through faculty-student collaborations.

Our new faculty has been a champion in implementing innovative pedagogy and working on their own research projects and policy engagements. The School and its faculty actively engage in Punjab and at the national level with the policymaking process through leaderships of multiple government education task forces, boards of public-private partnerships and government autonomous bodies as well as in leading policy roundtables with multiple stakeholders on issues of policy importance. This feeds into SOE's mission to operate at the nexus of research, policy and practice.

Moving forward, SOE is launching an Undergraduate Minor in Education in Fall 2019. We look forward to creating leaders who will shape a reimagined education reform agenda for Pakistan.



DR. TAHIR ANDRABI
DEAN,
SYED AHSAN ALI AND SYED MARATIB ALI
SCHOOL OF EDUCATION

Highlights

INTERNATIONAL ADVISORY BOARD

The LUMS Syed Ahsan Ali and Syed Maratib Ali School of Education's Advisory Board was convened by seeding linkages with renowned international faculty from the field of education. Last year, valuable interactions with the Board centred on strategy conceptualisation for SOE and the MPhil Education Leadership and Management (ELM) programme, in particular. The Board provided key recommendations that were a tremendous complement to the effectiveness of the SOE leadership as they carried out key initiatives such as faculty recruitment and the development of the inaugural MPhil programme.

The SOE Advisory Board constitutes the following members:

Name	Title and Affiliation
Dana Burde	Associate Professor and Director of International Education, Steinhardt School of Culture, Education, and Human Development, New York University
Elisabeth City	Faculty Director, Doctor of Education Leadership Programme, Harvard Graduate School of Education
Jishnu Das	Lead Economist, Development Research Group, The World Bank
David Figlio	Dean, School of Education and Social Policy, Northwestern University
Ameena Ghaffar	Senior Lecturer, Associate Director, International Educational Development Programme, University of Pennsylvania
Asim Ijaz Khwaja	Sumitomo-Foundation for Advanced Studies on International Development Professor of International Finance and Development, Harvard Kennedy School
Henry Levin	William H Kilpatrick Professor of Economics, Teacher's College, Columbia University and Education
Eileen McGowan	Faculty Director, Specialised Studies Programme, Harvard Graduate School of Education
Mark Moore	Hauser Professor of Nonprofit Organisation, Harvard Kennedy School
Caine Rolleston	Senior Lecturer, Institute of Education, University College London
David Post	Professor of Education, Pennsylvania State University
Pauline Rose	Professor, International Education, Faculty of Education, University of Cambridge
M. Najeeb Shafiq	Professor of Education, Economics and International Affairs, School of Education, University of Pittsburgh
Daniel Wagner	Professor, UNESCO Chair in Learning and Literacy, Graduate School of Education, University of Pennsylvania

POLICY ROUNDTABLE

SOE collaborated with the Centre for Economic Research in Pakistan (CERP) to organise a policy roundtable, 'Uniformity, Diversity and Equity in Pakistan's Complex Education Landscape', in March 2019. The roundtable brought together academics, policymakers, and stakeholders from the public and private sectors to deliberate together on achieving the goal of a uniform system of education and discuss pressing policy questions for governance and education service delivery, as the provincial and federal governments set course for the next 5 years.

Key objectives of the roundtable were to:

- Build new, productive synergies between researchers, practitioners and policymakers for conceptualisation and implementation of the education reform agenda
- Encourage future policymaking to acknowledge the above illustrated diversity as a key element to determining inclusive formulation and successful implementation of educational reforms in Pakistan
- Present and probe the scope for diversity under the vision of a uniform and simultaneously decentralised education landscape
- Develop policy-research collaborations in a way that will feed into all stages of the evidence-to-policy chain to articulate and resolve issues in education through an effective and coherent framework for reform

The roundtable began with a framing session by Dean SOE, Dr. Tahir Andrabi, followed by two sessions moderated by Dr. Faisal Bari, Associate Professor SOE and Dr. Ali Cheema, Associate Professor LUMS.



The SOE Roundtable

Panel 1: Leveraging the Education Ecosystem

Moderated by Dr. Faisal Bari, Associate Professor at LUMS, the panel probed whether the interaction between the aspiration for uniformity and the reality of diversity addresses the objective of equality of access and quality of education without producing tensions across the disparate education systems in Pakistan. Questions and concerns produced in the panel will be tackled in the light of examples of positive (and negative) experiences based on Pakistan's empirical reality and from uniform education systems in the global context.

Panel 2: Decentralisation, Local Government and Education

This panel examined the question of 'How to do Education Delivery in Pakistan's Decentralising Context?' That is, what is the appropriate assignment of "the three Fs" of decentralisation: functions, functionaries and finance across different tiers of government? The aim was to work together to define a framework for decentralising education that:

- unbundles education into constituent functions or activities and various jurisdictions for service delivery
- adopts principles that can be used to assign the matrix of unbundled functions and activities across the different jurisdictions
- suggests principles of financial devolution that will be required to achieve an optimal assignment. The working session was expected to give the provincial governments an actionable framework that can be used as part of the local government reform exercise.

KEY INITIATIVES

Undergraduate Curriculum

The proposal to launch the Undergraduate Minor in Education in Fall 2019 was approved by the LUMS Undergraduate Curriculum Committee in March 2019. The undergraduate curriculum will allow students to develop an understanding of the key theoretical debates from multiple disciplines that shape the education sector while also familiarises them with the complexities of educational delivery and management, across national and international contexts.

Moreover, these courses will equip students with the necessary analytical tools to propose innovative solutions to challenges of education policy and practice. Students will be encouraged to enrol in the MPhil ELM courses and pursue specialised interests in the field of education by applying to the graduate programme.

The core requirements of the minor include EDU 211 Philosophy of Education and EDU 210 Critical Debates in Education. A range of electives will be offered as part of the streams of topics within education such as education policy, classroom teaching and learning, theory, leadership and management, research methods, education technology, and many more.

In the previous academic year (2017-2018), a total of six cross-listed courses were offered, out of which SOE offered two courses for the first time in Spring 2018 – Politics of Education and Economics of Education.

The total number of students across all 6 undergraduate courses was 279 and 82 students explicitly took the courses with an EDU course code, even though the Minor in Education had not yet been announced. Seven new undergraduate courses were developed for the current Academic Year (2018–2019). Out of these courses, two will potentially form the core course requirement for completing an Undergraduate Minor in Education. The courses received overwhelming response; 160 students enrolled through the EDU prefix, which speaks to the high potential of an Undergraduate Minor in Education at LUMS.

Teaching and Learning Initiative

The Teaching and Learning Initiative (TLI) is a foundational component of SOE conceptualised to establish linkages in the larger education community. The aim of these linkages is to provide a collaborative platform to relevant stakeholders so that existing efforts for educational development in Pakistan can be strengthened. The intellectual underpinnings of this initiative are grounded in the School's vision to offer an innovative curriculum with an enhanced connection between classroom learning and 'real-world' experience, and contribute to collective impact efforts in the Pakistan education landscape.

To this end, SOE's TLI established partnerships with a diverse group of local 'lab schools' and educational organisations, at the government and local levels, with the aim:

- To place the MPhil Education Leadership and Management students in partner schools/ organisations for the field engagement component and the practicum module of their course work
- To further understand high-level operational and strategic decision making and the pedagogical methods of teachers in partner organisations
- To create space for design and evaluation of experimental interventions in tandem with schools, teachers and students at the partner organisations
- To emerge as a vibrant focal point in exposing SOE students to field work experience and hands-on learning in the educational sector

TLI Field Engagement

The SOE Teaching and Learning Initiative runs the implementation of the MPhil field engagement component by establishing linkages with potential 'lab schools' and educational organisations that serve as a liaison between SOE students and faculty, and its partner organisations. TLI is responsible for sharing information on partners with the faculty and students at the beginning of the first and second semesters. The information is presented as a portfolio outlining the category each school belongs to and detailed introductions. The field engagement comprises of two components, which are as follows:

Field Engagement I: Observing Schools

The field visit protocols, developed by TLI and Dr. Rabea Malik, Assistant Professor, SOE, serve as a guiding document for the MPhil students to understand specific institutional dynamics, reflection and observational tips as well as academic expectations during and after visits. In the

first semester, six field visits are scheduled over six weeks such that groups of 5–6 students alternate their visit to a particular school at least once, for a duration of 2–3 hours, to observe classrooms in progress, and interact with schoolteachers and head-teachers. The groups share their reflections and field notes with TLI upon their return. TLI is responsible for extracting the broad themes emerging in the field notes in order to develop potential areas of research for the Practicum programme.

Field Engagement II: School Effectiveness and Development

In the second semester, the field engagement component is integrated into EDU 541 School Effectiveness and Development, an MPhil elective course taught by Dr. Gulab Khan. TLI serves as an implementing partner to ensure effective field visits and project delivery in collaboration with the partner schools. The course is a mix of classroom discussions and field visits, and takes on the task of gelling 'school effectiveness' with 'school improvement'. Students are enabled to explore models of educational effectiveness in their efforts to lead improvement initiatives in K-12 settings. Discussions of school improvement involve references to change management discourse specific to educational settings. During the first week, students are expected to assimilate the landscape of the course and gather thoughts on a project to be designed in and with the partner schools. The school project comprises two parts:

- a short, qualitative study of stakeholders' perspectives on school effectiveness
- a school development project leading to a Request for Proposal (RfP). The project has intensive preparatory and field components before moving on to producing concrete deliverables for the project. The final product of this project, the RfP will be pitched to a panel comprising of the instructor and TLI head as well as the client partner school.

For Spring 2019 semester, the MPhil students opted to work with partner schools including Lahore Grammar School, Salamat School System, Ala Ud Din Academy, Jinnah High School, Usman Ideal School, Royal Grammar School, Sanjan Nagar Public Education Trust, and the Trust for Education and Development of Deserving Students. Students are expected to craft a school improvement/development plan after identifying a challenge faced by their respective client schools, in consultation with them.

MPhil Co-Curricular Programme

SOE provides various opportunities for its graduate students to benefit from faculty expertise and to take advantage of the school's professional networks. The co-curricular programme at SOE is curated to enrich students' learning experience. The programme allows students to participate in student-led discussion groups, manage school events, participate in school committees, and work closely with SOE faculty on their research and course development through an apprenticeship model. The co-curricular programme enables students to take control of their own learning and to think critically about educational practices. Following is a list of co-curricular activities that MPhil students can engage in:

Students as Collaborators (SaC)

Collaborations can involve a number of different activities, as listed below:

- Research Partnerships; Design/conceptualisation, Data collection, Co-authorship**

Student collaborations with faculty and staff are an innovative way to encourage leadership among students and foster a culture of shared responsibility and ownership among students, faculty and staff. Through this programme, students have the opportunity to work closely with faculty on their research projects through meaningful research assistantships in which students are involved from the initial design and conceptualisation phase through to analysis and paper writing.
- Contribution to Academic Programmes; Curriculum review and development, Graduate teaching assistantships**

As a part of SaC activities, students are encouraged to enrich course discussions and classroom teaching by contributing their own material relevant to the topic, bringing in their discussion question to prompt classroom debate and extend the learning of their peers through engagement with diverse literature and materials.
- Shared Decision Making; Representation on school committees**

Student leadership is encouraged through various initiatives such as student representation on the School Council and other committees that formalise a process for incorporating students' perspectives in the school's operations and programme design.

SOE is committed to developing a model of student partnerships in which meaningful student engagement is cultivated.

Special Interest Groups (SIGs)

SIGs are forums for students to engage in self-directed inquiry around areas of education scholarship that are of deep personal interest. The objective is to develop advanced knowledge of a branch of education scholarship by collaborating with others to investigate the essential questions therein and by applying ideas to address real-world policy problems.

Each SIG has at least 10 students along with one or two faculty members as faculty leads. The group to make the best contributions within their SIG will be awarded and recognised at the end of the year. Students' special interests were solicited from among their wide ranging interests in the field of education to form Special Interest Groups on Policy and Reforms, Social Justice and Inclusive Education, Educational Leadership, Quantitative/ Educational Research, Curriculum, and Teaching and Learning and Doctoral Track.

SOE Newsletter

For those interested in writing, there are opportunities to contribute in content development for SOE marketing and publications. Students take the lead in developing and designing the school's newsletter that is published on a biannual basis. The quarterly newsletter, *The SOE Digest*, showcases academic highlights from the semester as well as a synopsis of all student events.

Conferences and Seminars

Students are encouraged to apply for participation at conferences to represent the School and to benefit from the opportunity of interacting with various employers and stakeholders in the education sector. They are also encouraged to organise and host their own conferences or seminars.

SOE Speaker Series

EduSpeak Series

SOE EduSpeak is a public lecture series that invites distinguished speakers to present their area of work relevant to a LUMS and SOE audience. The speakers are prominent individuals who have made notable

contributions to the field of education and whose achievements have had national and/or international significance. In the recent past, this speaker series has hosted educators from various areas in education:



EduSpeak Session - Dr. Denise Chalmers

- **Building an Education Empire: Quality and Scale in the Salamat School System of Pakistan** with Shehryar Salamat, Executive Director, SICAS, Asim Ali Bokhari, Director O and A Levels, SICAS and Sammer Zahra, Head of Curriculum, SICAS
- **The Trust School: Creating High Achievers from Low-Income Settings** with Tahir Yousaf, Founder Trustee and CEO, Trust for Education and Development of Deserving Students
- **Bringing Reform to a Disadvantaged District: A Case Study on Bhakkar** with Bilal Haider, Former Deputy Commissioner, Bhakkar
- **The Philosophy of Philanthropy with Impact** with Dr. Muhammad Amjad Saqib, Founder, Akhuwat Foundation
- **Communicating Physics: From the Classroom to the Playground** with Dr. Sabieh Anwar, Associate Professor, Syed Babar Ali School of Science and Engineering, LUMS
- **Myths About Urdu: An Exercise in Deconstruction, Debunking and Amendment** with Dr. Tariq Rahman, Dean and Professor, School of Education, Beaconhouse National University
- **Evaluating the Effectiveness and Impact of Educational Programmes and Projects** with Dr. Denise Chalmers, Emeritus Professor, University of Western Australia

Models of Educational Innovation

This series invites practitioners to present innovative solutions to problems of access and quality in education. This event is specifically for an SOE audience. Thus far, the following have presented work on their respective interventions:

- **Dr. Irfan U. Chaudhary**, School Director, Maktab, and Associate Professor, University of Education, talked about his journey of setting up the Maktab School in Lahore, a pre-school to A Levels offering unique academic opportunities to a small, highly motivated and diverse student body. The school fosters a culture of moral values to cultivate wholesome development of students and enables them to take control of their learning.
- **Khadija Shahper Bakhtiar**, CEO, Teach for Pakistan, presented the Teach for Pakistan model, which provides an opportunity for fresh graduates, with an interest in education, to teach at schools located in low-income communities and acquire the skills required to lead an education reform.
- **The Education Team** from Japan International Cooperation Agency (JICA) presented their Advancing Quality Alternative Learning (AQAL) project, which is a non-formal learning programme that aims to provide alternative education opportunities for socially vulnerable and disadvantaged people in Pakistan, especially women. The project is aimed to address the out of school children crisis in Pakistan.
- **The British Council team**, John Shackleton, Director English for Education Systems and Arzu Daniel, Director English, presented the Punjab Education and English Language Initiative (PEELI) and shed light on the teacher development opportunities provided by British Council in the private sector, respectively. PEELI is geared towards improving the quality of teaching and student learning outcomes in classrooms.

Guest Lectures

Faculty regularly invite other academics and practitioners to present their work so as to enhance students' exposure and understanding towards a particular topic. In the past, faculty have invited experts on education technology, impact evaluation, assessments and education technology:

- **Hard Evidence for Tough Decisions: Challenges and Opportunities in the Generation and Use of Impact Evaluations and Reviews in Development** by Emmanuel Jimenez, Executive Director at the International Initiative for Impact Evaluation
- **Disrupting Education? Experimental Evidence on Technology-Aided Instruction in India** by Abhijeet Singh, Assistant Professor, Stockholm School of Economics
- **Critical Approaches in Art Education** by Imran Ahmed Khan, Lab Supervisor, Beaconhouse National University
- **Teaching Evaluation Methods** by Dr. William C. Smith, Teaching Fellow, Moray House School of Education–University of Edinburgh and former Senior Policy Analyst at UNESCO's Global Education Monitoring Report
- **Undergraduate Curriculum Seminar** with representation from Lahore Grammar School, Lahore College of Arts and Sciences, Scholastic Islamiah and Light of Hope School

Brown Bag Seminars

SOE faculty convene on a bimonthly basis to present their current research for feedback from their peers. Students are invited to select brown bag seminars at the School so that they can benefit from discussions on research design led by faculty and leading experts working in the education sector of Pakistan.



Dr. Arshad Ahmad and Dr. Tahir Andrabi at an EduSpeak session

INTERNSHIPS

MPhil students also have the opportunity to hone their professional skills by applying to internships, facilitated by the SOE team. This includes external internship opportunities in partner organisations particularly during the summer. SOE has also shared a directory of potential organisations with the students, including suggestions on how to find and apply for internships.

FACILITIES

SOE is the first school at LUMS to have digital classrooms and live video conferencing technology for interactive lectures with faculty abroad. These smart classrooms were conceptualised to integrate education and technology to improve learning outcomes and classroom experience as well as contribute to the development of blended learning models. The technology is a one-time investment that allows multiple sessions with international faculty without the usual expenses that are incurred in physical lectures. The technology in the digital classrooms made it possible for an audience of over 100 people to attend the SOE official launch event including Dr. Asim Khwaja, Professor of International Finance and Development, Harvard Kennedy School, and Werner Zorman, Associate Professor of Leadership, Harvey Mudd, who joined via video conference to motivate the inaugural cohort before they embarked on their MPhil journey.

Dr. Gulab Khan, Assistant Professor, SOE organised the first interactive lecture for the MPhil students with Dr. William C. Smith, Teaching Fellow, Moray House School of Education –University of Edinburgh and former Senior Policy Analyst at UNESCO's Global Education Monitoring (GEM) Report. The session was based on the role of test scores in teacher evaluation and appraisal and how tying both together leads to a warping of the education process.

The digital classroom with connected desktops was also used by Dean SOE to conduct his Master Class on evidence-based policy in Pakistan at the LUMS Homecoming 2018 event on December 14, 2018. The data lab class was joined by the LUMS Vice Chancellor, Deans of the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences and Syed Babar Ali School of Science and Engineering, and LUMS alumni.

STUDENT ASSISTANCE

The School conducts various social events during the semester to provide students with a chance to de-stress and form social links with peers, staff and faculty. These events are open to all students, staff and faculty and they serve an important role in bringing about cohesiveness and collegiality among the members of the School. In the past, the School has held an end of semester party and organised a field trip for the entire team. SOE Student Assistance has an open-door policy, which allows the MPhil students to discuss academic (and personal) issues hindering academic performance.

Each MPhil student has a designated faculty advisor who is responsible for mentoring five to six students through the duration of the programme, in both academic and career related matters. The MPhil students are also encouraged to seek advice from the Dean in weekly one-on-one advising sessions, monthly group advising and the monthly Town Hall. These are useful communication channels between the Dean and students allowing for two-way feedback, which has the potential of developing into a strong apprenticeship model. In addition, the Dean's wife, Shaila Andrabi, has been successful in implementing a regular routine of weekly group meetings in which students meet together as a group to discuss personal and academic issues over tea. The meeting fosters an environment of trust and psychological safety amongst students. Shaila Andrabi volunteered to work with the Student Services team, given her pioneering work and experience in setting up an Urdu Table for Pakistani students at Pomona College, California.

SOE Student Assistance department is currently working towards hiring a dedicated counsellor, starting Fall 2019, who can offer professional therapy and counselling to the MPhil students.



Dr. Tahir Andrabi giving his Master Class

Major Events

Inauguration of the LUMS School of Education



SOE Inauguration

The launch ceremony of the School was held on September 10, 2018, at the School's premises. The event, hosted by Syed Babar Ali, founder and Pro Chancellor LUMS, was attended by his family along with Vice Chancellor LUMS, Dean SOE, students, faculty, and key stakeholders of SOE including partners, donors

and prominent people from the government and the education sector. A Skype session also took place with Asim Khawaja, member of SOE Advisory Board and Werner Zorman, faculty Harvey Mudd College, who shared their experience of setting up and defining the goals of the School.

SOE Student Orientation

SOE welcomed its first class of MPhil Education Leadership and Management (ELM) and conducted a two-day long Orientation session from August 30-31, 2018. The Orientation session was designed to welcome the incoming class and help them smoothly transition into the life of graduate studies. The session included an overview of the MPhil courses offered, introduction

of SOE administrative departments, a discussion on Paulo Freire's book, *Pedagogy of the Oppressed*, and an interactive session with Syed Babar Ali, Founder and Pro Chancellor of LUMS. The session also featured an exciting tour of the campus, followed by lunch at the LUMS Executive Dining Hall, where students, faculty and staff engaged in a candid conversation.



SOE Orientation Ceremony

SOE Partnerships

The Teaching and Learning Initiative at SOE has made various collaborations to bridge the gap between theory and practice and also to facilitate students and faculty to conduct research and field work. Following are some of the SOE partner entities:

- **Akhuwat** is a non-profit organisation that aims to alleviate poverty by creating a bond of solidarity between the affluent and the marginalised. They provide interest-free loans to the poverty-stricken so they can start a business and become self-reliable. Some of Akhuwat's educational initiatives include Akhuwat schools, colleges and the first ever fee-free university where students from all over Pakistan will receive quality higher education.
- **Infinity School of Engineering** disseminates technical training to a number of skilled and semi-skilled workers in 17 different professional trades. The quality of training, despite being provided within a short span of time, is as per recommended international standards.
- **Door of Awareness** is a non-profit established in 2007. They aim at creating opportunities for underprivileged students in rural and urban areas of Pakistan. They also work towards female empowerment and provide vocational and IT training.
- **Lahore Grammar School** provides education to both boys and girls till A Levels. It has extended its network to cater to the needs of the middle-income group in its Landmark Schools. These schools offer quality education to the low-income group through the Lahore Education Society School, entirely supported and funded by LGS.

OUTREACH EVENTS

SOE LUMS successfully conducted information sessions for its MPhil Education Leadership and Management programme in numerous cities across Pakistan namely, Faisalabad, Gilgit, Gujranwala, Islamabad, Karachi, Sukkur, Quetta, Topi and Turbat. The sessions took place in renowned universities in these cities and attracted a large number of participants, belonging to varying educational and professional backgrounds. The information sessions provided insight into the features of the MPhil programme, focusing on how the programme will enable graduates to lead education reform, and make a strategic difference in Pakistan's education landscape. Structural, cultural, and intellectual challenges in Pakistan's education system were highlighted in these sessions and it was explained how SOE is bringing education reforms in these areas. SOE's collaborations with the Punjab government, the KP government, and other external organisations were also communicated to the audience. All the sessions were very well received.

Along with information sessions about the MPhil Programme, one day GRE/GMAT workshops were also held, where the participants were given an overview of the structure, details and techniques of these tests. All the sessions witnessed an engaging environment where the audience took keen interest in learning about the details of the tests.



Dr. Mariam Chughtai and Ms. Ruba Humayun at the MoU Signing Ceremony with Door of Awareness

MPhil ELM Information Session at LUMS Open Day 2018

SOE experienced an overwhelming turnout at LUMS Open Day 2018, as people from diverse backgrounds and different cities attended the event to get more information about the MPhil ELM programme. The information session was led by Dr. Tahir Andrabi, Dean SOE, while the panel discussion was moderated by Dr. Mariam Chughtai, Associate Dean. The panel also included Dr. Faisal Bari, Director Academics, Dr. Tayyaba Tamim, Associate Professor, Dr. Qaisar Khan, Assistant Professor, Mehreen Noon, Director Teaching and Learning Initiative, and Sarah Mahmood, Manager Marketing and Admissions.

Detailed information was provided in the information session by the panel members about the MPhil ELM programme, including curriculum structure, the practicum, admission process, selection criteria, the student life at LUMS SOE, and career prospects after the MPhil degree.

Shajia Shoaib, a student of the current MPhil ELM batch, shared that while she was initially apprehensive about leaving her professional life for an ELM degree, she is now completely satisfied with her decision, and the journey has been worth every risk. The session was full of insightful and productive exchanges.



Dr. Tahir Andrabi conducting a session at LUMS Open Day

OFFICES



Office of the Vice Chancellor

The University Advisory Board Holds 1st Meeting



The LUMS University Advisory Board

The University Advisory Board (UAB) came together for its first week-long meeting on January 30, 2019 and met with the trustees and senior management at LUMS. Discussions were held on the future direction of the University.

The UAB members hold distinguished positions and brought a variety of perspectives. The Board was chaired by Ms. Leah Rosovsky from Harvard University and included, Dr. Nancy J. Adler, McGill University; Dr. Philip Altbach, Babson College; Dr. Khalid Aziz, Stanford University; Dr. David Bloom, Harvard University; Ms. Denise Chalmers, University of Western Australia; Dr. Mehmood Khan, PepsiCo; Dr. Greg Moran, Academics Without Borders, Canada; Dr. Nicholas A. Robinson, Pace University and Dr. David Wilkinson, McMaster University.

Syed Babar Ali, founder and patron of LUMS invited the Board to the Mubarak Haveli, Bhati Gate, for a warm welcome dinner providing unique insights into LUMS history and gave tribute to the founding members, faculty and the students for their role in serving LUMS and Pakistan. Another extraordinary presentation was delivered by Dr. Ali Khan, Chair of Humanities and Social Sciences about the history of Pakistan through the lens of its favourite sport, cricket.

The four-days included several productive discussions on the LUMS vision, governance, leadership, programming, faculty roles and rewards, and advancement activities. Some of the common threads in these topics included an emphasis on transdisciplinary education encouraging all Schools to work more closely together as well as high impact activities that would make a significant difference in the lives of Pakistanis. For both LUMS and the UAB, there was much to learn from each other. On the last day, the guests enjoyed a tour of the Walled City experiencing Lahore's cultural heritage and enjoying its indigenous cuisine.

Following a comprehensive report submitted by the UAB, a second meeting on April 23 was hosted by the UAB Chair, Ms. Leah Rosovsky at Harvard University in Boston. The VC and Members of the Managing Committee presented progress on several strategic initiatives including shared governance, a revised organisational structure and the LUMS Learning Institute. This meeting was followed by a roundtable at the South Asian Conference hosted by the LUMS School of Education at the Harvard Faculty Club. The next UAB meeting is planned in late January 2020 at the LUMS campus.

Alumni Achievement Awards



Winners of the Alumni Achievement Awards

The inaugural LUMS Vice Chancellor's Alumni Achievement Awards were launched in December 2018. The awards recognised 10 alumni with outstanding accomplishments across sectors and contributions made to local, regional, national and/or global communities. The award winners spent a day together to share their experiences and identified several projects that would engage alumni worldwide. They were recognised during the Homecoming Weekend 2018 to rejoice their accomplishments followed by festivities including a special performance by renowned singer, Tina Sani. The University appreciated the contributions made by the alumni to strengthen their alma mater.

Jazz Talks

Jazz and LUMS have collaborated to prioritise innovation and digitisation as core strategic goals to advance the overall development objectives of Pakistan's vision 2025. The launch of the series **DisruptEd: Ideas that matter** took place at LUMS on April 30, 2019. The VC welcomed Jazz CEO, Aamir Ibrahim to give the first talk on 'Leadership in the Age of Rapid Digitalisation.' This on-going series is a platform for stimulating discourse and disruptive ideas that connect different facets of the contemporary digital ecosystem. Jazz and LUMS are engaged to form strategic partnerships with like-minded institutions to leverage digital learning in Pakistan and beyond including an initiative to launch LUMSx which will host a series of open online courses.

International Experts

Mr. Chris Lombardo, a Digital Media Specialist at McMaster University, Canada, visited LUMS to train the Marketing and Communications team in advanced digital media practices and designing publications for various audiences. Mr. Lombardo conducted an intensive **Design Thinking Workshop** for key stakeholders from across LUMS to identify innovative ways of telling the LUMS story.



Mr. Chris Lombardo conducting the 'Design Thinking Workshop'

Dr. Launa Gauthier and Dr. Janette Barrington from Canada visited LUMS in May 2019. Dr. Gauthier conducted three, 24-hour intensive instructional skills workshops (ISWs) to faculty across the 5 Schools. This pilot project engaged 14 faculty members who found the experience invaluable. Through the LUMS Learning Institute, ISWs will be offered to all faculty in the coming semesters. Dr. Barrington conducted focus groups with students and met 26 faculty members during her visit to talk about revamping student evaluations of teaching that are used for all courses offered at LUMS. Both have committed to return to LUMS during the next academic year.



Dr. Barbara Oakley presenting her Keynote Session at LUMS

Dr. Barbara Oakley visited LUMS in June 2019. She is a Professor of Engineering at Oakland University in Rochester, Michigan. Her work focuses on the complex relationship between neuroscience and social behaviour. She teaches Coursera–UC San Diego’s Learning How to Learn (LHTL), one of the world’s most popular massive open online courses. She is also a *New York Times* best-selling author, who provides kids aged ten and above neuroscientific tools to enhance their learning. Her MOOC, LHTL with adult and children’s versions, and Mindshift have global footprints. She has generously donated the IP for LHTL to LUMS and will be co-producing indigenised versions in partnership with LUMS faculty during her visit. LHTL will be the first open course hosted on the upcoming LUMSx platform that is being designed in partnership with Arbisoft, a leading tech-firm led by LUMS alumnus, Yasser Bashir.

Dr. Oakley was the keynote speaker in Islamabad on June 12 at the launch of HEC’s National Academy of Higher Education (NAHE), along with the CEO of Advance Higher Education, UK; Country Director of the World Bank; the Chair of HEC and the President of Pakistan. The VC, Dr. Arshad Ahmad chaired the ‘Teaching and Learning Track’ with panelists and speakers from LUMS. On the following evening on June 13, Dr. Oakley delivered a keynote at LUMS which was a huge success. The participants included LUMS K-12 school board network, MoU partners, faculty, alumni, students and special guests. On June 14, Dr. Oakley presented a similar talk at the Aga Khan University, which linked its 3-campus operations in Kenya, London and Karachi with additional audiences from TCF, Habib University and the extensive LUMS Karachi alumni community.

The LUMS Learning Institute

Envisaged by the Vice Chancellor, Dr. Arshad Ahmad, the establishment of Pakistan’s first *LUMS Learning Institute (LLI)* is an important strategic initiative for teaching excellence. LLI will provide in-house and online instructional skills development to faculty at LUMS and across Pakistan. In addition, the LLI will offer a range of workshops and symposia to enhance teaching, encourage faculty to do research on teaching and embark on an ambitious pedagogical partnership programme aimed to engage faculty and students with the goal to differentiate LUMS globally. The Institute will offer an opportunity to raise significant funding and in the short run build a budget that will support new staff positions, cross appointments of faculty, seed funding for teaching innovation as well as fund the costs of the pedagogical partners programme. The Institute will be launched in fall 2019.

Faculty Initiative Fund

Faculty Initiative Fund (FIF) is an internal funding mechanism that awards competitive annual grants of up to PKR 1,000,000 to LUMS faculty. These grants are intended to help faculty members develop innovative projects that lead to larger endeavours, new research initiatives, external funding opportunities or unusually creative projects. FIF award cycles run twice in a calendar year. One cycle runs from January to December and the other runs from July to June. For the first FIF call, 44 applications sought funding of PKR 41,863,060 that were distributed to all Schools. Applications were reviewed, ranked and recommended for funding by the University Research Council (URC) with the help of co-opted members from all Schools. URC members recommended the VC office to fund 27 proposals in the current call.

FIF 2019-20 call was announced on March 19, 2019 for the period starting from July 01, 2019 to June 30, 2020 where a total of 39 applications seeking funding of PKR 37,465,500 were received from four Schools. The URC was tasked to review these proposals by May 31, 2019. The recommendations were forwarded to the VC office in June 2019.

LEADERSHIP MEETINGS

VC Council

There have been 26 VC Council meetings since September 2018 to date. The VC Council represents the decanal team of the Vice Chancellor on important strategic and operational issues at the University. It includes all of the Deans, senior administrators and faculty, who are invited to present on special topics.

Management Committee

On behalf of the LUMS Board of Trustees (BoT), the Management Committee (MC) convenes to discuss matters of strategic importance and meets numerous times to further the University's vision and mission, giving direction to key stakeholders and devising ways to implement strategic changes. The BoT and NMF Board of Governors (BoG) met in December 2018 with a second meeting scheduled in June 2019. The MC provides a critical oversight function and has travelled extensively to engage experts around the world to forge new alliances and seek advice on strategic directions.

Finance Committee

The Finance Committee provides oversight and advice on matters relating to the financial position of the University. The Committee has held six meetings since September 2018, approving the audit, the development of a zero-based budget, making projections for coming years, managing and building the University Endowment Fund and advising the management on efficient ways to allocate resources and disburse financial aid.

Human Resource Committee

The Human Resource Committee (HRC) continues to give consultative advice and feedback to the management on important strategic, organisational, structural and other HR changes.

Interaction with the Students

The Vice Chancellor, Dr. Arshad Ahmad deeply believes that LUMS students should be placed first on all matters. LUMS is a learner-centred institution promoting student participation in a variety of physical, intellectual, athletic and recreational activities. It provides students with opportunities to engage in activities of their choice at various skill levels and contribute to the development of leadership skills and increased collaboration between peers as well as various student societies and clubs.

Students continue to engage in co-curricular activities and compete at national and international events as ambassadors of the institution. The Student Council and Office of Student Affairs is the governing body for all clubs/societies administered by the student representatives of the clubs.

Dr. Ahmad envisages pedagogical partnerships as the cornerstone of academic and administrative engagement with students. His role and interaction with the Student Council has been one of guidance and support, encouraging the Council to inspire student leadership at all levels and broad-based participation. Regular meetups including an open house with the students, award ceremonies, lunches, iftar dinners, events and get-togethers have provided opportunities to celebrate and learn from students throughout the year.



Dr. Arshad Ahmad with Student Council members

ALUMNI ENGAGEMENT

Islamabad Chapter Annual Reunion

Dr. Arshad Ahmad joined alumni from Islamabad and Khyber Pakhtunkhwa at the reunion on September 7, 2018, where alumni from several sectors including development, banking, telecom and legal services joined to share their experiences with their colleagues. Dr. Ahmad emphasised on the importance of increased connectivity among the alumni and the opportunities provided by LUMS as an outstanding educational institution in the country.

EdTech Initiative

Khud's EdTech School is the brainchild of Salahuddin Khawaja (LUMS alumnus, BSc 1997), which he initiated after having spent over 15 years in the financial sector in New York, Hong Kong and Tokyo. He currently resides in New York. Mr. Khawaja showcased children's remarkable accomplishments in digital literacy across 4 schools in Lahore through an interactive demo session at his Khud EdTech school. Dr. Arshad Ahmad encouraged the students to continue building their expertise for 21st century careers and learn about the LUMS National Outreach Programme, which provides access to world-class education for deserving underprivileged students.

Inaugural MBA Class Pledge

The inaugural MBA class of 1988 met at LUMS on February 4, 2019 to pledge an endowment grant to support the studies of financially challenged graduate level students. An MoU was signed which stipulated the establishment of

an endowment fund with PKR 11 Million to support the studies of one graduate student in perpetuity. Dr. Arshad Ahmad lauded their efforts in supporting the cause of education and encouraged them to continue their leadership as role models for their alma mater.

UAE Alumni Get-together with the Vice Chancellor

The vibrant and active UAE alumni community came together to meet Dr. Arshad Ahmad on March 4, 2019 at the Rove Hotel in Dubai. They appreciated the open exchange with the Vice Chancellor highlighting the University's 5-year strategic plan. In detailing the various aspects of these new directions for LUMS, Dr. Ahmad outlined key goals that focus on renewal, innovation, and partnerships to make LUMS a model university in Asia.

LUMS Fulbright Alumni Dinner

The Vice Chancellor's Office in collaboration with the United States Educational Foundation Pakistan (USEFP) organised the event on April 5, 2019. Ms. Elizabeth Lee, Deputy Public Affairs Officer, the US Consulate in Lahore; Mr. Jamal Ghazanfar, Provincial Alumni Coordinator; Dr. Nick Zoa, visiting US Fulbright Scholar and LUMS Fulbright alumni attended the dinner. The dinner aimed to gather Pakistan's talent representing all parts of the country and engage in a meaningful dialogue about their Fulbright journey and current profession.



Attendees at the LUMS Fulbright Alumni Dinner

LOCAL AND INTERNATIONAL LINKAGES THROUGH THE OFFICE OF ADVANCEMENT

Canadian High Commissioner's Visit

Ms. Wendy Gilmour, Canadian High Commissioner, visited LUMS accompanied by Ms. Margaux MacDonald, Counsellor and Senior Trade Commissioner, High Commission of Canada. The visit brought forward the focus of the University on international exposure and collaboration.

Delegation from the Swiss National Assembly

A two-member delegation from the Swiss National Assembly, Mr. Thomas Kolly, Swiss Ambassador and Mr. Ajwat Arslan, his advisor visited LUMS on November 13, 2018. The delegation, welcomed by Dr. Arshad Ahmad, were briefed about LUMS, its five Schools and the programmes it offers. The introduction was followed by a general discussion on promoting awareness of the Swiss higher education system and future academic collaborations that could be explored at the institutional level among Pakistani and Swiss universities.

UK Vice Chancellors' Visit

LUMS welcomed prominent educational leaders from across the UK on November 29, 2018. The delegation visited each School to meet faculty and discuss international linkages and research programmes. Ways of strengthening mutual collaborations and increasing international, multidisciplinary and cross-cultural initiatives for faculty and students were discussed during this important visit.



Educational leaders from across UK with LUMS Leadership

Coca-Cola Management Visits LUMS

The Coca-Cola Export Corporation's management in Pakistan and the beneficiaries of Coca-Cola Endowment Fund established at LUMS met on December 7, 2018. Rizwan Ullah Khan, General Manager, Pakistan & Afghanistan region shared inspirational tips at the Leaders at LUMS event. He urged the students to join the Coca-Cola internship programmes where students will gain exposure to the market and get practical experience in the industry.

Bidding Farewell to a LUMS Supporter

At the end of his tenure, Mr. Kimihide Ando, Senior Vice President and Chief Executive, Mitsubishi Corporation in Pakistan was invited to deliver a farewell lecture at LUMS on March 20, 2019. The Mitsubishi Corporation has provided generous support to the LUMS community by sponsoring students through the Waseda University Exchange Programme and the Financial Support Programme.

FCCI Delegation

Individuals from the Faisalabad Chamber of Commerce and Industries (FCCI) visited LUMS on April 4, 2019, with the aim to get an understanding of the work that LUMS does and the facilities that make it unique from other universities. The delegation also discussed possibilities of collaboration with LUMS to enhance industry academia linkages.

Sri Lankan Vice Chancellors' Visit

A delegation comprising of Sri Lankan Vice Chancellors, Deputy Vice Chancellors, Senior Officials of the University Grant Commission and Ministry of Higher Education visited LUMS on May 7, 2019 to enhance the academic and professional relationship between the two countries.

HEC NBEAC 6th Deans and Directors Conference

The Vice Chancellor's Office organised a dinner at LUMS to celebrate the evolving landscape of business education in Pakistan and across the globe at the launch of the 6th Deans and Directors Conference of the Higher Education Commission National Business Education Accreditation Council (HEC NBEAC).

Office of Advancement

To remain fiscally responsible in a macro environment prone to external shocks, to build its endowment and to help sustain the future growth of LUMS, the Office of Advancement was created. In November 2018, the operations of Marketing and Communications, Alumni Relations and Development were capped under the umbrella of the Office of Advancement. The Office amalgamates and works towards a unified mission: to communicate a compelling narrative, strengthen relationships with key internal and external stakeholders of LUMS, facilitate sustainable growth and dramatically increase its endowment over the next 5 years.

This union is already producing results. Messaging and philanthropic stewardship with alumni and donors has been refined. Marketing operations are interwoven with current programmes and creative social media approaches are underway to target larger audiences.

From the development of an effective marketing and communications strategy to the successful promotion of LUMS programmes and events, the Office of Marketing and Communications (M&C) in 2018-19 further extended its reach and expanded its level of services, breaking new ground in several key areas. Operations are being tightly aligned with a branding exercise aimed to promote LUMS locally and internationally as Pakistan's top academic destination for cutting edge research, pedagogical excellence and a diverse student population admitted on a need-blind, merit-based admissions process anchored by the National Outreach Programme, now in its 19th year. Advancement is also piloting a number of new projects to tell the *LUMS ki kahani*, inviting national and international students to a first-class education accessible to all.

MARKETING AND COMMUNICATIONS

Initiatives

- Marketing and Communications worked with an integrated strategy that aligned print and digital promotions to create comprehensive marketing suites.
- A unified approach for admission collateral across all platforms was followed.
- Open Days were re-engineered to target specific audiences.
- Research-based campaigns were strategised for all degree programmes in 2018-19 resulting in a 14% increase in the admission numbers for all programmes. The number of applications jumped from 13,396 in 2017-18 to 15,269 in 2018-19.

1,135 participants at the flagship on-ground initiative: Lahore Open Day

Graduate Admission Events

Year	Audience Number
Peshawar Open Day	92
Faisalabad Open Day	127
Multan Open Day	30
Islamabad Networking Night	42



Lahore Open Day 2018

SAT/GMAT/GRE Test Workshops Conducted

To address the major challenge of the target market of taking the Admission Test for Undergraduate and Graduate Programmes, M&C organised Test Preparation Workshops in Lahore, Karachi and Islamabad. A high turnout was witnessed in all three cities.

Workshop	Location	Turnout
SAT	Lahore	592
GMAT/GRE	Lahore	240
GMAT/GRE	Karachi	54
GMAT/GRE	Islamabad	75

Nationwide Outreach: Promoting LUMS Programmes and Offerings to Elevate the Brand

- M&C conducted Information Sessions in 28 cities and 148 schools of Pakistan to increase awareness of LUMS undergraduate programmes and funding opportunities, and addressed perceived barriers to joining LUMS.
- General counselling was provided to students, parents and teachers at info sessions, expos and through digital platforms.
- M&C represented LUMS in 6 top-tier education expos across Pakistan.

Marketing Collateral

17 admission publications were developed with a unified design and branding approach

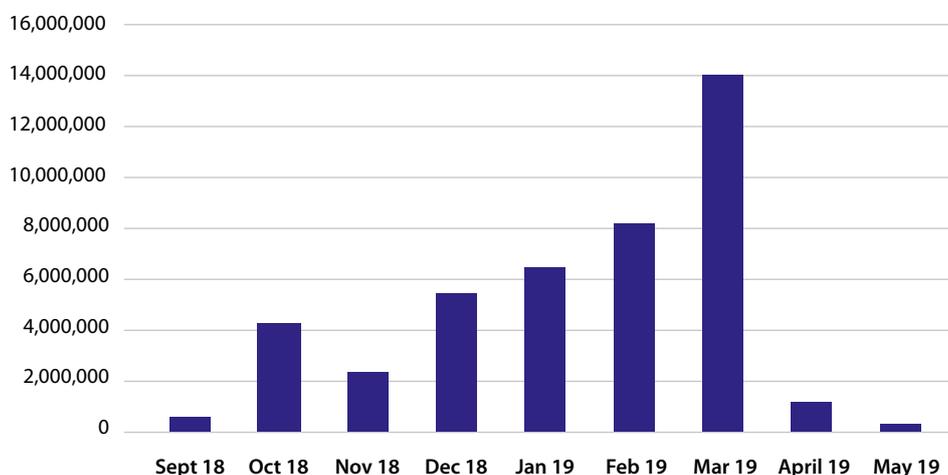
26 issues of *LUMS Connect* were circulated

Direct and personalised marketing was carried out through email, SMS and programme customised newsletters

Social Media Growth

Social media numbers for LUMS Facebook, Twitter, Instagram, LinkedIn and YouTube continued to grow in 2018-19. Facebook saw the number of followers rise to 746,465 and followers on Twitter also increased by 40%. Similarly, Instagram also observed a marked increase in user engagement with a jump of 37,338 followers indicating an increase of 140%. Additionally, the LinkedIn page follower count reached 85,339 and the LUMS YouTube channel now has 14,526 subscribers.

Total Reach of Facebook Each Month



Facebook

Total Engagement	1,997,511
Number of Posts	340
Total Reach	13,615,080
Total Impressions	44,443,423

Twitter

Number of Tweets	760
Total Impression of Tweets	1,195,000
Total Follower Count	17,500

Instagram

Total Followers	37,338
Total Posts	348
Lifetime Likes	104,647

LinkedIn

Total Impressions	3,221,018
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YouTube

Total Video Views	78,743
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Signature Campaigns**Admission Campaign (Facebook)**

Total Engagement	Number of Posts	Impressions	Reactions	Total Views
13,615,080	161	40,443,423	420,410	2,371,930

Homecoming 2018 (Facebook)

Total Reach	Total Engagement	Number of Posts	Impressions
417,836	22,938	10	1,668,780

Orientation Week 2018 (Facebook)

Total Reach	Total Engagement	Number of Posts	Impressions
494,302	155,450	15	75,599

Media Efforts

M&C continues to break barriers and share LUMS expertise and research through international and national media outlets. The office enhanced the image of LUMS and successfully highlighted its academic, research, community and advisory role through compelling success stories of its faculty, students, alumni and staff.

Accomplishments

30 press releases published

10 unique articles and feature stories published in newspapers / magazines and online platforms

891 print, broadcast and digital news placements

Website

765 news published

189,276 views

6,755 visits to news and events section

Engagement in Key University Initiatives

M&C plays a critical role in assisting and supporting the launch of key University initiatives. In 2018-19, critical support was provided for the design and development of various campaigns such as:

- Summer School @LUMS
- Lifetime Learning @LUMS
- Leaders at LUMS

M&C provided creative solutions and professional consultation to the Schools and administrative units and shared branding advice to support the marketing needs of the University's internal and external communications:

- Convocation 2018
- Graduate Night 2018
- NOP Coaching Session 2018
- Orientation Week 2018

New Initiatives

Marketing of:

- Alumni Homecoming Weekend 2018
- DisruptEd: Ideas that matter speaker series

Broad-Based Marketing

In the year 2018-19, LUMS participated in 4 radio shows that were broadcasted in different cities. The primary objective of this campaign was to be able to become more accessible to the target audience, to be able to communicate better with them and to address their concerns directly.

Graduate Programme Marketing

M&C actively promotes the University's graduate programmes. Specialised campaigns were designed for all Graduate and Postdoctoral Programmes offered at LUMS. The avenues explored included email, SMS, social media, website, radio marketing, campus visits, research articles and blogs.



Visits and Social Engagements

M&C hosted various visitors to LUMS during 2018-19. These included over 37 international delegations, ambassadors, members of consulates, parliamentarians, senior corporate leadership, policymakers, social activists and educationists.

Events

240+ university events covered in 2018-19

M&C extended comprehensive and exhaustive support to the Schools and administrative offices in all types of event coverage requests by providing a wide variety of services such as photography and video coverage, social media coverage, press releases etc.

Creative Support

308 design jobs undertaken

Throughout the year, M&C partnered with colleagues and clients to develop concepts, create strategies and develop a range of communication products across all media including branding, websites, webpages, social media spaces, multimedia, annual reports, lead pieces, advancement materials for development and donor relations, magazines, newsletters, brochures, handbooks, advertisements, displays, event material, posters, fact sheets, and business communications.



Marketing Publications

ALUMNI RELATIONS

12,182
alumni spread across the world,
in over 50 countries.

New Alumni Chapters

- Created a new local Alumni Chapter in Balochistan
- Created 2 new international Alumni Chapters, one in Qatar and the other in Riyadh



The inaugural Vice Chancellor's Alumni Achievement Awards winners bond over an Everest Simulation exercise with Dr. Jamshed Khan, Professor SDSB at the Alumni Homecoming Weekend 2018



Alumnus Salahuddin Khawaja, BSc 1997, giving an innovative industry talk on 'The Digital Future: Nothing Ventured, Nothing Gained' to the LUMS community



BSc class of 1998 plants two Gulmohar trees on the LUMS campus in honour of their 20-Year Alumni Reunion in December 2018

Key Initiatives

- Provided comprehensive support for the Vice Chancellor's Alumni Achievement Awards (VC-AAA), which recognise 10 alumni annually with outstanding accomplishments across sectors and contributions made to local, regional, national and/or global communities.
- Lent extensive logistical and marketing support for **DisruptEd: Ideas that matter** with Jazz, a speaker series that serves as a platform for stimulating discourse and disruptive ideas that connect different facets of the contemporary ecosystem and create pathways for un-learning and re-imagining.
- Held 8 mentorship and guest-speaker sessions for the community by LUMS alumni including those from the CSS, Law and SDSB Alumni Associations.

Major Events and Reunions

- Organised the first ever LUMS Alumni Homecoming Weekend in December 2018, where close to 1,000 alumni came back to campus for three exciting days of happening events. Programming for the weekend included an exciting panel discussion featuring star faculty and alumni, a masterclass for alumni led by the Dean of the School of Education, a community cricket match, and a cultural evening celebrating the winners of the Vice Chancellor's Alumni Achievement Awards.
- 27 global alumni reunions/meet-ups were held across four continents in major cities around Pakistan (Karachi, Islamabad, Peshawar etc.) and in the world (Dubai, New York, Toronto, Boston, Sydney, Brussels, Malaysia etc.).

Alumni Achievements

- **Luqman Ali Afzal**, BSc 2002, was honoured with the prestigious Pride of Performance award by the Government of Pakistan for Entrepreneurship.
- **Qurrat-Ul-Ain Nadeem**, BS 2013, and PhD candidate at the Electrical Engineering Department of King Abdullah University of Science and Technology (KAUST), won the prestigious Marconi Society's Paul Baron Young Scholar Award for the year 2018.
- **Sahrish Jaleel Shaikh**, BSc 2016, has been pursuing a Master's degree as a Fulbright Scholar at the Georgia Institute of Technology. She was selected by her university to present at the International Physical Internet Conference (IPIC 2018) held in the Netherlands, Europe and was declared the winner.
- **Hassan Ahmad Khan**, MS 2018, Department of Physics, published his research article titled, 'Approximate photonic band gaps of dielectric-magnetic one-dimensional photonic crystals' in the reputed science journal, *OPTIK* this year.
- **Mansoor Aslam Rathore**, BSc 2014, has been selected as a Knight-Hennessy Scholar at Stanford University, the largest fully endowed scholars programme in the world. He is one of 69 students from 20 countries selected for the 2019 cohort and is pursuing an MA in International Education Policy Analysis at Stanford Graduate School of Education.
- **Shanza Faiq**, BA-LL.B 2016, topped the Central Superior Services (CSS) exam and has been inducted into the Foreign Services of Pakistan Group.



Homecoming 2018

DEVELOPMENT

The 2018-19 academic year has seen the renewal as well as the start of a number of new partnerships, CSR initiatives and scholarships with a variety of organisations. Some of these are highlighted below.



Donations

Category	Donations in PKR*
Alumni	33,080,174
Corporations	68,623,280
Funding Agencies	82,237,906
HNIs	15,301,805
Staff/Faculty/Others	803,347
Total Donations	200,046,512

*July 1, 2018 till May 15, 2019

New Partnerships Established

- PSO CSR Trust offered to support the studies of 6 National Outreach Programme (NOP) students from KPK, Balochistan, Gilgit Baltistan, FATA and Azad Kashmir.
- Unilever Pakistan established an endowed grant for sponsoring the studies of one NOP scholar in perpetuity.
- ICI Pakistan Limited initiated an Impact Scholarship at LUMS with the commitment to support one female undergraduate student at the University.
- LUMS signed an MoU with Balochistan Education Endowment Fund to support studies of meritorious, but financially disadvantaged students from Balochistan, inducted through the NOP.
- Faysal Bank Limited initiated a scholarship to support an NOP student.
- Al Moiz and Thal Industries graciously agreed to sponsor the education of two NOP scholars at LUMS.
- Confiz Limited extended support by sponsoring the studies of a scholar from the next intake of NOP students at the Syed Babar Ali School of Science & Engineering.

Renewal of Commitments

- Lake City Holdings renewed its commitment to support studies of 20 NOP Scholars by signing a Memorandum of Understanding.
- United Bank Limited made a donation to support the National Outreach Programme at LUMS.
- DWP Group graciously agreed to continue its support of partially sponsoring 20 NOP scholars for the remaining tenure of their studies at the University.
- Fast Cables Limited signed MoUs to extend its support to meritorious students through Fast Cables Excellence Award.

Alumni Contributions

- Inaugural MBA Class of 1988 pledged to support studies of 01 graduate student in perpetuity by setting up an endowed grant.
- Ambreen Hamza, LUMS graduate of BSc Class of 2005, generously agreed to partially support studies of 01 NOP student from Sahiwal.

Donor Stewardship

- Office of Advancement has recently hired a dedicated resource for donor stewardship whose key responsibility is to develop and implement a comprehensive stewardship plan for effective donor engagement.
- Interactive sessions between top management of following organisations and the beneficiaries of respective scholarship grants were held:
 - o Gohar Ejaz Scholarship Fund
 - o Coca Cola Endowment Fund
 - o Ahmad Mian Scholarship Fund
 - o Mitsubishi Corporation Scholarship
- Regular funds utilisation statuses and academic performance reports of major scholarship grants were shared with donors on a bi-annual basis to apprise them of the usage of donation and inform them about the progress of sponsored students.
- *Nigehban*, the quarterly fundraising newsletter, has been conceptualised and is being developed to give valued donors regular updates about happenings at LUMS.

Leaders at LUMS Sessions

Several sessions were held under the Leaders at LUMS banner.

- The 8th Session of Leaders at LUMS with Mr. Muhammad Farooq Naseem, founding Chairman and CEO of the DWP Group was held on September 14, 2018.
- Mr. Kimihide Ando, former Senior Vice President and Chief Executive for Pakistan, Mitsubishi Corporation was a speaker at the session on November 15, 2018.
- General Manager for Pakistan and Afghanistan, The Coca-Cola Export Corporation, Mr. Rizwan Ullah Khan spoke about his professional journey on December 7, 2018.
- Mr. Mumtaz Hasan Khan, Chairman of Hascol Petroleum Ltd. shared insights on the oil business at the session on February 15, 2019.
- Mr. Azhar Aslam, Head of Islamic Banking and Head of Governance for Central Region, Standard Chartered Bank Pakistan Limited (SCBPL) shared interesting facts on Islamic banking on March 29, 2019.



Mr. Gohar Ejaz, CEO of the Lake City Holdings, extended his support through an MoU for 20 National Outreach Programme (NOP) Scholars on February 22, 2019



Mr. Kimihide Ando, former Senior Vice President and Chief Executive for Pakistan, Mitsubishi Corporation with Syed Babar Ali, Founder and Patron of LUMS



Pakistan State Oil, Corporate Social Responsibility (PSO CSR) Trust sign an MoU to support the studies of 6 NOP Students from KPK, Balochistan, Gilgit Baltistan, FATA and Azad Kashmir

Office of the Registrar

Major Events

- Graduate Night 2018
- Convocation 2018
- Orientation Week 2018

Zambeel 9.2 Upgrade

Zambeel is a university wide web-based interface which now provides stakeholders role-based access to key academic information with more powerful features and a user-friendly interface. The revamp and upgrading of Zambeel 9.2 as per international standards has made it possible to optimally utilise its functions. Office of the Registrar (RO) carried out extensive User Acceptance Testing (UAT) of all Zambeel-related processes and integrations to ensure data sanctity. Accordingly, the policy and SOP documentation is being updated as per the re-engineered processes. Multiple demo sessions have also been organised for administrative and academic staff with detailed walk-throughs to better understand the new system.

Revamp of Integral RO Processes

This year, the RO has taken the initiative and automated multiple functions and processes to enhance data management and analysis.

Automated Course Memo Tool

Development of a Course Memo Online tool has been put in place that ensures:

- A centralised web based system
- Utilising existing system's information with entry needed only for new courses
- Enhanced data driven decision-making

Electronic Course Outline Interface

The outlines of the courses offered at LUMS will soon be available on an interactive online interface for easy access of course-related information for students, alumni, intending students and faculty.

In-house Development of Degree Printing Software

An in-house degree printing extension was developed as per international best practices. This software is now integrated with Zambeel, unlike the previous external web application. The system is more secure, reliable and provides better-standardised solutions for degree printing.

Transcript Enhancements

Improvements in the look and feel of the LUMS transcript document have been made by adding security features and a standardised format across the University.

Improvement of Grading Features

Enhancement of the grading security features and provision of the directed course work instructor grade input feature was added to make the process more transparent with minimum manual work.

IMPROVED CUSTOMER SERVICE

Online RO Help Desk

The Office has setup a help desk system to handle stakeholders' requests and queries within a defined turn-around time. It also features an escalation mechanism, which has improved query response time increasing customer satisfaction.

Data Facilitation and Training

- The Office facilitated various departments across LUMS in provision of student related data for various national and international organisations for university rankings and accreditation purposes. These organisations included, among others, Times Higher Education, QS Rankings, Punjab Education Bureau, Ministry of Foreign Affairs, and Federal Board of Revenue.
- A central repository of meeting minutes was created for various meetings and working papers in an attempt to organise and consolidate all communications' data that falls under the purview of RO as Secretariat of University wide committees. The legacy data and institutional memory is now easily retrievable and accessible to concerned stakeholders.
- Trained University stakeholders for role based data extraction from the newly revamped Zambeel.
- 7 RO resources attempted and successfully completed the Microsoft MS Office Professional Certification.
- Conducted formal departmental feedback sessions of the entire team through one-to-one meetings with immediate supervisors to discuss performance and the achievement of goals.

Academic documents' requests handled: **1,238** transcripts, **993** letters and **20** degrees issued

Executed LIVE course enrolment sessions for the Spring 2019 term: **4,000+** students successfully enrolled

Handled approx. **1,000** queries and document requests every month

Maintained **95%** success rate in Online Faculty Evaluations

Approx. **660** major allocations and **150+** interschool transfer requests successfully processed

Strengthening of RO Internal Cross Functional Support System

- Various softwares were adapted for better team management and follow up of assigned tasks and responsibilities such as Trello and Staff Hub.



Convocation Ceremony 2018

Quality Enhancement Cell

Key Initiatives

- A poster on 'Pursuing Academic Excellence' was designed and presented at the international conference hosted by International Network of Quality Assurance Agencies in Higher Education (INQAAHE)
- Higher Education Commission (HEC) external review visit for 'Institutional Performance Evaluation of LUMS' was conducted successfully.
- 'MS/MPhil/PhD Graduate Programme Review' was successfully conducted and a compliance report submitted against the observations received from HEC.
- A proposal to conduct the first international conference on quality related perspectives at LUMS was prepared and shared internally.

Highlights

- Online survey platform was developed in collaboration with the Office of Information Systems and Technology at LUMS
 - All QEC surveys were integrated in the online survey platform by QEC staff
 - Four surveys were revised as per previous observations and executed at different timelines
 - Through the year, QEC conducted six surveys. Detailed analyses of the results were done and reports were shared with the LUMS community.
- QEC website was revamped and is live for the audience.
- The Office's Committee TORs were revised.
- QEC staff successfully achieved Microsoft Office Specialisations (MS Word, MS PowerPoint and MS Excel).

Major Events

QEC attended the following international and national events:

- At the 1st International QS Seminar Series in Pakistan in April, 2019, QEC staff attended the seminars held in Lahore and Islamabad; LUMS received a certificate for securing Rank 95 among all Asian Universities.
- 2nd International Conference on Quality Assurance in Higher Education organised by Pakistan Network of Quality Assurance in Higher Education in April 2019
- 15th INQAAHE Biennial Conference 2019 hosted by the University Grants Commission, Sri Lanka in March 2019
- 2019 APQN Academic Conference (AAC) and Annual General Meeting (AGM) hosted by the University Grants Commission, Sri Lanka in March 2019
- 13th European Quality Assurance Forum hosted by Vienna University of Economics and Business, Vienna, Austria in November 2018
- The QEC staff attended the 'Programme Review Training and Meeting' organised annually by HEC on April 29-30, 2019, in Islamabad where institutional activities were showcased.
- A seminar on 'Defining and Assessing Learning in Courses - An Objective Approach' was organised by the Electrical Engineering (EE) Undergraduate Programme Committee.

Office of Admissions

Key Initiatives

- SAT was administered for 1,000+ students at LUMS for the College Board, USA.
- Revamp of 'Online Admission Application & Admission System' was done to enhance the user experience .

Highlights

1,200+

candidates tested for Undergraduate programmes in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta

800+

candidates appeared for the Graduate SBASSE Subject Test in Lahore, Karachi and Islamabad

- The testing process was streamlined to prepare and conduct the LUMS SBASSE Subject Test for Undergraduate & Graduate programmes in various cities of Pakistan.
- Support was provided for Marketing activities and initiatives within LUMS and other cities.
- To enhance and improve the end user experience through the Online Admissions System, fee vouchers, test registration cards, test results and admission decisions of shortlisted applicants were made available online. Student data was shared with all concerned departments through a common system to make the process seamless.

Quality Enhancement Initiatives

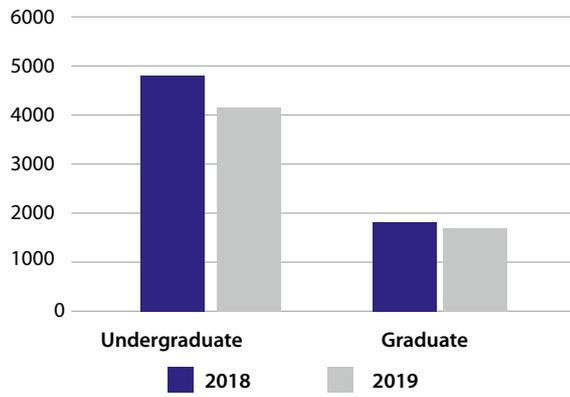
- Admission processes were improved and automated to achieve operational excellence. Better planning and proper implementation of working strategy enabled the team to achieve the given targets in a timely manner.
- Staff members received trainings to improve their expertise as well as interpersonal and communication skills.
- Applicant queries were handled in a timely and efficient manner through the 'Service desk' facility; every query was handled within 24 hours.

Programme Wise Applications

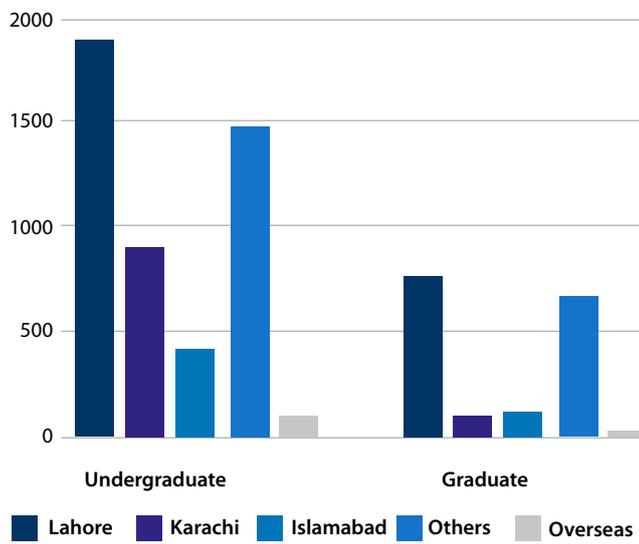
Programme	Submitted Applications
Undergraduate	4,191
MS Biology	107
MS Chemistry	84
MS Mathematics	43
MS Physics	69
MS CS	245
MS EE	164
MS Economics	55
MPhil SOE	123
MBA	288
EMBA	133
PhD Biology	90
PhD Chemistry	67
PhD Mathematics	53
PhD Physics	75
PhD CS	59
PhD EE	87
PhD Management	42



Comparison of Received Applications 2018-19



Demographic Breakup of Applications 2019



Office of Financial Aid

Women Scholarship for MBA

This Scholarship was initiated to contribute towards building the future of talented women along with their families and communities. This will support female candidates to pursue higher education on merit and will increase the number of women joining the MBA programme of the Business School.

50% Scholarship Offered to all Women Admitted to the Executive MBA programme

This makes SDSB the first business school globally to directly aid gender balance in management education, which will positively impact the workforce, establish women as role models across more executive contexts, and power the regional economy with greater intelligence and capacity.

Financial Support Options for the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE)

SOE envisions to make an impact in the educational landscape of Pakistan, by instilling in the MPhil students, an unmatched skillset to become change makers and leaders of education reform. Generous financial assistance was provided to deserving financial aid candidates as well as those high on merit. Also, applicants who joined the MPhil programme received a refund of GMAT/GRE registration fee for one attempt.

Key Initiatives

- Merit Scholarships offered
- Need Based Financial Aid offered. This is available for deserving students based on assessed financial need, a comprehensive need-based financial aid award can be up to 100% of the tuition costs waiver. In certain cases, where assistance is needed beyond the tuition fee waiver, LUMS may offer additional financial support in the form of boarding and lodging, book allowance, and daily stipend to students with demonstrated high financial need.

Aid Disbursement Numbers

Programme	Students	Total Amount in PKR
Undergraduate		
MGSHSS	346	178,769,880
SAHSOL	135	83,508,350
SBASSE	351	235,986,795
SDSB	297	167,149,104
Total	1,129	665,239,718
Graduate		
MBA	25	14,055,057
MS SBASSE	172	50,128,616
MS (Econ) MGSHSS	16	5,837,040
MPhil SOE	47	11,092,308
Total	260	81,113,021
Postgraduate		
PhD SBASSE	119	87,411,550
PhD Management	28	14,558,900
Total	147	101,970,450
Others (GMAT/GRE/ SAT reimbursement/ Processing fee waiver/ Special circumstances)		32,424,464
Grand Total	1,536	880,747,653

Total Financial Aid Applications

Total number of financial aid applications received for the new class who were offered admission in 2018:

Undergraduate (All programmes)	636
Undergraduate (Transfer applications)	5
Graduate (All programmes)	152

Total Financial Aid Disbursed

- Till April 2019, approximately PKR 880 Million was disbursed as financial assistance for the academic year 2018-19.
- 35% of the student body is receiving some kind of financial assistance.

National Outreach Programme

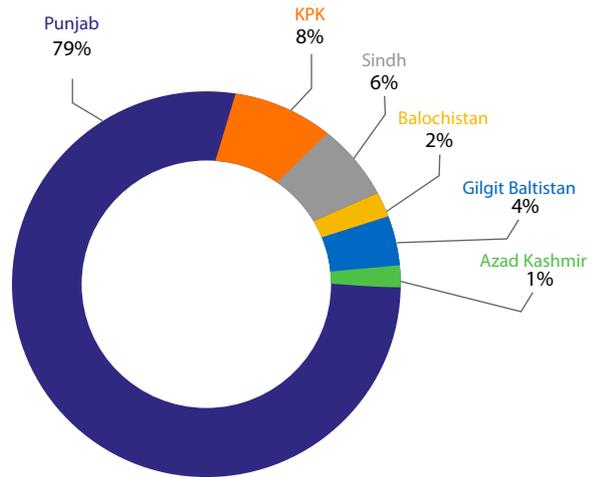
Key Initiatives

- The National Outreach Programme (NOP) Centre started planning outreach visits in September 2018 for 19 visits during a period of 14 weeks. To overcome time constraints, the Centre began its visits from the North and over a period of two weeks, targeted 21 colleges in 12 cities and reached out to 2,200 candidates.
- Keeping local customs in mind, during outreach visits in Khyber Pakhtunkhwa, 10 major girls colleges were reached by holding meetings with principals of the institutions and educating them to deliver the message of the NOP.
- Moving onto Sindh, 2,300 potential students were reached. Priority was given to interior Sindh where 25 sessions were delivered out of the 30 sessions planned in the province.
- 9,000 students were reached in Punjab
- Conclusively, in less than 4 months, the Centre reached 18,000 students by visiting 77 cities and conducting 247 sessions.

NOP Online Applications

- Every year a large number of students apply for the NOP Summer Coaching Session (SCS) in order to experience the academic rigour at LUMS.
- 9,438 online applications have been received for the NOP SCS 2019, out of which 9236 are Matriculation candidates while 202 candidates have completed O Levels as their secondary school qualification.
- Like previous years, the applicant pool is extremely diverse with students applying from various regions aspiring to be a part of NOP SCS 2019. Candidates from all major provinces from 150 cities have applied.

Demographic Breakdown



Each year, female students are especially encouraged to apply for the NOP SCS. This year's gender breakdown is:

Male candidates

6,238

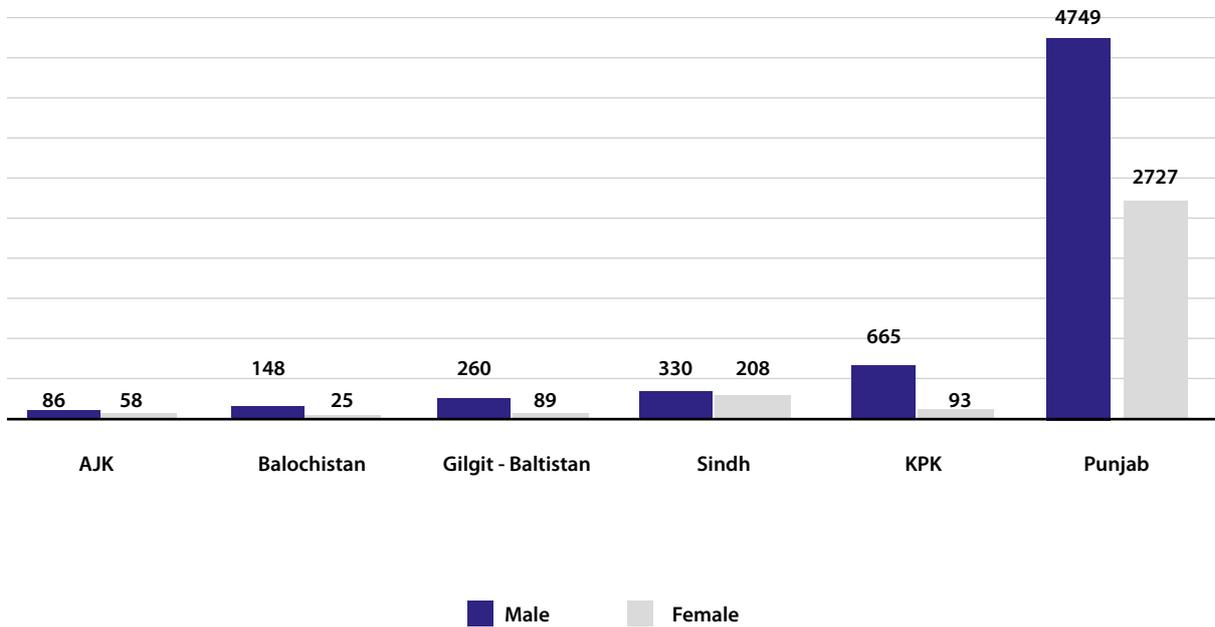
66%

Female candidates

3,200

34%

Regional Gender Distribution

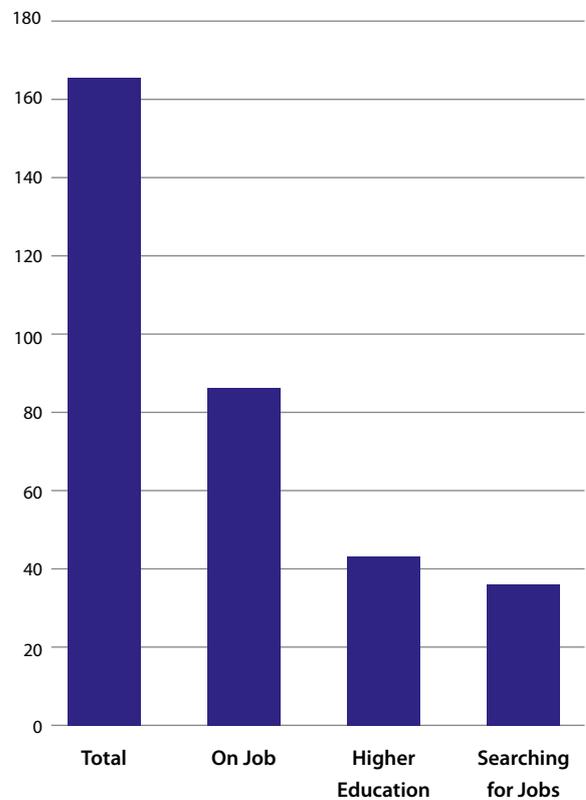


SAT Funding

- LUMS sponsored the SAT for all applicants shortlisted through the NOP Summer Coaching Session (SCS) or those who directly applied to LUMS and after evaluation, were found eligible for Financial Aid (FA) amounting to 50% or above.
- A total of 502 candidates who successfully completed the NOP SCS in July 2018 were registered for the SAT at College Board in the US. USD 56,977 was paid as SAT exam fee.
- The SAT waiver amount was refunded to applicants who directly applied at LUMS and were awarded FA of 50% or above. Total SAT waivers amounted to PKR 1,612,930.

163 NOP scholars graduated in 2018

Placements of NOP Scholars



Major Events

- In collaboration with MGSHSS, a 'Learning and Mentoring Programme' was put into place for NOP Freshmen spanning over two semesters. The classes focused on building students' English writing, reading and communication skills in order to enhance their academic performance.
- High achieving students from Meritorious Public High School, Hazara Town, Balochistan visited LUMS in October 2018 to learn about LUMS programmes and the NOP scholarship. They were motivated to achieve their academic goals and pursue higher education by NOP alumnus and current faculty member, Karrar H. Jaffar.
- The first edition of the NOP publication, 'Beyond Horizons' was published in November 2018. The publication narrated the exceptional journeys of NOP and Financial Aid alumni who are pursuing higher education at the finest institutions, following swift career paths in global workplaces or are spearheading successful entrepreneurial ventures.
- A DFID alumni meetup was held in December 2018 in order to formally bring the LUMS-DFID partnership to a close as well as to invite DFID sponsored alumni to interact with the DFID personnel. The event gave both stakeholders a chance to explore and celebrate the successes of the programme as well as devise strategies for the future.
- To reach out to minorities, in February 2019, NOP information sessions were conducted for Sikh parents and students at the Gurudwara in Nankana Sahib educating them about the benefits of the NOP scholarship and how they can apply.
- During outreach in Sindh in February 2019, the NOP Centre collaborated with the Development of Human Resources (DOHR) Organisation, Sindh to invite more than 300 students from various different colleges in neighbouring towns and villages in Tando Muhammad Khan.
- Meetings were held with the Oxford Policy Management Group in March 2019 who wish to conduct a detailed analysis of the LUMS-DFID partnership.



High achievers from Meritorious Public High School, Hazara Town, Balochistan visited LUMS

Office of Student Affairs

Student Support Services

- Student Affairs collaborated with other offices to organise the University's signature events, the Convocation and the Orientation Week (O Week). O Week satisfaction ratings came out at a highest ever: 94%. Fifty-seven academic/non-academic events were planned and executed during 5 days in an enormous logistical pull-off that included faculty, staff, students and vendors working as a unified team.
- The Office increased outreach in both recruitment and exchange to promote a proactive and positive image of the University.
- A Student Health Insurance Plan was rolled out. The comprehensive policy covers all students over a PKR 500,000 per annum policy that covers hospitalisation, emergency visits, and selected tests like CT scans and MRIs.
- The Office developed a comprehensive policy document on the International Office after consultation with the Deans and the VC. 211 universities in 27 countries in Asia, Europe and Africa were reached and invitations were sent to 117 universities.
- In the spirit of collaboration, 6 new MoUs were signed for exchange programmes and 5 more are in process.
- The Office conducted successful outreach visits to top 5 Malaysian universities. MoUs were signed with 3 (includes 87th ranked Malaya University) and the other 2 are being processed.
- Incoming exchange student number is 9 vs 4 last year.
- The first ever UGRAD training session was conducted with 60+ applications processed for assessment.
- Completing loan rehabilitation assigned to the Office this year, a total of PKR 13.7 million were recovered until April 2019 vs last year recoveries of PKR 7.8 million (a substantial increase of 175%) and as against budgeted PKR 8.8 million (156% achievement). PKR 5.1 million of 2018-19 recoveries were extra overdue loans (5-12 years age). Moreover, a range of reports were developed and simplified to indicate loan recovery health in order to identify target areas.
- The Office was also assigned the operations of the Medical Centre for which SOPs and formats were developed, including a sustained monthly reporting of the Centre's activities. Comprehensive audit system of medicine and supplies utilisation and immediate feedback of service quality facilitating the Centre were also developed.
- A total of 6,514 logged patients (1,090 faculty, 5,203 students, and 221 staff) from the community have visited the Centre since inception, with minimal recorded complaints exhibiting a substantial rate of confidence in the service.

4 exchange programmes were initiated vs only 1 last year.

40 exchange opportunities announced vs 20 last year.

17 students were sent on exchange programmes this year vs 9 last year.

16 students were selected to proceed next fall.

9 fully funded sponsored opportunities were promoted to students.

Career Services

- 98% of the graduating class was placed by March 30 vs 96% last year.
- The largest ever Career Fair was organised with 121 leading companies vs 109 last year; total revenue earned was PKR 2.7 million.
- 58 recruitment drives were organised
- Internships slots increased to 529 from 489 last year
- Moreover, 530 job opportunities and 650 internship opportunities were promoted through CSO platforms to students.
- 200 students were sent to companies for one-on-one mentorship sessions with corporate leaders.
- Senior level outreach to recruiting partners increased to 52 companies outside of Lahore vs 38 last year, resulting in relationship building and eager participation in recruitment activities on campus.
- 118 new companies came onboard as part of the University recruiter base.
- The 'Personality Trait Assessment' was conducted for the first time that benefited 132 indicated students.
- Free GRE training sessions were conducted.
- Close engagement was maintained with higher education consultants, direct university representatives and the British Council to provide maximum on-campus presence and facilitation to students.

Housing Office

Triple accommodation is now offered to students.

Hostel Renovation

To provide comfort and up-to-date facilities to the students, major renovation work was planned for the male hostels particularly in M5 and M6 buildings. All washrooms and pantries in these buildings are planned to be refurbished completely.

Hostel Decoration

To make the hostel environment friendly, natural plants will be placed in all corridors and walls will be decorated with paintings.

Laundry Service

Laundry service is now available to students as per their requirements.

Ironing facility for Male Dorms has been initiated.



15th LUMUN Conference by LUMS Model United Nations

New Student Societies

- Halqa-e-Danish
- LUMS Society of Chemical Sciences and Engineering
- SPIE Student Chapter LUMS
- Commonwealth Youth Society

Key Achievements

- LUMS organised one of Pakistan's largest university-level parliamentary debate tournament, **LUMS IV 2018**, continuing the tradition of hosting one of the most competitive tournaments in the entire country. Two internationally renowned Chief Adjudicators were also present at the event.
- LUMS Entrepreneurial Society won the NasCon '19 Marketing, Consultancy and Business Idea Competition.
- The Debating teams at LUMS participated in several championships and won laurels locally and internationally. These included:

Runners-up at the Roots Millennium Debating Championship 2018

Winners at the Kinnaird College Debating Championship 2018

Runners-up at the NUST Inter-Varsity 2018

ESL quarter finalists at the World Universities Debating Championship, Cape Town 2018-19

Finalists at the NGS Zain Haider Bilingual Parliamentary Debating Championship 2019

Finalists at the SCILS All Women Debating Championship 2019

Winners at the Shahjiwana International Debating Championship 2019

Winners at the Government College University Debating Championship 2019

Finalists at the FAST Debating Championship 2019

The LUMS Model United Nations Society delegation bagged a total of 12 awards at the 28th edition of the Harvard World Model United Nations (WorldMUN) conference held in Madrid, Spain.

LUMS team won the 'Best Delegation Award' at the Model United Nations Turkey Conference held in Antalya, Turkey.

Student Activities

282

events organised

10,000+

external delegates hosted

PKR 26.5 Million

generated through events

PKR 19 Million

earned from sponsorships

Major Events

- 15th LUMUN Conference by LUMS Model United Nations
- PsiFi by SPADES
- Young Leaders' & Entrepreneurs' Summit 2019 by LUMS Entrepreneurship Society
- Convention for Aspiring Reporters and Media Anchors (CARMA) by LUMS Daily Student Society
- Phoenix by Finance Society
- LUMS International Film Festival by LUMS Media Arts Society
- Olympiad by Team Olympiad at LUMS
- Music Fest by LUMS Music Society
- LUMS Annual Photography Summit (LAPS) by PhotoLUMS
- LUMS Consulting Competition by LUMS Consultancy Group/Society
- Bridging Barriers by LUMS Community Service Society
- Dramafest by Dramaline
- International Moot Court Competition by Law and Politics Society
- *Adab Mela* by LUMS Culture Society
- UX Pakistan 2019 by Index the Design Society
- Annual Play 2019 (Mamma Mia) by LUMS Dramatics Society

Gad and Birgit Rausing Library

Key Initiatives

- In collaboration with Electrical Engineering faculty, the Library launched the NaviBook project, a library navigation application, the first of its kind in Pakistan that helps users navigate to their required books on the shelves.
- To promote a culture of reading, the Library arranged discounts for the LUMS community from renowned booksellers in the city.
- Continuously updating its research support service through a world-class content management system, LibGuides was initiated. This will enable library users to find their required contents on a specific subject/course through a customised single interface.
- To support the research and scholarly needs of the community, 'Live Reference Service - Ask a Librarian,' a subscription-based service was provided.
- Strengthening its institutional repository, access to theses, dissertations, faculty publications, pictorial and video archive of LUMS along with its journals and newsletter etc. is available. E-books from the public domain are also part of this repository.
- 'Love your books, then share them' was initiated to promote a culture of reading within the LUMS community. A 'Donation Shelf' has been placed in the Library and users can donate their new or used books.

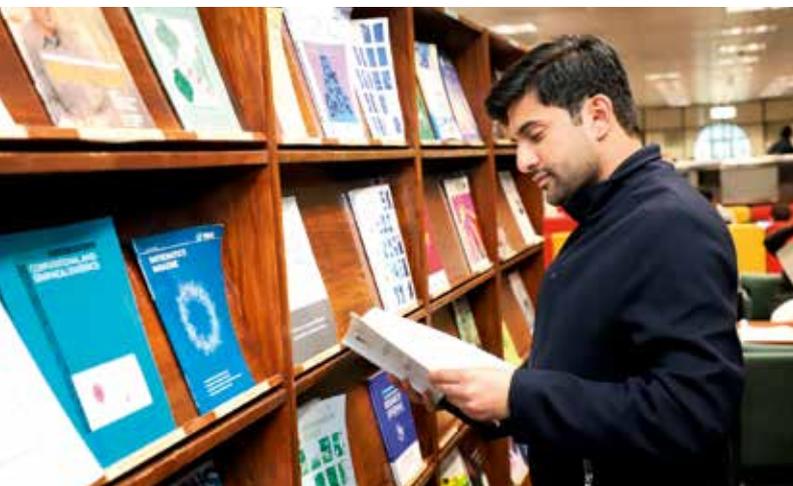
Enhanced User Facilities

The library offers a variety of facilities to support users in their learning, research and teaching. These include:

- High-tech scanner Bookeye4 Kiosk: Source documents can be scanned in folder mode, either lying flat or in the more gentle V-cradle position for highly sensitive historical books and other source documents.
- E-Kiosks: High-tech computer terminals provide information from subscribed databases for education and research and facilitate the users to retrieve relevant research data.
- Kindle e-Readers: Amazon Kindle e-book readers are available for issuance. They are pre-loaded with classics, fiction and course packs, and configured to access more than 35,000 online journals and over 180,000 e-books.
- Book and Article Alerts: Alerts are sent to concerned faculty members according to their interest areas.
- Virtual Private Network (VPN): Provides off-campus access to the library's full-text resources through the Internet anywhere in the world.
- The library started a campaign for promotion of new publications of LUMS faculty.
- In collaboration with Gurmani Centre for Languages & Literature, regular lectures are organised in the seminar room.
- A one-day book fair was organised where over 27 leading booksellers displayed their latest titles.
- Celebrating the 141st birthday of Allama Muhammad Iqbal, the Library organised letters, stamps and books exhibition related to the national poet on a 50% discount for the LUMS community.

Collections and Resources

- This year 2,058 books were added through purchase and 2,886 through donations making a total of print collections over 270,000 and e-books and e-theses to 180,000.
- Library users have access to 36,000 e-Journals.
- Large collection of company reports, digital press clippings and Pakistan Periodical Index (1989 to date) is accessible through the digital library.
- Being a depository, the library has free access to e-libraries of the WB, UN, IMF, EU and Asian Development Bank.



Student at the Gad and Birgit Rausing Library

Donations

'Read Japan' by The Nippon Foundation: The programme aims to make a wide variety of books from Japan available to foreign audiences by working in partnership with libraries, publishers, authors and translators. The Library has received 90 unique titles through this programme.

Conferences, Workshops and Training

- Gad and Birgit Rausing Library in collaboration with HEC/A&J Def Tek consultants conducted a WebEx training session for faculty members and students on Scopus. Dr. Shikha Gupta, Customer Consultant - Research Intelligence, South Asia Elsevier, Scopus provided the training through video conferencing on the silent features of the platform.
- LUMS Literary Society in collaboration with the library organised a literary festival, where 300+ delegates participated. The most competitive teams/students from all over Pakistan came across each other in writing competitions, quiz trivia, and *Bait Bazi*.
- A workshop was organised on **Values at the Workplace** for LUMS staff on January 9, 2019. Experts from Schuitema: Human Excellence Group conducted interactive sessions.
- 8 orientation sessions and 22 advanced sessions were conducted on research enhancement skills.
- A series of sessions on **Ahmed Bilal Awan Bazm-e-Adab Lecture Series** was organised in collaboration with the Gurmani Centre for Languages and Literature.

Research Literature

- Retrieved, compiled and presented the University's research output data by generating a systematic report from Scopus and Web of Science and compiling meaningful data for various audiences.
- Assistance was provided to faculty in managing their publication profiles on Google Scholar and creating their ORCID accounts to eliminate duplication or ambiguity of similar names in popular indexing services.
- Enabled full-text links of the Library's subscribed resources from Google Scholar and Scopus, enabling students and external members to access research articles.

Library Use

- The annual searches and downloads of research papers from e-databases was 3,662,681 (12,209 daily).
- Library physical visitors were 651,054 (2,170 daily).
- A total of 42,811 (143/daily) books were issued.
- 62,586 (209/daily) renewals were done online through the portal.
- This year 300 external members used the library.
- Around 6,400 research articles were provided to the faculty through the table of contents service.
- The Library remains open the whole week and around the clock during exams. In addition to three specialised help desks, students and faculty can chat with reference librarians through web-based virtual reference service, instant messaging service, and social media.



Students at the Gad and Birgit Rausing Library

External Membership Services

- The library provides temporary, conditional and annual membership to LUMS alumni, researchers, international visitors and postgraduate students. Over PKR 2 million was generated through external membership services.

Information Systems and Technology

Technology Introduced

- A comprehensive student advising system for MGSHTS was launched
- Integration was made across the Information Systems And Technology (IST) enterprise systems (SAP, PeopleSoft, Active Directory and LENELOnGuard)
- Radical improvements made to Zambeel UI/UX and functionality through a major PeopleSoft upgrade

Facilities for Students

- 9 computer labs consisting of 500+ computers established.
- Campus wide wireless coverage of all buildings ensured
- Microsoft DreamSpark provided for students
- IT skills training provided for students
- Classified Ads portal launched

Facilities for Staff and Faculty

- Employee self-service portal made (payslips, leaves, attendance, profile data, etc.)
- 1TB cloud storage facilitated for each employee
- Learning technology training, advice and help provided for faculty
- A number of applications provided to support work e.g. PeopleSoft Campus, SAKAI Learning Management System, SharePoint Portal, SAP ECC 6, LUMS Admission System, Connect Alumni Portal, etc.

Website Initiatives

- Major work carried out on MGSHTS, SDSB, SOE, CBS, CRU, VC office, RO, QEC and Gurmani Centre websites

Faculty and Staff Training

- Trained over 500 staff and faculty in IT skills through the IST Training Programme and also offered it to students.
- Conducted official Microsoft IT examinations with HEC and TEC
- Ran bespoke programmes for various departments based on their custom needs.

Requests Handled by Helpdesk

Request through system	11,836
Alumni	7,500
Phone calls	5,000
Total	24,336

Office of Sponsored Programmes and Research

Externally Sponsored Grants (All Grant Types) FY 2018-19	
Number of Proposals Submitted	77
Total Amount of Submitted Proposals	PKR 302,709,644
Number of Proposals Approved	65
Total Amount of Approved Proposals	PKR 175,131,417
Total Funds Received	PKR 454,988,643

Externally Sponsored Research Grants FY 2018-19	
Number of Proposals Submitted	39
Total Amount of Submitted Proposals	PKR 272,077,850
Number of Proposals Approved	32
Total Amount of Approved Proposals	PKR 148,430,606
Total Funds Received	PKR 415,065,462

Externally Sponsored Travel Grants FY 2018-19	
Number of Applications Submitted	13
Total Amount of Submitted Applications	PKR 4,850,115
Number of Applications Approved	9
Total Amount of Approved Applications	PKR 3,133,074
Total Funds Received	PKR 2,692,619

Externally Sponsored Consultancy Projects FY 2018-19	
Number of Proposals Submitted	16
Total Amount of Submitted Proposals	PKR 15,452,234
Number of Proposals Approved	16
Total Amount of Approved Proposals	PKR 14,956,327
Total Funds Received	PKR 28,179,181

Externally Sponsored Events FY 2018-19	
Number of Applications Submitted	9
Total Amount of Submitted Applications	PKR 10,329,445
Number of Applications Approved	8
Total Amount of Approved Applications	PKR 8,611,410
Total Funds Received	PKR 9,051,381



MoUs/NDAs	FY 2018-19
Number of research MoUs/NDAs processed and signed	7

LUMS Funded Research Grants – (All Grant Types)	FY 2018-19
Number of Proposals Submitted	118
Total Amount of Submitted Proposals	PKR 82,451,070
Number of Proposals Approved	88
Total Amount of Approved Proposals	PKR 58,570,420

LUMS Funded Research Grants – Faculty Initiative Fund (FIF)	FY 2018-19
Number of Proposals Submitted	45
Total Amount of Submitted Proposals	PKR 42,473,060
Number of Proposals Approved	27
Total Amount of Approved Proposals	PKR 25,376,060

LUMS Funded Grants – Faculty Startup Grant (STG)	FY 2018-19
Number of Proposals Submitted	16
Total Amount of Submitted Proposals	PKR 14,100,000
Number of Proposals Approved	16
Total Amount of Approved Proposals	PKR 14,100,000

LUMS Funded Travel Grants – Faculty Travel Grant (FTG)	FY 2018-19
Number of Applications Submitted	57
Total Amount of Submitted Applications	PKR 25,878,010
Number of Applications Approved	45
Total Amount of Approved Applications	PKR 19,094,360



General Administration and Services

The General Administration and Services (GAS) is working with a mission to create efficient, professional and qualified services to achieve the envisioned objectives of good governance and sustained infrastructural development at the University. GAS also maintains 24/7 security at the campus which includes engaged armed security and around the clock surveillance through CCTV cameras and a dedicated security control room. Following are the important additions and changes made at the campus by GAS.

New Installations and Establishments

- Replacement of 36 cameras
- Induction of smart card verification system at the LUMS entrance
- 660 TR chiller installed in SBASSE
- 10-13 MVA online Auto Tap Grid Transformer installed
- 400 KW solar panels to be installed to reduce the energy cost and carbon footprints
- Replacement of 132 KV Pylons through tubular poles
- Lifts and BMS installation for SBASSE, PDC, REDC
- Installation of a gas generator (2000 KVA) at SBASSE

Security Measures on Campus

- Power fence/razor wire installed along the University parameter
- Anti-terrorist Drills conducted
- Medical and Fire Emergency Training by Rescue 1122
- Security staff training conducted
- Observation posts placed

Environment and Health Initiatives

- Plantation of 130 new trees and vegetables
- Placement of new plants in the Academic Block and Law School
- Organic manure for flower beds, lawn and vegetable garden
- Maintenance of the Cricket and Football grounds
- Induction of 10 new bicycles for the community

Renovations and Construction

- Completion of NIC, Quetta at BUIITEMS
- Renovation of the guest house and the VC's house
- 8 offices furnished at SDSB
- A-9 building renovated to accommodate Office of Advancement staff
- PDC students lounge renovated
- Extension of free car parking



An aerial view of the University

Human Resources

Human Resources (HR) at LUMS strives to create and sustain a work environment which attracts, motivates, develops, rewards and retains the highest calibre of staff. Initiatives, achievements and activities are as follows.

Talent Acquisition

- 108 administrative and academic support staff positions were filled.
- 53 student and fulltime internships were offered in various departments and schools.
- 59 instructors were engaged for Lifetime Learning @LUMS.
- More than 1,000 interviews were arranged.
- Successful internal movements and job placements took place.
- A new welcome pack for faculty and staff was introduced.
- Effective orientation sessions were arranged to welcome and integrate new staff.
- Sourcing partner contracts were renewed with LinkedIn and Rozee.pk.
- HR attended the CONNEX and LUMS Annual Career Fair.
- Support was provided to the Advancement Office with their hiring needs and a flat team and incentive structure was proposed.
- The HR webpage was revamped for a better user experience.
- An online job application portal was introduced.

Events, Operations and Organisational Development

- HR planned and arranged employee engagement events including Children's Day, Independence Day, Quaid Day, Christmas, PULSS Cookout etc.
- The Day Care Centre was upgraded with renovation of the space and enhancement of safety measures.
- Employee data was updated for health insurance cards. This data is now recorded in SAP. Health insurance claim reimbursement time has also been improved.
- HR service delivery and response time to queries was improved through the implementation of a reporting and tracking system called HR Helpdesk.
- Workload analysis was completed and job descriptions of administrative staff were updated.

Training and Development

The annual training calendar was designed based on training need analysis and over 650 employees were enrolled in 51 training programmes.

HR Information Systems and Payroll

- Faculty and staff appraisal and staff promotions for 2018-19 were rolled out.
- Remote salary processing was initiated for Standard Chartered account holders.
- Internal resources and services such as smart card, email, user account and e-portal creation with SAP as primary MIS were automated.
- LUMS Travel Policy was revised and circulated.

HR Analytics

Preparation of statistical MIS and HR monthly report based on HR metrics enabled the management to make data driven decisions

Grievances and Legal Matters

Employee grievances, complaints and disciplinary matters were resolved while ensuring legal compliance at every step by liaising with the legal counsel for all human resource related matters.



Group photograph of staff members

Procurement Office

The Office provides procurement support to the entire university. The Office's work is an efficient mix of centralised and decentralised buying.

Total Purchases in Billions	PKR 1.0021
Total Cost Savings in Millions	PKR 10.1

Major Purchases and Projects

NIC Lahore - PKR 103 million

Furniture, IT equipment, HVAC, electrical and civil works etc.

Marketing, REDC and SOE - PKR 77.39 million

Print Ads

NIC Quetta - PKR 103.55 million

Furniture, standing and split AC's, electrical, civil and plumbing works, HVAC, solar panels, gypsum and glass works and landscaping

IST - PKR 19.69 million

Axis cameras, desktops and laptops, Cisco switches, Bloomberg subscription and BlueCoat software

Syed Babar Ali School of Science and Engineering

Cadence software - \$ 38,824

Department of Biology

CO2 Incubator - PKR 2.36 million

Microwave Digester - € 12,779

Non-stirred Pressure - \$ 15,170

Department of Chemistry

Paver Making machine - PKR 2.52 million

Inductively Coupled Plasma Optical Emission

Spectrometry - \$ 75,000

Gel Permeation Chromatography System - \$ 81,000

Department of Electrical Engineering

Princeton instruments - \$ 48,555

Tunable Laser machine - \$ 30,275

Department of Humanities and Social Sciences

Bookeye 4 V2 Kiosk - PKR 2.01 million



Lifetime Learning @LUMS

Lifetime Learning @LUMS (LLL) is a vibrant team of individuals who work ardently towards offering a multitude of exciting new academic and interest-based courses, all under one roof at LUMS and welcomes participants from all fields and backgrounds.

LLL has organised nine sessions to date with

3,000+
participants.

Three sessions with 25 distinct courses and workshops were delivered.

1,200+

participants attended the courses.

Initiatives and Achievements

- LLL has grown into a renowned brand serving as a platform for learning new skills and for networking with people who share similar interests. Participants include working professionals, students, entrepreneurs, freelancers, and homemakers.
- Staff members from various organisations like Zameen, Descon, Packages, Honda Atlas, PepsiCo, Charcoal, including staff from LUMS are among participants who joined LLL courses to hone their skills.
- More academic and technical rigour was added to the courses, with mandatory presentations, quizzes and practical evaluations.
- Various experiential learning activities were conducted in classes including field trips, industry visits and guest speaker sessions.
- High profile guest speakers like Saad Munawar Khan, Director Marketing – Pakistan and Afghanistan, PepsiCo and Badar Khushnood, Partner and Co-founder Bramerz shared their professional experiences with LLL participants. Guest sessions also included celebrities such as model and actor, Emmad Irfani, fashion designer, Ali Xeeshan and actor, Shan Shahid.
- Success stories of LLL alumni were proudly celebrated. For example a participant from the **Nutrition and Fitness** course opened his own fitness studio and similarly, a **Modern Retail Techniques** participant opened his Pakistani cuisine restaurant in Islamabad.
- Christine Rosenberger, First Secretary and Head of Press and Cultural Section of Embassy of the Federal Republic of Germany in Islamabad, joined in as the chief guest for the Graduation Ceremony of session 8 of LLL.
- Lifetime Learning @LUMS is also making its mark internationally. Various international participants joined LLL sessions during the year, including Xu Wei Ping, Zhang Cheng Hua and Mariam Wu from China, and Mamoon Safdar from UAE, among others.



A group photograph of LLL participants with their instructor

Summer School @LUMS

The Summer School @LUMS (SSL) provides students aged 14-18 with the opportunity to grow, explore and learn. The activities offered range from academic courses like graphic design and communication skills, to hobby based ones, such as performing arts, musical instruments, and photography with a LUMS certification at the end.

Highlights

Social Media Campaign

To reach a larger audience, the SSL team covered every aspect of the Summer School through relevant social media platforms.

LUMS Societies

Different student societies of LUMS collaborated with SSL to add elements of art, music, athletics and enjoyment, which enriched the experience and memories of the students enrolled in the sessions.

Participants

In 2018, students came in from diverse geographical locations—8% were overseas, 50% were from Lahore, and 42% were from other areas of Pakistan. The number of international participants rose from 3 in year 2017 to 14 in 2018.

Outreach and Information Sessions

- Arranged a breakfast session to build rapport with school counsellors.
- Conducted **Open Information Sessions** where interested parents and students were engaged, and provided with detailed information on the programme.
- To spread the word globally, information packages were sent to international associations and embassies in Singapore, Australia, New Zealand, the Netherlands, Estonia, UAE, Canada and Spain.
- Met with LUMS alumni chapter heads from Multan, Islamabad, Sialkot and Faisalabad to discuss networking opportunities.

Key Initiatives

- Excursion trips have been included in the Summer School to make it more exciting.
- The upcoming session has been divided into two slots to facilitate overseas students by coinciding the second session timetable with their summer vacations.
- At least 20 innovative short courses along with workshops have been introduced to make the learning all-encompassing.
- Industry experts are now part of SSL instructors' team, including Omair Rana, actor and theatre director; Roshaan Bukhari, President Lahore Astronomical Society; Jahanzaib Shafique, LUMS alumnus and CEO JB and Jaws; Mudasser Butt, Director MudToonz and Dr. Ahmed Kamal Nasir, Assistant Professor at LUMS.



A SSL student engrossed in a crafts activity

National Incubation Centre

2018 has been an exciting year at the National Incubation Centre (NIC) Lahore. The Centre incubated two cohorts with 40+ companies graduating in the year. Collectively these companies have raised close to USD 20 Million, the star being PakVitae that is solving the problem of clean drinking water. Six other companies secured grants with Aerofly, Zari Faisal Designs and AgriMart raising USD 100K and more.

NIC's micro entrepreneurs programme also continued successfully with entrepreneurs being trained in Quetta and KP. The Centre also secured funding of USD 340K to continue the programme.

The addition of the 'Facebook Innovation Lab' is another key milestone in NIC's endeavour to provide the best environment and facilities to aspiring entrepreneurs. The Centre has begun a programme of engagement with various universities and negotiated some MoUs already.

Highlights

- NIC incubated more than 50 start-ups over 12 months.
- Organised Lahore Start-up Weekend Chapter twice in collaboration with Tech-stars, Silicon Valley with hundreds of start-ups as participants.
- AgriMart won the Karandaz FinTech disrupt challenge worth PKR 10 Million funded by Bill & Melinda Gates foundation. Three start-ups, TrashMasti, HaTH and Vceela secured USAID SMEA grants.
- NIC start-ups represented Pakistan in UK, USA, Turkey, Portugal, Uzbekistan, UAE, Australia and other parts of world.
- Start-ups collaborated with corporates such as Nestle to implement sustainable development goals.
- Micro-entrepreneurs in Balochistan were trained under the Prince Charles Foundation Project funded by British Asian Trust.

Cohort 2

Help at Home

Conducts various skill enhancing workshops, ranging from cooking, driving, nursing etc. for domestic workers

Mittighar

Provides toxin free clay flameware and tableware to promote healthy cooking and eating

Trash Masti

Collects trash from households to ensure safe dumping of waste

Vceela

A marketplace for local artisans to directly sell their products to the international market

Careerz360

Pakistan's first professional networking platform and online job portal

Paycard

A contactless payment mechanism, an RFID based crypto-processor which facilitates the payment of transactions

BigBytes

Helps educational institutes establish their own robotics clubs through workshops and equipment

The Support Group

Invents contemporary therapies to address stress, employee wellbeing, anxiety and depression through neuroscientific solutions

Entertainment Pakistan

A premiere entertainment portal that provides the latest news, reviews, opinions and rankings of the Film and TV industry

Mawazna

A platform that provides comparison of financial services focusing on insurance, banking, telecom and the investments sectors

RADA Tech

Automated robot developers set to disrupt the food industry through hygienic alternatives

Aabshar

A start-up that optimises water consumption and reduces waste water through leakage detection solutions

Cohort 3**SE Drop**

An innovative start-up that converts industrial waste water to reusable water

StrawHat

A digital smart helmet to enhance road safety and notify family in case of emergencies

SOOP

A comprehensive cloud-based School Management System

Milkify

A milk container with a cooling and a digital measurement system

Send2World

A freight forwarding company offering cost effective solutions for importers and exporters through close monitoring of the supply chain procedure

Girlythings

A disability friendly mobile application that delivers monthly and urgent menstruation kits

Advertelligent

An AI based computer vision company providing consumer data analytics to offline retail brands, malls, grocery stores as well as DOOH advertising companies

Smart Switch

A switch board that ensures energy preservation through improved technology

Mountainise

A customer success journey map using AI/ML for business operations and performance marketing

Ghumo

An online rental marketplace for home accommodations, hotels, cars and office rentals

Apna Furniture

A platform that connects furniture buyers and sellers in an innovative way

Vector Inks

A digital and online marketplace for community-generated design assets

Cosmic

An education start-up conducting planetarium shows and astro-tours to create astronomical awareness



National Incubation Centre

Raising Executive Development Centre

The world is changing rapidly, and with it has changed the ethos of university based executive education. Organisations are now cognizant of the need to develop L & D directives aligned with today's challenges i.e. digitalisation, leadership and organisational renewal, innovation and change. Raising Executive Development Centre (REDC) partnered with key public and private sector establishments to create value through custom solutions and an open portfolio.

With a clear strategy to deliver impact and create value, REDC expanded its partnership with the telecom sector on people development programmes to develop dynamic leaders who can cope with digital transition challenges. An enterprising partnership commenced with a public sector power transmission and dispatch company for a series of general management programmes. Amongst its new associations, REDC

also explored a bespoke leadership programme for a leading hospitality group, delivered a budget planning programme for a progressive agri-enterprise and executed a programme for a multinational FMCG on Industry 4.0.

Further developing its open portfolio, REDC successfully launched the **Strategy Execution Programme; Turning Plans into Performance** aimed at translating strategies into actionable plans and addressing challenges during strategy execution. Based on market indicators, a programme on communication for personal and organisational effectiveness was also relaunched. Participation in programmes from varying industries including banking, utilities, education, FMCG, oil & gas, energy, retail and telecommunications among others, provided valuable networking opportunities and an unparalleled learning experience, establishing REDC as a leading corporate hub.

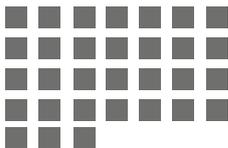
1,637 ^{Total} Participants

Number of Programmes

■ Custom: 22



■ Open: 31



Case Studies and Industry Notes Developed for Executive Programmes

72

Already Published

48

Being Developed

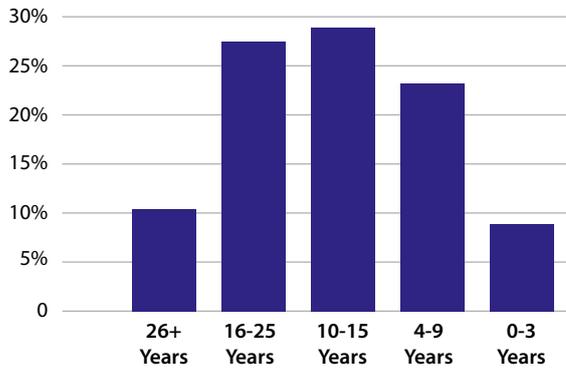
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Programme Evaluations (Open and Custom)

Indicators	Value (1-5)
General impression of the programmes	4.42
Quality & Relevance of Material & Content	4.31
Assessment about the programme in Satisfying Expectations	4.28
Assesment of Learning Experience (New Concept & Ideas)	4.38
Overall Assessment of Programme Venue	4.59
Residential Facilities and Courtesy of REDC Staff	4.68

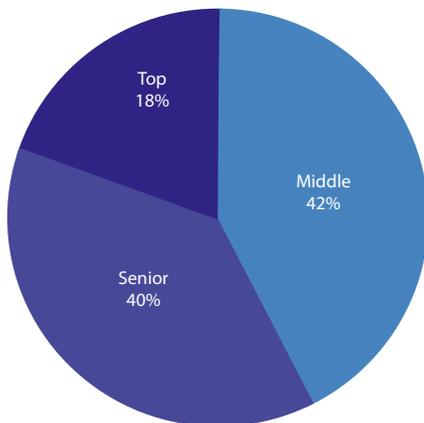
* Ratings are programme participant led and are annualised for this report

Experience Range



Open Enrolment Programmes

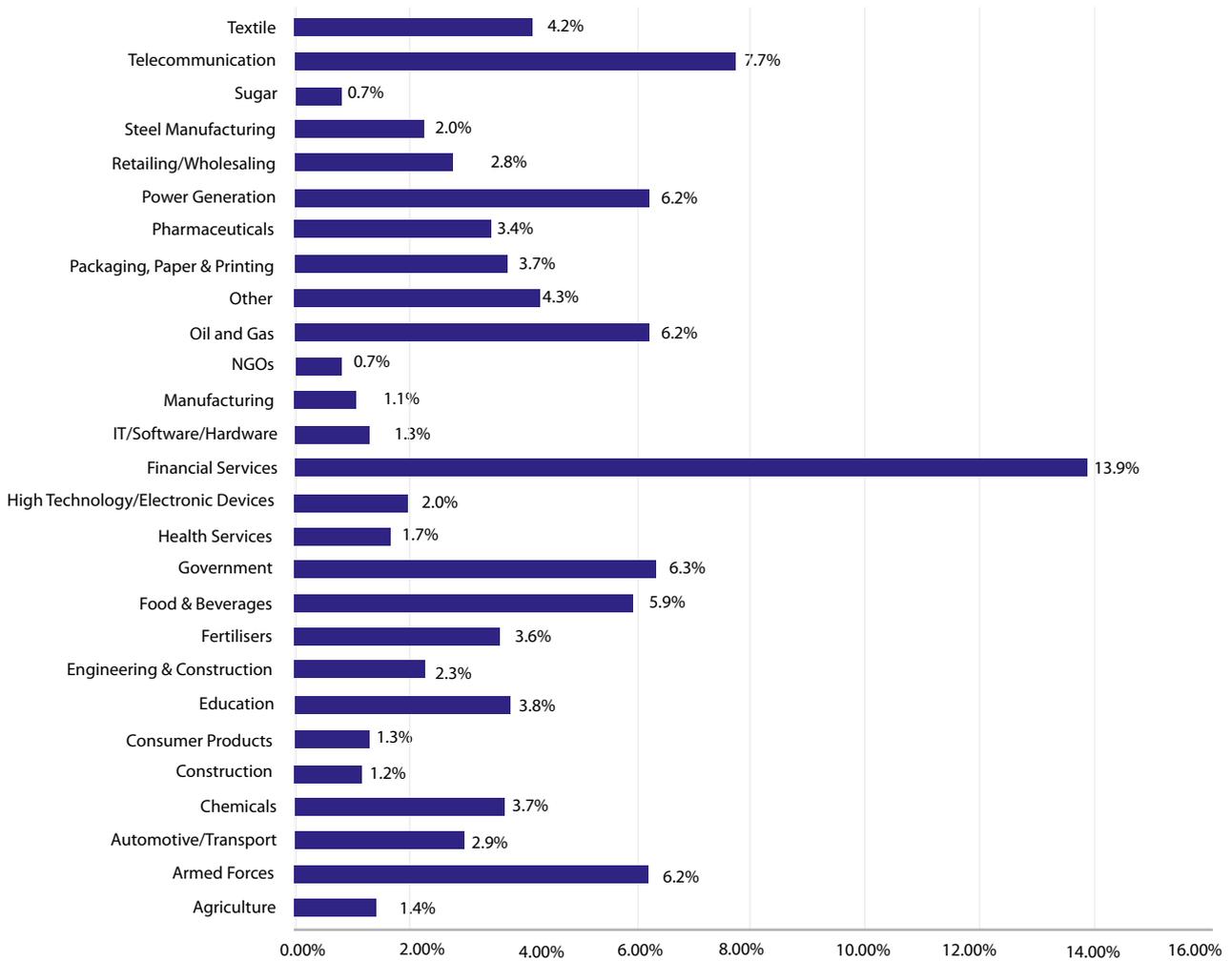
Management Cadre



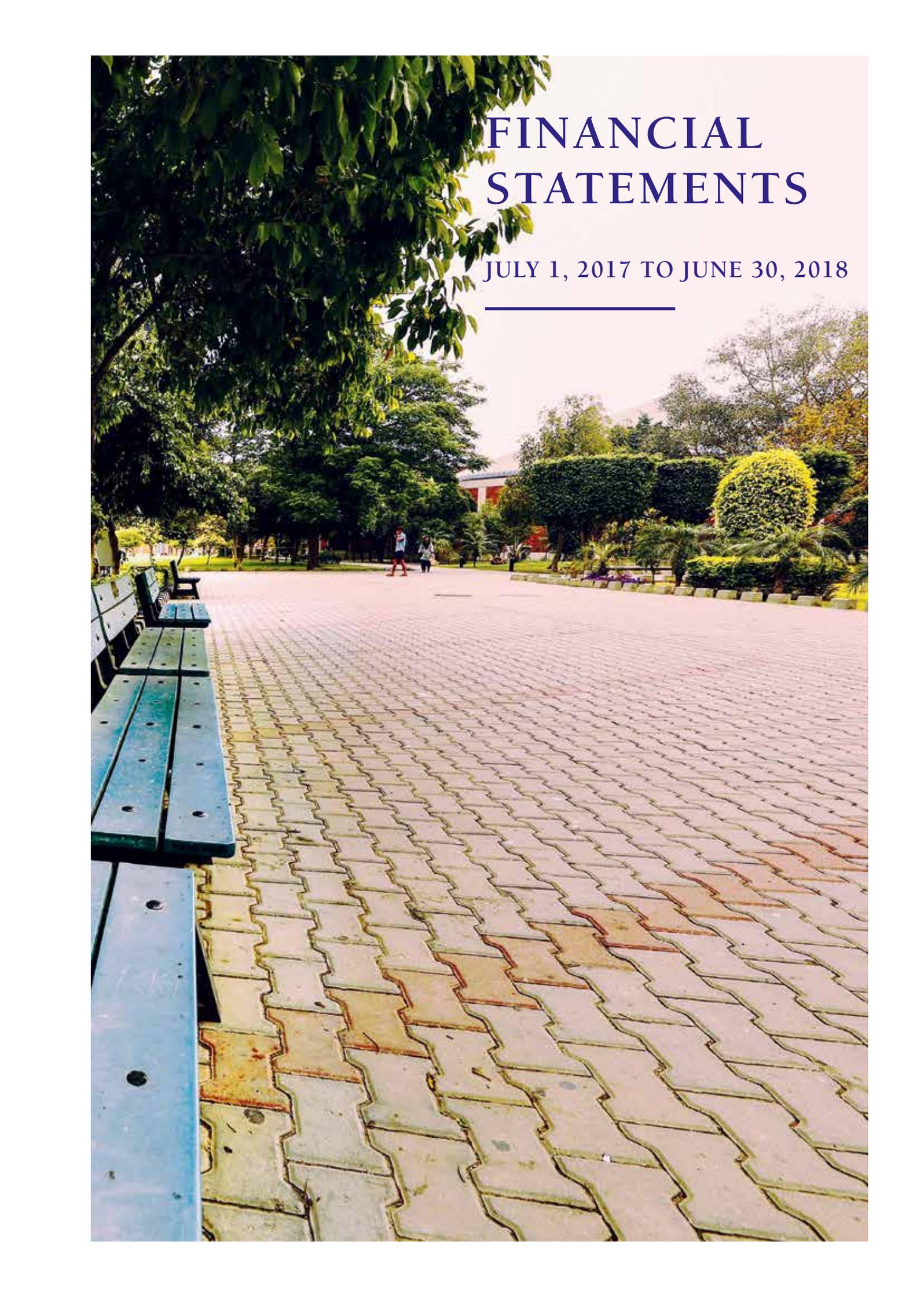
Programme Portfolio



Sector Representation in REDC Programmes



Entrance of the Rausing Executive Development Centre

The background of the cover is a photograph of a paved walkway in a park-like setting. The walkway is made of interlocking paving stones in shades of grey and tan, leading towards a building in the distance. There are green trees and bushes on the left and right sides. A blue bench is visible in the foreground on the left. The sky is bright and clear.

FINANCIAL STATEMENTS

JULY 1, 2017 TO JUNE 30, 2018

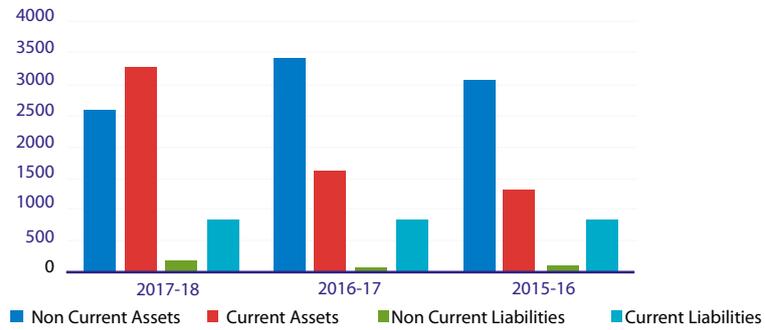
Horizontal Analysis of Financial Statements

	2017-18	%	2016-17	%	2015-16
Assets					
Non Current Assets	2564	-25%	3412	12%	3053
Current Assets	3256	106%	1580	23%	1287
	5820		4992		4340
Fund Balance and Liabilities					
Non Current Liabilities	163	87%	87	-21%	110
Current Liabilities	848	2%	835	14%	731
Fund Balance	4809	18%	4071	16%	3499
	5820		4992		4340
Fund Balance					
Current Fund	1610	23%	1309	19%	1101
Endowment Fund	1541	8%	1422	31%	1085
Scholarship Fund	97	69%	57	-15%	67
Chair Fund	55	2%	54	5%	52
Sponsored Fund	267	8%	246	25%	196
Fixed Asset Fund	1239	26%	983	-2%	998
	4809		4071		3499
Income and Expenditure					
Income	5395	15%	4683	21%	3874
Expenditure	4575	12%	4091	10%	3710
Surplus	820	39%	592	261%	164

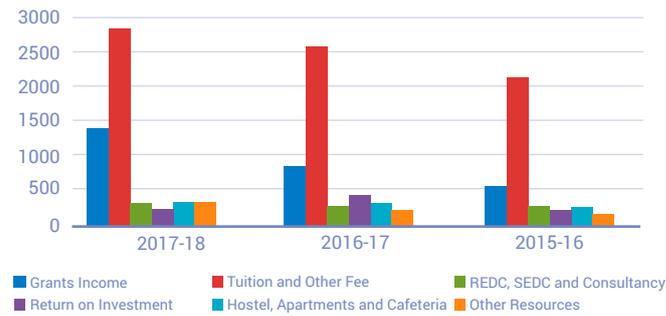
Vertical Analysis of Financial Statements

	2017-18	%	2016-17	%	2015-16	%
Assets						
Non Current Assets	2564	44%	3412	68%	3053	70%
Current Assets	3256	56%	1580	32%	1287	30%
	5820	100%	4992	100%	4340	100%
Fund Balance and Liabilities						
Non Current Liabilities	163	3%	87	2%	110	3%
Current Liabilities	848	15%	835	17%	731	17%
Fund Balance	4809	83%	4071	82%	3499	81%
	5820	100%	4992	100%	4340	100%
Fund Balance						
Current Fund	1610	33%	1309	32%	1101	31%
Endowment Fund	1541	32%	1422	35%	1085	31%
Scholarship Fund	97	2%	57	1%	67	2%
Chair Fund	55	1%	54	1%	52	1%
Sponsored Fund	267	6%	246	6%	196	6%
Fixed Asset Fund	1239	26%	983	24%	998	29%
	4809	100%	4071	100%	3499	100%
Income and Expenditure						
Income	5395	100%	4683	100%	3874	100%
Expenditure	4575	85%	4091	87%	3710	96%
Surplus	820	15%	592	13%	164	4%

Summary of Assets and Liabilities



Revenue Composition



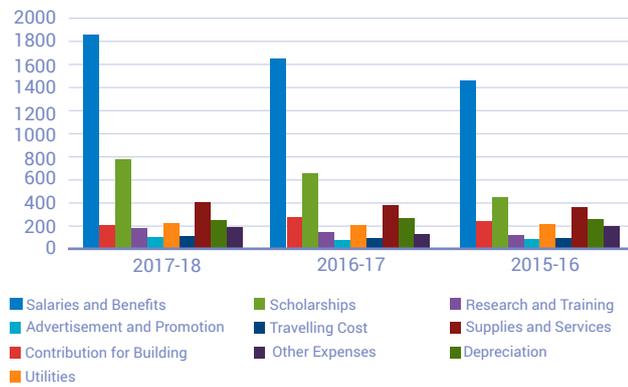
Revenue and Expense Comparison



Fund Summary



Expense Composition



Scholarship Disbursements





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