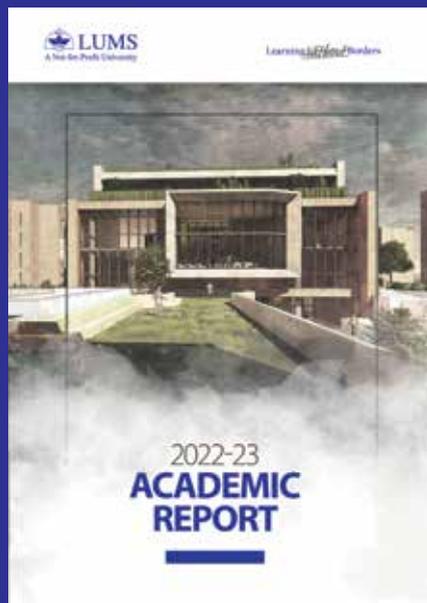




2022-23  
**ACADEMIC  
REPORT**



The cover photo is the architect's rendition of the exterior of the Yusuf H. Shirazi Complex.

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# MESSAGE

## FROM THE VICE CHANCELLOR

Dear LUMS Community,

I would like to extend my deep appreciation to everyone for a remarkably successful and productive academic year at LUMS. This report highlights achievements and demonstrates our unparalleled impact on students, and on the many communities we serve. Uncertainty, super-complexity, and extraordinary challenges have brought us closer together as a community. Together, we've managed to turn many of these obstacles into opportunities for a brighter and better future for our students.

In its inaugural year, LUMS admitted 44 students. Today, with over 5,485 students, and over 17,000 alumni, as well as 374 faculty and 944 staff, LUMS has been globally recognised for its remarkable efforts to promote diversity, equity, and inclusion and its high-impact solutions for society. LUMS high standards for merit, and its strong shared values set the university apart and continue to inspire others to build a better Pakistan.

LUMS has also fully embraced the perspective of *learning without borders*, advocating access to quality education and a unity among the disciplines to collectively address the grand challenges facing Pakistan and beyond. LUMS has always been a mission-driven institution. Its holistic four and five-year undergraduate programmes were the first in the country and adopted by all other universities to better serve societal needs. Similarly, from its first flagship MBA to the current 45 programmes offered across its five Schools, LUMS delivers 21<sup>st</sup> century learning that promotes community service through socially responsible interventions.



## Highlights

### Strategic Priorities – Into the Next Decade

LUMS is now at the forefront of new opportunities for growth and development. Last year, we took stock of our progress and developed a set of strategic institutional priorities to guide LUMS' societal and economic impact into the next decade. These priorities were informed by discussions at various forums including meetings of the University Council, advisory boards, senior administrative councils, and the Management Committee. These priorities include:

1. Strengthening and optimising the mix of graduate and undergraduate programmes
2. Determining the extent to which we complement in-person offerings with online and hybrid courses, certificates, diplomas, and degrees

3. Elevating inter-disciplinary research centres as vehicles to advance research, learning and teaching
4. Achieving a greater degree of internationalisation with more overseas faculty and students engaged in our core activities
5. Identifying an equitable and sustainable model of fundraising and balanced budgeting

Institutional priorities are work-in-progress goals that require reflection on who we are and setting broad targets we can collectively strive to achieve. By necessity, priorities must be simple, so they are clearly understood and accompanied by measures that ascertain system-wide progress. To sustain LUMS' growth trajectory, a successful future will result from the collective contributions of each school, centre, and office whose unique offerings are guided by these shared institutional priorities that encompass our *learning without borders* perspective. Historically, this perspective explains the vital role each school has played in the creation of a comprehensive university that is now a national asset.

## Celebrating Ground-breaking Research and Teaching

During this academic year, LUMS faculty have produced exceptional research, securing external grants worth PKR 669 million and internal grants worth over PKR 125 million with strong support from the Office of Research to address grand

challenges facing the Global South and beyond. For example, Dr. Momin Uppal from electrical engineering is leading data-driven policies for sustainable urban development with over PKR 210 million in funding from HEC. Dr. Sikander Shah's grant of PKR 24 million from the American Bar Association promotes children's rights in Pakistan, expanding access to legal services for victims of child abuse and their families. A recent grant of USD 618,860 from USAID created an e-mobility centre that extends the remarkable work of Drs. Fiaz Chaudry and Naveed Arshad on swappable batteries powering electric vehicles that are now being road tested.

Other ground-breaking projects in cybersecurity, drug discovery, waste management, water informatics, the power sector and pedagogical interventions showcase LUMS' research intensity and impressive, sustainable growth in a very short time. For example, over 5 years the LUMS Energy Institute, with seed funding of PKR 30 million, has attracted PKR 250 billion and accomplished ground-breaking, zero cost energy-saving initiatives for the government. These initiatives have been valued at close to a trillion rupees in savings in the power sector in the coming years. The Institute has also focused on renewable energy, energy efficiency, management, and national policy. The above are just a few examples out of many of the extraordinary research initiatives and innovations that LUMS faculty have been contributing to within the region and beyond.

The devastating floods that engulfed the country, prompted a critical response from the Centre for Water Informatics and Technology (WIT)



Electric Rickshaw



Swappable Battery Station

who tackle critical water consumption and usage issues, as well as climate monitoring. The Centre uses drones and precision equipment to use advanced data analytics to improve water resource management, enhance water quality, and mitigate the impact of water-related disasters. In Northern Pakistan, the Centre's field assistants are actively gathering data in cities like Skardu, while others are conducting projects on forest fires and biodiversity in Mansehra in partnership with local experts. In Dadu, the Centre is working with NASA on a collaborative project to investigate floods and food security to evaluate the impact of the recent floods. In Punjab, there are more than 200 projects, most of which are industry collaborations, focusing on digital sustainable agriculture, carbon farming, and biodiversity.

In just two seasons, the Centre has also made some incredible developments in agriculture. Their experiment on the LUMS campus with supplementing conventional farming techniques has achieved similar yields for wheat and rice to those attained in conventional farming. They have shown the potential for significant savings in inputs – a significant advantage for the numerous smallholder farmers in developing countries. For example, by using innovative regenerative farming techniques and precision sensing equipment, including drones and moisture sensors, the team almost eliminated the use of chemical pesticides and fertilisers and reduced



Monitoring watersheds in Baltistan



LUMS Digital Agriculture Fields

the amount of water required by a quarter of that used in conventional farming. Perhaps most important from an ecological and global business perspective, is that the team's unique innovations have proven both green and scalable. By actively addressing the challenges associated with water resources, the Centre plays a pivotal role in shaping policies, advancing knowledge, and contributing to a more sustainable future for water security in Pakistan and beyond.

The academic year ended on a high note with the recognition of five outstanding instructors with the Vice Chancellor's Award for Teaching Excellence. Fifty-three faculty members were nominated out of which 14 portfolios were received by the Selection Committee. While there are many more deserving winners than the awards granted, the Selection Committee unanimously recommended Drs. Adeel Tariq, Amir Faisal, Ghazal Mir Zulfiqar, Zafar Ayyub Qazi, and Mr. Muhammad Usama Waheed as the 2022-23 winners. We are all so proud of their individual achievements, the commitment they bring to teaching, and impact they continue to have in supporting and mentoring students, peers, and the wider communities they serve. This is a remarkable milestone for LUMS that elevates teaching excellence to extraordinary heights.



Dr. Arshad Ahmad is the first recipient from a South Asian university to receive the CASE Asia-Pacific Leadership Award in recognition of his efforts to promote education and institutional advancement.

## Regional and Global Recognition

LUMS' incredible journey of innovation, and its remarkable impact on society has earned recognition worldwide. In 2022, LUMS moved up five spots to the 45<sup>th</sup> Best Small University in the World ranked by Times Higher Education (THE). LUMS was also recognised by THE amongst institutions across Asia in the Excellence and Innovation in the Arts category. In addition, the Council for Advancement and Support for Education (CASE) honoured LUMS with the Platinum Award for our National Outreach Programme and four additional awards. These included CASE Circle of Excellence Silver Award for Online Commencement; Give a Day to LUMS as the Best Targeted Campaign & Appeals; 50% Scholarship for Females as the best in fostering and advancing women leaders in business, and the CASE Asia Pacific Leadership Award to the LUMS Vice Chancellor.

LUMS was also recognised by QS World University Rankings as first in employability and among the top 16% of Asian universities and our 50% women's scholarship at the Suleman Dawood School of Business received recognition from AACSB for providing access to talented women pursuing business studies. These achievements reflect the extraordinary efforts of our faculty who continue to push boundaries and set higher standards for others to emulate.

## Thank You

This report marks the end of my memorable and rewarding term at LUMS. The past five years have been a time of unlearning preconceived notions about what Pakistan and other developing economies have to offer the world. It has been a time of relearning the importance of context; especially how culture and heritage reveal opportunities to leverage human and environmental potential, opportunities that all too frequently remain hidden. I am convinced that broadening perspectives and systems to amplify exceptional learning through *learning without borders* and its impact must not only become part of every university's DNA, but also more broadly, a part of how organisations in all sectors operate.

I am immensely proud of the accomplishments and contributions of the entire LUMS community. It has been an enormous privilege to serve the University and I join my colleagues to congratulate the accomplishments of our extraordinary faculty and staff, and our exceptional students. I am confident that the future is bright for LUMS which will always continue to strive for excellence, foster innovation, and create positive change and well-being in our society.

Congratulations once again on a remarkable year!

DR. ARSHAD AHMAD

A handwritten signature in black ink that reads "Arshad Ahmad".

SULEMAN  
DAWOOD  
SCHOOL OF  
BUSINESS

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# MESSAGE

## FROM THE HONORARY DEAN



This past year, the Suleman Dawood School of Business (SDSB) has continued to drive positive business change and societal betterment. Its excellence in the delivery of quality business education in Pakistan remains unparalleled. It is in its fifth year of upholding the AACSB accreditation – a world-class marker of the highest standard of business education provision, which no other school in the country has earned. SDSB thus retains high recognition for its business programmes: it is well within the top 2% of business schools in the world according to the latest world rankings.

The application of knowledge gained in the classroom is core to SDSB, where students learn to influence practice via business skillsets, interpersonal acumen, and societal responsibility. With this in mind and the need to impact change widely, the School has extensively increased the number of places across its degrees. Aside from 325 undergraduate places, up to 540 students may be admitted into one of its 8 Masters' programmes (up from 120 places across 2 programmes three years ago). All Masters' degrees embed experiential learning with field-based internships enabling permanent placement potential. SDSB always responds to graduate student preferences and feedback, and as a result, its MBA programme remains full-time, but its other Masters' degrees are now becoming flexible weekend-based hybrid programmes.

Excellence in business education, alongside diversity and inclusion, holds the utmost significance for the School. The 50 per cent women scholarship has won recognition and accolades globally. This business school-initiated award has energised classroom discussions empowering all students with the sharpness of mind and the will to advance workplaces with the most able and meritorious individuals. Forty per cent of students at SDSB are women with some programmes such as healthcare management, and technology management and

entrepreneurship, each attracting over two-thirds of females seeking to lead industry and commerce.

This year, SDSB hosted the Pakistan@75 summit led by the London School of Economics and Political Science's South Asia Centre. The key panel discussion on 'Can Pakistan become South Asia's powerhouse?' has had over 23,000 media views – the highest in LUMS' history. SDSB also collaborated with McGill University and the University of UAE, mounting an international entrepreneurship conference attracting star speakers and academics. The Centre for Business and Society at the School ran numerous women's social entrepreneurship and social impact initiatives, with many SDSB students engaging to responsibly serve communities needing business know-how and assistance.

The students, staff, faculty, trustees, and friends of SDSB make it the top business school in the country committed to shaping a better world. This report gives a glimpse of how this is being achieved.

**DR. ALNOOR BHIMANI**

# Highlights

SDSB remains the only business school in Pakistan to be accredited by AACSB International.

In 2022, the National Business Education Accreditation Council and Higher Education Commission re-accredited the MBA and undergraduate programmes at SDSB, placing the School in the highest category, 'W', for five years till 2027.



## QS Global Rankings 2023



LUMS is number 1 in Pakistan in Business and Management Studies. It has moved up significantly in the subject area ranking. Currently, it is placed in the Top 200 (151-200).



QS has also ranked LUMS in the Accounting and Finance subject area with a global ranking of 151-200.



SDSB's MBA is ranked among the top 34 MBA programmes in Asia and the top 201+ in the world. From Pakistan, SDSB is the only school ranked in the QS Global MBA Rankings.

## News & Events

### New Faculty

**Dr. Zainab Mehmood** (Assistant Professor)

**Dr. Aman Abid** (Assistant Professor)

**Dr. Misbah Tanveer** (Assistant Professor- rejoined)

**Dr. Moeen Butt** (Assistant Professor- rejoined)

**Mr. Sajid Siddique** (Executive in Residence, MS Business & Public Policy)

## Faculty Achievements



Associate Professor and Associate Dean of Research, **Dr. Faiza Ali** was elected as Chair of the Gender, Race, and Diversity in Organisations (GRDO) Strategic Interest Group (SIG 05) of the European Academy of Management (EURAM) at EURAM 2022 in Winterthur, Switzerland.



**Dr. Shakeel S. Jajja** has won CPEC research grant for the project, 'Electrification – A Step Towards Sustainable Mobility in Pakistan' secured an HEC grant under the CPEC- Collaborative Research Grant initiative. Drs. Jajja, Usman, and Zahoor are working on this project.



**Dr. Ghazal M. Zulfiqar** and co-author, Dr. Ajnesh Prasad received the 2021 Academy of Management Learning and Education best paper award for their paper, 'Challenging Social Inequality in the Global South: Class, Privilege, and Consciousness-Raising through Critical Management Education' at the AOM Annual Meeting 2022.



**Dr. Shehryar Shahid** has won the DAAD Research Grant; he is the principal investigator and will collaborate with Dr. Nida Bajwa from the University of Saarland, Germany. The project, 'FEEROSA', stands for 'Female Entrepreneurship Education and Research: Overcoming Standard Approaches in Pakistan'.

## IMF Events at SDSB



On December 6, 2022, the Resident Representative of Pakistan - International Monetary Fund (IMF), Esther Perez Ruiz presented the **2022 Middle East and Central Asia Regional Outlook Report** at SDSB. Ms. Ruiz provided an in-depth analysis of how the post-pandemic recovery in the Middle East and Central Asia region is progressing, the risks policymakers should seek to mitigate to preserve macroeconomic stability, and which policy options can help countries build a more inclusive, resilient, and greener future.

## Case Teaching Workshop Led by Dr. Wasim Azhar



On December 13-14, 2022, 40 educators from three schools of LUMS, FC College, and IBA joined SDSB's Workshop on Case Teaching. The workshop was led by internationally renowned professor, Dr. Wasim Azhar, Director, Center for Teaching Excellence at Hass School of Business at UC Berkeley.

## LSE Holds the 'Pakistan@ 75' Summit at LUMS



LUMS hosted the Pakistan@75 Summit, curated by the South Asia Centre of the London School of Economics and Political Science (LSE), on November 5, 2022. Over 250 students, academics, industry professionals, and entrepreneurs attended the event, a

major collaboration between LUMS and LSE. The event brought together eminent legal professionals, philanthropists, globally renowned scholars, and public health experts for thought-provoking discussions on law, economy, state of development as well as the future of the country.

## Electric Mobility Symposium at SDSB

The Symposium on December 12, 2022, was part of a multiyear research project awarded to LUMS by the HEC in collaboration with Zhejiang University, China. It focused on key issues related to Pakistan's value chain of Battery Electric Vehicles (BEVs). Speaking at the occasion, Honorary Dean, Dr. Alnoor Bhimani, highlighted the need to promote EVs to tackle climate change and increase economic activity.



## 15 Years of the PhD Journey

SDSB celebrated 15 years of the PhD programme on December 9, 2022.



## SDSB Faculty at International Conferences & Workshops

**Dr. Jawad Syed:** Case Writing Workshop (2<sup>nd</sup> leg of GLOCOLL Program) at Harvard Business School, USA, from **January 4-7, 2023**

**Dr. Syed Kumail Abbas Rizvi and Dr. Shakeel Sadiq Jajja:** International Conference and Annual Meeting of AACSB in Chicago, USA from **April 23-25, 2023**

## Undergraduate Programme Highlights

### Dean's Honour List 2022-23

175 students made it to the SDSB Dean's Honour List

Class of 2023

**67**

Class of 2024

**62**

Class of 2025

**46**



## Internationalisation through Exchange Programmes

Exchange Programme	Students
Chung-Ang University, South Korea	1
Excelia Business School, University in La Rochelle, France	1
EU Business School, Spain	1
London School of Economics and Political Science, UK	1
Middle East Technical University, Turkey	1
Özyeğin University, Istanbul, Turkey	1
Queen Mary University of London, UK	1
Seoul National University, South Korea	1
Southeast Missouri State University, USA	1
The University of Malaya, Malaysia	2

## Scholarships

<p><b>11</b> students CFA Level 1 Examination Scholarships</p>	<p><b>8</b> students Accelerate Letters for ACCA Aspirants</p>
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## Events

'The Future of Artificial Intelligence (AI) and its Impact on Professional Accountancy' by the Institute of Chartered Accountants of Pakistan (ICAP)



A farewell for the Class of 2022 was organised by undergraduate students. The event gave the students a fantastic opportunity to connect and say goodbye to their peers and teachers.



# MBA Programme Highlights

## New Elective Short Courses

- International Market Expansion Strategy
- Winning Attitude
- Agribusiness
- The Business of Art
- Business Case for Climate Action
- The Economics and Politics of BRI & CPEC
- Cyber Security for Businesses
- The Business of Fashion
- Leadership Styles
- Business After 5G
- Television Production in Pakistan: Historical Mission, Art, and Organisation

## New Electives

- The Fintech Revolution: Concept, Conversation, and Challenges
- Data Visualisation

## Speaker Sessions

SDSB fosters strong industry-academia linkages through guest speaker sessions, mentorship, panel discussions, and more.

### Talk on climate change and sustainability

with Justice Syed Mansoor Ali Shah (Judge, Supreme Court of Pakistan), William Martin Fidler (Managing Director, Valley Irrigation), and Aneesa Agha (Lawyer, Specialist in Energy & Infrastructure projects).



### Panel discussion with senior global leaders of Coca-Cola and WPP on 'Future-Ready Marketing'

with Pinaki Dutt (Global Head of Marketing Effectiveness Metrics, The Coca-Cola Company), Abbas Arslan (Global Senior Director of Human Insights, The Coca-Cola Company), and Nihar Das (Global Client Leader, WPP, OpenX).

### Panel discussion on 'The Evolving Fashion Landscape Pakistan'

**Fashion Marketing & Landscape** with Sahar Atif, Hassan Shehryar Yasin (CEO, HSY), Azfar Hasan (CEO, Matrix Sourcing & Lulusar), Amir Iqbal (Co-Founder, LAAM), Muhammad Usman (CCO & CMO, Outfitters), and Farrukh Malik (COO, Sana Safinaz)



**Panel discussion on 'Digital and Driving for Business Impact'** with Saad Ayub, Chief Digital and Innovation Officer - Zones LLC, Steven Maskell, VP Customer Experience - Zones LLC, Wiqar Chaudry, Digital Transformation and Product Strategist, and Atif Majid, Big Data and Cloud Software Strategist.



## Internationalisation

### Student Exchange Partner Universities

- Bond University, Australia
- Emylon Business School, France
- ESSEC Business School, France
- Excecia Business School, France
- IÉSEG School of Management, France
- Indian School of Business, India
- KOÇ University, Turkey
- Nagoya University of Commerce and Business, Japan
- Özyeğin University, Turkey
- Putra Business School, Malaysia
- Sabanci University, Turkey
- University of Malaya, Malaysia
- Universiti Sains Malaysia, Malaysia

# 11

students were selected for SDSB's Fall 2022 Exchange Programme

# 8

MBA students made it to Dean's Honour List 2022-23



# Master of Science Programme Highlights

## Theoretical Based Thesis

The dissertation topics for MS Business and Public Policy (BPP)

Student	Topic
<b>Mueed Aman Rana</b>	SEZs in Punjab: Why Some Fail, and Some Succeed?
<b>Maham Naeem</b>	Afghan Refugees and Problems Related Thereto
<b>Huzaima Quddus</b>	Issues in Property Tax Regime in Punjab
<b>Aiman Majeed</b>	Impact of Sehat Sahulat Programme in Terms of Effectiveness, Efficiency and Equity
<b>Ruhma Najam</b>	Impact of Economic Deterioration on Bonded Labour
<b>Farheen Sayam</b>	Extension Services in Punjab
<b>Ihtisham ul Haq</b>	Political Economy of Sports Organisations in Pakistan
<b>Ahmad Khurshid</b>	Role of Mobile Wallets in Financial Inclusion of SMEs
<b>Umair Nawaz</b>	Comparison of Conventional and Islamic Banking in ABL (Non-performing Loans)
<b>Shanzay Shafqat</b>	Female Entrepreneurs in Pakistan: A Multilevel Analysis
<b>Huma Tariq</b>	CSR, Corporate Governance and Social Policy
<b>Sara Asad</b>	EV Charging Infrastructure and Government's Role

## Speaker Sessions

### Freight Management and Pakistan Railways (Challenges and Opportunities)

Speaker: Hanif Gul, Divisional Superintendent, Pakistan Railways, Lahore Division

### Customs and Trade in Pakistan (Challenges and Opportunities)

Speaker: Kanwal Ali, Pakistan Customs Services Officer

### Bulk Shipping Practices for Commodity Trade in International Markets

Speaker: Ehtesham Ahmed, Country Manager, Louis Dreyfus Company

### WMS Design and its Implementation

Speaker: Sunitha Ray, Principal & Founder, Graphitix Inc.

### Shipping Industry and the Role of Trade

Speaker: Saman Amin, Area Customer Experience Manager, A.P. Moller - Maersk

### Healthcare Operations Management in Pakistan

Panel: Haroon Hafeez, Director of Quality Assurance SKMCH, Lahore, and Dr. Faisal Amir, Hospital Director PKLI, Lahore

### Challenges & Opportunities of the Gaming Industry in Pakistan

Speaker: Isra Shabir, Director, Programmes & Business Development, Girls Make Games

### Digitalisation: Current Industrial Practices Considering Jira, Bugzilla, Asana, Base Camp, Etc.

Speaker: Usama Bin Ahmad, Senior Manager, DevOps, NetSol

### Project Handling in A Technology-Based Business; Waterfall, Agile, Scrum, Sprints (Traits, Pros, Cons, Suitability)

Speaker: Mumtaz Ahmad, Senior Programme Manager, Siemens

### Best & Worst IT Practices in the Industry

Speaker: Asif Peer, CEO & MD, Systems Ltd.

### Seminar on Entrepreneurship

Speaker: Hamza Iqbal, CEO, Healthwire

# Executive MBA Programme Highlights

## EMBA 2023 Visits Karachi

In October 2022, EMBA '23 students and Dr. Shakeel S. Jajja attended the 'National Module' in Karachi. The following companies were part of the module:

**Reon Energy**

**Zephyr Power**

**Habib Bank Limited**

**Changan Motors**

**AKU - Centre for Innovation in Medical Education - CIME (AKU Main Campus)**

**State Bank of Pakistan**

**L'Oréal & RB**

**Daraz**

**Gerry Dnata, Jinnah International Airport, Karachi**



# PhD Management Programme Highlights

## 3 PhD Candidates Successfully Defended their Dissertations

- Syeda Ayesha Wadood
- Hajra Asad
- Aneeka Kanwal

## 2 PhD Candidates Successfully Defended their Proposals

- Nighat Seema
- Zainab Amir

## 4 Research Seminars/ Webinars by PhD Candidates

- Afaf Khalid
- Aneka Fahima Sufi
- Nighat Seema

## PhD Student Wins Award at WCA Conference 2023

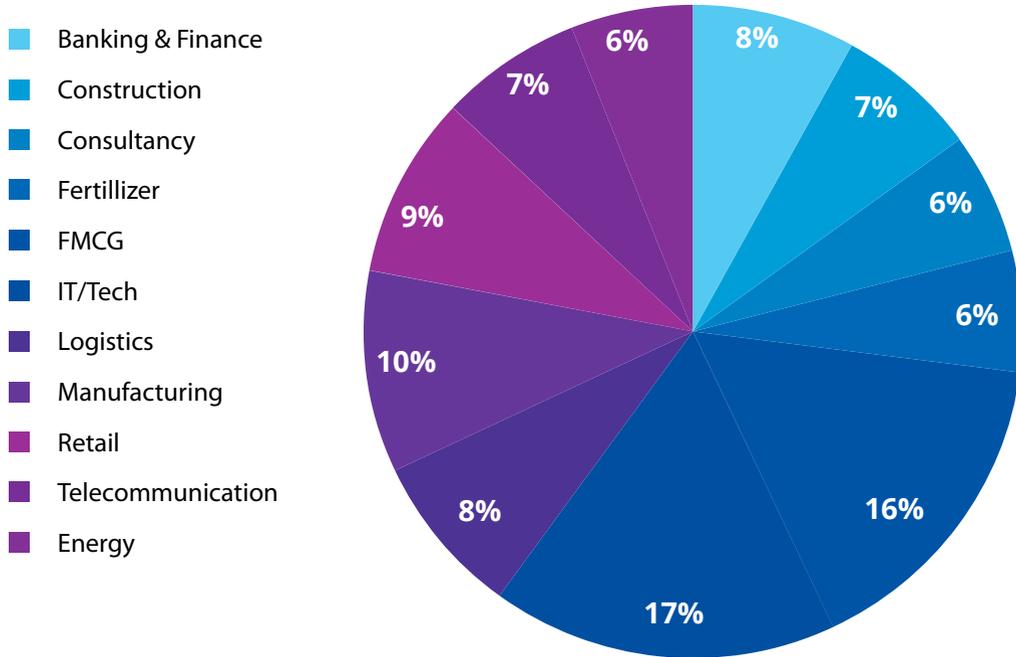
Ahmad Ammar has won the 'Best Mentored Case' award at Western Casewriters Association (WCA) Conference 2023.

## Papers by PhD Candidates

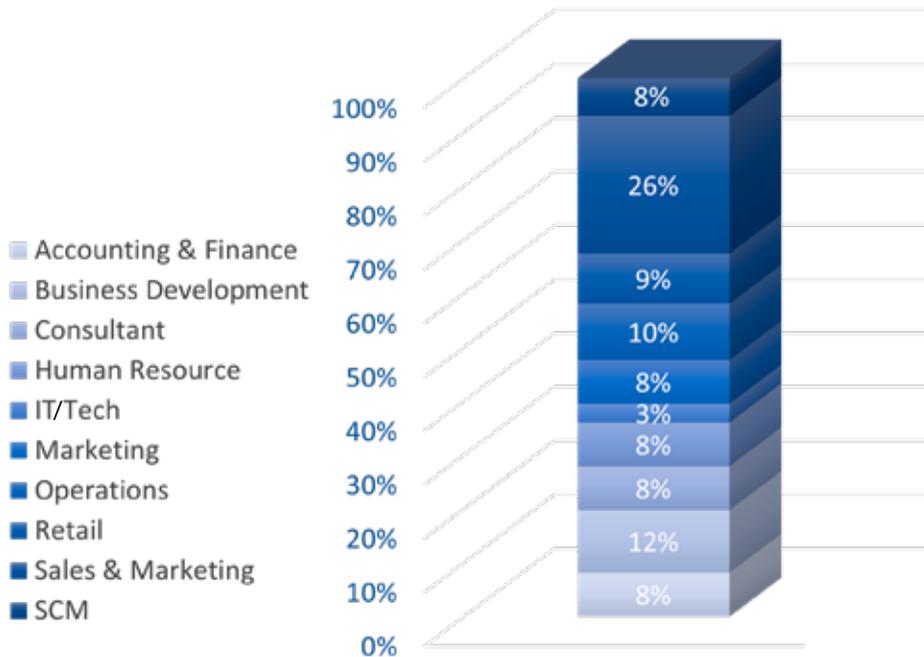
1. Kanwal, A. 2022. The Prohibition of Speculation in Islamic Finance: Fairness and Framing. *International Journal of Islamic and Middle Eastern Finance and Management*, 15.1, 146-157.
2. Wadood, S.A., Chatha, K.A., Jajja, M.S.S. & Pagell, M. 2022. Social Network Governance and Social Sustainability-related Knowledge Acquisition: The Contingent Role of Network Structure. *International Journal of Operations & Production Management*, 42.6, 745-772.
3. Asad, H., Butt, A., & Malik, A. 2022. The Good Side of Authoritarian Leaders: Leader in the Eyes of the Subordinates. *Journal of Management & Organization*, 1-19.
4. Tariq, S., Zaffar, M.A., Riaz, Y. & Jalil, M.N. 2023. Revenue Composition and Financial Health of Nonprofit Humanitarian and Emergency Health Services. *Journal of Economic and Administrative Sciences*.
5. Zyad, A.W. 2022. Cultivating Altruism in an Egoistic Climate Through an Islamic Model. *Journal of Islamic Business and Management*, 12.2.
6. Sufi, A. F., Impact of Peer Unethical Behaviours on Employee Silence: The Role of Organisational Identification and Emotions, accepted for publication in the *Journal of Business Ethics*.

# SDSB Placements

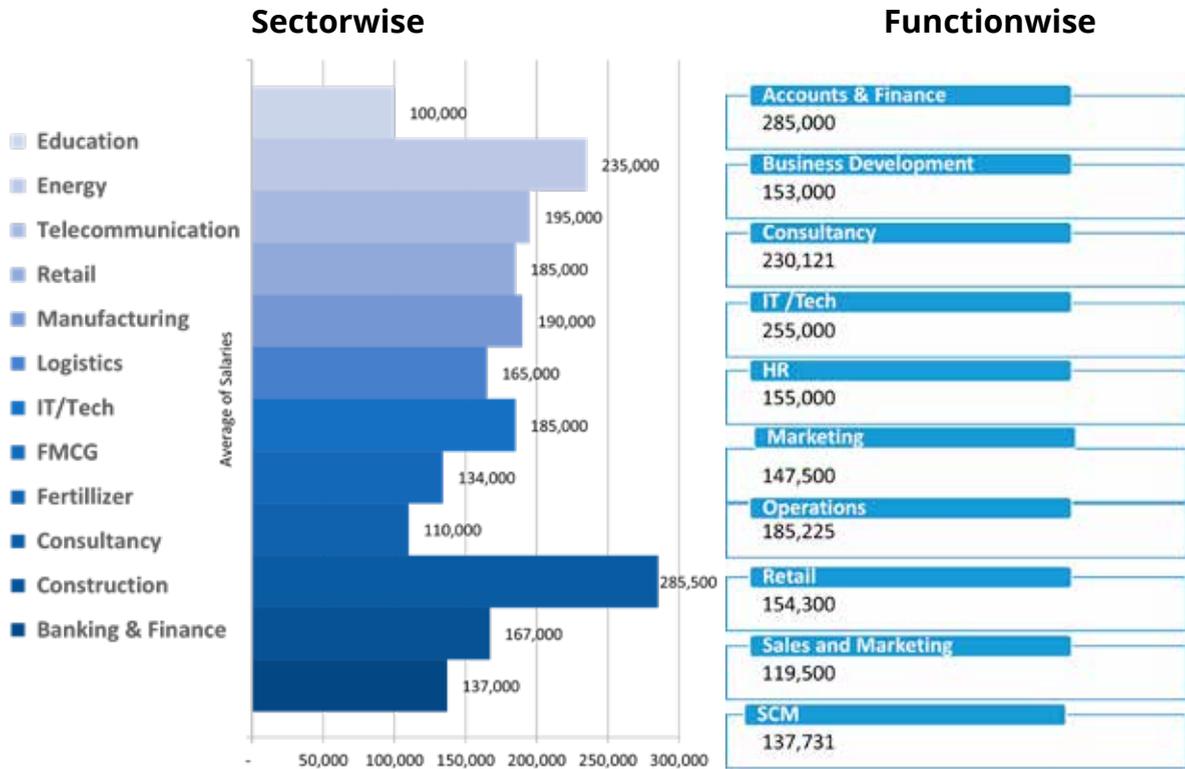
## Sectorwise



## Functionwise



## MBA Average Salary\* 2022



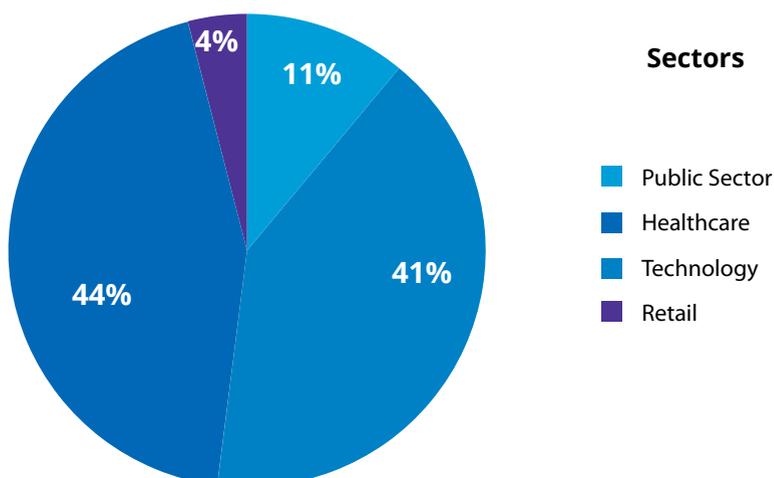
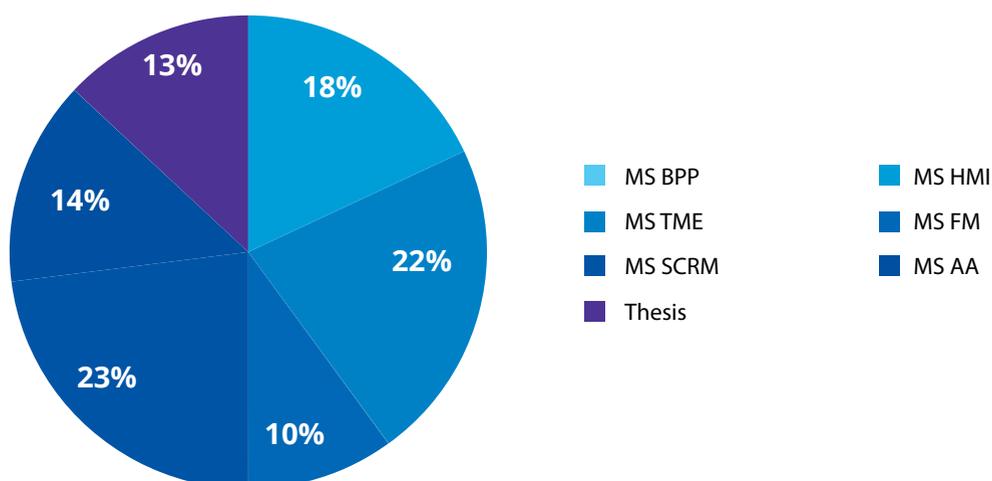
\*All figures are in Pakistani Rupees (PKR)



## MS Programmes Field Project/Thesis Placement 2021

Academic Year 2021-2023

MS Programme	Placements
<b>Field Project</b>	<b>78</b>
MS Business & Public Policy	0
MS Healthcare Management & Innovation	16
MS Technology Management & Entrepreneurship	20
MS Financial Management	8
MS Supply Chain & Retail Management	21
MS Accounting & Analytics	13
<b>Thesis</b>	<b>12</b>
MS Business & Public Policy	12
<b>Grand Total</b>	<b>88</b>



# Research Unit Highlights

## Research Output

Journal Rating	2018	2019	2020	2021	2022
A *	5	5	5	7	12
A	22	24	45	22	27
<b>Total Publications</b>	<b>43</b>	<b>49</b>	<b>81</b>	<b>57</b>	<b>65</b>

## Seminars – November 2022 to March 2023

### How to Develop Research Over a Longer Period

Dr. Stefan Seuring, Chair of Sustainable Supply Chain Management, University of Kassel, Germany

### Value Creation

Dr. Ralf Wagner, Head of Department of Sustainable Marketing, University of Kassel, Germany

### Between Rock and a Hard Place: Pakistan's Federal Budget for 2022-23

Dr. Choudhry Tanveer Shehzad, Associate Professor, SDSB

### Impact of Peer Unethical Behaviours on Employee Silence: The Role of Organisational Identification and Emotions

Aneka Fahima Sufi, PhD Candidate, SDSB

### A Meta-analysis of the Nomological Network of Knowledge Hiding in Organisations

Dr. Ghulam Ali Arain, Associate Professor, SDSB

### Impact of Women Directors on ESG Risk Rating of Firms

Nighat Seema, PhD Candidate, SDSB

### Women Leaders in South Asia: Price and Promise

Dr. Faisal Khosa, Associate Professor, Department of Radiology at Vancouver General Hospital, University of British Columbia

### The Differential Impact of Financial Reporting Complexity on Public and Private Debt Contracting

Waqar Ali, PhD Candidate in Accounting and Control, INSEAD

### Electrification of Mobility for Sustainable Logistics in Pakistan

Dr. Shakeel S. Jajja, Associate Professor, SDSB

### Peer Unethical Behaviour and Employee Proactivity

Aneka Fahima Sufi, PhD Candidate, SDSB

### A Salutogenic Perspective of Schizophrenia at Work

Afaf Khalid, PhD Candidate, SDSB

## Workshop

**Research Design and Impact** with Dr. M. Mohsin Hakeem, Associate Professor, NUCB Business School, Nagoya University of Commerce & Business, Japan; Dr. Zaheer-Ud-Din Babar, Professor of Medicines & Healthcare & Director, Centre of Pharmaceutical Policy & Practice Research, University of Huddersfield, UK, & Dr. Jawad Syed, Professor of Organisational Behaviour & Leadership, SDSB

# Case Research Unit

## Case Output 2022

### 8 Teaching Cases

#### Top 5 Best-Selling SDSB Cases in the Harvard Business Publishing Online Catalogue

October 2022 – March 2023

Case	Authors
<b>HBL: Sponsoring Pakistan Super League</b>	Dr. Moeen Butt, Dr. Ehsan ul Haque
<b>Gharpar: The Lean Beauty Start-up: Beauty Done Comfortably (A)</b>	Dr. Muhammad Shehryar Shahid, Saad Raafay Ahsen, Dr. Muhammad Adeel Zaffar
<b>Leading Transformative Change at PPL</b>	Dr. Muhammad Adeel Zaffar, Dr. Anwar Khurshid
<b>Business Family Constitution: An Overview</b>	Dr. Muhammad Shakeel Sadiq Jajja, Iram Khalid
<b>Vineyard Farm: Business Feasibility</b>	Dr. Fazal Jawad Seyyed, Abdul Rauf, Muhammad Usman, Hafsa Ashfaq

#### Top 5 Purchasing Institutions

October 2022 – March 2023

NMIMS, India

University De Los Andes Columbia, Columbia

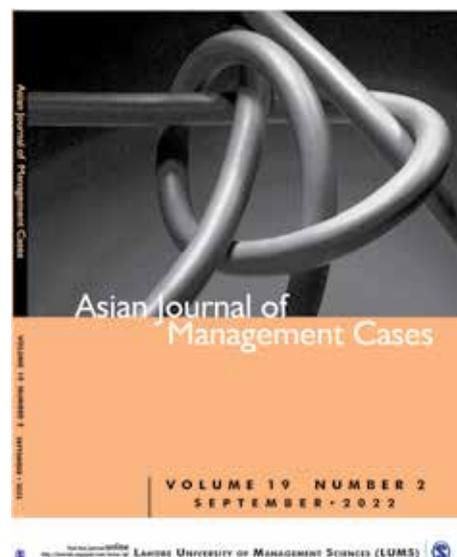
Boston University, USA

NUS Executive Education, Singapore

Indian Institute of Management - Lucknow, India

### Asian Journal of Management Cases (AJMC)

In 2022-23, two regular issues of AJMC were published. The biannual case journal is published through Sage Publications and its journal editor is Associate Dean of Research and Scholarship at SDSB, Dr. Faiza Ali.



## Research Conferences

### 10th Asian Management Research and Case Conference 2022



**Partner Institutions:** SDSB, LUMS, United Arab Emirates University, Asian Universities Alliance, IIM - Bangalore, and University of Dhaka

**Theme:** Building Resilience in an Increasingly Turbulent World: Evolving Managerial Perspectives

### 6th Islamic Finance Banking and Business Ethics Global Conference 2022



**Partner Institutions:** SDSB, LUMS INCEIF, Universitat Jaume-I, Universitat de Valencia, Hamad Bin Khalifa University, and IBA Karachi

**Theme:** Inclusion, Ethics, and Sustainable Finance for Global Resilience



MUSHTAQ AHMAD  
GURMANI SCHOOL  
OF HUMANITIES  
AND SOCIAL  
SCIENCES

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# MESSAGE

## FROM THE DEAN



After 18 months of an online and hybrid system, students have had to reintegrate into the different demands of in-person learning. This has brought its own anxieties. But many have shown great resolve and resilience, have adjusted well and look to build on their experience in the last year. In support, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) has continued to strengthen its academic advising, and has been at the forefront of pushing for better counselling services to help students and improve the student experience. Student achievements remain excellent - already some from the graduating batch have got excellent job placements. We also have another Rhodes Scholar on the way to Oxford and others have offers and scholarships for graduate programmes in some of the best international universities. Our alumni continue to distinguish themselves in a variety of fields from the development sector to the corporate world to film, music, and arts.

The year has also been a trying period for faculty. The stress and exhaustion from changing courses during covid, to readjusting to in-person teaching has meant very little time to recharge one's batteries. Yet they have continued making it a year where MGSHSS has produced some of its most internationally acclaimed publications. The School's reputation as a premiere academic institution producing research on Pakistan in the area of humanities and social sciences continues to grow impressively. International recognition of this is highlighted in the prestigious fellowships and collaborations that MGSHSS faculty continue to pursue with institutions including Oxford, Cambridge, Stanford, and Princeton amongst others.

During the academic year, the School maintained a vibrant array of talks, seminars, webinars, workshops, exhibitions and conferences in order to ensure that the intellectual and cultural heart of the University keeps beating. In this time of political, social and economic turmoil in Pakistan, there have

been landmark conferences in Economics (Pathways to Development) and Humanities and Social Sciences (Pakistan: Revisiting the Past, Reimagining the Future) that have sparked national and international debates. MGSHSS also held the Second Annual Syeda Mubarak Begum Urdu-Farsi conference and before the academic year ends a conference on Pakistan's regional languages will also be concluded. MGSHSS is also in talks for acquiring two rare archives that will further both faculty and student research. In all of these academic endeavours, the School is supported by its Centres - the Mahbus ul Haq Research Centre, the Saida Waheed Gender Initiative, and the Gurmani Centre for Languages and Literature.

The School's commitment to its academic programmes remains one of its major priorities and curriculum reviews in HSS and Economics have been completed during the academic year. All the majors have committed to ensuring that their curriculums continue to be made more relevant to addressing contemporary regional and global issues such as poverty and inequality and climate change and the environment. Moreover, the focus is on ensuring that all students from the School graduate with the essential skills that they need in their careers including writing, analytical and data skills, and qualitative and quantitative research proficiency.

As always, it is with a deep and continuing sense of gratitude and appreciation that the School acknowledges the Gurmani Foundation, Syed Babar Ali Foundation, Shahid Hussain Foundation and Bilquis and Abdul Razak Dawood Foundation for their continued support during the increasingly turbulent economic times. Their generous endowments to the School help in research, student scholarships and in strengthening its mission and vision. This year, the Syed Mohammed and Sitwat Mohsin Endowment will join these foundations in further supporting the central importance of humanities and social sciences in our society.

**DR. ALI KHAN**

## Awards, Achievements, Grants & Fellowships



**Dr. Waqar Zaidi**, Associate Professor of History and Department Chair of Humanities and Social Sciences, has been awarded the International Committee for the History of Technology's 2022 Turriano-ICOHTEC Prize for young historians for his book, *Technological Internationalism and World Order: Aviation, Atomic Energy, and the Search for International Peace, 1920-1950*.



**Dr. Ayesha Ali**, Assistant Professor of Economics collaborated with Drs. Ihsan Ayub Qazi and Agha Ali Raza from the Computer Science department for the proposal, Gamifying Media Literacy Interventions for Low Digital Literacy Populations. The proposal has won the prestigious Meta/Facebook Foundational Integrity Research Award 2022-23 which comes with an unrestricted grant of USD 50,000 to develop game-based digital media literacy interventions for countering misinformation. This is the third time they have won this highly selective award.



**Dr. Hadia Majid**, Associate Professor and Department Chair of Economics, has been appointed as Visiting Fellow at the Department of International Development at the London School of Economics and Political Science (LSE) from June to October 2023. During her visit, she will be working on her projects on the political economy of development in urban slums with faculty at LSE.



**Dr. Asma Faiz**, Assistant Professor of Political Science, has been awarded the Rangoonwala Visiting Fellowship for Pakistan at the University of Oxford's Contemporary South Asian Studies Programme within the Oxford School of Global and Area Studies for 2023.



**Natasha Sohail Barlas**, Teaching Fellow, Humanities and Social Sciences and Project Lead, Leadership Development, Office of Student Affairs, won the Vice Chancellor's Award for Service Excellence.



**Dr. Hasan Karrar**, Associate Professor of History has been offered a fellowship at Science Po, France.



**Dr. Ameer Lutfi**, Assistant Professor, HSS, has been awarded the 'Engaged Research' grant from the Wenner-Gren Foundation, which recognises projects that demonstrate a commitment to engaging with marginalised communities not just as research subjects, but as partners in a collaborative effort to expand anthropological knowledge, combat inequality, and help communities flourish.



**Drs. Maryam Ibrahim, Sana Khosa and Sher Afghan**, have received the Research Initiative for Societal Challenges (RISC) funding.



**Heer Cheema**, BA History 2022 graduate has received the Rhodes Scholarship. She is a second-generation Rhodes scholarship awardee after her father, Dr. Ali Cheema, Associate Professor, MGS HSS, who was selected as a Rhodes scholar in 1989.

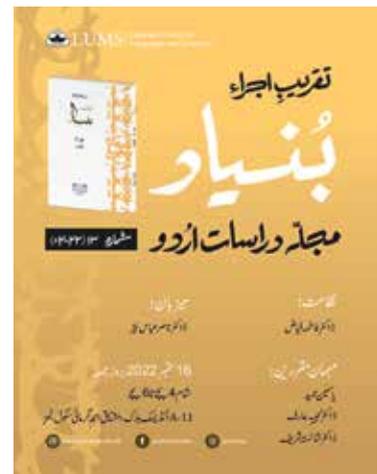


**Saim Sadiq, BSc 2014 alum**, was awarded the Vice Chancellor's Alumni Achievement Award at the LUMS Alumni Homecoming for his outstanding achievements in filmmaking and representing Pakistan on multiple international platforms over the years.

## Events

### Bunyad Launch

On September 19, 2022, the Gurmani Centre for Languages and Literature launched their annual journal of Urdu studies, Bunyād (Volume 13, 2022).



## Networking Session



The MGSNSS Career Centre in collaboration with the Career Services Office at LUMS organised a networking session with representatives of renowned companies looking to hire humanities and social sciences majors. The representatives first met faculty members and the Dean, discussing what is taught in MGSNSS courses and what the job market requires. This was followed by a panel discussion and question and answer session

with students. The representatives shared their valuable experiences and encouraged the students to apply for jobs without fear of rejection. They also talked about 'creating impact' and how it's not easy to actually achieve. The importance of behavioural skills was highlighted, and students were encouraged to follow their passion, knowing that technical skills follow.

## Movie Night

The Dean's Office hosted a Movie Night on September 29, 2022 to give everyone a chance to relax and enjoy a night off at the end of a busy first month back on campus. On popular demand (and because it was the perfect back-to-school movie!) the Office screened *Harry Potter and the Philosopher's Stone*.



## Research & Capacity Building Workshop for HSS Faculty



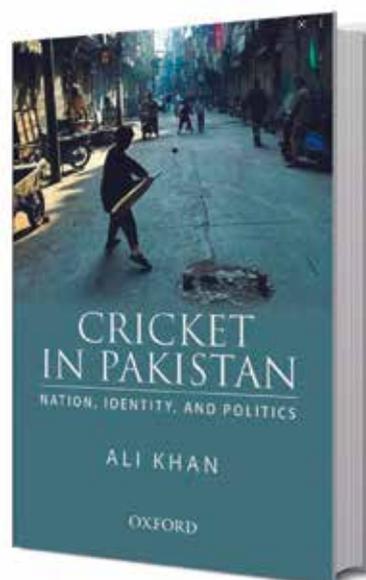
MGSHSS organised a 5-day skill-building workshop as a part of 'Cultivating the Humanities and Social Sciences and Supporting Under-Represented Scholars of Asia' transnational project, headed by Association of Asian Studies (AAS) and sponsored by Sweden. The workshop, organised by

Dr. Furrugh Khan and Shabir Ahsen, aimed to enhance the research capacity of 20 early-career scholars or untenured full-time faculty from higher education institutions, who are not well-resourced and/or located in areas away from metropolitan and provincial capitals of Pakistan.

## Book Discussions

Hosted by King's College London as part of King's India Institute Seminar Series, a talk was organised to discuss Dr. Ali Khan's latest book, *Cricket in Pakistan: Nation, Identity, and Politics*. Dr. Khan was in discussion with Rajdeep Sardesai, Mohammad Waseem, and Christophe Jaffrelot.

Dr. Khan was invited to speak about his books, *Cricket in Pakistan* and *Cinema and Society*, at the 2023 Emirates Literature Festival in Dubai. Further, he conversed with discussants, Humeira Iqtidar, Ammara Maqsood and Bhaskar Vira at UCL London, and with Magnus Marsden at Sussex University. Additionally, he debuted his books at the Karachi and Lahore Literature Festivals.



## Workshop: Re-Imagining Federalism in Pakistan

The School organised a two-day international workshop 'Re-Imagining Federalism in Pakistan: Issues of Devolution and Reform' on October 14-15, 2022 at LUMS. This workshop was the culmination of the Peridot Project, jointly funded by the

Higher Education Commission (HEC), Pakistan and Campus France, led by eminent political scientists Prof. Mohammad Waseem from LUMS and Prof. Christophe Jaffrelot from Sciences Po, Paris.

## What's Next for an Econ Graduate? The Complete Guide to Grad School Applications

The session held in collaboration with the Economics Society, aimed to assist students who are interested in applying to graduate schools. It focused on universities, application processes, scholarships, funding, and fields available for an economics graduate. Accomplished economics alumni who have pursued their graduate degrees in the US were invited to shed light on the process of shortlisting a programme and finding the right university for a graduate degree in the US. The next session is planned for November 2023, which will focus on universities in the UK and Europe.



## English Seminar Series Fall 2022

The series commenced in Fall 2022 with an insightful session with Pakistani author and columnist, Rafia Zakaria. On October 7, 2022, Dr. Sadia Zulfiqar from the English Department talked about her most recent publication, *Against White Feminism*, which has been translated into five languages and holds a crucial position

in contemporary feminist discourse for its diligent analysis of the tyranny of 'white feminism'. In the second session, Olakunle George, Professor of English and Africana Studies at Brown University, was invited to an online conversation on 'Childhoods in African Literature', organised and moderated by Dr. Sadia Zulfiqar on November 8, 2022.

## Garden Reading by the English Department

Five English majors – Zainulabbideen Jafri, Nihal, Rida Arif, Areej Akhtar, and Munema Zahid – gathered on a sunny Friday (February 17) to showcase their talents reading excerpts from their chosen English literature works.



## Talk by Luis Monreal

Luis Monreal, General Manager, Aga Khan Trust for Culture (conservation specialist, art historian and archaeologist), visited the School on February 9, 2023. The Trust was established by His Highness Prince Karim Aga Khan to promote and preserve the diverse cultural heritage of Muslim societies and Mr. Monreal has been associated

with it since 1997. Mr. Monreal spoke about the Trust's commitment towards reconstruction of physical cultural assets and the restoration of immaterial cultural heritage and the impact of these engagements on material progress in contemporary communities and societies.

## Second Annual Syeda Mubarik Begum Urdu-Farsi Conference



The Comparative Literary and Cultural Studies programme hosted the Second Annual Syeda Mubarik Begum Urdu-Farsi conference on March 3 and 4, 2023. The conference brought together scholars from Tehran, Kabul, Boston, Delhi and Tashkent in an intense two-day programme

to discuss the classical Indo-Persian poet, Amir Khusrau's legacy for South Asia and the surrounding regions. In addition to a range of talks, including a keynote by Prof. Sunil Sharma of Boston University, the conference included a recital by Naveed Riaz and Rakae Jamil and a qavvali by the Saami Brothers.

## MGSHSS Alumni Gala

MGSHSS hosted its first-ever Alumni Gala on March 18, attended by over 150 alumni who had graduated between 1998 and 2022. What made this event special was that it was an amalgamation and showcase of the all the different kinds of talents that the LUMS community brings to the table - including performances by our alumni, Hassan & Roshaan, Maanu, and The Music Society. The event was hosted by Dr. Aamna Khalid and photography and videography was provided by PhotoLUMS. Alumni, faculty and staff enjoyed the evening as they reconnected with each other.



## The 14<sup>th</sup> Annual Humanities and Social Sciences (HSS) Conference



Held on March 13-15, 2023, this 14th edition of the HSS conference, came after a gap of three years owing to disruption caused by Covid. The 2023 HSS conference was organised by Dr. Nadhra Khan (Director, Gurmani Centre for Languages and Literature) and Dr. Asma Faiz (Director, Political Science programme). The conference was

generously supported by the HSS Department, the MGS HSS Dean's Office and the BARD Foundation. The theme of the conference was Pakistan: Revisiting the Past, Reimagining the Future and it dealt with this theme both in a temporal context spanning the three generations after and in a spatial context across the national scene.

## Jashn-I Nowruz 2023

A vibrant celebration of Nowruz, the Persian new year festival was organised on March 21, 2023, in collaboration with Khana-e- Farhang (Iranian Cultural Centre), Lahore. Jafar Ronas, the DG Khana-e Farhang and Dr. Spenta Kakalia attended the celebration, held at the central courtyard of the Academic Block on a very pleasant spring evening. The event was a wonderful opportunity to be a part of an age-old tradition that used to be an integral part of Lahore's cultural milieu.



## Book Launch at the English Department

*Cafe de Khan: From the Annals of Karachi* by Areej Akhtar brings together oral history and sociological theory to document the history of one of Karachi's oldest restaurants. The book weaves together the narratives of the owners, waiters, and some frequent visitors of the now discontinued restaurant along with food anthropology to explore the centrality of food

to identify the formation of transnational and transcolonial relationships, fostering of communal bonds, and the regeneration of communities following traumatic ruptures, in this case the 1947 Partition. Ms. Akhtar is a third-year student at LUMS majoring in English Literature and minoring in Religion. She is also an alumna of the Yale Young Writers' Workshop.

## Art Exhibition by Saba Qizilbash

On Thursday, February 23, 2023, the Gurmani Centre for Languages and Literature (GCLL) unveiled an art exhibition titled *Contested Cartography - An Inquiry into Nuanced History*. The artist Saba Qizilbash's artwork was curated by Fatma Shah. Ms. Qizilbash uses a variety of mediums, including painting, drawing and mixed media to create visually stunning artwork that are a testament to the importance of creativity and self-expression. Through her exceptional talent, intensive research, and dedication to her craft, she displays a true mastery of her art and is an inspiration to artists whose creative impetuses lead them to engage with historical facts.



## Apni Boli Bol

GCLL organised a session to celebrate the International Mother Languages Day on Friday, February 24, 2023. The event featured various activities such as speeches, dances, and music performances, all aimed at promoting linguistic and cultural diversity. This year's programme

included an open mic hour where LUMS students shared prose or poetry of their choice in many regional languages including Pashto, Balochi, Punjabi and Burushaski. The keynote address was delivered by Zubair Torwali, a researcher, author, activist, and educator based in Swat.

## Website

Gurmani Centre for Languages and Literature (GCLL) has launched its brand-new website with a new logo in the Tughra style! A result of months of research and deliberations, this website underscores the topographies of heritage and identity that the Centre strives to nurture. An

important feature of the website is its podcasts recorded by students presenting the Persian poet Sa'di Shirazi's *hikayāt* and articles from the GCLL's annual Urdu journal, *Bunyād*. Many more podcasts in regional languages are being recorded and shall be uploaded very soon.



## Publications

**Asma Faiz.** Report titled 'Language, Nation and State' in *A Federal Pakistan' in Forum of Federations: The Global network on federalism and Devolved Governance*.

MGSHSS alumna, **Atiyab Sultan** (officer of Pakistan Administrative Service). *A Broken Record Institutions, Community and Development in Pakistan* published by Cambridge University Press (2022).

**Nadhra S. Khan.** Book article 'Men, Monuments, and Memoirs: Reclaiming Sites of the Indian Independence Movement in Lahore' published in edited volume *The 1947 Partition of British India Forced Migration and Its Reverberations* published by the Harvard Lakshmi Mittal Institute (2022).

**Nassir Abbas Nayyar** 'Yeh qissa kya hai maani ka' published by Sang-e-Meel Publications (2022).

**Sadaf Ahmad.** Book chapter titled 'Unfulfilled Potential: Women Police Stations in Pakistan' published in *Policing the Global South: Colonial Legacies, Pluralities, Partnerships, and Reform*. (2022).

**Salman Rafi.** Book chapter titled 'Ideology and Identity: Pakistan's Ideological Engineering and Baloch Nationalism' in *Pakistan at Seventy-five: Identity, Governance and Conflict-Resolution in a Post-Colonial Nation-State* (2023).

**Sadaf Ahmad.** Book chapter 'A Minority within a Minority: Senior Ranked Policewomen in Pakistan' in the *Exploring Contemporary Police Challenges: A Global Perspective* (2022).

**Asma Faiz.** Book chapter 'The Peculiar Case of the Pakistan People's Party as an Opposition Party' published in *The State of Opposition in South Asia, Carnegie Endowment for International Democracy* (2023).

**Asma Faiz.** Book chapter 'From Hard to Soft Power: Chinese Policy Diffusion in Pakistan in the Age of CPEC' published in *Brazil and China in Knowledge and Policy Transfer: Agents, Objects, Time, Structures and Power*.

**Hadia Majid.** Book chapter 'Public Goods Access for the Poor' published in *The Palgrave Handbook of Global Social Problems* (2022).

**Hadia Majid.** Book chapter 'Women's Economic Empowerment and Financial Inclusion in Pakistan' in *Economy, Welfare, and Reforms in Pakistan: Essays in Honor of Ishrat Husain* (2022).

## Journal Articles

**Hadia Majid.** Drought, Farm Output and Heterogeneity: Evidence from Pakistan in *Journal of South Asian Development* (2022).

**Shayan Rajani.** Before Ethnicity: Reading Sindh between Religion, Race, Language, and Nation in *Philological Encounters* (2022).

**Farhana Shehzad.** An Essay on Investigating Factors Influencing Comprehensibility of World Englishes by Critically Evaluating Studies in *Domain in the British Journal of Arts and Humanities* (2022).

**Farah Said.** Co-published article 'Home-based Enterprises: Experimental evidence on female preferences from Pakistan' in *Economic Development and Cultural Change* (2022).

**Noaman G. Ali.** Co-published article 'Worldly Marxism: Rethinking Revolution from Pakistan's Peripheries' in *Comparative Studies of South Africa and the Middle East* (2022) 42 (2): 489–504.

**Sadia Zulfiqar.** Sharing a Husband: The Representation of Polygamy in Buchi Emecheta's *The Joys of Motherhood* (1979)." *Research in African Literatures* (2022) Project muse.

**Syed Zahid Ali.** Co-published article 'Risk-premium shocks and the prudent exchange rate policy' in *International Review of Economic and Finance*. (2022)

**Afshen Salahuddin.** Co-published article 'Narratives of Academic Leadership about University's Role in Knowledge Economy of the Country' in *Indian Journal of Economic and Business* (2022).

**Farah Said.** Co-published article 'Intrahousehold Consumption Allocation and Demand for Agency: A triple experimental investigation' in *American Economic Journal: Applied Economics* (2022).

**Natasha Sohail Barlas.** Co-published article 'On the Meanings of Functional Play: A Review and Clarification of Definitions' in *Topics in Early Childhood Special Education* (2022).

**Ayesha Ali.** Co-published article 'Validated Digital Literacy Measures for Populations with Low Levels of Internet Experiences' in *The Journal of Engineering in Economic Development (Development Engineering)*, 2023.

**Hadia Majid and Syeda Warda Riaz.** 'Unconditional Cash Transfers and Women's Labor Supply in Pakistan' in *Journal of Development Effectiveness* (2022).

**Shayan Rajani.** 'The Four Nationality Thesis: A Conceptual History of a Forgotten Idea' in *Journal of Sindhi Studies* (2022).

**Syed Zahid Ali.** Co-published article 'A Note on the Neo-Fisher in the New-Keynesian Model" in *Macroeconomic Dynamics* (2022).

**Farah Said.** Co-published article 'Changing Mindset to Foster Non-cognitive Skills and Academic Achievement: Evidence from a field experiment in Pakistan' in *Journal of Asian Economics* (2022).

**Ayesha Ali.** Co-published article 'Digital Literacy and Vulnerability to Misinformation Evidence from Facebook Users in Pakistan' in *Journal of Quantitative Description: Digital Media*, 2022.

**Syed Zahid Ali.** Co-published article 'Consumer Choice in Residential Mortgage Market: An Islamic Mortgage Contract' in *Journal of Real Estate Research*.

**Ayesha Ali.** Co-published article 'Cognitive reflection is associated with greater truth discernment for COVID-19 headlines, less trust but greater use of formal information sources, and greater willingness to pay for masks among social media users in Pakistan' in *Harvard Kennedy School Misinformation Review*, 2022.

**Natasha Sohail Barlas.** Co-published article 'Can social-emotional learning programs be adapted to schools in Pakistan? A literature reviews' in *International Journal of School and Educational Psychology* (2022).

**Afshen Salahuddin.** Co-published article 'Enhancing Confidence in Students' English-Speaking Skills by the Use of Interactive Practices' in *VFAST Transactions on Education and Social Sciences*. (2022)

**Hadia Majid.** Co-published 'Transformative Digital Spaces? Investigating women's digital mobilities in Pakistan' in *Gender and Development*.

**SYED  
BABAR ALI  
SCHOOL OF  
SCIENCE AND  
ENGINEERING**

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# MESSAGE

## FROM THE DEAN



Economic challenges over the past year have significantly impacted the scientific research landscape. But these challenges also offer new opportunities in devising local solutions, spiralling a new kind of creativity and innovation. We have seen our Innovation and Enterprise Cell, led by Associate Dean, Dr. Tauqeer Abbas, at the forefront of addressing some of these industrial challenges, be it the remediation of wastewater, production of new raw materials for sportswear, enhancing the quality of gaseous emissions from industrial activity, or optimising plant operation.

In this past year, fundamental research has also flourished. Our faculty, Dr. Ata Ul Haq and colleagues from the University of Sheffield measured nuclear constants in ultra-cool semiconducting quantum dots which are building blocks of quantum information devices. Dr. Zaigham Shahzad received the international IGEM research grant to improve phosphorus utilisation in rice while Dr. Khurram Bashir gained global recognition for his breakthrough discovery of utilising ethanol in controlling drought stress in plants. Ali Hussain Khan, and Drs. Naveed Ul Hassan and Zartash Afzal Uzmi proposed a blockchain-based authentication framework called 'Proof-of-Communication-Capability' to safeguard against spoofing in autonomous vehicles. Drs. Ihsan Qazi and Agha Ali Raza from the Department of Computer Science and Dr. Ayesha Ali from the Department of Economics have won the Meta/Facebook Foundational Integrity Research Award 2022-23 for their idea of game-based digital literacy enhancement. This is the third time they have won this highly competitive award.

The School signed an MoU with the Forest, Wildlife & Fisheries Department (FWFD), Government of Punjab, to enhance the forest cover of Punjab. The agreement seeks to promote forestry by using AI-powered ICT-based interventions to help maintain biodiversity and forest biomass. Scientists at SBASSE are using drone and satellite-based remote sensing techniques and real-time sensors to estimate forest area carbon sink/stock capacity, providing reliable estimates about deforestation and forest degradation. LUMS will assist FWFD in achieving effective forest inventory management through joint

research, technical assistance, and capacity building.

The Department of Life Sciences has collaborated with the Shalamar Medical and Dental College (SMDC) to offer medical degree students an additional year beyond the MBBS experience, in a Medical Enrichment Programme, facilitating students in gaining an understanding of biomedical scientific principles and methods, and application of this fundamental knowledge to medical and clinical practice.

The Department of Mathematics has been declared as an International Centre for Theoretical Physics (ICTP) Affiliated Centre, with its International Mathematics Masters programme set to welcome its first cohort of international students in Fall 2023. Furthermore, we launched the Khalid and Mussarrat Aziz Research Grant for Planet Earth to support and promote scientific research on earth systems, focusing on sustainability.

In another exciting development, the School has signed a five-year agreement with UNESCO-TWAS (The World Academy of Sciences) to expand and diversify graduate programmes by tapping into vast networks of science and engineering departments worldwide in an effort to recruit talented international students.

We hope and wish that these achievements will affirm our commitment to transforming the lives of generations to come.

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**DR. MUHAMMAD SABIEH ANWAR**

# Rankings

## QS World University Rankings 2023, by subject:



Computer Science and Information  
Systems #351-400

Engineering – Electrical and  
Electronics # 351-400

Engineering and Technology  
#401-450

## News & Highlights

- Department of Mathematics at SBASSE, which is also an Emerging Regional Centre of Excellence, supported by the European Mathematical Society, has now also been declared as an ICTP Affiliated Centre by the Abdus Salam International Centre for Theoretical Physics. The International Mathematics Masters, promises to offer rigorous training in fundamental and applied mathematics, preparing its students for a rapid-paced, highly complex world that awaits them. Dr. Shaheen Nazir will be the focal person of this international programme.
- Computer science faculty, Dr. Muhammad Hamad Alizai was appointed director of the LUMS Learning Institute.
- Dr. Hafsa Qamar, an expert in power electronics, has joined the Department of Electrical Engineering as Assistant Professor.
- Dr. Safee Ullah Chaudhary has been appointed as the new Chair of the Department of Life Sciences.
- Dr. Faheem Hassan Akhtar has been appointed the new head of the Chemical Engineering programme.
- Dr. Irshad Hussain has been appointed Chair of the Department of Chemistry and Chemical Engineering. Dr. Hussain is a globally acclaimed researcher in functional nanomaterials, and is a Fellow of the Pakistan Academy of Sciences.

### 179

students have been awarded the Dean's Honour Award from the cohorts of 2023-25

### 13

PhD students from various departments have successfully defended their PhD dissertations

## Winners of the 3<sup>rd</sup> Cohort of Syed Babar Ali Research Awards for PhD Students



## Annual Advisory Board Meeting

Held from January 22-24, 2023, the Board was provided updates on recent developments, achievements, and new initiatives at the School and the university. Discussions were centred around sustainability and future opportunities. Dr. James Westcoat, the current Chairman of the Advisory Board, announced his decision to step down as convenor for future meetings, and a new selection process is underway. The SBASSE community expressed their gratitude to Dr. Westcoat for his valuable contributions over the years.

## Key Initiatives

### City - A New Initiative

The Centre for Urban Informatics, Technology and Policy, dubbed CITY, brings together researchers from across the University, and beyond, in answering key questions of sustainable urban living.

Urban sprawl in Pakistan and other developing countries has brought about hidden challenges, including transport and mobility, environmental impact, access to amenities, public health, and sustainability. However, with the explosion of data and advancements

in analytics, there is an opportunity to design and implement new solutions to address these challenges.

Dr. Momin Uppal, Chair and Professor of Electrical Engineering, and his team have taken up this challenge with the help of a highly competitive Grand Challenge Fund grant. Their initiative promises to employ technology, software paradigms, and data to create practical, implementable knowledge for sustainable urban living.

### New Graduate Programmes

The MS Digital and Embedded Systems is a unique programme tailored to address the specific needs of the local industry. The PhD programme in Chemical and Environmental

Engineering is the first in Pakistan to focusing on sustainable production and environmental remediation. These programmes commenced from Spring 2023.

## New Minors

SBASSE has introduced a new minor in Quantum Technologies, led by the Department of Physics. This programme offers hands-on experience in cutting-edge physics, hardware engineering, and computer science through a flagship single-photon quantum information laboratory. This minor will allow students to participate in the emerging quantum industry, which is poised to revolutionise the field of physics.

The Department of Electrical Engineering has launched an undergraduate minor in Robotics, which offers a flexible programme to students from all academic backgrounds. The minor covers a range of disciplines, including electronics, programming, control, systems, learning, artificial intelligence, and dynamics, and aims to prepare students for the rapidly growing field of robotics.

## Semiconductor Industry Fellowships (SIF)

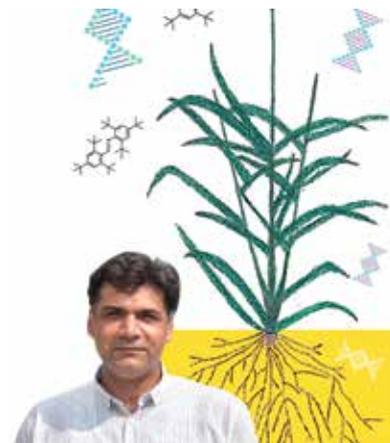
10xEngineers Technologies Pvt. Ltd. has partnered with LUMS and launched SIF to provide tuition fee support and employment opportunities for

students in the MS in Digital Embedded Systems programme at LUMS.

## Groundbreaking Faculty Research

### Improving Phosphorus Utilisation in Rice

Dr. Zaigham Shahzad, a renowned plant biologist at the Department of Life Sciences, has been awarded an internationally competitive Collaborative Research Programme (CRP) grant worth PKR 18 million by International Center for Genetic Engineering and Biotechnology (ICGEB). This grant will provide Dr. Shahzad and his team with the resources and funding necessary to study how to improve the utilisation efficiency of an essential nutrient, phosphorus, in a globally important rice crop.



### Advancing Quantum Information Technology

Researchers from the University of Sheffield and the Department of Physics at LUMS have made progress in the advancement of Quantum Information Technology. Their latest research paper addresses one of the key challenges faced by quantum computing, which uses the

principles of quantum mechanics for information processing. Dr. Evgeny Chekhovich and Dr. Ata UI Haq, along with their team, have made significant strides in solving this challenge, bringing us closer to the full implementation of quantum computing technology.

## Controlling Drought Stress in Plants

Dr. Khurram Bashir, biology professor, has gained global recognition for his breakthrough discovery on controlling drought stress using ethanol. Dr. Bashir has demonstrated that adding a small amount of ethanol to the soil can improve crop growth during a drought. The experiments were conducted on wheat and rice crops, providing a promising solution to improve agricultural productivity under drought conditions. This research was highlighted by global top platforms including CNN, The Telegraph, Yahoo!, and others.



## Making Self-Driving Safer

The development of Autonomous Vehicles (AVs) has made significant progress over the past decade, but security risks associated with wireless communication links still need to be addressed. To tackle this issue, a team of researchers from LUMS, Ali Hussain Khan, Dr. Naveed Ul Hassan and Dr. Zartash Afzal Uzmi, and Dr. Chaudhry Mujeeb Ahmed from the University of Strathclyde has proposed and tested a blockchain-based

authentication framework called Proof-of-Communication-Capability (PoCC) in a recent research article. This framework can safeguard against communication capability spoofing, a common form of hacking attack that poses a serious risk to AV safety. The study highlights the importance of securing AV networks to ensure their safety on the roads.

## Faculty Awards & Achievements

### Cancer Research Wins Bashir-Alavi Award

A research publication from the Cancer Therapeutics Lab at SBASSE, has received the prestigious Bashir-Alavi award from Shaukat Khanum Symposium 2021. The study, published

in the British Journal of Cancer was led by MS student, Muhammad Usama Tariq and supervised by Dr. Amir Faisal with contributions from other MS and PhD students.

### Honouring Faculty for Distinguished Teaching

The Department of Electrical Engineering (EE) celebrated Dr. Hassan Abbas Khan for winning the EE Distinguished Teaching Award and

Prof. Nauman Ahmad Zaffar for winning the EE Outstanding Service Award for the period 2019-2022.

## Students Achievements



Sheza Munir, BS Computer Science student, won the Health Tech Pitch Competition for her 'Migraine Prediction Engine' at the first Health Data Science conference, surpassing many seasoned researchers in this highly prestigious competition. The Clinical and Translational Research Incubator (CITRIC) at Aga Khan University organised the conference

- Muhammad Atif Zaheer, first-year MS Mathematics student, was mentioned in the preface of the book, Analysis I and II by Terence Tao, a living prodigy and considered to be one of the most celebrated mathematicians alive and a professor of mathematics at the University of California, Los Angeles. This recognition is a significant achievement for Atif, who has been inspired by Tao's work during his academic years.
- BS Biology student, Muhammad Abdullah Jauhar won the Sir Sayyid Ahmed Khan and Jacob Bronowski Writing Prize for his brilliant undergraduate thesis on fruitfly genetics. These prizes are given to the best written accounts of final year projects and MS dissertations.
- Mohammad Hafi Wagdama, an undergraduate student at the Department of Chemistry and Chemical Engineering, while working in Dr. Faheem Akhtar's research group, has developed new kinds of membranes for water desalination. He has published a research paper in the international journal, *American Chemical Society* proposing a novel process to produce membranes that can remove excess minerals from salt water, making it suitable for drinking and agriculture.
- Syed Muhammad Umer, an undergraduate student with the highest CGPA in the Department of Chemistry and Chemical Engineering, and a student of Dr. Rehman Shah Zaib, has written a comprehensive review article summarising recent reports on novel indole alkaloids from 2019 to 2022. Umer's review article, published in the special issue of *Molecules*, is the most read published article and has an 'above-average Attention Score compared to outputs of the same age' by the journal.
- The second cohort of honorific fellows 2022 was announced. A total of 24 Honorific Fellowships were awarded to: Bilquees Mujeeb Fellowship (Life Sciences); Ahmed H. Zewail Fellowship (Chemistry); Khawaja Dil Muhammad Fellowship (Mathematics); Chandrasekhar Fellowship (Physics).

## Seminars, Workshop & Conferences



The International Conference on Membrane Separations (ICMS) was held on February 27-28, 2023. Organised by the Department of Chemistry and Chemical Engineering and the Laboratory of Advanced Membranes and Separations at LUMS, this one-of-its-kind conference brought leading membrane researchers in academia and practitioners from across Pakistan to exchange ideas with global membrane experts. The first ICMS also saw significant participation from students representing 21 universities from across Pakistan and Europe. Dr. Richard William Baker, the founder of Membrane Technology and

Research, Inc. (MTR), one of the leading companies in membrane research, development, engineering, and production of membranes for carbon capture, was among the distinguished international guests.

The Department of Life Sciences organised the annual Biosymposium 2023 on March 13-14, 2023. The focus areas were drug discovery and vaccine research utilising different approaches of structural biology or chemistry. Many researchers were invited across the country for talks and poster presentations. A hands-on training on structural data was also held.

## Collaborations

### MoU with Forest, Wildlife & Fisheries Department, Government of Punjab



With this MoU, both parties aim to achieve the goal of enhancing and intelligently maintaining the forest cover of Punjab. Scientists at SBASSE are helping promote forestry by engaging in AI-powered ICT-based interventions to help maintain biodiversity and the biomass of forests. By estimating a forest area's carbon sink/stock capacity through drone and satellite-based

remote sensing techniques and real-time sensors, reliable and actionable estimates can be made about deforestation and forest degradation. NCRA-Agricultural Robotics Lab, with the support of WWF-Pakistan, has already rolled out a forest health calculator mobile app for foresters to collect forest inventory data conveniently and reliably.

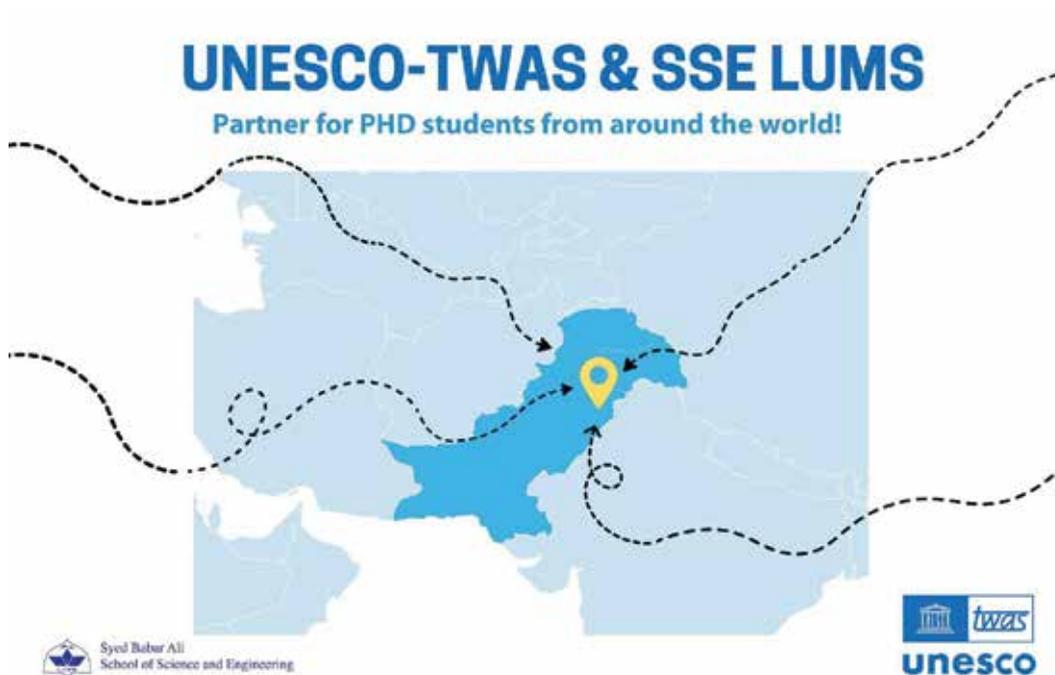
## Khalid and Mussarrat Aziz (KMA) Grant

The KMA grant provides an exciting opportunity for researchers as it aims to support and promote scientific research on earth systems, with a particular focus on sustainability. Researchers from a broad range of areas are encouraged

to apply; further information is available on the School website.

The research grant is supported by a generous endowment set up by Prof. Khalid Aziz and Ms. Mussarrat Aziz.

## SBASSE Partners with UNESCO-TWAS



The School's PhD programme has recently made a significant advancement towards internationalisation by signing a 5-year agreement which will enable it to tap into the vast networks of science and engineering departments, and national academies worldwide, to recruit talented international students. The

agreement includes travel funding provided by UNESCO-TWAS, as well as their endorsement. This aligns with the LUMS mission to expand and diversify its graduate programmes, including its international student programme and Masters in Mathematics.



SHAIKH AHMAD  
HASSAN SCHOOL  
OF LAW

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# MESSAGE

## FROM THE DEAN



In the days surrounding the compilation of this report, I had the opportunity to read an extended feature in Pakistan's leading English daily, *Dawn*, entitled 'A Judicial Meltdown'. The intent of the article was to elucidate and explain a contemporary impasse in relations between the sitting national government and the highest judiciary through the reflections of six outstanding legal experts. Exactly half of the expert opinions were delivered by graduates of Shaikh Ahmad Hassan School of Law (SAHSOL). As the public debate continues to rage about these issues, it is remarkable to see numerous other graduates analysing, contextualising, and adding considerable insight to the debate in print and on other media. In addition to Reema Omar, Mirza Moiz Baig and Saroop Ejaz, the three featured in the article mentioned above, Basil Nabi Malik, Salaar Khan, Usama Khawar, Shmyla Khan as well as other alumni who have joined our faculty in recent years, are all amplifying the reputations they have built as litigators, advocates and policy experts in their professional careers with a marked presence as public intellectuals.

For any law school to have trained lawyers with such reach and impact would be an enviable achievement, but given the short lifespan of SAHSOL, it is truly remarkable to see this unfolding. This success is a direct consequence of the sustained commitment of our faculty and staff. They have worked tirelessly to ensure not only that they train students in the specificities of Pakistan's legal system but also to express aspirations that it be fairer in functioning, ever more inclusive and striving to deliver just outcomes. Not only in reference to constitutional developments but also in relation to the criminal justice system, digital rights, environmental protection and a slew of other areas, the efforts of SAHSOL's faculty are repaid in the outsized achievements of our graduates who are making meaningful contributions as legal professionals and advocates.

Over the last few years, faculty have re-engineered the BA-LL.B curriculum to ensure that students graduate with a more advanced understanding of specialised fields and to create channels for future growth of the School. One direction for growth is to ensure that the excellence of our existing course offerings can be parlayed into graduate level education as well. We are completing a programme proposal this year towards launching an LL.M programme in Fall 2024. We hope a graduate programme will allow a more diverse body of students to benefit

from advanced training in legal practice areas and supplement their skills in academic and professional research and writing. The second avenue for growth is to systematise immersive and experiential learning through clinical legal education tied to a pro-bono legal clinic. Over this year, we have been laying the foundation for the launch of this clinic through consultations with specialists and through the development of the infrastructure and expertise to ensure that the vast responsibility associated with the provisioning of free legal representation is undertaken in a befitting manner. Also powering this drive has been the remarkable public interest and community service orientation of our faculty, alumni and student body. From pioneering courses such as street law to collaborations for rights trainings for marginalised communities across Pakistan, some such interventions from the last year are detailed below.

In this last year we have launched a series to commemorate and amplify the impact of our faculty's outstanding research contributions by organising feature events under the banner of Legal Scholarship at SAHSOL. We also organised 'The Constitution of Pakistan at 50: Reading the Past and Charting the Future' as an event to mark this momentous occasion for the country. The specific orientation to addressing questions of access and equity for minorities and the marginalised in Pakistan, distinguished this event from many others that have been staged in this year. This brand of dedicated research based legal education is also informing the drive to engage in other trainings, particularly of legal instructors from across the country in collaboration with organisations such as the UNHCR and the Pakistan Bar Council.

Students, alumni and faculty have been in regular contact throughout this year, and all have worked together to engage the broader LUMS community in events that foster an orientation to achieving equity, promoting tolerance and the effort to secure fair systems of governance at every level.

**DR. SADAF AZIZ**

## Legal Scholarship

This has been a year of multiple events to showcase legal scholarship that is path-breaking and socially relevant in our context. Dr. Adnan Sattar presented the main arguments of his book *Criminal Punishment and Human Rights: A Convenient Morality* in October 2022. The second event in the series was a launch for *Pakistan and Human Rights*; Dr. Satvinder S. Juss, Professor, King's College London, UK and Barrister at Law of Gray's Inn, London, led the discussion as editor of this volume, with contributors including Dr. Uzair Kayani, Dr. Adnan Sattar, Marva Khan and other SAHSOL affiliates joining him to discuss their chapters. The last event in this series was a launch event for Dr. Faiza Ismail's *Islamic Finance in the Financial Markets of Europe, Asia and America* which provides considerable insight into the growth of Islamic Finance in the Eurozone.



Dr. Faiza Ismail's book launch

In the Spring semester, SAHSOL hosted 'The Constitution of Pakistan at 50: Reading the Past and Charting the Future', an interdisciplinary endeavour to critically reflect upon the text and life of the 1973 Constitution of Pakistan. An opening statement for the two-day event was delivered by Dr. Parvez Hassan who highlighted the challenges we face in realising a more stable constitutionalism in the country. The Keynote address was delivered by Dr. Moeen Cheema, Associate Professor, Australian National University, who had been Assistant Professor at SAHSOL from 2004-2009. In this talk, he focused on comparative constitutional design by reference to the instruments and institutions capable of ameliorating conflict in deeply divided societies within the Global South.

A plenary session focused on Dr. Rohit De's book, *The People's Constitution* was held. The book

provides a detailed account of the strategies, struggles and the social context of constitutional cases fought in the early years after independence. In addition to these panels and sessions, Hamid Khan, Senior Advocate, Supreme Court of Pakistan, delivered a set of illuminating closing remarks that encapsulated some of the major continuing problems of restoring civilian supremacy and constitutional guidance in the country.



Hamid Khan, Senior Advocate, Supreme Court of Pakistan

In November, Professors Sikander A. Shah and Uzair Kayani collaborated with UNHCR to hold a national consultation, involving faculty and the administration of Pakistan's leading institutions of legal education. The day-long event was aimed at promoting refugee law as a necessary component of the programmes offered across the country. Along with senior representatives of the UNHCR, the speakers included Justice Jawad Hasan from the Lahore High Court as the keynote speaker and Ahmer Bilal Soofi, Ayesha A. Malik, Umar Rashid and Fatima Bukhari as guest speakers.



Dr. Parvez Hassan speaking at 'The Constitution of Pakistan at 50: Reading the Past and Charting the Future'

## Talks & Seminars

At the start of the academic year, Dr. Sarah Humayun and Dr. Majid Akhtar co-convened the seminar, 'Populism, Culture and Capitalism'. The insights of a wide-ranging body of literature on populism studies for an understanding of contemporary Pakistani politics were made accessible to all present. Also, in September, SAHSOL endeavoured to help members of the university understand the structural causes of the catastrophic floods across the country by hosting Dr. Majid Akhtar from Kings College London for the talk 'A Century of Making and Breaking the Indus'.

To celebrate 10 years of the LUMS Law Journal (LLJ), Pakistan's first peer-reviewed law journal, a panel discussion was held titled 'Law, Justice, and Academia: Bridging the Gap between Legal Theory and Legal Practice'. The panelists included Ms. Jazeela Aslam, District and Sessions Judge, Sialkot, Barrister Taimur Malik, and Mr. Faisal Siddiqi.

## Faculty Achievements



SAHSOL faculty members

- Two faculty members promoted to Associate Professor with Tenure in this year:
  - a. Dr. Muhammad Azeem joined LUMS in 2014 as an Assistant Professor and has taught Evidence, Labour and a range of electives in his research areas of international law and domestic social protection.
  - b. Dr. Uzair J. Kayani initially joined as a Visiting Assistant Professor in 2012. He has

## LUMS Law Journal

Volume nine of LLJ focuses on a range of legal matters, from arbitration and corporate law to criminal defamation and family law. Some of these exemplary works of legal scholarship include:

- *Death Penalty and Mental Illnesses in Pakistan's Courts: A Critical Analysis* by Muhammad Umar Ali Ranjha and Ariba Fatima. This case investigates the most significant judgments of Pakistan: *Safia Bano v Home Department*.
- *Rights of the Child in Islam: Theory, Mechanism, Practices, and Convention on the Rights of the Child* by Dr. Shahbaz Ahmad Cheema. It is a main highlight in the legal fraternity on issues related to rights of children in Islam.
- *Use of Artificial Intelligence in Arbitral Proceedings* by Mahnoor Waqar. This article highlights the importance and challenges of using AI in arbitral proceedings and the impact AI can have on legal proceedings.

taught Torts, Contracts, Law and Regulation, and Law and Economics courses to law students. He has also provided instruction in Business Law at SDSB. Professor Kayani is currently the Head of Department at SAHSOL.

- Professor Sikander Ahmad Shah successfully defended his thesis 'Liberal Legalism and Local Centripetalism in Pakistan' to attain a doctorate in Social Sciences at Indiana University, USA. Dr. Shah was invited as a specialist to speak

about Pakistan's response to sanctions under international law at the National Defense University. Dr. Shah has been selected as a fellow for the Commonwealth Futures Climate Research Cohort 2023-24, a prestigious programme connecting climate-focused researchers from across the Commonwealth and beyond.

- Dr. Sadaf Aziz, Dean and Associate Professor, has been nominated as a member of the Advisory Committee constituted by the Directorate of Legal Education by the Pakistan Bar Council. She is a Senior Fellow with the Cluster of Excellence, Contestations of the Liberal Script in Berlin 2022-23 and has been appointed to the Advisory Board of the Indian Law Review for 2023-26. She published the review article 'The Judicialisation of Politics in Pakistan appearing in *Pacific Affairs*', and has co-authored a chapter titled 'Constitutionalism and Gender in Pakistan: A Counter-Patriarchal Struggle' with Angbeen Mirza and Cristóbal Alvear-Garijo in *Gender, Sexuality and Constitutionalism in Asia*. In May, she will attend a workshop in authoritarian law at the Parker School of Foreign and Comparative Law at Columbia Law School.
- Angbeen Atif Mirza completed her term as the first Faculty Director of the Office of Accessibility and Inclusion at LUMS. She delivered a keynote address at the Digital Rights Foundation's 9<sup>th</sup> Annual National Data Privacy Conference, November 2022. Ms. Mirza presented 'Combating Harassment on Campus - The Hard Work of Having Conversations' at the GAJE-IJCLE-SAULCA Worldwide Conference on Justice Education: Building Resilience and Strong Connections in Times of Global Challenges, at Stellenbosch University in December 2022. She has also co-authored a chapter on Pakistan's gender jurisprudence with Dr. Sadaf Aziz. She has been selected to participate in the ICON-S winter/summer school in June 2023 at the University of Sydney, Australia.
- Dr. Sarah Humayun presented 'On Philip Larkin: Cruel Optimism and Sustaining Pessimism' at the British Association of Modernist Studies 2022 Conference. She has co-convened with Dr. Majed Akhtar, King's College, London.
- Dr. Faiza Ismail presented 'History of English Commercial Courts and Islamic Finance' at INCEFI, Malaysia, and 'Challenges of Globalization: FATF and Money Laundering Laws in Pakistan' at the Asian Law and Society Association's annual conference in Vietnam. She also participated in a conference 'Beyond the Greylist' organised by RSIL and contributed on regulations of virtual currencies by State Bank of Pakistan. Dr. Ismail received FIF 2022 for a case study on money laundering laws in Pakistan and FTG first quarter for a visit to Kuala Lumpur, Malaysia.
- SAHSOL has the largest cohort of faculty who have completed the Faculty Certificate in Teaching and Learning in Higher Education, through the LUMS Learning Institute. This includes Marva Khan, Dr. Faiza Ismail and Hiba Akbar.

## Teaching, Learning & Research Collaborations

- SAHSOL faculty has been exploring international linkages for interdisciplinary endeavours between SAHSOL and Maldives National University (MNU). Senior Management at MNU invited Dr. Uzair J. Kayani for an extensive advisory visit and to discuss future collaborations between the universities.
- In November, a workshop on 'Navigating the Law in Pakistan as a Female Microentrepreneur' was convened as a collaboration between Kaarvan Crafts Foundation and SAHSOL. The sessions intended to offer female artisans and entrepreneurs a chance to build legal acumen and maneuver their way in the local business market. SAHSOL faculty members Angbeen Atif Mirza, Dr. Sheharyar Sikander Hamid and Maria Furrukh Irfan Khan led individual sessions.
- SAHSOL and ILO/International Training Center of the International Labour Organisation in Turin, Italy will be delivering courses on social dialogue and industrial relations in 2023, in

a project set up by Dr. Muhammad Azeem. The aim is to enhance the understanding and capacity of professional participants from trade unions, employers' organisations, governments and others who are employed in the areas of labour relations and social dialogue.

- Dr. Sikander Shah is currently leading and implementing the project on 'Protecting and Promoting Children's Rights in Pakistan' in collaboration with the American Bar Association. They have prepared and implemented trainings to paralegals and community workers in Lahore and Islamabad on issues relating to children in domestic labour and child sexual abuse.
- A MOU signing ceremony took place in which Faisal Sabir Raja (MBA 2002) signed an MOU to establish the 'Justice Raja Muhammad Sabir Scholarship' to support the undergraduate studies of one National Outreach Programme scholar at SAHSOL.

## Strengthening the Programme

**Legal Aid Clinic:** We have completed the infrastructural development necessary to launch the LUMS Legal Aid Clinic from Fall 2023. Significant support has been lent by a range of clinical education experts from around the world to establishing what may be the first clinic of its kind in Pakistan, one in which students will accrue course credits while aiding a supervising lawyer to provide legal services to members of vulnerable groups including women facing situations of violence.

**Human Rights Clinic:** Our second cohort of students have enrolled in the collaborative Birmingham City University (BCU) and SAHSOL Externship Programme. Run through the Human Rights Clinic of BCU, the programme affords these students the chance to work towards developing stakeholder reports for the UN's Universal Periodic Report. This year's project is being overseen by Dr. Alice Storey, Senior Lecturer, Associate Director, Centre for Human Rights, BCU, and our students are looking at protections against domestic abuse in Chad, Mexico and Afghanistan.

**New Innovative Law Elective Courses:** SAHSOL

offered the following new elective courses under its advanced streams in this academic year:

- International Trade Law
- Law and International Development
- War Law, National Security, Intelligence, and the Law
- International Corporate Finance and Insolvency Law
- International Comparative Corporate Governance
- Law and International Transport
- Political Meritocracy and the Limits of Democracy
- Marxists Theories of Law
- Criminal Law Practicum: Police Accountability and Reform in Pakistan
- Death, Rebirth, and Renewal: The Fragile Life of Pakistan's Constitution
- The Environment in Theory and Practice

## Student Services

Advising services at SAHSOL have continued to oversee the Pod Pals system to provide peer mentoring and guidance. In addition, pre-law students now have the benefit of dedicated Faculty Batch Representatives to help them navigate their early years of education at LUMS. In April 2023, a Helpdesk was launched to streamline communication between students and advising staff at SAHSOL. We have also piloted an Early Alert System for faculty/TAs to flag students who need additional support and check-ins from advising staff.

**Faculty Advising Workshops:** Angbeen Atif Mirza and Dr. Sheharyar Hamid collaborated with the Central Advising Office to lead discussions on scenarios related to aggressive students, students with mental health issues, non-responsive students, academically struggling students and understanding mental health as a faculty member.

**Legal Writing Lab (LWL):** Tutors at the Lab help law students with academic concerns, such as the critical reading of texts and class participation, as well as prepare them for job interviews, decision making and problem interpretation.

In Fall 2022-23, the LWL worked with instructors in Legal Writing to advance student projects by training them in the use of search engines such as Hein Online, Lexus Nexis and Indian Qanoon. Additionally, Marha Fathma and Talha Riaz worked on a pilot project, the 'Argumentation and Logical Reasoning Lab' affiliated with the Office of Academic Advising and Student Success and National Outreach Programme (NOP) at LUMS.

## Career Services

We have launched a database for students seeking concise information about prospective employers. Firms and organisations were asked to share information about areas of practice, corporate structure, hiring and advancement criteria and processes. The database is being broadened to include firms and organisations across Pakistan and is already an invaluable resource for students as they start to navigate the legal job market.

## Alumni Accomplishments

Saroop Ijaz (BA-LL.B 2008), Senior Counsel Human Rights Watch and Adjunct Faculty, and Altamush Saeed (BA-LL.B 2020), LLM Candidate, Lewis Clark Law School, 2022-23, won the LUMS Vice Chancellor's Alumni Achievement Award 2022.



**Summaiya Zaidi** (BA-LL.B 2009) has successfully defended her PhD 'The Practitioner King: Legal Education and Practice in Pakistan' at Osgoode Hall Law School, York University, Toronto.



**Usama Khawar Ghumman** (BA-LL.B 2013) was awarded the I.A. Rehman research grant by the Human Rights Commission of Pakistan to continue his research on occupational safety and health.



**Asghar Leghari** (BA-LL.B 2013) was appointed as an independent Director by the Ministry of Energy (Power Division), GOP on the board of Multan Electric Power Company Limited.



**Hassan Ali** (BA-LL.B 2014) was promoted to the rank of Partner at Axis Law Chambers in Lahore.



**Muhammad Usman Sheikh** (BA-LL.B 2014) was promoted to the rank of Associate Partner at Minto & Mirza Advocates and Solicitors.



**Hira Jaleel** (BA-LL.B 2017) was appointed as Teaching Fellow at the Centre for Animal Law Studies at Lewis and Clarke Law School, USA.



**Muhammad Faisal Sattar** (BA-LL.B 2018) was awarded the prestigious McCall MacBain Scholarship to pursue an LL.M at McGill University, Canada.

**Momal Malik** (BA-LL.B 2022), **Fartash Tariq** (BA-LL.B 2022) and **Ali Hussain Gilani** (BA-LL.B 2021) were appointed as Law Clerks at the Supreme Court of Pakistan, succeeding in a pool of 840 candidates.

**Alumni Publications include:** Raas Nabeel (BA-LL.B 2021) 'The unwilling or unable doctrine and the view from Pakistan'; Karim Ahmad (BA-LL.B 2022) 'Decoupling Gilgit Baltistan from the Kashmir Dispute'; Ms. Safa Imran (BA-LL.B 2023) 'An Introductory Insight into Human Trafficking' all in Research Society of International Law.



Convocation Day SAHSOL Class of 2022

## Student Achievements

- Wardah Noor (BA-LL.B 2023), Founder, *KhudKaar*, was awarded Youth Excellence Award by the Prime Minister of Pakistan.
- The SAHSOL Mooting Team Aleezay Saeed, Laiba Amjad Lone and Syed Qasim Abbas won first place in Pakistan at the 16<sup>th</sup> Henry Dunant Moot Court Competition organised by the International Committee of the Red Cross. They then progressed to regional rounds in Nepal and finally to the Asia Pacific Rounds in Hong Kong. Another moot team represented LUMS at the Denning Moot Court Competition in Karachi.
- Raja Omer (BA-LL.B 2027), Danish Adnan Murtaza (BA-LL.B 2027), Sakina Zulfiqar Ali (BA-LL.B 2025), Talha Qureshi (BA-LL.B 2025) and Fatima Iqbal (BA-LL.B 2025) won the 'Best Delegation Award' at the Istanbul International Model United Nations (IIMUN). In addition, Sakina won the Best Delegate award by the World Health Organization (WHO) Committee at IIMUN.
- Umamiah Sajid (BA-LL.B 2025) and Laiba Abid (BA-LL.B 2027) won the Best Small Delegation Award at the Harvard National Model United Nations, Boston, Massachusetts as part of the LUMUN team. Umamiah was also awarded the 'Diplomatic Commendation Award' and Laiba the 'Outstanding Diplomacy Award' (UNICEF).
- Faqiha Amjad (BA-LL.B 2024), Syed Qasim Abbas (BA-LL.B 2024) and Maryam Asad (BA-LL.B 2023) are all awardees of the Global Undergraduate programme sponsored by the US Department of State.
- Student Publications include: Muhammad Ibrahim Abro 'The Recruitment of Children for Armed Conflicts' and 'The Refugee Convention and Armed Conflict' both published in the Research Society of International Law. Muhammad Aun Abbas and Muhammad Rafeh (BA-LL.B 2023) published 'Disability Laws in Pakistan: A Critical and Contextual Study' in the South Asian Law Review Journal.



Students at the moot court

## Student & Faculty Partnerships

- Musa Saeed (BA-LL.B 2024) was awarded two grants this year: Co-Researchers Grant administered through the LUMS Learning Institute (LI), along with Qasim Baig and Amna under the supervision of Angbeen Mirza to research Vagrancy Laws in Pakistan; and the Saida Waheed Gender Grant, to study the intersection of gender and the operation of Vagrancy Laws.
- Minahil Tariq (BA-LL.B 2023) partnered with Hiba Akbar as awardees of the LI Pedagogical Partnership Programme to design the course 'Crime, Justice and Society'. Minahil authored and published 'Trusting the Process: The Power of a Student-Faculty Partnership' in the 38<sup>th</sup> issue of the online journal, Teaching and Learning Together in Higher Education.



SAHSOL Dean's Honour List Award Ceremony

## The Law & Politics Society

### Sixth LUMS International Moot Court Competition:

The Law and Politics Society held the sixth edition of its flagship event, the LUMS International Moot Court Competition. Teams from all over Pakistan participated in the event and students from across the University were present to witness the intense debate between the finalists from Indus School of Law, Hyderabad, and

Quaid-e-Azam Law College Islamabad, with the former emerging as victors.

**Ride for Change:** LUMS Law & Politics Society, in collaboration with PepsiCo and City Traffic Police Lahore, held an event to provide female students the opportunity to gain a learner driver's license.

## Talks, Discussions & Workshops

- 'Resurgence of Terrorism and the Way Forward' by Zulfiqar Hameed, Additional Inspector General, Special Branch, Pakistan Police Service) and Tariq Khosa, Ex DG FIA/IGP, moderated by Dr. Sikandar Ahmad Shah.
- 'Our Economic Conundrum: A Cyclical Affair' by Barrister Hamed Azhar, Former Energy Minister and moderated by Professor Uzair J. Kayani.
- 'NAB Laws' by Justice Asim Hafeez, moderated by Angbeen Atif Mirza.
- 'Judicial Appointments' at the opening of the 2nd Intra LUMS Moot Court Competition 2022 by Senator Raza Rabbani, Advocate Irfan Qadir, Nida Usman Chaudhary and Salahuddin Ahmad, moderated by Bakhtawar Bilal Soofi.
- 'Shahrukh Jatoi's Acquittal' by Asad Rahim Khan, Lawyer, Saroop Ijaz, Senior Counsel, Human Rights Watch and Sarah Belal, Founder Justice Project Pakistan, moderated by Hiba Akbar.

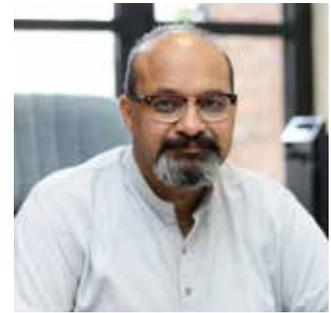


SYED AHSAN  
ALI AND SYED  
MARATIB ALI  
SCHOOL OF  
EDUCATION

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# MESSAGE

## FROM THE DEAN



During the 2022-23 academic year, there was a return to normalcy after a period of Covid-induced hybrid learning. Throughout this time, the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) has successfully fostered a compassionate community of inquiry and support while also maintaining a commitment to academic excellence.

This academic year, we welcomed the 2<sup>nd</sup> cohort of our Executive MPhil Education Leadership and Management (ELM) programme. Our inaugural executive cohort and the 4<sup>th</sup> cohort of the standard MPhil are ready to graduate in June 2023. Through the final semester practicum, students were embedded in a semester-long 'residency' rooted in field-based research. Groups of students were placed in 20 educational organisations to work on a critical problem of practice. Through a strategic student-led project, our students are not only in the process of producing an analytical and reflective capstone for the MPhil programme but have been successful in developing research-based solutions to challenges encountered in the field.

In addition to the Policy, Politics and Governance minor that was launched in Fall 2021, we launched a minor in Curriculum and Instruction in Fall 2022. Across these two minors, undergraduate students got the opportunity to develop skills for course design, lesson planning, course delivery and assessment of student learning. Through these courses, students also broadened their understanding of foundational issues such as education and social justice, teaching and learning, and education policy and practice. This year, we plan to launch another minor stream focused on inclusive education. A joint undergraduate Major in Education with Management is also in the pipeline.

Our professional development and policy wing has been actively working on developing new executive trainings, short courses and applying for policy grants and bids. During the last year, the School has launched 12 training programmes including 9 workshops and 4 bespoke programmes training 200+ educators across public, private and social sector schools. SOE has also partnered with organisations such as Malala Fund, British Council and EdKasa, working on various research and development projects. Our faculty has also been involved in multiple research projects catering to different areas of educational research over the years. This year, we also welcomed more faculty in permanent and adjunct positions.

The SOE Career Placement Programme in its fourth year, has enabled students to undergo a comprehensive, skills-based professional training. In February 2023, our students got the opportunity to polish their interview skills through 'mock interviews' with industry specialists, providing them critical feedback.

We at SOE, have actively worked with educators, researchers, policy-makers and other strategic stakeholders to catalyse change in the educational landscape. Moreover, our students, faculty, staff, and alumni have risen to meet the continued challenges of the pandemic with ingenuity and dexterity. I am looking forward to seeing our graduates become resilient and reflective leaders, who will shape a reimagined education agenda for Pakistan.

**DR. FAISAL BARI**

# Highlights

## Upcoming Courses

1. Undergraduate Minor in Inclusive Education
2. Undergraduate Joint Major in Education with Management

## Events

EduTalks	11
LUMS Live	2
Workshop	1

## Theme 1: Global Learning Crisis

**September 8, 2022**

**Speaker:** Dr. Tahir R. Andrabi (LUMS Live)

Dr. Andrabi is Professor of Economics at Pomona College, Co-founder and Director, Social Policy and Public Goods Program, CERP, Lahore. He was the inaugural Dean of SOE in 2017-2020.

**LUMS LIVE**  
Session 119

**Teachers, Technology and Targeted/Guided Instruction: A Systems Approach to Combating Learning Losses**

Thursday, September 8, 2022 at 7:00 pm (PKT)

**September 15, 2022**

**Speaker:** Yamini Aiyar

Ms. Aiyar is President and Chief Executive, Centre for Policy Research. In 2008, she founded the Accountability Initiative at CPR, which is credited with pioneering one of India's largest expenditure tracking surveys for elementary education.

**September 22, 2022**

**Speaker:** Michelle Kaffenberger

Ms. Kaffenberger is Deputy Director, Research, with the RISE Programme at the Blavatnik School of Government, University of Oxford.

## Theme 2: Inclusive Education

**October 6, 2022**

**Speaker:** Prof. Arathi Sriprakash

Prof. Sriprakash, from the University of Bristol, is a sociologist of education whose work focuses on the racial politics of knowledge particularly in the field of education and international development.

**SOE EduTalk**

**Whiteness and the Politics of Education**

Synopsis

Whiteness is not innate - it is learned. The systems of white domination that prevail across the world are not pre-given or natural. Rather, they are forged and sustained in social and political life.

In this talk, Arathi Sriprakash, Professor of Education at the University of Bristol, will explore the material conditions, knowledge politics, and complex feelings that create and relay systems of racial domination. Sriprakash will invite us to reckon with past and present politics of education in order to imagine a future thoroughly divested from racism.

Guest: Dr. Arathi Sriprakash  
Professor of Education  
University of Bristol

Moderator: Dr. Tayyaba Tamim  
Director Academics, Syed Ahsan Ali  
and Syed Mansub Ali School of  
Education, LUMS

4:00 PM | A Zoom Session | Thursday, October 6, 2022

**October 13, 2022**

**Speakers:** Dr. Padma Sarangapani and Dr. Rekha Pappu

Dr. Sarangapani is Professor at Tata Institute of Social Sciences Mumbai Campus and Chairperson of the Centre of Excellence in Teacher Education. Dr. Pappu is Professor and Chairperson of the Azim Premji School of Education at the Tata Institute of Social Sciences in Hyderabad.

**October 20, 2022**

**Speaker:** Dr. Rinchen Dorji

Dr. Dorji is an educator who has worked as a school teacher and lecturer at Paro College of Education.

**SOE EduTalk**  
**Inclusive Education in Bhutan: Opportunities and Challenges**

**Synopsis**  
 The history of modern education in Bhutan is quite young and recent. The real impetus for modern education along the western model of education began only in the early 1960s with the beginning of the First Five Year Development Plan in the country. Efforts to address and cater to the needs of children with special educational needs or inclusion education began slightly over two decades ago. Until then, the priority of the government was to make education accessible to the ordinary population of children who do not need any specialized education services, with the ratification of the United Nations Convention on the Rights of a Child in 1989, and agreement to other international instruments such as the United Nations Declaration on Education for All (1990), followed by the signing of numerous other international instruments including the signing of the UN Convention on the Rights of Persons with Disabilities in 2001. Bhutan has made significant progress in its efforts towards inclusive education. In 2004, the National Policy for Persons with Disabilities was approved by the Government of Bhutan for implementation. Currently, there are around 22 mainstream schools that provide general education programs for children with mild to moderate disabilities. Children with mild and hearing impairment received specialized education programmes in two special schools, namely, Manjalling Institute of Hearing in western Bhutan and Wangyal Institute of Paris, eastern Bhutan respectively. Civil Society Organizations such as the Ability Bhutan Society and Drukthok Vocational Training Centre for Special Children also provide some educational services to children with special needs. The core principles and philosophy of inclusion align very closely with Bhutan's development philosophy of Gross National Happiness and the multi-cultural ethos of Bhutan as a Buddhist country. While opportunities abound for inclusion in Bhutan's education, there are also challenges that require efforts to achieve inclusive education goals.

**Guest:** Dr. Rinchen Dorji  
 President, Somtse College of Education  
 Royal University of Bhutan

**Moderator:** Dr. Tayyaba Tamim  
 Director Academics  
 SOE, LUMS

4:00 PM | A Zoom Session | Thursday, October 20, 2022

## Theme 3: Models of Innovation

**November 10, 2022**

**Speaker:** Dr. Irfan Chaudhry

Dr. Chaudhry is Associate Professor of Electrical Engineering at UET, Lahore and founder of Maktab.

**November 17, 2022**

**Speaker:** Shazia Kamal, Executive Vice President (Outcomes) at The Citizens Foundation

**February 23, 2023**

**Speakers:** Dr. Faisal Bari and Iman Basit

**March 9, 2023**

**Speaker:** Dr. Aamna Pasha, Chief Academic Officer, Zindagi Trust

**SOE EduTalk**  
**Delivery Approaches in Education: Lessons from Ghana and Pakistan**

**Date:** Wednesday, 1st February 2023  
**Time:** 05: 00 pm to 07: 00 pm  
**Venue:** SOE 1, School of Education, 3rd Floor, Library Building

**Synopsis**  
 Driven by the global learning crisis, many countries are adopting approaches to help improve delivery and implementation of education reforms. One approach introduces delivery units and practices of data driven accountability and problem solving to national and sub-national bureaucracies, guided by centralized target setting and driven through the system by strong political ownership of reform at the top.

Ghana and Pakistan have adopted delivery approaches with intent to improve the quality of education service delivery. In Ghana a minister-led delivery unit was established in 2018 to coordinate national agencies to deliver ambitious education reform with a strong focus on accountability through performance contracts of sub-national bureaucrats. In 2012, Punjab adopted the Education Road Map reform which lasted for 8 years and is cited as one of the global examples of deploying delivery units and data driven accountability to improve services and outcomes.

Presentations in the session will describe the structures, processes and practices that governments adopted in the two countries, and the ways in which these were implemented through and interacted with and impacted the bureaucratic practices of governance and service delivery.

**Speakers**  
 Dr. Michael Boakye-iyadom  
 Dr. Rabeba Malik  
 Dr. Soufiah Siddiqi  
 Dr. Faisal Bari

## Non-State Actors in Education

**February 9, 2023**

**Speaker:** Dr. Manos Antoninis, Director of the Global Education Monitoring (GEM) Report

## Workshop

**March 16, 2023**

**Instructor:** Musharraf Ali Farooqi, Founder and CEO, Storykit

**February 1, 2023**

**Speakers:** Dr. Michael Boakye-iyadom, Director-General, Institute for Educational Planning and Administration (IEPA), University of Cape Coast, Ghana  
 Dr. Rabeba Malik, CEO & Research Fellow, Institute of Development & Economic Alternatives  
 Dr. Soufiah Siddiqi, Assistant Professor, SOE  
 Dr. Faisal Bari, Dean, SOE

## Building Higher Education Institutions for the 21<sup>st</sup> Century



At the 'Building Higher Education Institutions for the 21<sup>st</sup> Century' panel discussion, hosted jointly by SOE and the Oxford Pakistan Programme (OPP), the youngest Nobel Laureate and Founder of Malala Fund, Malala Yousafzai, was one of the speakers. The session sought to tackle the issues of higher education in Pakistan, and was moderated

by Dr. Adeel Malik, University of Oxford and OPP co-founder. Prof. Stephen Blyth, Principal of Lady Margaret Hall, Dr. Nick Brown, Principal of Linacre College, Dr. Faisal Bari, Dean of SOE, and Syed Babar Ali, Founding Pro Chancellor of LUMS, were also part of the panel.

## Professional Education & Policy Engagement

The Professional Education & Policy Engagement Office is responsible for two external facing functions at SOE. Under the Policy Engagements initiative, the School has been involved in 3 donor funded research and policy engagement projects over the last academic year, these include:

1. In partnership with TikTok and EdKasa, SOE is spearheading a digital learning programme which aims to facilitate online education and distance learning for high school students.
2. A yearlong study funded by the British Council explores the use of translanguaging practices in primary and lower secondary classrooms across Punjab and Sindh. This project aims to provide an evidence base required to improve English language teaching in classrooms across Pakistan.
3. SOE, in partnership with the



Society for the Advancement of Education (SAHE) has undertaken a national level research investigating the role of conditional cash transfers in improving access to post primary education for girls across Pakistan. Funded by the Malala Fund, this 2-year project investigates *Waseela-e-Taleem*, a social protection programme under the government run BISP initiative. The research findings from year 1 will be used to design an intervention for addressing challenges that impact access to schooling for girls post primary level.

The training and development stream at SOE serves to develop the capacity of educators across Pakistan. To date the initiative has developed and conducted 12 training programmes including 9 workshops and 4 bespoke programmes training 200+ educators across public, private and social

sector schools over the course of Fall semester up until March 2023.

Currently the Professional Education team is working with SOE faculty to set up the calendar for short courses and workshops to be conducted in the summers, from June till August 2023. This will be the second iteration of the summer programmes where the aim is to offer courses under two thematic areas with the broader education domain, 1) Teaching & Learning 2) Leadership & Management. The summer programmes will be offered in-person as well as in hybrid format to facilitate education practitioners across Pakistan. Alongside the off-the-shelf offerings, the business development team is working on procuring bespoke training programme contracts with educational institutes in the government and private sectors.

## Workshops

1. Enhancing Management Capacity of School Administrators
2. Design Thinking in an Educational Environment
3. Accelerating Engagement in the Classroom
4. Effective Lesson Planning
5. Data-Driven Decision Making
6. Successful Classroom Communication
7. Effective Classroom Management
8. Communication Success for Education Leaders
9. Creativity in the Classroom

## Bespoke Programmes

1. Executive Leadership Training Programme - The Millennium Education
2. Effective Classroom Management - The Legacy School
3. Certificate in Education Teaching - The Learning Hub College
4. Leadership for School Improvement – The Educators



Participants after a bespoke TME Training

## Partnerships

This year the partnerships department at SOE signed MoUs with the following organisations:

- Kingston College
- Aziz Jehan Begum Trust for the Blind
- Humaira Riaz High School
- StoryKit
- Lahore Biennale Foundation



MoU signing ceremony with founder of StoryKit

## Practicum Projects 2022-23

### MPhil ELM

- Impact of AW-IP Programme on Early Childhood Development in Gilgit-Baltistan - Rupani Foundation
- Transition from Matriculation System to Cambridge International and its Impact on Students' Academic Development - Jadeed Dastgeer Ideal High School
- Student Retention - Door of Awareness
- Digi Kutub Khana - Idara Taleem-o-Agahi
- Digital Learning Strategy in a Changing Landscape for Students and Teachers - Oxford University Press
- Akhuwat Skills and Technical Education Project (A-STEP) - Akhuwat
- Rethinking Pakistan's Visual Art Education - Maktab
- Evidence Generation and Design of 'Non-Formal Education to Job Placement Program for Out of School Adolescents of Punjab' - Punjab Skill Development Fund
- Teachers' Professional Development Programmes and their Effectiveness - The City School

### Executive MPhil ELM

- Assessment of the Impact of Activity Based Preschool Education on the Sensory, Cognitive, Language, Motor, and Social Skills of Under-Privileged Preschool Children
- Measurement/Analysis of Student Dropout and Recommendations - Teach the World Foundation
- Teach For Pakistan – Alumni Pathways for Impact - Teach for Pakistan
- Faculty Development Trends in Higher Education: A Comparative Study - LUMS Learning Institute (LLI)
- Curriculum Development Programme - Family Education Services Foundation (FESF, Deaf Reach)
- Promoting Nutrition to Improve Cognitive Development in Primary School Children - DAMEN
- Integrating 21<sup>st</sup> Century Skills in English & Science in Grade 7 - Al-Beruni International School
- Review and improvise: The Educators Pre-School Framework and its Implementation Mechanism - The Educators
- How is Adaptive Learning and Artificial Intelligence (AI) used in Gamification - Knowledge Platform
- How Can ALDA Avoid the Resistance of Parents in Inculcating any Change in the Learning System? - Ala-ud-Din Academy Girls High (ALDA)
- Effect of the Learning Environment on Student Performance and Emotional Well-being - Beaconhouse School System

## Practicum Showcase Conference 2022

SOE launched its first Practicum Showcase Conference this year, where students got a chance to showcase their practicum capstone projects through engagement with school partners,

practitioners, entrepreneurs, community activists and tech leaders. The conference was attended by almost 350+ people and showcased 21 projects and 5 student start-ups.



A panel discussion at the 2nd Practicum Conference 2023



Student start-ups at Practicum Showcase Conference

## Career Placement Programme

The Programme in its fourth year, has helped students assess and improve attributes and behaviours directly related to successfully apply for and perform at their jobs. Reflection facilitates

students in developing a strong sense of self-awareness, while resources help them reach their full potential.

# Student Services

## Dean Advising Sessions and Town Halls

MPhil students are encouraged to seek advice from the Dean at weekly one-on-one advising sessions, monthly group advising sessions, and Town Hall meetings. 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.

## Mental Health Counselling

A crucial function of the Student Assistance Department is coordinating therapy sessions for the MPhil ELM students with a professional

psychiatrist on a weekly basis. This year, 53 counselling sessions were organised for students with Dr. Anjum Bashir.

# Outreach

This cycle's outreach events included online and in-person information sessions, for both the MPhil and Executive MPhil programmes.

- **SOE Live Webinar on Graduate Programmes**
- **Insta Live Sessions**
- **In-person and Online Outreach Sessions** at the following Universities:

University of Central Punjab, Lahore  
 University of Central Punjab, Faisalabad  
 University of Central Punjab, Multan  
 University of Central Punjab, Sargodha  
 University of Central Punjab, Sialkot

Punjab College, Islamabad  
 Lahore College for Women  
 Habib University, Karachi  
 BUIITEMS, Quetta  
 IBA University, Sukkur

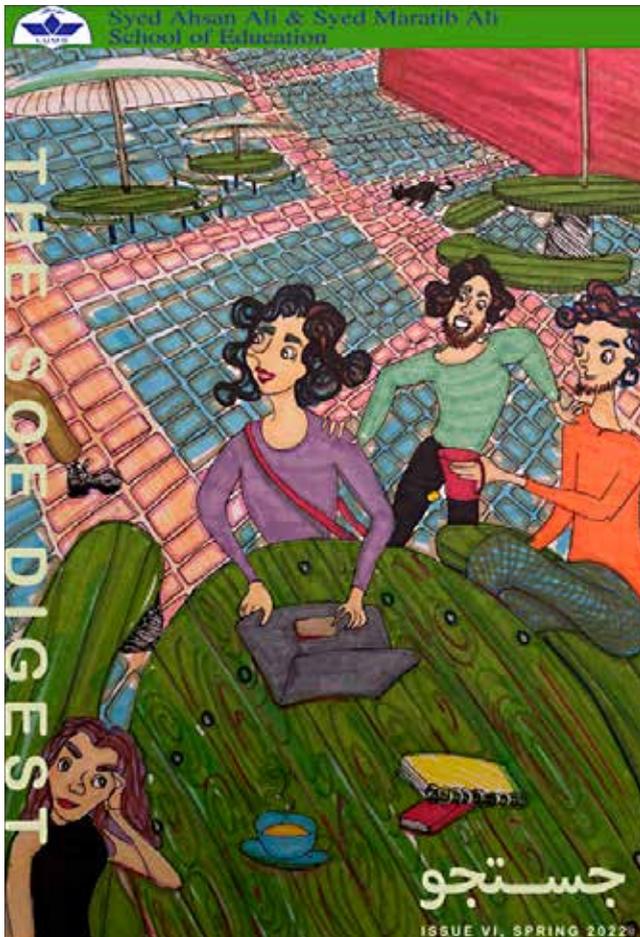
- **Online Consultation Sessions:** Conducted 30 minute free in-person/online consultation sessions for potential applicants of MPhil/ Executive MPhil to answer their queries regarding the programmes and ambiguities regarding the application process/interviews and following up via email.



Batch of 2022 at their farewell

## Newsletter

SOE Digest/*Justuju* is a student-led newsletter published bi-annually. This academic year, it was published in December and May, showcasing academic highlights from the semesters, a synopsis of all student events, as well as submissions by students at SOE.



## AlumniConnect Sessions

As part of the series of talks 'AlumniConnect', graduates are invited to talk about their academic journey, how their lives unfolded post-graduation and connect with current students.

**AlumniConnect: Session 10**

**Date:** Wednesday, November 2nd  
**Time:** 5:30 pm  
**Venue:** Zoom Session

**AlumniConnect: Session 9**

**Date:** Wednesday, September 21st  
**Time:** 5:30 pm  
**Venue:** Zoom Session

**AlumniConnect: Session 11**

**Date:** Wednesday, February 8th  
**Time:** 5:30 pm  
**Venue:** Zoom Session

OFFICE OF  
STUDENT  
AFFAIRS

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# MESSAGE

## FROM THE DEAN



This year we reinvigorated the residential community engagement initiatives for students. Social networking events were conducted in all male and female hostels. In Ramadan, *Ustaad Kay Saath Iftari* was introduced in which a group of students from residential halls meet faculty for an hour in an informal setting to learn and discuss topics of mutual interest. This way, they were able to learn from each other outside the conventional classroom settings.

A weekly newsletter focusing on co-curricular activities, sports, residence, and Counselling and Psychological Services (CAPS) was launched in the Spring Semester. This gives the LUMS community updates on Office of Student Affairs (OSA) events. On the demand of students and faculty, a monthly video newsletter was also introduced. The video is presented as a news bulletin, in which OSA mega events, sports, student council, and CAPS programmes and activities are highlighted.

This year, the Co-Curricular Activities Office successfully hosted mega events in which more than 5,000 external delegates from all over Pakistan participated in academic and social events. In another achievement, LUMUN represented LUMS at the Harvard National MUN and Istanbul International MUN and won best delegation awards at both conferences.

The Career Services Office conducted their Annual Career Fair by hosting 134 organisations and over 2,000 participants. They were also able to place 95% of 2021 graduates in jobs/higher education in 9 months (85% in 3 months). In another achievement, they engaged 7,000 students across 15+ programmes (e.g., tracking of each graduate, 52 career-grad school sessions, 66 company visits, career fair, etc.)

I hope you will find this report informative and inspiring. I invite you to share your thoughts and suggestions with us on how we can further enhance the student experience.

**DR. ADNAN ZAHID**

## Co-Curricular Activities

The Co-Curricular Activities (CCA) Office at LUMS works with students to manage a wide range of societies and clubs aimed at enhancing their abilities and nurturing their capacities.

Through involvement in these societies and clubs, students broaden their horizons and acquire

invaluable skills and experiences that apply to their professional lives. From leadership and teamwork to event management and communication, students learn to navigate real-world challenges and develop a well-rounded skill set that complements their academic education.

**46**

Student Societies

**375+**

Events Organised

**6,000+**

Delegates

**PKR 21 million+**

Event Registration Revenue

**PKR 19 million+**

Sponsorship Revenue

## Highlights



LUMUN made the country proud by winning the Best Small Delegation Award at the prestigious Harvard National Model UN conference



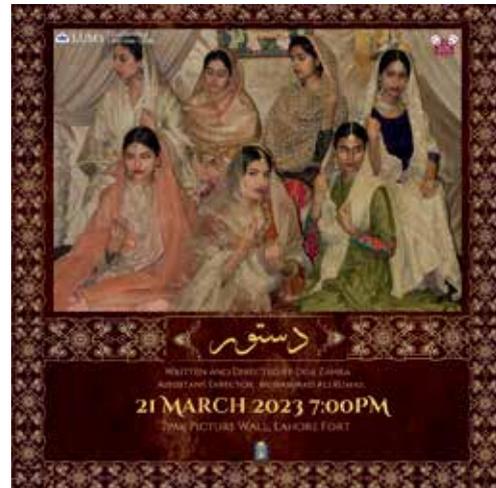
LUMUN won Best Delegation Award at Istanbul International Model UN



The Young Leaders' and Entrepreneurs' Summit (YLES) team pose with the Provost at the closing ceremony in January 2023



The LUMS Annual Photography Summit (LAPS) 2023



Dramaline's annual play took place in front of the world's biggest mural wall, inside the Lahore Fort. This marked the first theatre performance in front of the prestigious UNESCO heritage site



The Institute of Electrical and Electronics Engineers (IEEE) LUMS chapter concluded CodinGuru 5.0 - Pakistan's largest coding competition!

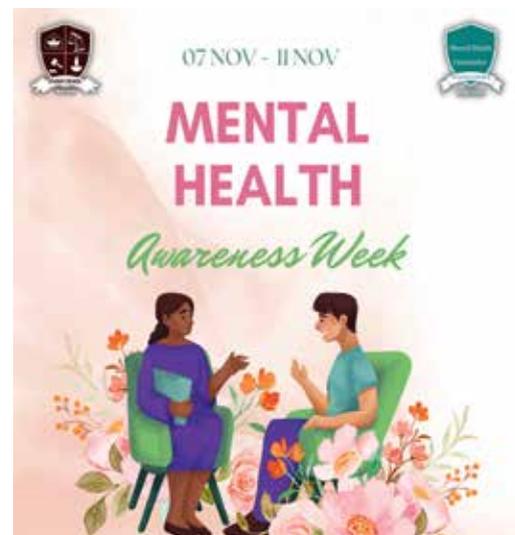
## Student Council

This year, the Student Council introduced female reserved parking and collaborated with SWVL to provide transport facilities for day scholars, benefitting over 700 students.

Committed to enabling cashless transactions, they also introduced debit/credit payments at various campus outlets and partnered with the LUMS student start-up CardPay to expand this service further.

The Welfare Committee raised over PKR 2 million for welfare cases, PKR 750,000 for flood victims, and funds for Ramadan ration drives and daily iftar gatherings.

The Student Council also introduced sanitary napkin vending machines on campus, breaking taboos and promoting gender equality.



The Student Council organised a Mental Health Awareness Week on campus

## Campus Life Initiatives

The campus life unit at the Office of Student Affairs envisioned and executed a series of social networking activities. The aim of these endeavours was to foster participation, gain insight from one another's experiences, and unwind from daily academic routines in an informal environment, ultimately broadening the social network of friendships.

These activities included a bonfire, open mic night, singing/dancing competition and much more.

### *Ustaad Kay Saath Iftari*

Students from each residential hall at LUMS were invited to spend some time with faculty in an informal setting. These sessions were an opportunity for students and faculty to get to know each other better, discuss topics of mutual interest and voice their concerns/suggestions for improvements.



Students enjoy an iftari with faculty member, Dr. Ghazal Mir Zulfiqar

## Counselling & Psychological Services

- Conducted skill building workshops, seminars and support groups for management of mental health issues
- Introduced quality assurance measures, including monthly feedback from students, to improve and enhance existing services

- Developed protocols for mental health emergencies and vulnerable students
- Signed MoU with *Tibbi* to assist in the management of mental health emergencies requiring hospitalisation
- Provided 24/7 services (i.e., both counselling and emergency services) to students
- Introduced research and data analysis to assist with governance and policy making

## Sports, Wellness & Recreation

### LUMS Teams Trials

Coaches conducted 12 male and 10 female team trials. These players went through rigorous training for the HEC National Intervarsity Championships. A total of 11 male teams and 10 female teams were finalised during the trials.

### 1 Credit Hour Sports Course

Approximately 486 students opted for a credit hour course which included swimming for beginners, basketball, strength training, and conditioning courses.

### Wellness and Well-being Programmes

The Office of Sports, Wellness and Recreation created programmes for the LUMS community. A total of 151 community members participated in these programmes, which included:

- Full-Body Conditioning Workout
- Taekwondo Classes
- EMS – Endurance Muscles Strength (in collaboration with Human Resources)
- Flat Belly Challenge

### Training Camp for Beginners

These were intended for students who lack physical and sports skills abilities or are not participating in any physical sports activity. Over 421 students acquired training in various games.

## Wins and Awards

- The Female Swimming Team was declared the National Champion in the National Intersvarsity Championship 2022.
- Zainab Murtaza represented the HEC in the 18<sup>th</sup> National Women's Swimming Championship in Lahore.
- Hadiqa Aftab (Class of 2026) was selected for the Lahore Division Badminton Female Team for the 73<sup>rd</sup> Punjab Games Lahore, winning the provincial team title.



The female swimming team celebrating their win

## Beginners Camps Leagues

Camps for beginners in basketball, badminton, cricket, squash, volleyball, football, netball, and hockey leagues were organised. A total of 341 players competed in these events.



Female Squash Team won the HEC Intersvarsity Championship 2023 held in Multan

## Competitions and Recreational Programmes

**LUMS Fall Fest 2022:** Sports at LUMS (SLUMS), in collaboration with the Office of Sports, Wellness, and Recreation, hosted this intra-LUMS event. A total of 1103 players, 341 teams, and 17 different games competed in this festival.

**LUMS Open Squash Championship:** This championship was open to professional players

as well. A total of 64 players, including professionals, faculty, staff, students, and alumni competed in the event.

### 3<sup>rd</sup> All Pakistan LUMS Cricket Championship:

16 teams competed against each other in this two-month-long event. Teams consisting of the corporate sector, alumni, staff, clubs, universities, and LUMS students competed against each other. A total of 240 players competed in the event.

## Office of Student Support Services

The Office of Student Support Services (SSS) provides support in various domains including orientation of new undergraduate students, course accommodations for emergencies (petitions), and other support services to students.

## Key Accomplishments

**Revamped Orientation:** The SSS team developed and executed a revamped orientation programme for around 1,100 incoming students.

**Petitions - Revised Policy and Technology Implementation:** The SSS team revised the petition review and assessment criteria policy, ensuring fair and justified decisions for all student petitions. They implemented a petitions helpdesk ticketing system to address students' queries and concerns promptly.

# 4,000+

petitions received

Resolved most requests within **3 business days**

Supported Disciplinary  
Committee in managing

# 30+

cases

## Academic Advising & Student Success

The central Office of Academic Advising & Student Success (OAASS) comprises two units: Student Success (SS), and Academic Advising.

### Student Success

The Student Success unit of the Office has the following objectives:

- 1) Creating targeted programming for students from under-resourced backgrounds at LUMS, so that all students can thrive irrespective of their background or resources.
- 2) Serve as an incubator to identify effective programmes that can be scaled from a limited target population to the entire LUMS community.
- 3) Serve as a think tank by developing best practice research/guidelines to support other departments where SS may not be involved operationally. The Student Success unit of OAASS has a joint partnership with the NOP Centre, called the Student Success Initiative, which currently runs 20 different programmes under 3 diverse domains (see page 134).

### Academic Advising

Delivery of Academic Advising remains the responsibility of each school where respective faculty, staff, and peer advisers work with students directly. The focus of the central advising unit is to strengthen undergraduate advising by working as a partner. It helps set university-wide standards and build capacity within the school's current advising system to improve student support, experience and outcomes.

The Academic Advising unit spearheaded some central, cross-school initiatives including the following:

- **LUMS Advising Portal:** with handouts and 25 tipsheets on frequent concerns brought up by students, 19 major exploration guidebooks to guide declared and undeclared students, 21 industry-specific guides mentioning academic and non-academic requirements for different careers, and 16 graduate study handouts with input from 70 faculty and 120+ alumni.
- **Coordination among schools and cross-pollination** of ideas was strengthened through regular meetings with advising staff and peer advising programme managers. Strategic members from each advising unit met every two weeks to discuss and brainstorm on various central initiatives.
- **Revamped weekly newsletter** sent to all students, faculty and staff. The newsletter consolidates advising-relevant information including academic/financial deadlines, campus events, support services on campus and student job opportunities.

### School-based Initiatives

All schools worked on strengthening specific elements of their advising system. Some key accomplishments done at the school level include:

- **Pre-meeting reflection forms**, to increase the meaningfulness of student-faculty interactions, were introduced for student-faculty meetings in all schools.
- **Advising holds** were utilised in all schools for the first time. This system is meant to ensure that students get guidance from their faculty advisors before enrolling in next semester's courses.
- **Campus-wide and school-specific workshops** were conducted by all schools on various topics such as managing your inbox, how to land a job in Facebook/Google, time management, communication and presentation workshops etc.
- **Faculty/batch reps programmes** were introduced in SDSB and SAHSOL so that first years have meaningful interactions with faculty members right at the start of their journey at LUMS.
- **Helpdesk** (an email ticketing system that ensures responsiveness to queries) was launched in MGSB and SAHSOL.
- **Early Alert System** was initiated in SAHSOL to help identify vulnerable students mid-semester, so that they can be provided additional academic/non-academic support.



CENTRES

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# Raising Executive Development Centre

For over three decades, Raising Executive Development Centre (REDC) has offered programmes based on real-time market research, focusing on all hierarchy tiers from the top management to middle and junior-level employees. In recent years, REDC has scaled up its operations, expanding the functional areas and capability to conduct executive education programmes beyond the LUMS campus. With more than 90 programmes attended by 25,000 executives this year, REDC is working with a diverse set of private, public and social sector clientele. The Centre has introduced a portfolio of programmes in the country's economic hub to facilitate executives and organisations based in Karachi. Adhering to customer demands, REDC has also developed the capacity to offer hybrid programmes delivered through broad-based instruction mediums, combining elements of in-person learning with live online sessions, which organisations and executives can access remotely.

## Executive Leadership & Future Readiness

In a post-pandemic world where organisations struggle to cope with economic and management challenges and extraneous pressures, REDC's multidisciplinary approach has introduced cross-

cutting themes such as digital transformation, data analytics, customer-focused service design and agribusiness augmented with currently prevailing themes related to organisational leadership, management and strategy.

## Board Governance & Leadership

REDC offers specialist learning programmes for the corporate and public sectors which are widely attended by sitting and prospective board directors to gain a more comprehensive understanding of board responsibilities in areas such as financial resilience, strategic direction and regulatory compliance. Its 'Continuity and Growth Programme' for family-run business boards places a core focus on professionalisation, generational transition and sustainability.

Over 100 senior executives from diverse backgrounds and industry associations participated in REDC board programmes during 2022, creating valuable opportunities for peer learning, exchange of diverse ideas and versatile networking.



Faheem Haider, Chief Executive Officer, Mari Petroleum Company Limited, at REDC's Learning Partnership Programme



Participants at the Atlas Group Executive Development Programme

## Innovation in Content Development

Leveraging on the case-writing experience of its faculty, REDC has facilitated faculty members to write 58 local case studies and industry notes under its content development initiative for adding local context to its programmes. This keeps REDC at the forefront of the rapidly changing business world of today.

## Diversity, Equity & Inclusion

The Centre's initiative for women leaders, developed in collaboration with a leading organisation in the digital services industry has had a significant impact on more than a hundred executives. This diversity and inclusion initiative focuses primarily on supporting and developing women-in-management in the middle and senior management cadre. REDC also supports scholarships for women on boards through its 'Enhancing Board Effectiveness Programme'.

## Organisational Change & Transformative Learning Collaborations

The Centre's strategic learning partnerships with leading business groups in oil and gas, digital services, telecommunication, financial markets, manufacturing, FMCG and the public sector have led to long-duration and immersive programmes focused on organisational transformation and growth.



Amir Ibrahim at "Empower", an Executive Development Programme for Women Leaders

# Centre for Business and Society

## Initiatives

### Student Research Series

The Centre for Business and Society (CBS) actively engaged in using its platform to create awareness around stigmatised topics to expand the reach of the 'Student Research Series'. CBS interviewed students from the first batch of the MS Healthcare Management and Innovation (HMI) programme at LUMS; the students reflected on their policy papers that highlighted the lack of sex education in Pakistan, mental health awareness and the

flaws in the forensic system in the case of sexual assault victims. The students shed light on the various challenges that they faced during their research due to its sensitive nature. The policy papers published on the Centre's website, offer an enlightening in-depth analysis and pave the way for further awareness efforts.

### Session on Women Entrepreneurship

CBS organised a speaker session 'Women Led Entrepreneurship in Pakistan: Challenges and Opportunities in the Tourism Industry' on October 18, 2022, which was led by Zehra Shallwani, Co-Founder of Dastaan Tours (Pvt.) Ltd. The MBA students who attended posed critical questions to dissect the current tourism blueprint of Pakistan. The session conducted in-depth discussions highlighting the gap in the gender

ratio in Pakistan's tourism industry, the threats to the ecosystem caused by growing tourism and the future of medical and sports tourism in Pakistan. The session also elaborated on the preservation of historical sites in the country, the growing popularity of virtual tours, the critical issue of tourism safety and the development of sustainable tourism for the masses.



Speaker session on opportunities and challenges in Pakistan's tourism industry

## PinkTober: A Talk and a Walk for a Cause



CBS illuminated the SDSB-LUMS building in the colors of pink to commemorate Breast Cancer Awareness Month

The multifaceted event organised by CBS to commemorate Breast Cancer Awareness Month, in partnership with Pink Ribbon Pakistan, a non-profit organisation, on October 21, 2022 featured a panel talk on breast cancer and its awareness in Pakistan followed by a group walk across the LUMS campus.

Dr. Alnoor Bhimani (Honorary Dean, SDSB) opened the talk, which featured expert panelists from the domains of medicine, philanthropy, and entrepreneurship. The discussion ranged from the lack of education of breast cancer in Pakistan, its symptoms and timely treatment, the psychological impacts of the cancer and the initiatives being taken across the country to mitigate this risk and fund treatment including rehabilitation of breast cancer survivors.

The group walk featured the attendees assembling outside the SDSB building carrying pledges and wearing pink ribbons. The SDSB building was illuminated in pink to commemorate PINKtober.

## Women Artisan Micro-entrepreneurs Workshop

A two-day #BridgingTheGap workshop for Artisan women micro-entrepreneurs from the textile sector of Multan, Pakistan was organised in partnership with Kaarvan Crafts Foundation and MBA Women in Business Club (WIB) at LUMS on November 26-27, 2022. This workshop, sponsored by Syeda Henna Babar Ali, was led by Dr. Misbah Tanveer Choudhry, Director CBS with active participation from MBA students. To mitigate the urban-rural divide and enable female micro-entrepreneurs to earn dignified livelihoods for themselves and their families.

Thirty-two artisan women micro-entrepreneurs participated in this activity that primarily focused on transferring essential life skills such as negotiation, selling and persuasion, quick problem-solving and relationship-building. Most importantly, major sessions of the workshop were dedicated to connecting entrepreneurs to a digital platform, catalogue photography of their products and using Canva to curate customised logos and posters for their businesses.

The most striking feature of the programme was the concept of reciprocal sharing and learning embedded in its very foundations. The workshop concluded with the presentation of a token from the CEO, Karvaan Crafts Foundation, Mr. Danish Jabbar to Dr. Alnoor Bhimani, one of the most meaningful and unique souvenirs; a piece of fabric (still attached with the embroidery frame), on which 100 artisan women micro-entrepreneurs had woven their dreams on in colourful *dhaga* (threads).



Team CBS with Dr. Alnoor Bhimani (Honorary Dean SDSB-LUMS) and Kaarvan Crafts Foundation (KCF), standing with the woven gift presented to SDSB-LUMS as a souvenir by the KCF team

## Annual Training: Performance Management in Universal Healthcare

The multifaceted training was hosted at SDSB from January 2-6, 2023 and was led by Dr. Mohsin Bashir (Associate Professor, SDSB) as Programme Director and Kashif Khan (Executive in Residence, SDSB) as Co-Director. The programme featured 19 participants from three organisations: NADRA (National Database and Registration Authority), SLIC (State Life Insurance Corporation of Pakistan) and the Government of Khyber Pakhtunkhwa, Health Department. The training sessions that spanned across five days, featured sessions that used an activity and interactive learning approach with various group exercises and presentations focused on developing more effective healthcare indicators in Pakistan and how to efficiently provide those services to the general public, while developing a sustainable skillset of the workforce and synergising organisational goals and objectives.

## 3<sup>rd</sup> Annual Photography Competition, Click for Change 2022-23

CBS in collaboration with LUMS Photographic Society, launched the competition as an 'Inter-University Competition', across all universities in Pakistan. The theme of Click for Change 2022-23 was rooted in SDG 16 and titled, 'How do you envision peace and tolerance in today's society?' The competition featured two categories: Photography and Digital Arts. Six winners were selected from across Pakistan.

## Ambassadors for Change Programme

Following the success of the first three cycles, CBS launched the 4<sup>th</sup> cycle of its annual flagship educational initiative, 'CBS Ambassadors for Change Programme' in partnership with The Citizens Foundation (TCF).

This programme is rooted in the principle of education equality, under which it strives to create access and opportunity in tertiary education for underprivileged students. The aim of this programme is to assist TCF alumni to improve their test-taking abilities to enable them to enter the tertiary education sector. During the 14-week



Dr. Mohsin Bashir (Programme Director) delivering a lecture as a part of the annual training programme

long programme, from January till April 2023, TCF alumni visited the LUMS campus on consecutive weekends for English and Mathematics classes. This student-engagement programme was led by a team of 27 student volunteers recruited from across all five schools at LUMS. The programme included sessions with the LUMS Consultancy Group and the National Outreach Programme to provide further encouragement and inspiration to the TCF alumni for applying to LUMS for higher education.

## US-Pakistan Think Big Summit

As a part of the international summit, CBS organised a poster competition, with the thematic focus on 'The Gendered Impacts of Covid-19: Keeping Women at the Heart of a Post-Pandemic Economy'. The contest invited students from across LUMS to design posters. The shortlisted submissions were invited to present at the Centre's Hybrid Poster Competition Session, held at SDSB on the day of the summit.

The poster presentations by the students covered distinct themes of the female labour force's involvement in various industries, in the wake of the Covid-19 pandemic. A judging panel led by Dr. Misbah Tanveer Chaudhry, comprising of senior faculty members from SDSB scored the presentations, meanwhile the virtual audience that tuned in for the session, also participated in a virtual polling session, and ultimately three winners were announced which included a tie.

## Talk on Cyber Bullying

CBS organised a panel talk on the crucially important issue of cyberbullying and creating inclusive digital spaces for all communities. The talk, 'Think Before You Type: A Discussion on Cyberbullying in Pakistan' was held on February 6, 2023 and was moderated by Ghazi Taimoor Mirza, Adjunct Faculty and Former Head of Professional Education at SOE, LUMS. The powerhouse panel included, Nighat Dad, Lawyer and Founder of Digital Rights Foundation; Dr. Maryam Mustafa, Assistant Professor, SBASSE, LUMS; Maria Umar, Founder and Director of Women's Digital League and Usama Khilji, Activist, Columnist and Co-Founder of Bolo Bhi.

The discussion dissected various forms of cyberbullying, and the vulnerable communities in Pakistan that are most at risk due to the lack of safety in the digital spaces. Furthermore, the panelists spoke about the lack of a robust legal and policy framework in Pakistan that will ensure security and inclusivity in the digital realm, especially for children, women and the minorities.

## Photography Exhibition and Auction

CBS organised a photography exhibition and auction event, as a part of its Annual Photography Competition, Click for Change.

The exhibition held on March 16, 2023, showcased the winning submissions across all cycles held so far. A certificate distribution ceremony was also held.



Photography Exhibition organised by CBS featuring the winning and honourable submissions of its flagship 'Click for Change' competition

## Student-led Volunteer Session: Joining Hands of Kindness

Under its mandate of curating activities rooted in SDG 3 (good health and well-being) and its mission of developing various volunteer programmes immersed in social service, CBS organised a one-day session in partnership with the Children's Hospital and the Institute of Child Health, Lahore. The session focused on the essence of creating an environment of companionship with the children and their families. Thus, CBS created a holistic three-pronged programme which featured activity clusters (storytelling, storybook narration and colouring books), peer counselling with the families of the children and gift distribution. The programme ingrained with emotional support and empathy, concluded with the CBS team and volunteers doing rounds of various wards at the hospital and sharing gifts and goodie bags with the children and their families.

## Training Session on Policy Communication

CBS organised a training session in collaboration with the Information Department, Government of Balochistan on April 19, 2023. The session was led and delivered by Dr. Ayesha Masood, Assistant Professor, SDSB and affiliated faculty member, CBS. The training was held in a virtual modality and featured an audience of 10 internees that are currently engaged with the Information Department of Government of Balochistan. They took part in a highly interactive discussion that included case studies and strategic communication and policy development exercises.

## Awareness Session on Dengue

CBS conducted an awareness session on the outbreak of dengue and its prevention for the janitorial staff of LUMS. Led by Dr. Zulfiqar Mir (Geriatrician and former instructor at the Department of Population Medicine, Harvard Medical School), the session was held on September 16, 2022. It was prompted by the alarming rise of dengue across the country and the LUMS premises.



Awareness Session on dengue, its treatment and prevention led by Dr. Zulfiqar Mir

## Session on Menstrual Hygiene

CBS organised this awareness session in December 2022, which featured 34 female students from The Salvation Army. The awareness talk was led by Dr. Misbah Tanveer Choudhry (Director, CBS) and focused on the importance of menstrual hygiene and how to destigmatise such a conversation. She also shared important dietary tips during menstruation.

## Webinars

### Celebrating World Youth Day

CBS conducted a webinar 'Youth as Partners: Advancing Development Through Intergenerational Solidarity' to celebrate International Youth Day on August 12, 2022. The webinar was organised in collaboration with Greenstar Social Marketing (GSM) and The Challenge Initiative (TCI). The discussion revolved around the problems caused by generation gaps and how to overcome them, while placing a strong emphasis on SDGs. Education, law, policy and intergenerational activities as presented by the UN were discussed as possible mechanisms through which the gaps can be filled.

## Webinar on Animal Welfare



CBS organised a first of its kind webinar 'Being Kind to Every Kind: Animal Welfare in Pakistan' on November 10, 2022. The panel curated by CBS featured experts from across the globe who have extensive experience in legal, academic, activism and philanthropy work.

The highly informative session emphasised crucial aspects of welfare in the wildlife, livestock and domestic animal community. The panel discussed current legal developments and the dire needs for improvements to strengthen the legal framework for animals such as the need for more veterinarians and international examples of animal welfare that Pakistan can learn from.

# LUMS Energy Institute

## Power Sector Centre of Excellence

This year, the LUMS Energy Institute's Power Sector Centre of Excellence (PSCE) offered specialized trainings to over 300 energy sector professionals from across Pakistan. To date, 1,000+ professionals have benefitted from PSCE and taken courses on short, medium and long term load forecasting, electricity markets, generation planning, and transmission planning amongst others.

## Annual *Pakistan Electricity Outlook* 2022

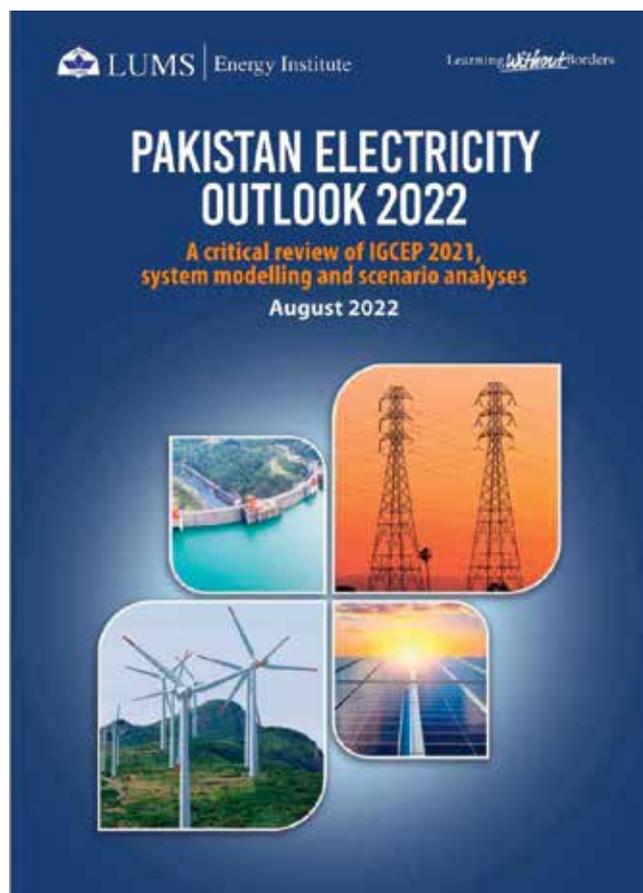
The second edition of the *Pakistan Electricity Outlook* published in August 2022 presented results from LUMS Power Dispatch Model for Pakistan's power system. Based on data and market intelligence, the Report also shares analysis of the business-as-usual trajectory of IGCEP 2021 and explores alternate scenarios on the power system for policymakers to make informed decisions for the sector.

## Power Sector Improvement Activity

LEI continued its support and advisory services to the USAID's Power Sector Improvement Activity (PSIA) – a four-year, USD 23 million USAID-funded programme. Areas of technical expertise covered generation planning, transmission planning, integrated system planning, integrated energy data portal, EFTN-based architecture for weak grid areas, and electric three-wheeler pilot for secondary cities of Pakistan.

## Establishing the E-mobility Research and Development Centre

Geoffrey Pyatt, US Assistant Secretary of State for Energy Resources, announced a grant of USD 600,000 USD to establish an e-mobility research and development centre through USAID's Power Sector Improvement Activity (PSIA) at LUMS. This Center will provide technical support to enhance the capacity of the emerging e-mobility industry in Pakistan to deliver market competitive and standards compliant e-mobility solutions to users within the country and abroad. Additionally, it will also house state-of-the-art EV battery and motor testing and characterization facilities.



## Enabling Municipalities to Harness Digital Energy Data

The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) has offered a grant of EUR 59,000 to LEI to conduct an energy audit and energy monitoring (real-time and historic) of three municipality offices with sufficient occupation. An energy monitoring dashboard was also developed for enable users to conveniently view their energy usage patterns.

## Pakistan Residential Energy Consumption-II (PRECON-II)

Through a EUR 400,000 grant provided by Lacuna Fund in 2022, LEI is collecting electricity demand data of residential buildings across Pakistan to capture various electricity consumption patterns. For this purpose, smart meters are being installed in selected households of densely populated cities in each climatic zone. This shall provide a comprehensive sample to assess electricity consumption patterns in residential buildings in large cities of Pakistan. To complement this data, weather data of the climatic zones will also be collected in the next phase of this project.

## Energy Efficient Housing design

LEI secured an almost USD100,000 grant from Tara Foundation – an autonomous fund hosted at the European Climate Foundation. The objective of the grant is to prepare an evidence-based case for improved energy conservation policies and regulatory measures in the residential building sector. The existing construction and architectural practices promote inefficient use of energy in cooling and heating. Through this grant, research is being conducted to explore alternative and innovative measures in constructing residential buildings that reduce the runaway peak demand burden on the national grid and

hence reduce electricity costs for consumers. LEI's recommendations have already led to amendments in national building code to promote energy efficiency and conservation.

## Real-time Spatiotemporal Emission Mapping

Real-time Spatiotemporal Emission Mapping (RTSTEM) is an EU co-funded project awarded to LUMS that uses a hybrid system of 19 low-cost sensors to measure air quality. The LEI team has deployed eight stationary sensors in different residential areas of Lahore and eleven portable sensors over the roof of electric three-wheelers. These mobile and stationary sensing networks offer the spatial and temporal variability of air quality reading across the Lahore city, reduce the overall sensor count, and provide a sustainable model for the long-term viability of such sensors.

## Partnerships

LEI has signed MoUs with the Federation of Pakistan Chamber of Commerce & Industry, National Energy Efficiency & Conservation Authority, Quaid-e-Azam Thermal Power Company, and Petroleum Institute of Pakistan. These MoUs will allow exchange of ideas, research, project work and advisory services to ameliorate the adverse financial effects in the energy sector and put it on a sustainable path.

# Centre for Chinese Legal Studies



CCLS Director, Dr. Sikander Ahmed Shah with the Consul General in Lahore, Mr. Zhao Shiren

## Courses

This year, the Centre for Chinese Legal Studies (CCLS) offered a new course to the students titled "Political Meritocracy and the Limits of Democracy". This course was envisioned keeping in mind the practice of democracy in Pakistan, and how the 'China Model' works in contrast by centralising effective governance over democratic procedure. This course explored both political and constitutional theory, and was particularly interesting for students of law and politics, and those who prefer to reimagine Pakistan's political order.

Along with this, the Centre continued to offer its flagship Mandarin course for beginners.

## Networking

Dr. Sikander Shah, Director, CCLS, has taken an active role in representing the Centre at various forums. One of the highlights has been his session at the National Defense University, Islamabad, where he was invited as a panelist. His discussion included the dynamics of the trade between China, Iran, and the region, and the different threats and challenges and their solutions.

## Engagement with the Chinese Consulate

In addition to the continued practice of meeting and engaging with other Chinese Centres in Pakistan and exploring connections across the globe, the Centre focused much on its working relationship with the Chinese Consulate. Chinese Consul General in Lahore, Mr. Zhao Shiren has expressed a keen interest in working with CCLS on various projects that could benefit the research and academia of both. The Consulate acknowledges CCLS as a leading Chinese studies institute operating which is uniquely positioned to spearhead a new era of cooperation with Chinese academia.

Interactions with the Consulate have resulted in exploring innovative educational initiatives, Chinese language training programmes, and CPEC-specific research projects. Another core area of focus involves exploring potential opportunities to bridge governance challenges for successful future collaborations, and consequently, improved bilateral ties.

# Technology for People Initiative

## News

- The **Child Protection Project**, in collaboration with UNICEF, Oxford Policy Management, and the provincial governments is being undertaken in each of Pakistan's administrative units. The project aims to create a Child Protection Information Management System, a software to operationalise and secure confidential data flow between multi-sectoral stakeholders during the lifetime of a child protection case.
- As part of the '**Dynamic Financial Data Analytics for Policy and Governance**' project, the Punjab Finance Department and TPI, in partnership with the Sub-National Governance Programme, concluded their collaboration to introduce evidence-based budgeting. The project involved the deployment of artificial intelligence and machine learning techniques to automate financial analysis and budget forecasting.
- Continued partnership with LUMS faculty for the **LUMS Digital Archive Project**, a research repository that aims at collecting, cataloguing and preserving rare material of historical significance and making them available to researchers. The latest instalment in the archival series offers an in-depth account of the 1971 conflict and its aftermath and an overview of the historical and political forces at play.
- Work on the digital survey titled '**Upper Indus Rock Art, Petroglyphs and Inscriptions in Northern Pakistan**' within the flood basin of the eventual Daimer Bhasha Dam is ongoing. The work comprises a physical survey of sites and documentation via geo-referenced images. More than 2,000 3D models have been generated which are available on the web page <https://sketchfab.com/cvlablums>
- '**Cross-Verification of Revenue Data using Third Party Data**' focuses on improving tax revenue collection through remote sensing. TPI aims to leverage satellite imagery of the targeted region to identify temporal differences in constructed and non-constructed land patterns to identify areas to be included in the tax records of the region.
- TPI and National Centre for Robotics and Automation, Agriculture and Robotics Lab (NCRA-ARL), housed at LUMS, in collaboration with WWF Pakistan, have developed an AI-based camera trap for a wildlife detection system. This AI camera trap acts like an early warning system to detect and notify within a minute about the presence of a predator species such as the snow leopard. Notifications via SMS along with a GIF image are sent to the relevant focal point to prevent attacks on livestock.

## Field Activities

- Following Gilgit-Baltistan and Balochistan, the TPI team conducted field testing in Karachi, Sindh for the customised **Child Protection Information Management System** prototype developed for the province.
- With the conclusion of the last phase of the '**Dynamic Financial Data Analytics for Policy and Governance**' project, which was the development of a forecasting tool, a training and user testing exercise was conducted in the Finance Department.
- The TPI team conducted field visits in Gilgit-Baltistan for camera trap deployments for the '**Early Warning System for Snow Leopard Monitoring**' project. The National Geographic-funded project is aimed at leveraging technological innovation to stave off human wildlife conflict.

# Saida Waheed Gender Initiative



Executive Director, Ms. Nighat Said Khan, ASR/IWSL, and Dr. Arshad Ahmad, Vice Chancellor, LUMS, signed the MoU in the presence of honorable deans, faculty, and staff.

SWGI is especially thrilled about the MoU signed between the Centre and Applied Socio-Economic Resource Center and Institute of Women's Studies, Lahore (ASR/IWSL). The agreement is a part of SWGI's larger vision of setting up a 'Women's History Archive and Learning Center', which will preserve and activate the archives of major women's organisations and movements in Pakistan.

Led by Executive Director, Ms. Nighat Said Khan, ASR/IWSL, has donated its research archives, including video and audio cassettes, documentaries, news clippings as well as digital archives, to LUMS. The 'ASR/Nighat Said Khan Archival Collection', are designated for scholars, researchers, faculty members and students of LUMS and ASR/IWSL. Members of the public can also access the collection with special permission.

## Talks & Events

- The Power of Patriarchy on Female Protest Leaders in Conflict and Violence-Affected Settings by Jalila Haider
- Beyond Bondage: Hari Women's Communities of Struggle by Dr. Sarah Suhail



A glimpse of talks and events organised by SWGI in Fall 2022

- Encouraging Female Graduates to Enter the Labour Force by Dr. Farah Said
- Conceptualising Digital Colonialism in the Pakistani Context by Zoya Rehman
- Civic Engagement and Enterprise Development through Women Community Organisations by Dr. Allah Nawaz
- Why are Gender Friendly Inheritance Reforms not Having a Direct Impact on Women's Access and Control over Land? by Dr. Hana Zahir
- Feminist Readings and Critiques of the "Organisation" of Violence and Power in Academic Work by Dr. Marcela Mandiola
- Film Screening: Dagh Dagh Ujala (This Stained Dawn) by Anam Abbas
- Why Period Art Matters by Farah Ahamed
- Book Launch: Queer Companions - Religion, Public Intimacy, and Sainly Affects in Pakistan by Dr. Omar Kasmani
- Queer in/g Pakistan by Dr. Fawzia Afzal Khan
- Student Research Presentations + GSS Information Session and Chai
- Designing Technologies for Economic and Social Empowerment by Dr. Maryam Mustafa & Dr. Hadia Majid
- Khwaja Sirah Interactions with Law Enforcement by Neeli Rana

## Gender Bi-Annual

SWGI released the fourth issue of its Gender Bi-Annual which highlighted various themes, from how gender may drive online learning to how it dictates energy usage, and the powerful ways in which the gender order underlies daily exchanges

## Research

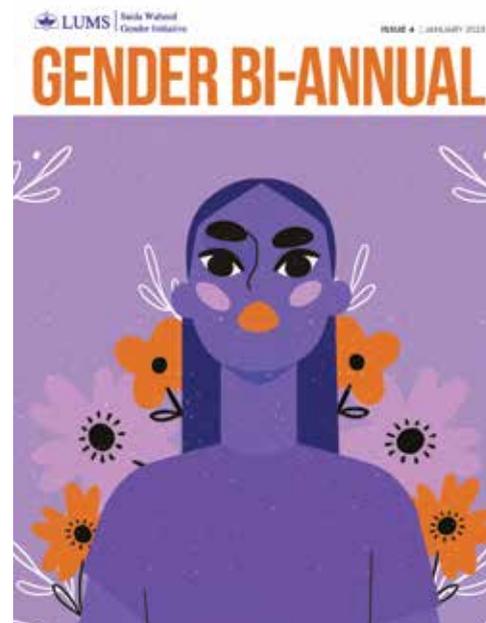
SWGI offers small grants for faculty research and student-led research that use gender or sexuality as a major analytical tool in their work.

### Student Grantees of the 2022-2023 cycle:

- Understanding Marginal Histories – an Ethno-Historical Approach in the Face of Erasure by Maheen Azmat and Musfira Khurshid
- The Criminalisation of Poverty in Pakistan: A Study of Gender and Anti-Poverty Laws by Musa Saeed
- The Intersection of Loss and Mental Illness in the Maternal Realm: A Gendered Analysis of Grief and Memory in Literature by Rida Arif
- A Postcolonial Feminist Examination by Scheherazade Noor
- Issues of Bodily Autonomy, Female Consent and Reproductive Justice in Cases of Surgical Contraceptive Procedures in Punjab by Zain Ul Abidin Khan Alizai

### Faculty Grantees of the 2022-2023 cycle:

- Dr. Hadia Majid and
- Dr. Maryam Mustafa



# National Incubation Centre Lahore

Over the past year, NICL has been expanding its footprint, and has been rigorously introducing reimagined and redesigned entrepreneurial

courses, and further improving its flagship Foundry training. Our entrepreneurial trainings offer a complete and well-rounded experience.

## Entrepreneurship 101

This is a pre-incubation course, developed in collaboration with the University of Saarland, under the TAKE UP Project, a European Union funded project, that aims to strengthen entrepreneurial cultures in Pakistan.

- Ghazi Taimoor Mirza, Head of Professional Education, SOE, was introduced as the new faculty member to deliver E101.
- The course was opened to the public for the first time.
- Registrations increased from 14 in Batch 2, to 30 in Batch 3.
- Participants ranged from a 10th grader to people with more than 15 years of work experience.
- Four startups incubated in cohort 11 were graduates of E101.

## NICL Foundry Training



A group photo of NICL Foundry Program's 11th Cohort and team NICL

A six-month-long, free of cost incubation training.

- NIC Quetta and NIC Lahore had a joint, in-person Investor Summit at LUMS, with 26 startups presenting to leading investors, entrepreneurs, and C-suite level corporate leaders.
- Cohort 11 was formally incubated with the cohort size increasing by 65%.
- New faculty members introduced including Dr. Salma Zaman, Assistant Professor, SDSB, and Shezeen Salim Hemani, Teaching Fellow, SDSB.



Launch of the Bank of Punjab Digital Experience and Innovation Center

## Startup Awards

- MILKIFY, from Cohort 3 was awarded the first position in PFTP startup event, an ICT-based education platform.
- Mr. Umer Farooq, founder Boltay Haroof received the "Best in Community Services" award at the P@SHA ICT Awards 2022.
- Instacare won a PKR 15 million grant from Karandaaz to develop financial inclusion for women.
- The STEM Educators, Cohort 2, were among the Top 5 finalists in the Seed Spark acceleration programme.
- NICL alum Bilal Amjad, CEO of InstaCare was recognised as the Best and Innovative Health Tech Emerging Entrepreneur. He was presented with the Thought Leaders Excellence Award by the President of Pakistan, Dr. Arif Alvi at the Global Digital Summit
- KalPay, from Cohort 6, showcased their startup in Riyadh at Biban 2023, Saudi Arabia's largest start-up, SME, and entrepreneurship conference.
- Muhammad Qasim, founder of Cashmail from Cohort 9, appeared as a speaker in a panel at the Singapore FinTech Festival, the world's largest FinTech festival and global platform for the FinTech community.



## Makers Lab

Under the TAKE-UP project, new machines in the Makers Lab have been introduced including:

- CO2 Laser Cutting Machine
- Resin-based 3D Printer
- CNC Wood Router

# Water Informatics and Technology

## Highlights

### MoUs

- WIT signed an MoU with WAPDA-GMRC to engage in knowledge-sharing and joint research in cryosphere studies, climate change studies, hydrological modelling, and other related fields.
- An MoU with Aga Khan Agency for Habitat (AKAH) was signed to build effective local partnerships and leverage technology in climate-vulnerable regions to assist in mitigation and adaptation efforts, as well as further research in the domain of cryosphere, glaciers or snow cover.

### WIT Alumni

- Dr. Ansir Ilyas, a recent Electrical Engineering PhD graduate, who completed his research at WIT, has joined KAUST as a postdoctoral researcher.
- Waseem Hassan, an Electrical Engineering PhD candidate who is doing his research at WIT, went on a 6-month exchange at Boston University's Earth & Environment Department under HEC's International Research Support Initiative Programme.



VC LUMS, Dr. Arshad Ahmad and CEO AKAH, Ms. Nusrat Nasab during the MoU signing ceremony

## Webinars, Workshops & Trainings

- WIT collaborated with HUC, the University of Innsbruck, and the University of Bremen to host a 5-day workshop on glacial modelling using Open Global Glacier Model (OGGM). The event trained 21 participants representing diverse backgrounds from academic, governmental, and non-profit sectors across Pakistan, who were selected through a competitive process.
- A 2-day workshop was conducted on 'Integrated Assessment Modelling for Multi-Sectoral Policy Insights'. The focus of this training was to introduce the basics of IAMs and to provide a better understanding of the policy insights while discussing real-world case studies of the water-energy-food-climate nexus for the Indus River Basin.
- Dr. Talha Manzoor from WIT participated in a workshop on 'Data-Driven Resilience' for small catchments, part of a DAAD-sponsored project between LUMS, NUST, Namal University, and the University of Hamburg, Germany. The workshop focused on the effective management of small reservoirs to prevent floods. Dr. Manzoor shared his experiences with hydrometric sensor networks in the Namal watershed.

## Events

- The NCRA-Agricultural Robotics Lab showcased its technological innovations at ICRAI 2023 and presented its research on autonomous navigation and mapping of water channels using a Micro-Aerial Vehicle (MAV), demonstrating promising results.
- WIT participated in the Lahore Science Mela 2022, showcasing its robotics equipment and agricultural research sensors, generating special interest among school students and parents.
- The NCRA-Agricultural Robotics Lab participated in Horti Expo 2023, presenting its IoT products and remote sensing-based research for agriculture, attracting interest from industry, government, and farmers.
- WIT participated in the PEP+ Agro Road Show hosted at PepsiCo demo farms in Kasur and Multan, showcasing its digital agriculture technology and promoting sustainable agriculture practices with a focus on innovative solutions for water-saving.
- Dr. Abubakr Muhammad, Executive Director, WIT, attended the physical kick-off meeting for the COMMITTED project held on April 4-5, 2023, in Hague, Netherlands. This meeting was organised by PBL Netherlands, the project secretariat and had participation from all the European and Asian teams. The agenda of the meeting was to discuss the project's roadmap and the way forward.
- Dr. Talha Manzoor, Assistant Professor, WIT delivered a seminar on the Cybernetics of Socio-Ecological Systems at Namal University, as part of their Electrical Engineering department's outreach for graduate admissions.
- Dr. Abubakr Muhammad, Executive Director, WIT, addressed the Lahore College for Women University (LCWU) students on tackling water challenges in the Indus Basin with sustainable agricultural practices and technology. During the talk, he highlighted ongoing research projects at WIT and promoted graduate study opportunities. The session included participation from a WIT researcher and LCWU alumni who shared their experiences at LUMS.



The NCRA-Agricultural Robotics Lab team demonstrating drone technology at the Lahore Science Mela 2022, captivating enthusiastic children who watch with excitement

- WIT hosted a media briefing on World Water Day and showcased its research and interventions in sustainable digital agriculture, cryosphere, and water resource management. WIT faculty emphasised the importance of policy action, technological advancements, and public awareness for achieving sustainable solutions.



WIT faculty engaging in discussion with journalists during a media briefing held on World Water Day

## Grants & Projects

- In January 2023, a new project was awarded to WIT in collaboration with the European DG Clima titled, 'COMMITTED: Climate pOlicy assessment and Mitigation Modeling to Integrate national and global TransiTiion pathways for Environmental-friendly Development'. This project focuses on reinforcing global climate change mitigation by strengthening capacity within Asian modelling teams to model greenhouse gas emissions. This will enable research exchanges between EU and Asian modellers to better define policy-relevant national emission pathways.
- WIT received a scaleup grant for the 'Early warning and communication system for flood risk reduction in Gilgit-Baltistan' project as part of Ian Peter Grants for Internet and the Environment by ISIF Asia. The programme is funded by the APNIC Foundation.
- NCRA-ARL obtained a UK FCDO-funded grant to develop a cost-effective and scalable 'Forest Fire Detection and Early Warning System'. Led by Dr. Murtaza Taj as the Project PI, the team, including Dr. Mian Awais and Dr. Abubakr Muhammad as Co-PIs, employed AI-powered cameras, IoT, and remote sensing technologies for this initiative.
- WIT received a Research Initiative for Societal Challenges (RISC) award for analysing the knock-on impacts of the 2022 floods on Rabi 2023 using remote sensing and field surveys. The project team consists of Dr. Abubakr Muhammad, Dr. Murtaza Taj, Dr. Jawairia Ahmad, and NCRA-ARL researchers.
- Dr. Talha Manzoor secured the Technology Product Development Fund from the Electrical Engineering department for the project, 'An indigenous solar food dehydrator for sustainability of agricultural produce'.
- Dr. Jawairia Ahmad secured the Faculty Initiative Fund (FIF) for field-scale soil moisture estimation using machine learning and the data fusion of remotely-sensed and in-situ sensors data.

## Field Activities

- Dr. Jawairia Ahmad led an important expedition to collect in-situ snow data from Skardu, Gilgit-Baltistan. This field campaign aimed to collect important data for improving remote sensing models for snowmelt estimates in the Karakoram and Himalayan mountains.
- The NCRA-ARL team conducted regular drone flights in the Okara region and field-tested the drone-based remote sensing technology for enhanced monitoring and management of agriculture.
- NCRA-ARL, in collaboration with WWF Pakistan and KPK Forest Department, successfully deployed the Forest Fire Detection Early Warning System in Mansehra. With Dr. Murtaza Taj as project lead, the field deployment involved PTZ cameras and IoT sensors for early fire detection, and remote sensing based fire hotspot prediction.
- Drs. Abubakr Muhammad, Murtaza Taj, and Jawairia Ahmad along with the NCRA-ARL team, visited MUET Jamshoro to collect field data from flood-affected areas in Sindh. This visit was a part of the project focusing on analysing the knock-on impacts of the 2022 floods on Rabi 2023 using remote sensing and field surveys.



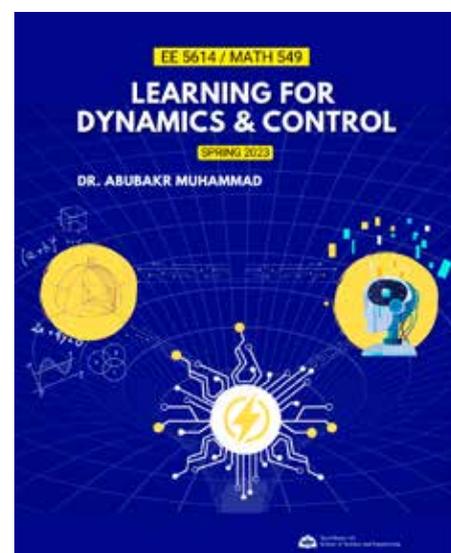
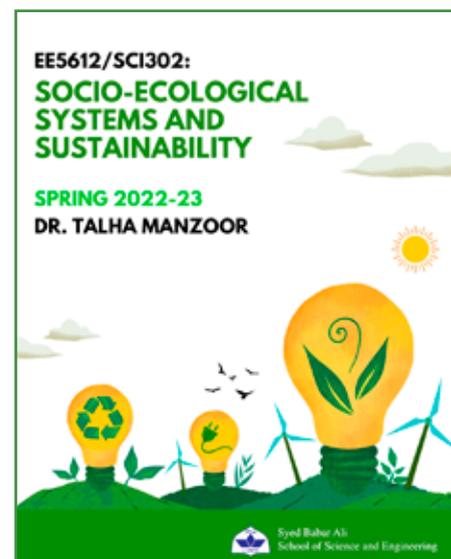
The WIT team collecting snow samples during their field expedition in Skardu, Gilgit-Baltistan

## Academics & Research Outcomes

- WIT offered various courses, including Learning for Dynamics and Control by Dr. Abubakr Muhammad, Socio-Ecological Systems and Sustainability by Dr. Talha Manzoor, and Remote Sensing of the Environment by Dr. Jawairia Ahmad.
- Dr. Jawairia Ahmad, Post-Doctoral Fellow and Adjunct Faculty at WIT, had her research paper titled 'SMAP soil moisture assimilation to enhance streamflow estimates across South Asia' published at the 2022 IEEE International Geoscience and Remote Sensing Symposium.
- Tallat Mahmood, Research Associate, WIT, presented his research 'Field-scale soil moisture estimation using machine learning and remotely-sensed data' at the International Conference on Mitigation and Adaptation for Climate Change (MACC2023) held at Forman Christian College University (FCCU). The method aims to enable farmers to make informed irrigation decisions by estimating soil moisture at the farm scale, using machine learning and remote sensing data.
- Tallat Mahmood, Research Associate, WIT presented a research paper by Syed Izzat Ullah at the 5<sup>th</sup> International Conference on Robotics and Automation in Industry (ICRAI2023) held at the University of Engineering and Technology, Peshawar. Using a micro aerial vehicle, the research proposes an autonomous navigation and 3D mapping system for inspecting canals, which aims to reduce human labour, enhance efficiency, and improve routine inspections.
- Mohammad Sohail, GIS analyst at WIT, contributed towards the following research outcomes:
  - o Ahmad, J., Nazir, U., Sohail, M., Muhammad, A., Taj, M. and Sahajpal, R., 2023. Analyzing the Knock-on Impacts of 2022 Floods on Rabi 2023 Using Remote Sensing and Field Surveys.
  - o Sohail, M., Ahammad, Z. and Muhammad, A., 2022, December. Catchment-Level

Seasonal Snowdepth Mapping and Monitoring Using Sentinel-1,-2 and IoT Sensor Validation in the Upper Indus Basin. In AGU Fall Meeting Abstracts (Vol. 2022, pp. C46B-04).

- o Assessment of the 2022 Flood Disaster In Pakistan's Lower Indus Plain Using Sar and Optical Remote Sensing. Conference paper accepted in IGARSS 2023. The conference will be held in Pasadena, California, USA from July 16 – 21, 2023
- Mariam Arif, Research Assistant, WIT, had her research paper titled 'Optimal Control for Sustainable Intervention in a Coupled Socio-Climatic Model of Air Pollution' accepted for publication at IFAC World Congress 2023.



# Mahbub Ul Haq Research Centre

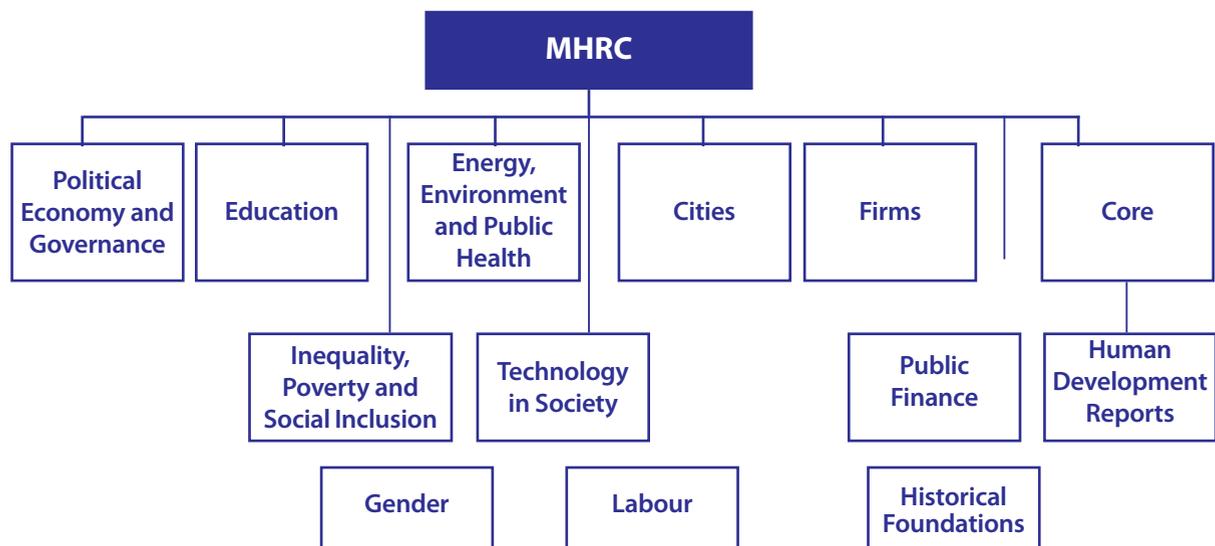
The Mahbub ul Haq Research Centre (MHRC) supports interdisciplinary research, scholarship, and teaching on issues of human development, social exclusion, and inequality across South Asia. Its vision is to co-construct knowledge on

critical challenges with a community of scholars, students, practitioners, and social actors to bring about transformative changes for an inclusive and equitable society.

## Research Clusters

MHRC has 8 research clusters. Fellows from each cluster provide research leadership in their areas of interest. The clusters offer research fellows the opportunity to work in peer groups and draw on expertise across disciplines. Gender, labour, and historical foundations are considered as significant cross-cutting themes.

MHRC has 122 Research Fellows working together on various projects and publications, including 43 external fellows and 79 resident fellows based at LUMS. The Centre's external fellows are based at renowned universities, such as Harvard, Yale, Stanford, Columbia, Brown, Sussex, Georgetown, among many others; and policy think tanks such as the Overseas Development Institute (ODI) and the Austrian Institute for Economic Research.



## Publications

The Centre undertakes a range of publishing efforts, from the annual issue-driven Human Development Report to academic blogs and journal articles written by MHRC fellows.

### Human Development Report

MHRC is currently engaged with the Institute of Development Studies (IDS), one of the world's leading international development think tanks associated with the University of Sussex, in preparation of the next Human Development Report on Gender and Cities.

## Pakistan Dialogues

MHRC's blog, *Pakistan Dialogues*, invites scholars and practitioners to draw on their work and share their knowledge and expertise to further cultivate an understanding of national and global challenges, and how they can be addressed. In the past year, the following pieces were notable:

A. Burki, A., Arif, V., & Memon, A. (November 12, 2022). Sensitivity of Crop Yield and Productivity to Climate in Punjab

Hasan, S., Rasheed, & M., Nayab, T. (October 14, 2022). Climate and Environmental Crisis: A Ray of Hope Through Uptake of Electric Bikes

Khan, A., Besley, T., Burgess, R., Old, J., & Xu, G. (July 22, 2022). Bureaucracy, State Capacity, and Development

## Selected Journal Articles by Fellows

Cheema, A., Khan S., Liaqat, A. & Mohmand, S. K. (2022). *Canvassing the Gatekeepers: A Field Experiment to Increase Women Voters' Turnout in Pakistan*. *American Political Science Review*, 18, pp. 1–21.

Afzal, U., d'Adda, G., Fafchamps, M. & Said, F. (2022). *Intrahousehold Consumption Allocation and Demand for Agency: A Triple Experimental Investigation*. *American Economic Journal: Applied Economics*, 14 (3), pp. 400–444.

Siddiqi, S. A. (2022) *Contested Identities; Competing Accountabilities: The Making of a 'Good' Public Schoolteacher in Khyber Pakhtunkhwa, Pakistan*. *Research on Improving Systems of Education (RISE)*. Political Economy Paper.

Sajjad, F. & Javed, U. (2022). *Democracy, Legitimacy, and Mega-Project Politics: The Evolution of Lahore's First BRT Corridor*. *Antipode*, 54(5), pp. 1497–151.

Habib, A., Nasim, S., & Shahab, A. (2021). *Charting Pakistan's Air Quality Policy Landscape (E-21019-PAK-1)*.

## Events

The Centre organises multiple events to encourage and stimulate in depth conversations about human development among various stakeholders and the wider public. These events provide participants with a platform to learn from experts in the field, discuss policy challenges and share their unique perspectives in a variety of formats.

### MHRC-Chaudhry Nazar Muhammad Department of Economics Collaborative Sessions

MHRC, in collaboration with the Economics Department at LUMS, hosted an insightful session with Dr. Miftah Ismail, the former Federal Minister of Finance and Revenue, titled 'The Urgency of Economic Reforms'.

### MHRC-SEED Collaborative Sessions

This webinar series was initiated in collaboration with the Sustainable Energy and Economic Development (SEED), Pakistan to host engaging panel discussions with experts from around the world to explore how behavioural science tools can be used for cost-effective, citizen-centred and easily implementable solutions to solve modern policy problems. The themes that were covered this year included the impact of behavioural economics on public policy such as revenue collection and using satellite data for natural disasters.

### Annual Conference 2022: Pathways to Development: Equitable and Sustainable Growth in Pakistan

MHRC hosted this three-day conference in collaboration with the Institute of Development & Economic Alternatives (IDEAS), Chaudhry Nazar Muhammad Department of Economics at LUMS, Institute of Development Studies at University of



MHRC webinar (in collaboration with SEED), The Use of Satellite Data for Disaster Management



MHRC webinar (in collaboration with SEED), Behavioural Insights to Drive Positive Change

Sussex (IDS), Consortium for Development Policy Research (CDPR), International Growth Centre and the Centre for Economic Research in Pakistan (CERP).

Over the three days of the Path2Dev conference, more than 70 speakers presented the latest development research on Pakistan across 22 engaging panel sessions. The conference showcased the remarkable work of a thriving research community giving participants the opportunity to learn from the insights of government and industry colleagues. The speakers spanned both local and international policy and educational institutions including The World Bank, Ehsaas Program, Asian Infrastructure Investment Bank, University College London, National Commission for Human Rights, New York



Pathways to Development Panel Discussion, Fostering Inclusive Development Behavioural Insights to Drive Positive Change



Pathways to Development Parallel Session 15, Politics, Selection and Candidacy

University, Pakistan Institute of Development Economics, Singapore Management University, International Monetary Fund, Institute of Business Administration, London School of Economics and Political Science and Population Council, Delaware among others.

## Research Projects

Ongoing projects based at MHRC, led by the Centre's fellows:

- Belief Formation, Signal Quality and Information Sources: Experimental Evidence on Air Quality from Pakistan. Principal Investigator: Sanval Nasim
- The Political Economy of Progressive Property Tax Reform: Evidence from Pakistan. Principal Investigator: Ali Cheema
- Increasing uptake of digital payments among micro and small merchants in Pakistan. Principal Investigators: Farah Said and Kashif Malik
- Understanding Agri Supply Chain Dynamics and Price Wedges. Principal Investigator: Sher Afghan Asad and Farah Said

## Partnerships

- UN Development Programme
- Institute of Development Studies
- Centre for Economic Research Pakistan
- Akhuwat Foundation
- International Growth Centre
- Small and Medium Enterprises Development Authority (SMEDA)
- Consortium for Development Policy Research

# LUMS Learning Institute

The LUMS Learning Institute (LLI) successfully completed three years under its founding leadership, creating and engaging in opportunities to enhance teaching and learning at LUMS and beyond. Along with providing support to the teaching and learning community at LUMS, LLI has upscaled its impact to learners beyond our borders. In light of this strategic goal, the offerings at LLI have evolved and developed into multi-faceted programmes, engaging multiple stakeholders in conversations about teaching and learning. LLI's focus areas are as follows:

## Faculty Support

### Faculty Certificate in Teaching and Learning

This caters to different faculty needs and interests through customised school-specific interventions. It also offers differentiated routes to completion for faculty at different points in their career. The modules of the certificate enable participants to hone their instructional skills, offer useful insights about course design, cultivate observation as well as feedback for professional growth, and develop learning communities. An advanced level of the certificate offers support to the faculty in developing a teaching dossier, which involves designing and assembling evidence to support their teaching excellence.

### Train the Trainers

Encouraging faculty ownership at LLI, key members of the community are invited to join the Train the Trainers programme, whereby interested faculty members go through a series of workshops and sessions designed to build their capacity as trainers. This year, the programme was offered twice in the disciplines of Course Design and Teaching Dossier Development.

### Scholarship of Teaching and Learning

To encourage evidenced-based teaching and learning, LLI supports research initiatives in pedagogy as a core function that runs across all

verticals of support at LLI. For this purpose, the Centre creates and engages in collaborations that informs its work in supporting evidence-based pedagogy, contributes to institutional teaching and learning priorities, and develops new knowledge about teaching and learning. Additionally, two LLI staff members contributed to pedagogical research in international journals on the topics of faculty-student partnership at LUMS.

## Learning Communities

The peer-led conversations on teaching and learning at LLI were revamped, and faculty members were invited to lead discussions on topics related to teaching, learning, research, and mentorship. Dr. Ghazal Mir Zulfiqar talked about 'Supervision and Mentorship of Graduate Students' and Dr. Ihsan Ayub Qazi led an informative talk on 'Writing Recommendation Letters for Students' during Tea Hour Discussions at LLI. LLI also collaborated with the Office of Academic Affairs and Student Success to offer the 'Faculty Workshop Series', a host of faculty-led sessions centered on advising and mentoring students.

Taking these conversations beyond LUMS, LLI engaged the VC Teaching Award winners of year 2021-2022 in a panel discussion, titled 'Making a Difference in Classroom and Beyond.'



Panel discussion with the VC Award Winners

A similar in-person panel discussion on 'The Role of ChatGPT in Higher Education' was also hosted by LLI, where participants from the education sector from across the country were invited to attend an informative talk. The panel, moderated by Dr. Hamad Alizai, comprised of Dr. Arshad Ahmad, Dr. Jessica Albrent, Dr. Ihsan Ayub Qazi, Dr. Nauman Faizi, Mr. Yasser Bashir, and ChatGPT itself.



Panel discussion on the impact of ChatGPT on higher education teaching and learning

This panel discussion was then followed by an interesting talk by Dr. Agha Ali Raza titled 'ChatGPT: the Good, the Bad, and the Ugly' where he talked about the strengths and weaknesses of the AI model and discussed the implications on higher education and assessment.



Dr. Agha Ali Raza delivering a talk on 'ChatGPT: the Good, the Bad and the Ugly'

## Teaching Excellence Awards

Currently running the third cohort, LLI received 14 portfolio submissions from across LUMS that were reviewed by the Selection Committee. LLI also offers support to the faculty in composing teaching philosophy statements as well as gathering strong evidence to build their portfolios, which are crucial requirements for portfolio submission.

## Student Support

### Pedagogical Partnerships Programme

This Programme envisions students and faculty members to work as partners and target gaps in the learning taking place in various fields. In 2022-23, the Programme supported 22 partnerships with more than 44 students and faculty/staff partners on a range of Course Design, Course Delivery and other teaching and learning related projects.

### Partnership Showcase 2022

This one-day multidisciplinary event showcased the projects developed under faculty and student partnerships. It offered an opportunity to view these collaborative projects on various teaching-and-learning-related topics, meet and network with the faculty and student partners, and to create a learning community where sharing of evidence-based knowledge is encouraged. The event featured a showcase of nine projects, a workshop on 'Reimagining Faculty-Student Collaborations' for educators, and a panel discussion on 'Elevating Student Voice in Teaching and Learning'.



Faculty and student partners showcasing their Partnership Project at Showcase 2022

## TA Development Programme

This initiative caters to the needs of LUMS TAs. Held in Fall 2022 and Spring 2023, it comprised webinars on Effective Communication, Feedback and Course Management, and an in-person panel discussion. The sessions provide a platform for the TAs to bring into discussion various frequently faced situations during their role as a TA at LUMS and connect them to a community of faculty as well as fellow TAs.

## Strategic Initiatives

LLI has been collaborating with the community at LUMS to extend mutual teaching and learning initiatives beyond borders. LLI has been working extensively with the Centre for Continuing Education Studies (CES) at LUMS to launch joint offerings that have been designed to benefit the teaching and learning community.

The **Signature Pedagogy** series is offered through the CES platform, constituting multiple workshops led by the LUMS faculty. Leading with the idea that each discipline demands a unique pedagogical approach, the faculty at LUMS are invited to share proposals that aim to offer discipline-specific training to the teaching community at large. Current offerings include 'Designing and Delivering

Data Sciences Courses at Scale', a workshop that enables participants to develop data science courses and create inter-disciplinary data science programmes.

CES and LLI also piloted the first round of LLI's Instructional Skills Training (IST) workshop, rebranded as 'Mastering the Art of Teaching and Training', to the external community.

LLI has been invited by the district government of Gilgit Baltistan to design a STEM-inspirer Bootcamp for highschool students in Gilgit. LUMS students will be designing a two-week training programme contextualized in nine STEM-related topics and will be traveling to Gilgit in July 2023 as instructors to teach and inspire high school students in this remote area.

## Technology-enhanced Learning

In this technology and AI-driven age of learning, LLI offers support to the faculty and students to build and sustain engaging and technologically advanced learning experiences. By identifying gaps in the classroom experience of teachers as well as students, LLI is aiming to develop support programmes like workshops, guidebooks and other teaching resources that will cater to the growing needs of the learning community of the present age.

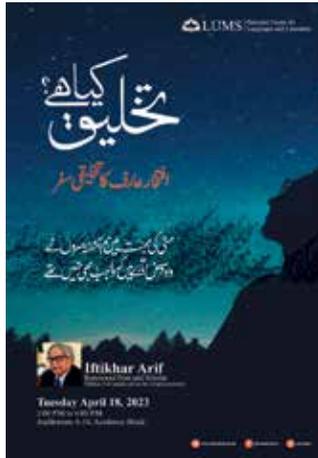


Mastering the Art of Teaching and Training; participants designing learning outcomes in an interactive activity

# Gurmani Centre for Languages and Literature

The Gurmani Centre for Languages and Literature (GCLL) has been championing the cause of regional languages, literature, and art since its inception in 2019. The Centre prides itself on encouraging and promoting all forms of creative expression, and endeavours to further expand its repertoire with diverse, multicultural, and previously uncelebrated events. Of the latter, the Centre hosts a variety each semester, with different themes, carefully curated as individual performative acts to inspire deeper engagement with the history and practice of indigenous languages and literature, and the arts in Pakistan.

## Spring Semester 2022-23



GCLL was pleased to welcome renowned Pakistani poet, writer, and scholar Iftikhar Hussain Arif to speak about his creative impetuses. Recognised as one of the most imminent contemporary Urdu poets, Arif's artistic impetus can be traced to a variety of sources, including his personal experiences, cultural stimuli, and his inimitable imaginative acuity.



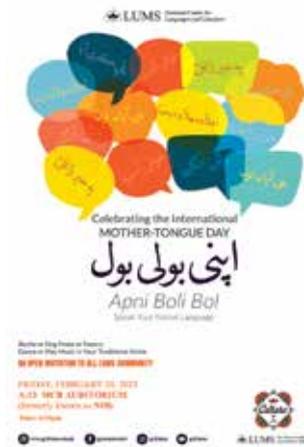
The Centre hosted a celebration of Nowruz, the Persian New Year Festival with Director General of the Iranian Cultural Institute, Mr. Jafar Ronas as the chief guest. Guests were treated to an evening of Persian calligraphy, art, santoor and reed music. The Khāna-e Farhang (Iranian Cultural Institute) had a stunning exhibit of Iranian handicrafts, calligraphy and a collection of Persian books on display.



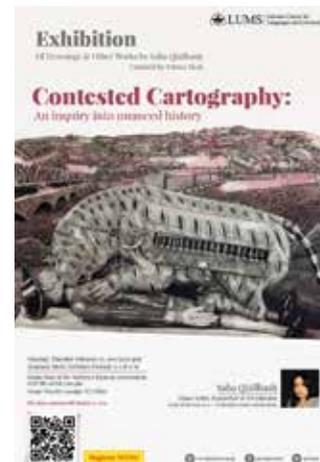
A two-day workshop on academic prose writing in Urdu was led by renowned prose writers Dr. Najeeb Jamal, Dr. Khalid Mahmood Sanjrani, Dr. Fatima Fayyaz, and Dr. Nasir Abbas Nayyar, who conducted the session in person. Additionally, Dr. Sarwar Al Huda from India joined via Zoom to offer expert insight.



Saraiki poet and fiction writer Rafat Abbas' Seraiki translation of a Sindhi poetry anthology by Khalil Kanbhar was launched. The translation was discussed by a panel of scholars including Rana Mehboob Akhtar, Ali Dost Ajiz and Rifat Abbas. Dr. Nasir Abbas Nair was the moderator of the session.



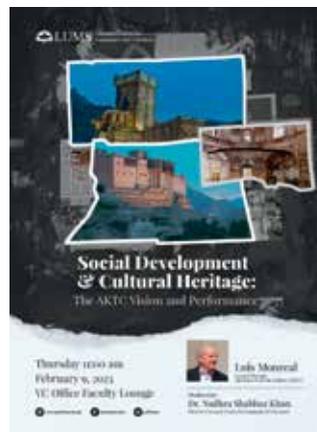
The programme to celebrate the International Mother Tongue Day included an open mic hour where attendees, shared prose or poetry of in regional languages. The keynote address was scholar Zubair Torwali, researcher, author, activist, and educator based in Swat.



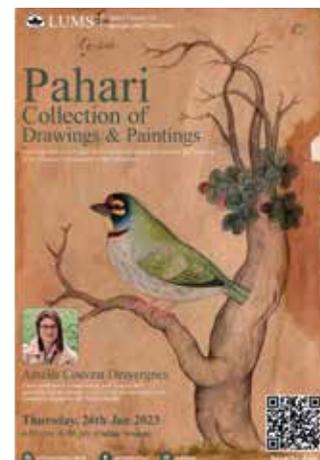
The Centre unveiled an art exhibition featuring renowned artist Saba Qizilbash's artwork and curated by Fatma Shah. With a BFA in Painting from the National College of Arts (NCA), Lahore, a Masters in Art Education from RISD, USA, and an MFA from the Ruskin School of Art, University of Oxford, Qizilbash's oeuvre is inspired by personal experiences, cultural heritage, historical and socio-political issues.



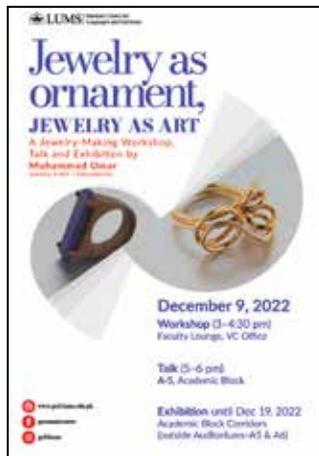
Dr. Abaseen Yousafzai, former Chairman Department of Pashto in charge Khyber Union Hall Islamia College University, Peshawar, and Dr. Noor ul Amin Yousafzai, Deputy Director Bacha Khan Research Center, visited LUMS. The Hujra remains an integral element of Pashtun society- a gathering place, a symbol of hospitality, and a platform for communal, political and legal decision-making.



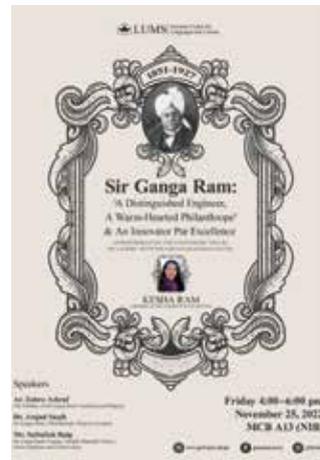
Mr. Luis Monreal, General Manager Aga Khan Trust for Culture visited LUMS for a conversation on how the reconstruction of physical cultural assets and the restoration of immaterial cultural heritage contribute to material progress in contemporary communities and societies. Mr. Monreal appreciated the sustained, preservation and restoration efforts being undertaken at historical sites in Lahore.



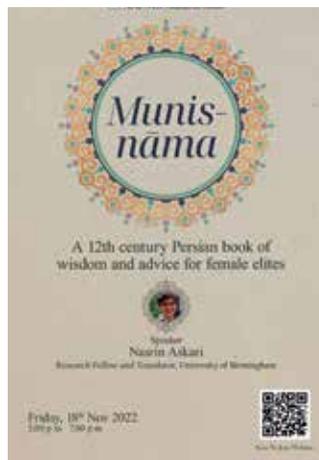
The Centre organised an online conversation presented by guest speaker Ms. Amélie Couvrat Desvergnés; an independent paper and book conservator and researcher based in the Netherlands. Ms. Desvergnés specialises in Islamic and Indian manuscripts and works on paper and has served at the Qatar Museum of Islamic Art and museums in Europe.



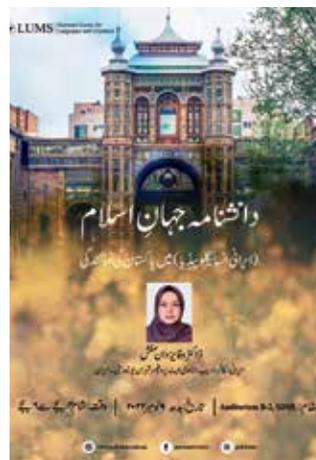
The final exhibition to bid an artistic adieu to the year 2022 was directed by Dr. Nadhra Shahbaz Khan and curated by guest curator Shah Abdullah Alamee. It showcased the work of graphic and jewelry designer Muhammad Umar, who trained at the National College of Arts, with a Master's in Contemporary Art for Educators from the University of Sydney.



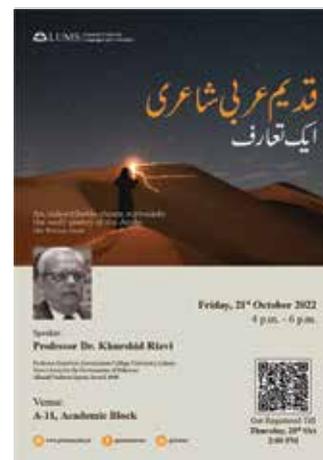
GCLL welcomed Senator Keshu Ram Hinsdale, great granddaughter of Sir Ganga Ram. Senator Hinsdale and other distinguished speakers revisited and appreciated the legacy of her great grandfather, Sir Ganga Ram (1851-1927) who is considered the father of modern Lahore and known for his services as a civil servant and philanthropist to the city during the British rule.



Dr. Nasrin Askari, a research fellow and translator at the University of Birmingham, has taught the Shāhnāma, classical Persian literature in English translation, history of Iran, and post-revolutionary Iranian cinema at the University of British Columbia and University of Toronto. At LUMS she spoke about her critical edition of the Mūnis-nama, a 12<sup>th</sup> century Persian manuscript of wisdom and advice for the female elite.



Dr. Wafa Yazdan Manish, an Iranian scholar was invited for a talk on Danish Namah Jahan-e-Islam. The publication is one of Iran's renowned encyclopedias. She is an Assistant Professor and curator of research on the Indian subcontinent and Urdu language and literature at the University of Tehran. She spoke about her research on Pakistani Urdu literature, and enduring cultural links between Iran and Pakistan.

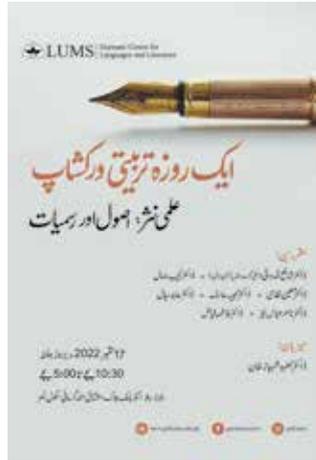


Professor Dr. Khurshid Rizvi, a multifaceted scholar of oriental languages equally fluent in Arabic, Persian, Urdu and English and well-versed in Punjabi, regaled attendees with a historic and literary overview of early Arabic poetry. He highlighted the eloquence of Arabic poetry and elucidated the structure of the qasida and *tashbeeb*.

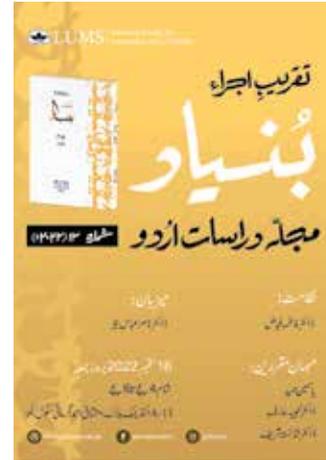
## Fall Semester 2022-23



The Centre organised a session on the intricacies of present-day Urdu novel writing in India. The session was moderated by Dr. Nasir Abbas Nayyar. Renowned Indian novelists Abdul Samad from Patna, Dr. Sarwarul Huda from Delhi, and Dr. Shafay Qidwai from Aligarh also joined in via Zoom and spoke in detail about various noteworthy novels of the century.



An Urdu Academic Writing Workshop designed for MPhil and PhD students was organised. Eminent scholars including Dr. Najeeb Jamal, Dr. Moeen Nizami, Dr. Najiba Arif, Dr. Abid Sial, Dr. Nasir Abbas Nayyar, Dr. Shafay Kidwai and Dr. Fatima Fayyaz conducted the workshop to help participants develop an understanding of core skills and methods required for planning and writing research papers.

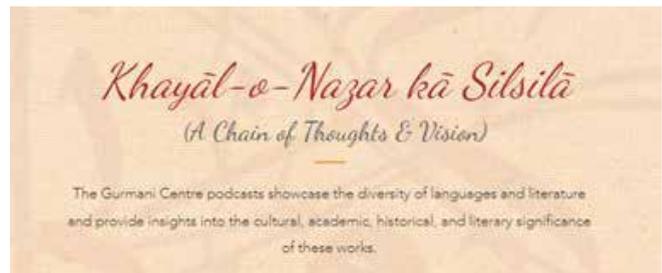


The 13<sup>th</sup> issue of *Bunyād*, the annual double-blind peer-reviewed scholarly Urdu research journal features unpublished works on Urdu language, literature, culture, linguistics, semantics, history, and philosophy. The launch event was hosted by Dr. Nasir Abbas Nayyar and Dr. Fatima Fayyaz. The guest panel included eminent scholars Prof. Yasmeen Hameed, Dr. Najiba Arif and Dr. Shaista Sharif.

## Podcast

The Gurmani Centre for Languages and Literature podcast has become an effective medium to share literary and linguistic content.

- Hikayāt-e-Sa'dī
- Manto's Short Story "Dhuvāñ" — A Religious Compendium of Artistic Configuration.
- Frantz Fanon, Sixty Years after his Death: Review and Relevance



# Continuing Education Studies

The Centre for Continuing Education Studies (CES) at LUMS is committed to providing educational opportunities to a diverse range of learning communities in Pakistan. The Centre's programmes are tailored to cater to the specific needs and expectations of learners from different backgrounds and walks of life.

CES offers a variety of courses with flexible durations, including weekend-long workshops, short evening courses, and semester-long

programmes. The courses are taught by renowned LUMS faculty and industry experts, and thousands of student enrolments are received from all over the country each year. Many of the courses are open to all and do not require any prerequisites.

The courses are designed to cater primarily to individuals who are not necessarily seeking to enrol in a degree programme but are interested in exploring new subjects or pursuing their lifelong passions to enhance their skills in a particular area of interest.

## Highlights

**2,000+**  
participants enrolled  
in online and in-person  
courses

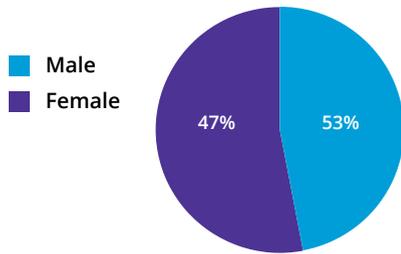
**80+**  
courses offered

- 10 new and exciting offerings such as Artificial Intelligence for Managers, Microsoft Power BI Bootcamp, Investing in the Stock Market, Introduction to Marketing, and Digital Journalism.
- 'Teach at CES' initiative attracted several LUMS alumni to teach as instructors.
- Over 50% of the instructors are alumni, teaching courses in diverse fields and sectors
- Gained a wider global audience with the proliferation of online courses, attracting participants from various countries, including the US, Canada, UK and UAE.
- Developed customised courses tailored to the specific needs of various companies, including Artificial Intelligence for Managers for Allied Bank Ltd. and Digital Journalism for City 42.
- Launched a series of weekend courses and workshops on Entrepreneurship, Artificial Intelligence for Managers, and Microsoft Power BI Bootcamp.
- Partnered with the LUMS Learning Institute to offer training programmes on Teaching and Training.

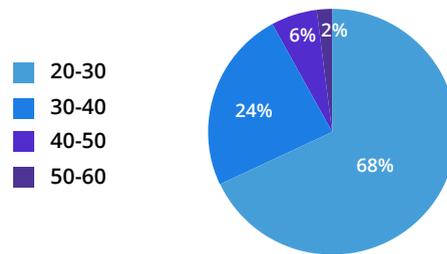


## Demographic Analysis

### Gender Ratio



### Age Group Division



## Diversity by Profession

Others (Students, Entrepreneurs and Housewives)

46%

Middle Management

31%

Higher Management

23%



# Pre-College Programmes

## Summer/Winter School

The Summer/Winter School provides students with a platform to learn in an intellectually stimulating environment and experience the social and academic opportunities a college education has to offer. Designed for high school students, this programme offers courses from diverse disciplines as well as guidance regarding college applications and preparation.

## Young Learners Programme

This Programme was offered for the first time in 2022. It was curated for children between the ages of 9-12 to attend to their creative and academic needs, with courses ranging from Debates and Mathematics to Communication Skills.



## Enrolments

### 462

Summer School

### 82

Young Learners

### 72

Winter School

## Popular Courses

- Smartphone Photography
- Communication Skills
- Personal Effectiveness
- Academic & Research Writing Skills

## Geographical Ratio

SUMMER SCHOOL	
INTERNATIONAL	2%
LAHORE	40%
ISLAMABAD/RAWALPINDI	15%
KARACHI	17%
OTHER CITIES	26%

WINTER SCHOOL	
ISLAMABAD/RAWALPINDI	18%
LAHORE	53%
KARACHI	8%
OTHER CITIES	21%

OFFICES

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# Office of the Vice Chancellor

The Office of the Vice Chancellor (VC) supports the Vice Chancellor, the Provost and the Executive Director of Strategic Initiatives in strategic stakeholder engagement, operational matters, and overseeing the flow of business through the University.

Several administrative departments report directly to the VC Office including Finance, Human Resources, Advancement, General Administration, Information Systems & Technology, Internal Audit and Strategic Initiatives. The Executive Director of Strategic Initiatives oversees units including LUMSx, Continuing Education Services, Raising Executive Development Centre, Office of International Affairs, LUMS Learning Institute and National Incubation Centre, Lahore. The VC and Provost Offices have helped to establish Health and Safety to complement the new Wellness Centre and also periodically support other centres and units at LUMS.

Furthermore, the VC Office initiates several university-wide initiatives and bridge-financing projects that are elaborated in this report. The VC Office is also responsible for major university-wide events including Orientation, Convocation, board meetings, conferences, meetings with industry leaders, donors and philanthropists, ambassadors, and other senior officials. It also interacts frequently with other vice chancellors, the Higher Education Commission and holds several ex-officio positions in national and international organisations.

## Vice Chancellor's Council

The VC Council is comprised of the Vice Chancellor, the Provost, and six Deans. The team meets weekly

for strategic planning and is a forum to discuss critical issues and institutional priorities. The Council has led several initiatives this year focusing on strengthening academic programmes, a revised budgeting framework, streamlining governance, and immersive and online learning at LUMS. The Deans have identified critical priorities specific to their respective schools including curriculum programming, sustainability initiatives, fundraising endeavours, optimising budget constraints, and enriching the student experience. These initiatives are documented in each School's section of this report.

## Brokering New Partnerships

The VC Office helped to broker several exciting partnerships that have evolved into tangible, impactful ones. For example, LUMSx is now working closely with Arbisoft, Pakistan's largest software design and engineering firm to increase access to quality learning through a large repository of asynchronous courses across Pakistan. LUMSx has already indigenised *Learning How to Learn*, one of the world's most subscribed courses, by translating it into Urdu and modifying it for Pakistan's massive population of potential learners. This initiative is driven by the core philosophy of *learning without borders* and LUMS' commitment to breaking down various barriers to increase access to high quality education.

Similarly, LUMS is leading a collaboration with 11 top universities in Pakistan to produce high-quality, asynchronous, online courses for the whole country's new national undergraduate core curriculum. This unique collaboration promises high impact as the courses will comprise one-quarter of the content and learning experience for all baccalaureate programmes nationwide. Such innovations extend top-quality



Leadership of HEDP, LUMS, and collaborating universities along with the Director of HEC



Students of LUMS and UoBS taking a class in the plains of Skardu

learning opportunities to young people from every region, whether they are enrolled in a university, let alone a top-quality university.

Similarly, the successful collaboration between LUMS and the University of Baltistan, Skardu that was launched in 2022 will expand in 2023 to give more students and faculty the chance to learn with and from one another in Skardu. This summer, a total of 10 immersive experiential courses will be offered and participation is widened to include international students and alumni. In addition, the VC Office has partnered with the LUMS Learning Institute to take 55 Computer Science students to Gilgit to lead IT bootcamps across 25 high schools. And later in the summer, REDC will launch a week-long retreat in the Hunza Valley for C-suite leaders led by expert international facilitators. Participants will have the chance to explore how various business sectors can navigate challenges facing Pakistan.

These partnerships exemplify cross-sectoral, transdisciplinary processes that are integral to *learning without borders* and to producing innovative ideas that lead to high-impact interventions that make a difference.

## Vice Chancellor's Administrative Council

The Vice Chancellor's Administrative Council provides guidance on and oversight of central university operations, policies, and major events. Led by the VC, the Council comprises senior administrative directors of Advancement, General Administration, Finance, Information Systems and Technology, Human Resources and Strategic Initiatives. Over the past year, the teams have successfully implemented significant enhancements on campus. These include an inflation-relief campaign for custodial and vulnerable staff who are being provided vouchers for food, fuel and medicine, new policies for campus residents, additional health services, and a robust awards and career progression system for staff. The Advancement team also developed a new events page on the LUMS website to increase access to information and to keep the community up-to-date on what's happening at the university.

A range of healthy food choices are now available on campus including Fusion Café and a significant renovation of the Pepsi Dining Centre with 6 new food stations and a campaign to eliminate plastic and increase recycling efforts that are aligned with LUMS' sustainability initiatives. The redesigned

space will not only cater to dining needs but also create space for studying and interaction. The Council has made progress towards the goal of having a smoke-free campus by December 2023 as well as steps to strengthen the implementation of the Student Code of Conduct. These initiatives reflect the University's commitment to a healthier and greener campus environment for the entire LUMS community.

The 4<sup>th</sup> cohort of the VC's Alumni Achievement Award also met at a retreat in Lahore to discuss their growing role as LUMS most valuable ambassadors and made significant plans for improving alumni reunions, and their engagement as mentors, leaders, and teachers. LUMS alumni worldwide held special events in Boston, the Bay Area, Toronto, London, Dubai, Melbourne and Sydney in addition to reunions across Pakistan.

## University Council

This top-academic, representative Council includes elected faculty, student council executives, deans, and members from senior administration and staff. It convenes three times each semester, a reflection of LUMS' collaborative governance model. The Council's agenda regularly incorporates items from across LUMS and is set by a Steering Committee which is chaired by the VC. The Council approves policies and discusses items such as new programmes, career progression, campus life,

code of conduct, and the university's response to external challenges. Additionally, comprehensive evaluations of cost-saving initiatives have been conducted in response to prevailing inflationary conditions.

## VC-Provost Council

Formed in January 2022, this Council includes the Registrar and Directors of Research, Programme Enhancement, Admissions, Accessibility and Inclusion, as well as invited members from Centres and other units across the university. The council is co-led by the Vice Chancellor and the Provost. The team has met monthly and addressed ongoing challenges and priorities, including staff career progression, the development of online course offerings, internationalisation, HR benefits for employees, orientation, and convocation. In addition, the Council has conducted a comprehensive staff gender audit to ensure new measures that will enhance diversity, inclusivity, and equity.

## University Advisory Board (UAB)

This Board plays a key role in advising on the University's overall strategic direction while helping to ensure it remains focused on its mission and goals. The Board is comprised of renowned academics and experts from top global universities



The University Advisory Board in 2023

and leaders from the business sector. Collectively they offer a wealth of experience that helps to shape LUMS' commitments to exceptional research, excellent teaching and extraordinary service to the community.

The 5<sup>th</sup> meeting was held on campus in January 2023 to follow up on action items from the previous year and discuss the most recent Strategic Plan. Members of the LUMS Management Committee hosted the event which was chaired by Ms. Leah Rosovsky, Director of the Stanford Calderwood Boston Athenaeum. The President of Pakistan, Honorable Dr. Arif Alvi, Chancellor of LUMS, attended the meeting and recognised its significant impact on Pakistan and beyond. Presentations from the CEO and senior management from Times Higher Education (THE) resulted in an agreement to host THE's Global Conference at LUMS at some point in the future.

Presentations from Mr. Mohammad Ali Khan, Executive Director of Strategic Initiatives, Dr. Naveed Arshad, and Dr. Abubakr Muhammad, provided updates on the progress of the energy and water centres respectively, emphasising their focus on climate action and impact on national policy. The UAB members toured the campus and provided feedback on several university wide initiatives. They also met with all Deans to discuss challenges and opportunities within schools and provided valuable input on curriculum, faculty development, student services, and budgeting.

## Board of Governors and Trustees

The Board of Trustees met in December 2022 at LUMS. The Vice Chancellor and Provost shared the implementation of LUMS strategic directions, and updates on core projects and partnerships. The Vice Chancellor highlighted new partnerships to internationalise, updates on the ground-breaking collaboration with the University of Baltistan, Skardu as well as the Higher Education Development Program, the latest LUMS rankings and awards granted to notable faculty members. This was followed by presentations by Directors of different centres at LUMS who shared key advancements in their units and the excellent work being done nationally and beyond.

Board members were engaged in small, interactive break-out sessions and offered presentations and subsequent discussions on how LUMS could

increase collaborations with industry and NGOs. Several action items were determined including a sector-wide collaboration to improve water quality in Pakistan.

## The Management Committee

The Management Committee consists of a subset of the Board of Trustees. Their role at LUMS provides oversight for strategic and capital projects as well as approval for policy-related and appointment decisions. The committee hosts each of the five Advisory Boards that provide rich feedback to each of the schools, as well as the University Advisory Board. In the last year, 15 meetings have been very productive to move the university agenda forward including implementation considerations for the university's strategic plan, feedback to deans, directors and heads and the integration of major initiatives. In addition, ongoing meetings with the Finance Committee provide a forum for reviewing budgets, the investment portfolio, and endowments. The Human Resource Committee similarly provides input for new hires, the evolving organisational chart and other HR related matters.

# Office of the Provost

The LUMS community has once again demonstrated exceptional resilience and commitment to academic excellence. As the Office of the Provost, we remain dedicated to enabling the growth and development of all members of our community, trying to provide a supportive academic environment, and promoting multidisciplinary research that seeks solutions to the grand challenges facing humanity at large.

We are pleased to announce that several new initiatives are underway, including expanding our academic programming in minors, majors, and other programmes; LUMS now offers a total of 46 academic programmes. School-wise the number of programmes offered are SBASSE 23, SDSB 11, MGS HSS 9, SOE 2 and SAHSOL 1. These numbers only continue to grow as all schools have ambitious plans for expansion.

SBASSE plans to launch an MS programme in Artificial Intelligence and Machine Learning, and minor streams in Robotics and Quantum Mechanics, whereas, from SOE an MS in Inclusive Education, an MS in Education and Sustainable Development, an undergraduate major in Education Management, and a Teaching Diploma are a work in progress. At MGS HSS, majors in Psychology and Philosophy, Politics and International Relations, Anthropology and Sociology with concentrations in environment and development as well as Religion and Gender are being contemplated. Additionally, the Economics department has recently launched a joint PhD programme (two years at the University of East Anglia and thesis supervision at LUMS).

We also anticipate the establishment of a new Water Quality Lab at SBASSE. Our Schools are constantly evolving, providing a variety of new academic opportunities that pave the way for a promising future.

Our academic support and administrative offices have demonstrated excellent work contributing to the overall success of the University. We have also worked on several policy updates, both academic and administrative, that ensure a more conducive and enabling environment for our students, faculty, and staff.

As always, the meticulous planning and efficient management of the Admissions Office resulted in a successful cycle of admissions. The operations and strict adherence to the academic calendar by the Registrar's Office ensured a smooth and streamlined execution of operations, guarantying a triumphant academic year.

The Office of Accessibility and Inclusion conducted a comprehensive gender review, aiming to foster a more inclusive and equitable environment for all members of our community. The Office of Programme Enhancement successfully completed the HEC Institutional Performance Review which holistically evaluated the institutional performance through a rigorous analysis of all academic, administrative and support units. We received positive feedback in this review and continue to implement improvements and innovative strategies.

The Office of Student Affairs has also shown commendable initiative in revising the student code of conduct with the vision of ensuring an inclusive and respectful campus environment that is imbued with empathy, a celebration of diversity and nurtures a vibrant and holistic student experience. We also held elections of the University Council and constituted new University Standing Committees. By facilitating a transparent and fair election process we encourage faculty to become an integral part of decision-making and governance.

The commitment, professionalism, and pursuit of excellence by our academic and administrative offices have been invaluable in achieving our collective goals. Together, we have made significant strides in advancing the University's academic mission and empowering our students to become the accomplished leaders of tomorrow. We look forward to working with the faculty, students, and staff to make the coming academic year a success.

Sincerely,

**Dr. Tariq Jadoon**  
Provost

## Initiatives

### New Faculty Orientation

Held in October, this annual programme provides new faculty with important information to ensure a smooth transition into their career at LUMS. It primarily covers key faculty policies and introduces academic support offices that liaise and work with them on a regular basis. The Faculty Orientation 2023 included sessions conducted by the Human Resources Department, Information Systems and Technology, the Registrar's Office, the Office of Academic Advising, LUMS Learning Institute, as well as the Office of Accessibility and Inclusion.



Dr. Launa Gauthier at the faculty orientation

### LUMS100

LUMS100, launched this academic year, has been highly successful, providing students with valuable learning outcomes. Open to all undergraduate students, this course introduces them to a wide range of topics and shared interests beyond their own fields of study.

Following a TED-talk style, LUMS100 showcases how professionals from various disciplines

approach problem-solving. The course encourages students to think creatively and explore diverse ideas and concepts beyond their own disciplinary boundaries. In today's world, complex challenges demand interdisciplinary solutions. Therefore, exposing students to different disciplines is crucial for integrating scholarship and finding comprehensive and practical answers to these grand challenges.

### HEC Best University Teacher Award 2022

The Office of the Provost, in collaboration with the LUMS Learning Institute, recently issued a call for nominations for the prestigious HEC Best University Teacher Award 2022. This award aims to recognise and honour the most outstanding teacher at LUMS competing against nominees from universities across the country.

To facilitate the selection process, a dedicated committee was established in accordance with the guidelines provided by the HEC. After carefully evaluating the HEC criteria, we are proud to announce that Dr. Imran Cheema has been nominated as our university's representative for this national award.

### Policy Updates

LUMS is dedicated to ensuring the safety and health of students at all times and believes that emergency-preparedness is imperative. In this regard, campus safety at LUMS is working with the Office of the Provost and key stakeholders to develop an emergency response protocol. In the unfortunate event of a medical emergency, the aim is to develop a comprehensive response protocol as well as policies regarding contact information, soliciting a medical response and a plan of action that minimises delays in getting medical treatment.

The Provost Office has updated and circulated the smoking and drug policy to establish a culture that strongly discourages and takes strong action against related issues on campus.

# Office of the Registrar

## Fast Facts

**2,388**  
requests for  
academic  
documents  
catered

**1,200**  
courses graded  
for AY'22

**5,000+**  
students  
enrolled in  
courses during  
live sessions

**11,000**  
online queries  
handled

## Process Optimisation & Enhancements

During the past year, the Office has focused on optimising its functions and increasing efficiency. This led to automating processes and the discontinuation of paper-based/manual working. Some of the main enhancements include:

- Addition of new features to the LUMS course grader
- Automating the Student Semester Withdrawal Application
- Systemising the Minor Declaration Process
- Addition of security features to the LUMS transcript in consultation with the National Security Printing Company Limited, Govt. of Pakistan

## Campus Management System Training for Freshmen

The Office of the Registrar (RO) conducted in-person trainings for the incoming batch of 1,300+ students to teach them to use the campus management system, Zambeel.

## Zambeel Revamp

The revamp as per international standards has made it possible to optimally utilise Zambeel's functions. Zambeel is a university-wide web-based interface that now provides stakeholders role-based access to key academic information with more powerful features and a user-friendly interface.

The Office carried out extensive UAT (User Acceptance Testing) of all Zambeel-related processes and integrations to ensure data sanctity. Accordingly, the policy and SOP documentation are being updated as per the re-engineered processes.

## Data Facilitation & Training

- RO facilitated various departments across LUMS in the provision of student-related data for various national and international organisations for university rankings and accreditation purposes. These ranking organisations include among others, Times Higher Education, QS Rankings, Punjab Education Bureau, Ministry of Foreign Affairs, and Federal Board of Revenue.
- Created a central repository of meeting minutes and working papers to organise and consolidate all communications data that falls under the purview of RO as the Secretariat of University-wide committees. The legacy data and institutional memory are now easily retrievable and accessible to concerned stakeholders.
- Trained university stakeholders for role-based data extraction from Zambeel

## Convocation 2022

The Convocation 2022 ceremony was held on June 30, 2022 and graduated 1,399 students. Out of this number, 950 were undergraduate students and 449 were from graduate programmes. RO was

responsible for the execution of academic and administrative functions to ensure a successful Convocation ceremony.



## Digitisation of Student Academic Record

To ensure secure data management and accurate record keeping, all student records since the inception of LUMS are being digitised.

This will replace paper-based files and will be accessible to all necessary stakeholders for better decision making.

# Office of Advancement

## Development

The Development team has remained committed to fundraising and forging meaningful partnerships.

Over the past five years the team has led:

**1,400** new alumni donors

Growth of over **200%** in donations exceeding PKR 10 million

**16%** of alumni now contribute to LUMS

Annual donation growth rate of over **500%**

Established **115** new relationships

Acquisition of new funds from **22% to 64%**

The following sections highlight some of our most noteworthy accomplishments over the last year.



The Atlas Group has generously contributed towards the naming of the Yusuf H. Shirazi Complex honouring the legacy of their former Chairman, the late Mr. Yusuf H. Shirazi. This space will serve as a hub of intellectual exchange where faculty and students from across the University can come together and interact.



True to its commitment to educating women and making LUMS accessible to female students from across Pakistan, the Babar Ali Foundation has funded a new female hostel at LUMS. The 'Three Sisters Hostel' pays homage to the memory of Syed Babar Ali's mother, Syeda Mubarak Begum, and her sisters, Syeda Bibi Begum and Syeda Mehboob Begum. With the capacity to accommodate over 500 female students, the new hostel paves the way to empower and uplift the next generation of women at LUMS.



In a remarkable display of support, PepsiCo has funded the redesign and renovation of the iconic Pepsi Dining Centre (PDC) at LUMS to upgrade it to a contemporary space. The renovation entails a total revamp of the PDC premises. The refurbished facility will serve different culinary varieties and accommodate over 660 students; a 37.5% increase in capacity.

## Alumni Contributions

**Mr. Asher Yaqub Khan (MBA 1995)** has established the 'Ishil Khan Scholarship Fund' in memory of his daughter to support NOP scholars.

**Mr. Omer Mahmood, Vice President of Software Engineering** - Workforce, Workday, and Ms. Maleeha Mahmood (MBA 2002), Senior Associate at Armano LLP, have completed their pledged contribution to the 'Omer and Maleeha Mahmood Scholarship Fund'. They will fund a NOP

scholar in perpetuity.

**Mr. Faisal Sabir Raja (MBA 2002)** has established the 'Justice Raja Muhammad Sabir Scholarship' in honour of his late father, who was a passionate philanthropist and dedicated 30 years to his law practice at the Supreme Court and High Court of Pakistan. The fund will sponsor a NOP scholar at the Shaikh Ahmad Hassan School of Law.

## Class Funds

- **MBA Class of 2022** has established a scholarship fund in memory of their late classmates, Aqsa Fatima and Amna Khan, who passed away in a tragic road accident. The fund will partially support the studies of female students in the MBA programme.
- **Bsc Class of 2006** has completed their pledged contribution to the existing endowment fund for NOP scholars.
- **Bsc Class of 2017** has renewed support to sponsor the education of a NOP scholar for the entire duration of his/her degree.
- **MBA Class of 2012** have donated to fund talented deserving students access higher education and pursue their academic and professional aspirations.
- **MBA Class of 1997** has established an endowment fund to provide interest-free loans to MBA students at LUMS.
- **Bsc Class of 2004** has contributed to provide much-needed financial assistance to deserving NOP students at LUMS.
- **Bsc Class of 2008** has been generously providing financial assistance to deserving NOP scholars.



The MBA Class of 2022 is the youngest batch to have donated to their alma mater

## Strengthening Industry-Academia Partnerships Through Donor Engagement Events



LUMS held its Annual Dinner in Karachi to celebrate and appreciate donors, alumni, and corporate leaders for their significant contributions to the university. Top contributing donors, including Atlas Foundation, Bank Al Habib Ltd, PSO CSR Trust, and Lucky Cement Ltd., were recognised.



LUMS held its Annual Dinner in Lahore to express gratitude to its donors and patrons. Top donors, including the Punjab Educational Endowment Fund, Pepsi Co International, and Dr. Gohar Ejaz were honored.



LUMS senior leadership visited Faisalabad to strengthen industry-academia linkages. They met with Interloop Limited, Sadaqat Limited and the Faisalabad Chamber of Commerce and Industry to discuss research options, collaboration opportunities, and partnerships.



Mr. Jahangir Piracha, CEO of Engro Polymer & Chemicals Ltd., participated in an interactive session as part of the Leaders at LUMS series.



The 18<sup>th</sup> session of Leaders at LUMS featured Mr. Zain Hak, Global Vice President at Shell where he discussed management practices, leadership styles, sports, work-life balance, and sustainability initiatives.



LUMS hosted an exclusive reception in Islamabad to honor the recipients of the 'Pride of Pakistan - Medal of excellence' Awards.



Renowned economist and former Governor of the State Bank of Pakistan, Dr. Reza Baqir delivered a talk at LUMS on the country's economic health.



Dr. Hafeez Pasha, a renowned economist and former Finance Minister, visited LUMS to deliver a talk on the challenges and opportunities for Pakistan after the IMF.

## Key Partnerships

(July 1, 2022 - June 20, 2023)

- Bilquis and Abdul Razak Dawood Foundation
- Bank Al Habib Ltd.
- Dr. Gohar Ejaz
- Fakir Syed Ayazuddin
- Wateen
- Punjab Educational Endowment Fund (PEEF)
- Fatima Group
- PSO CSR Trust
- HBL Foundation
- United Bank Limited
- Lucky Cement
- Mr. Towfiq Chinoy
- USAID and Higher Education Commission
- Balochistan Education Endowment Fund (BEEF)
- DWP Foundation
- TATA Textile Mills Ltd.
- SpurSol
- Fast Cables Limited
- Rousch Pakistan Power Limited
- Bata Pakistan
- Convergent Business Technologies
- TCL Electronics
- Discerene Group LP
- Mr. Amer Abdullah
- Mahmood Group

## Give a Day to LUMS Campaign

Give a Day to LUMS (GADTL), brainchild of Founding Pro Chancellor, Syed Babar Ali, and spearheaded by the Office of Advancement at LUMS, was a targeted campaign that not only focused alumni attention on simply giving back to their alma but about giving deserving students the opportunity to benefit from the same transformative LUMS experience that alumni have already had.

In 2022, the campaign was awarded the Best of CASE Asia-Pacific Region Award in the Fundraising - Targeted Campaigns and Appeals category.

The Campaign raised over

PKR **41** million  
through **258**  
donors

from July 1, 2022 - June 20, 2023

## Donations Received

DONOR CATEGORY	DONATIONS IN PKR*
ALUMNI	91,657,211
CORPORATION	223,896,650
FACULTY/STAFF/OTHERS	138,800,096
FUNDING AGENCY	97,802,928
HNI	797,843,115
<b>GRAND TOTAL</b>	<b>1,350,000,000</b>

\*Expected donations to be received till June 30, 2023

# Alumni Relations

Total alumni  
**17,000+**

Spread across  
**57**  
Countries

## Vice Chancellor's Alumni Achievement Awards

The Alumni team executed the 5<sup>th</sup> Vice Chancellor's Alumni Achievement Awards (VC AAA). These awards recognise up to 10 alumni annually with outstanding achievements across

all sectors and for exceptional contributions made to local, regional, national or global communities.



Winners with LUMS Leadership at the 5<sup>th</sup> VC AAA

## Alumni Achievements

**Heer Cheema, BA 2022**, was awarded the Rhodes Scholarship for Pakistan in 2023. She will pursue her graduate studies at the University of Oxford, focusing on Colonial History in South Asia. Through her studies, Cheema aims to challenge historical narratives and contribute to debates on citizenship rights and democracy.

**Saim Sadiq, BSc 2014**, gained international recognition as a filmmaker. His short films, including *Darling* and *Nice Talking to You*, received acclaim at prestigious film festivals. Sadiq's latest film, *Joyland*, became the first Pakistani film to be shortlisted for the Academy Awards.

**Hamza Ayub, BSc 2015**, discovered the potential of China's innovation hub, Shenzhen, conducted extensive research and learned Mandarin. He secured a scholarship to Peking University, dubbed the 'Harvard of China'. Today, Hamza is recognised as a Forbes 30 under 30 entrepreneur, serving as the CMO of Dunkin' Switzerland and founder AnW Studios, a digital art studio working with global brands and celebrities.

## ALUMS Chat Series



Ten episodes of ALUMS Chat, a series featuring candid, one-on-one virtual conversations with alumni spanning across careers and regions have been hosted. The alumni are asked questions that are on everyone's mind and share unique, personal stories about their journey towards success. The guests included; Saba Karim Khan (BSc 2006), Suneel Sarfraz Munj (BSc 2002 and MBA 2005), Mehreen Shahid (BSc 2009), Mohammad Omer Saleem (EMBA 2017), Tania Mallick (MBA 1991), and Mariam Nusrat (MSc 2010).

## Reunions



New York alumni community gets together with the Vice Chancellor and Director of Advancement



LUMS leadership and alumni at the annual Karachi Alumni Reunion in February 2023



Washington DC alumni meet up with Syed Babar Ali in July 2022



Islamabad and KP alumni celebrate annual reunion 2023

### Alumni Celebrate Homecoming 2022

LUMS held its annual Alumni Homecoming on December 17, 2022, reuniting graduates from around the world. Attendees reminisced about their time at LUMS, shared life updates, and created new memories. LUMS Rector, Mr. Shahid Hussain and Vice Chancellor, Dr. Arshad Ahmad both emphasised the importance of alumni support and praised their

accomplishments. The generosity of alumni and their contributions towards the 'Give a Day to LUMS' campaign was acknowledged. The winners of the Vice Chancellor's Alumni Achievement Awards were also recognised on the occasion. The evening concluded with an entertaining performance by Sahara UK.

# Marketing

Marketing continues to contribute towards building and strengthening LUMS' brand equity to elevate the University's local and international recognition. Our key objective has been to highlight our *learning without borders* perspective and our commitment to providing access to quality education. In addition, the team has continued to

work towards refining the University's digital outlook, engagement, and reach while steering strategic events and initiatives throughout the year. Most importantly, Marketing has been setting up trackable digital campaigns for student recruitment and admissions.



## ADMISSIONS OPEN

This year's admission campaign, *Everything you can Imagine is Possible*, highlighted alumni success stories and the myriad of opportunities LUMS offers.

**10%** increase in created applications across all programmes

**23%** increase in submitted applications across all programmes

## Nationwide Outreach

Between September to November 2023, the Marketing team represented LUMS on visits to schools, connecting with students across Pakistan.

Visits to  
**178**  
schools

Reaching over  
**8,000+**  
students

Across  
**28**  
cities

## Mapping the User Journey

Over the last couple of years, Marketing has worked to set-up trackable campaigns, admissions and non-admissions, to analyse user journey from multiple sites and platforms across LUMS websites. The team continues to run campaigns on social media platforms and ascertain engagement and reach on the platform dashboards. Trackable UTMs (Urchin Tracking Module) are incorporated to trace all digital campaigns to map user journey on the LUMS website.



## Social Media Campaigns

This year, 80+ video pieces were produced for the admissions campaign and received high engagement over Meta and YouTube.



LUMS' Facebook has a reach of

**52 million**

people

LUMS' Instagram received

**11 million**

impressions

**90+**

ad campaigns for Google Display Network (GDN)

**800k**

clicks through Google Display Network (GDN) on LUMS' website

## LUMS Website

LUMS' website has unlocked a new milestone this year; we can now successfully map the user journey from end-to-end for marketing campaigns. Continuing support across university, the Marketing team has successfully launched 10 more websites for internal departments including Biodiversity at LUMS and MGS HSS Advising.

**2 million**

visitors over the past year

**60%**

increase in website traffic from last year

## LUMS in the Media

This year, LUMS has made a total of **219** media appearances, including **11** press releases, a TV appearance, and a media briefing. We have successfully accumulated **1.8 million** impressions from LUMS' digital ads in leading newspapers like *Dawn*, *Jang*, and *The News*.

## Events and Activities

The Marketing team has successfully arranged various events and activities this year as part of outreach and marketing efforts:

- Open houses for both undergraduate and graduate admissions, which had **600+** cumulative attendees
- Pakistan@75: LSE Pakistan Summit 2022
- Pakistan's Growing Global Impact: A Data Masterclass, organised by Times Higher Education

## The Office of Advancement Creators' Collective

The Office of Advancement Creators' Collective is instrumental to the work of the Marketing team, as it helps posit a visualisation for our brand and creates an engaging picture for consumers. Over the last year, the Creators' Collective has successfully executed over 125 media jobs, encompassing event coverage, live broadcasts, photography exercises, video podcasts, and video productions.

**85**  
video projects

**50+**  
testimonials

**23**  
podcast episodes

# Communications

## Strengthening LUMS' International Footprint



Ms. Nuzhat Kamran, Director, Office of Advancement, receiving the Circle of Excellence Award at the Asia-Pacific Advancement CASE Conference 2022  
Photo courtesy of Mel Hobbs

In 2022, out of 500 nominations from around the world, the entry developed by the Communications team won the Times Higher Education (THE) Awards Asia 2022, the 'Oscars of Education' in the Excellence and Innovation in the Arts category.

The Communications team also developed the entry on the National Outreach Programme. It was selected as the winner from among 300+ entries for the global CASE Platinum 2021 Awards, for best practices in diversity, equity and inclusion.

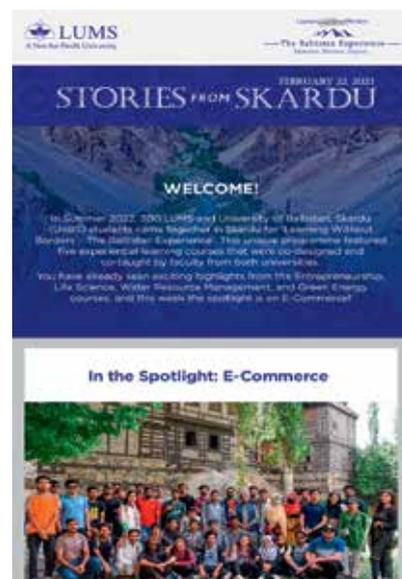
## Storytelling Through Digital Platforms

**22** issues of LUMS Connect released to an audience of 60k



**7** issues of 'Stories from Skardu', an e-newsletter series highlighting The Baltistan Experience

Up to **46k+** impressions on 'The Baltistan Experience' Facebook page

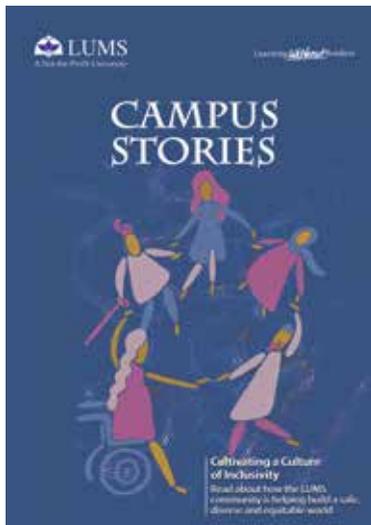


## Storytelling Through Publications

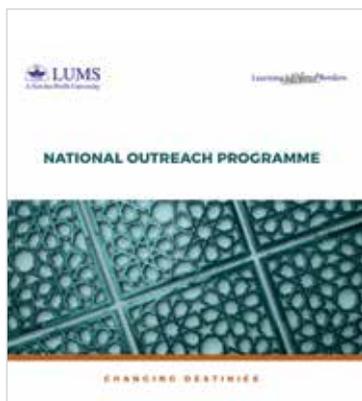
Volume 2 of *Campus Stories* was circulated in April 2023. Aimed at strengthening internal communication, this publication is geared towards faculty and staff at LUMS.

*Nigehbaan* Volume 5 provides an overview of donor-related events and activities, as well as the gifts received, and their impact.

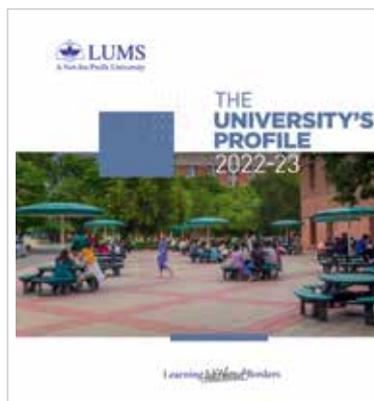
A communications campaign was developed for **Learning Without Borders – The Baltistan Experience** programme. In addition to dedicated social media channels, the team designed and circulated 7 issues of 'Stories from Skardu' - an e-newsletter highlighting the courses outcomes, as well as the student and faculty experience.



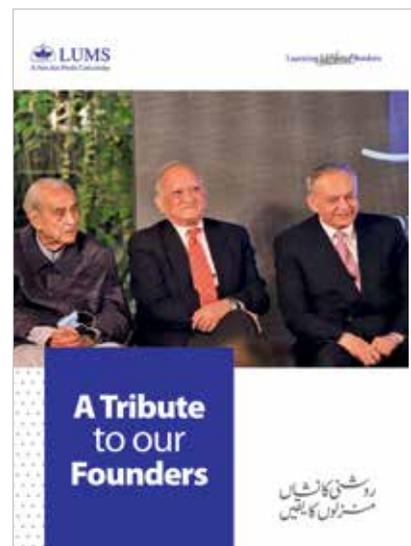
**6** brand-building publications published; distributed to over 10,000 people



The Communications team developed a publication that focuses on LUMS' flagship National Outreach Programme.



The Profile Book is distributed to 1,000 guests, donors, and national and international organisations.



The team also developed a publication that pays tribute to LUMS' founders.

# Office of Admissions & Financial Aid

## Key Initiatives

### New MS and PhD Programmes

The Syed Babar Ali School of Science and Engineering (SBASSE) introduced an MS Digital and Embedded Systems programme and a PhD Chemical and Environmental Engineering programme for Spring admissions. In partnership with the Abdus Salam International Centre for Theoretical Physics (ICTP), SBASSE has also launched the International Mathematics Masters (IMM) programme for Fall 2023. The Office of Admissions configured the online application and updated the web content.

### LUMS Graduate Admission Test for SDSB Graduate Programmes

The LUMS Graduate Admission Test was introduced this year for graduate programmes at the Suleman Dawood School of Business (SDSB).

### Admission Tests

- LUMS SBASSE Scientific Aptitude Test and the LUMS Common Admission Test (LCAT) for undergraduate programmes were conducted successfully.
- Approximately 2,600 candidates appeared for the test in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta.
- LUMS SBASSE Subject Test and LCAT for SDSB and Graduate programmes were conducted successfully. Approximately 1,100 candidates appeared for the test in Lahore, Karachi, and Islamabad.
- Admission processes have been improved to achieve operational excellence. These include process automation and improved planning and proper implementation of working strategy.

### Applications Received in 2023

**6,815**  
Undergraduate

**2,313**  
Graduate

**354**  
Doctoral

## Highlights

- On average, **1,500 requests** for financial assistance are received and processed each year. Each application undergoes intense scrutiny and evaluation to make sure that only deserving students are provided with the support to pursue higher education.
- Since inception, LUMS has disbursed approximately **PKR 8.9 billion** as financial assistance, excluding the commitment made in the current academic year.
- Approximately **PKR 1.2 billion** was disbursed as financial assistance in the academic year 2022-23.
- Approximately **30%** of the student body is receiving some kind of financial support.
- On average the Office receives and process **600-700** fee payment deadline extension and instalment requests each semester.
- Students are provided with continuous support throughout the assessment process via live chat and helpdesk.

## Initiatives

- The process of letter disbursement and appeals has been digitised.
- In person one-on-one meetings can now be set up with a financial aid representative from Monday to Friday within office hours by scheduling an appointment through a google form.

## Financial Aid Commitment 2022-2023

Undergraduate	Number of Students	Amount (PKR)
MGSHSS	264	240,423,497
SAHSOL	111	99,422,265
SBASSE	307	305,763,587
SDSB	280	255,047,728
<b>TOTAL</b>	<b>962</b>	<b>900,657,077</b>

Graduate	Number of Students	Amount (PKR)
MBA	77	47,678,056
EMBA	19	10,098,184
MS SDSB	70	46,311,151
MS SBASSE	137	44,425,350
MS ECONOMICS	6	3,646,392
MPHIL ELM/EXECUTIVE ELM	63	21,660,754
<b>TOTAL</b>	<b>372</b>	<b>173,819,887</b>

Doctoral	Number of Students	Amount (PKR)
PHD SBASSE	141	123,891,765
PHD MANAGEMENT	21	23,459,270
<b>TOTAL</b>	<b>162</b>	<b>147,351,035</b>

**Grand Total**

**1,221,827,999**

**Note:** The above-mentioned amounts are unaudited. This includes actual disbursement till April 2023 and estimated amounts of financial assistance for Summer 2023.

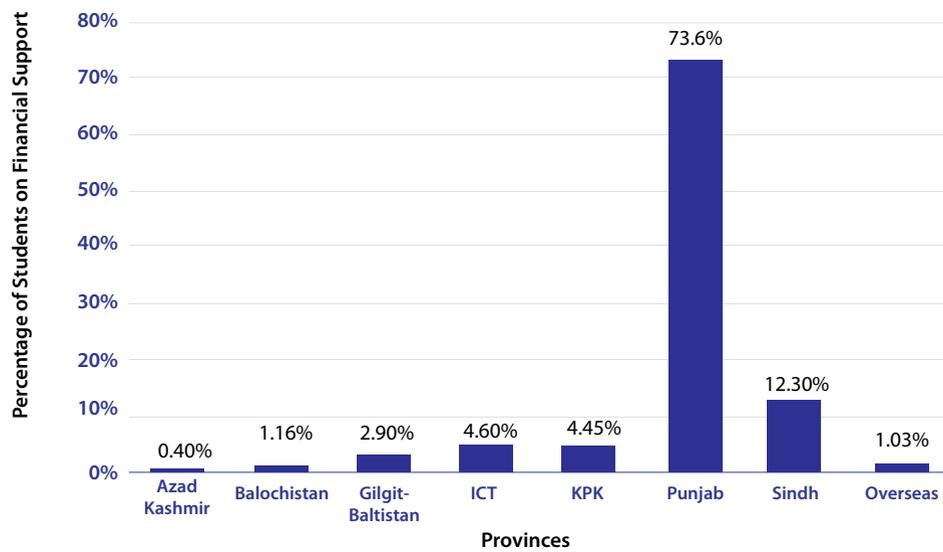
## Financial Aid Application Stats – New Students

	2022
Undergraduate (all programmes)	456
Undergraduate (transfer applications)	2
Graduate (all programmes)	183

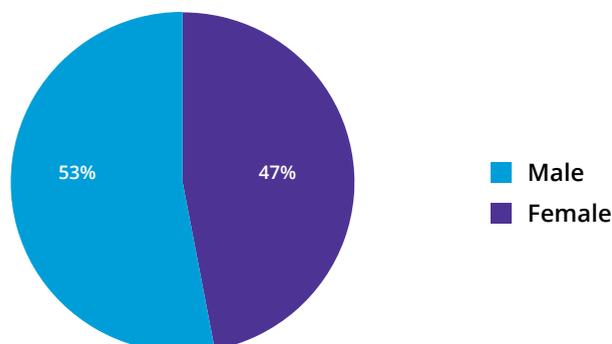
## Financial Aid Application Stats – Returning Students

	2022
Undergraduate (all programmes)	617
Graduate (all programmes)	61

## Geographical Split of Students on Financial Support



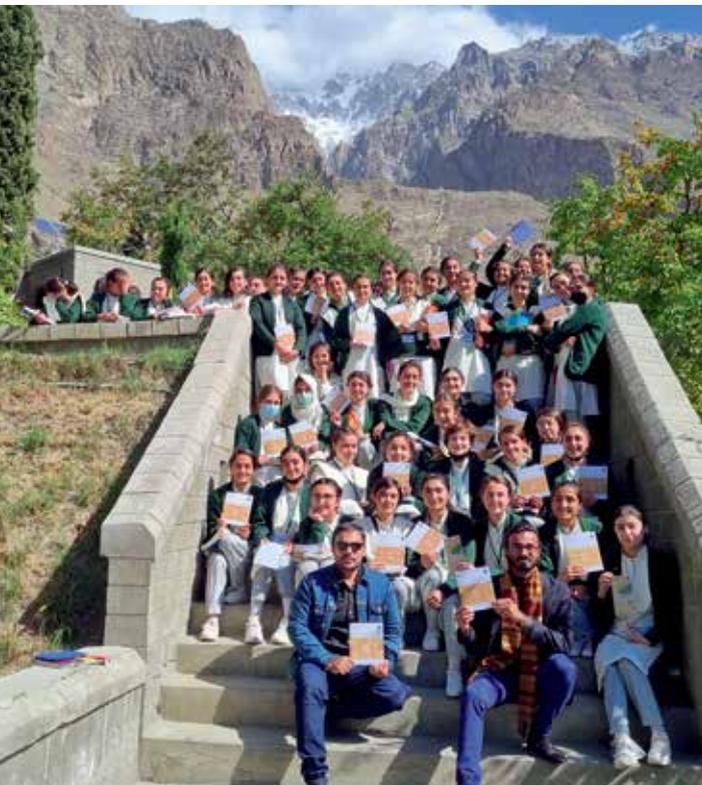
## Gender Bifurcation of Students on Financial Support



# National Outreach Programme

After a two-year hiatus due to the pandemic, the NOP Summer Coaching Session (SCS) 2022 took place on campus with a 56% increase in applications. Out of 720+ students invited, 99% were from outside of Lahore and 2% of the invitees belonged to minority groups. For the first time, a modular Summer Coaching was also conducted apart from the on-campus 15-day stint, in which the participants were engaged virtually for a period of six months.

Apart from regular training sessions, Computer Science and Electrical Engineering as well as Life Skills, Capacity Building and Personality Assessment Sessions were also introduced. Compared to last year, the highest number of applications were received from Sindh with an increase of 125%, with Balochistan coming in second, with an increase of 56%.



The NOP team at Aga Khan Higher Secondary School, Hunza

## Outreach

The NOP team have physically reached 75 cities, 219 institutions (schools and colleges), and collectively reached 24,034 students across Pakistan.

- Reached Sikh and Hindu communities of Nankana Sahib and Mirpurkhas
- Provided on-site teacher training to a community school in Syedanwala
- Participated in EduClan – 2<sup>nd</sup> Educational Expo by DoHR in Tando Muhammad Khan
- Established new partnerships with organisations including Directorate of Education Mirpurkhas, Kiran Foundation Karachi, Al Fajar Foundation Network Kashmir, IEI Hunza, and Concordia Colleges
- Organised NOP Quetta Open Day with the support of key officials, including the Secretary Education and Education Monitoring Officer from Balochistan Government
- Conducted five Online Application Support Sessions for candidates
- Conducted informal gatherings with outstation students in Skardu and did various online support sessions with students from Hunza
- For the first time ever, an awareness session in DCTO, a community school in Lyari, was conducted

## Reimagining NOP's Identity through Digital Media

The NOP's first ever digital media campaign played a pivotal role in raising awareness about NOP and LUMS while engaging with potential audiences.

- The campaign reached more than 14 million impressions
- NOP Facebook followers increased to 53,000 and reached 52,000 likes in 2.5 months, respectively
- The campaign generated more than 800,000 engagements, translating to a high engagement rate of more than 5%
- The video content received more than 500,000 views

## De Stress Event

The NOP Centre and Office of Academic Advising organised a De Stress week aimed at promoting the well-being among LUMS students, faculty, and staff. A variety of stress-relieving activities were offered. The event was attended by 650+ participants, and promoted mental health and wellness among the LUMS community.

## Student Success Initiative

A JOINT COLLABORATION BETWEEN THE NOP CENTRE AND THE OFFICE OF ACADEMIC ADVISING AND STUDENT SUCCESS (OSA)

The Student Success Initiative (SSI) collaboration seeks to combine the expertise of the two offices for a shared objective: to plan, develop and implement programmes for diverse student populations including ~400 NOP scholars, and ensuring that all students can thrive at LUMS irrespective of their backgrounds or resources.

## Domains & Programmes Comprising 2022-23 SSI Programming

### Academic and Holistic Domain

- **Peer Mentorship for First-Year Students:** All first-year NOP students were paired with a junior or senior NOP student who regularly checks in on their well-being; providing support where needed.
- **Writing Tutors:** A dedicated tutor provided basic writing support through individual appointments and workshops.
- **Communication and Presentation Tutors:** Provided support through individual office hours, weekly group sessions, and workshops.
- **Argumentation and Logical Reasoning Tutors:** Provided support in using logical reasoning to develop concrete arguments through office hours and weekly group sessions.
- **Campus Case Manager:** Provided pastoral care to students struggling in multiple wellbeing and academic domains.
- **Sophomore Success Planning:** Encouraged sophomores to set academic and well-being goals with the NOP counselor.
- **Learning Communities:** Peer mentors facilitated study sessions where academic skills were instilled.
- **Faculty Lunches:** Involved informal interactions among juniors and faculty over a sponsored meal.
- **Staff Panels and Discussions:** Organised discussions with Advising units and the SSI team to improve student comfort level with staff and encourage engagement.
- **Online Skill Building:** Students could enroll in various skill courses from a curated list to enhance their skills sets.
- **NOP Pre-Semester Workshops:** (*longstanding*) Training on university policies, academic skills, and peer learning to help students prepare for their time at LUMS before the campus-wide orientation week.



The NOP Outreach Team visited Government College near Hasilpur, Southern Punjab



The NOP Summer Coaching Session

## Well-being and Community Building Domain

- **NOP Counselor:** (*longstanding*) A designated counselor is available to support NOP students with diverse concerns.
- **Peer-Led Wellness Programme:** SSI launched a wellness lab, where wellness ambassadors held office hours and group sessions to create a safe space for students. They also hosted wellness walks, breakfasts, and de-stressing events over the year.
- **Peer Buddies:** Provided support by helping matched students create and implement academic and well-being goals.
- **Student-Initiated Programming:** Students proposed programmes that could benefit themselves and their peers. Promising ideas were then provided with logistical support and funding. These included skill-building workshops, de-stressing game nights, etc.

## Post-LUMS Career Readiness Domain

- **Career Peer Tutors:** Trained peer tutors supported career-readiness through office hours and workshops.
- **Community Mentorship Pilot:** Selected junior students were matched with professional leaders to enhance their exposure to life beyond LUMS.
- **Alumni Mentorship Pilot:** Senior students were matched with alumni, based on their post-LUMS plans, for guidance on planning for careers or higher education.
- **Alumni Panels:** Alumni were welcomed back to campus to share their experiences with current students on topics relating to career readiness, graduate studies, etc. In some cases, they also conducted skill trainings.
- **Skills Based Workshops:** Included Microsoft Office, Canva, time management, freelancing, communication etc.

# Office of Accessibility & Inclusion

## Highlights

### Academic Accommodation

Academic accommodations are essential measures to ensure that students with disabilities or diverse learning needs are presented with equal opportunities to learn and progress. These accommodations aim to level the playing field and provide students with the necessary support to fully participate and succeed in their academic pursuits so that the barriers they face can be removed.

The Office of Accessibility & Inclusion (OAI) understands that accommodations can take various forms depending on the individual's specific needs, which is why it offers case-specific reasonable accommodations to students with visible/invisible disabilities. For students with visual impairments, the Office offers accommodations including materials in alternative formats, assistive technology and arranged note-taking assistance under the facilitation programme. For students with hearing impairments, OAI offers captioning services to enhance their auditory experience. These accommodations recognise that students with disabilities require adjustments to fully demonstrate their abilities therefore the Office has designed specific tools to enhance their performance capacity.

### Accessibility

The Office believes that campus accessibility is a crucial aspect of ensuring equal opportunities and inclusivity. This encompasses the physical and technological measures that are taken specifically to enable students with disabilities to navigate as well as fully participate in campus life. OAI is working on physical accessibility in collaboration with different stakeholders. It covers well-designed pathways, ramps, elevators, and accessible parking spaces to accommodate individuals with mobility challenges. The Office

is also working on wheelchair-accessible facilities such as restrooms and classrooms to further enhance inclusivity. It is important to remove architectural barriers and provide universal design principles to create a welcoming environment for everyone so that there are minimum hinderances to progress.

### Technological Accessibility

Technological accessibility is also vital, as it allows individuals with visual or hearing impairments to access educational resources and participate in campus activities. OAI offers screen readers and assistive devices that enable students with disabilities to engage with digital content, online learning platforms, and communication tools effectively.

By prioritising campus accessibility, the Office is promoting diversity, equity, and inclusion and trying to create an environment where students of diverse abilities can pursue their educational goals, engage in social interactions and fully participate in the campus community.

### Christmas Celebrations

As part of its aim to promote and enhance inclusivity, in collaboration with the Office of Student Affairs, Human Resources, and the Office of International Affairs, OAI arranged Christmas celebrations for all the Christian employees and students on campus, which were attended by over 200 people. The event included fun activities like pop quizzes about the origin/history of Christmas and singing performances by the participants.

## Trainings

### Training with O' Week Coaches

Ever since its inception, OAI has actively been taking charge of training student representatives and leaders in various capacities regarding matters related to accessibility, inclusion, and harassment. The Office works closely with the Office of Student Affairs during Orientation Week (O'Week) each year. This year too, OAI provided comprehensive training to all O'Week coaches and executives on harassment, bullying, the role of a first responder, and the student code of conduct.

### Sexual Harassment Awareness Trainings

One of OAI's mega projects is the campus wide sexual harassment awareness trainings that are provided to students, staff and faculty. The purpose of these trainings is to encourage conversations on sensitive matters like sexual harassment, gender consent, bystander intervention and the role of a first responder in such situations. Highlighting the sensitive nature

of these issues, providing in depth knowledge and effective trainings fosters an environment that is respectful, full of awareness and encourages a responsible culture on campus.

### Collaboration with Mehergarh

LUMS affirms the right of every member of its community to live, study and work in an environment that is completely free from harassment. Behaviour that can be constituted as sexual harassment is defined in the university policy which is compatible with all recognised standards of professional ethics and appropriate behaviour that should be followed by an institution of higher learning. In order to achieve this goal, OAI continues to work on making the environment inclusive for all members by effective implementation of the harassment law. OAI often collaborates with 'Mehergarh: A Centre for Learning' to conduct trainings on awareness on matters related to gender and sexual harassment. On February 22, Ms. Maliha Hussain, Executive Director, Mehergarh was invited to conduct a training for LUMS' committee members and campus safety associates.



Christmas celebrations at LUMS

# General Administration & Services

## Highlights

### New Installations

3 water booster turbines installed for new high-rise buildings

Installation of a centralised desert cooler system in Female Hostel 6

### Renovations and Additions

- Fusion Café at SAHSOL
- LUMSx office in the SBASSE basement
- Replantation of 97 trees across the campus



The modern, minimalist design of the Fusion Café at the Law School



Recently, several trees had to be removed from the Library Garden, the site for the new Central Building. To save and maintain the rich green environment of LUMS, GAS, along with the horticulture team, carefully removed the trees and replanted them in different places in the campus, thus giving them a new life.

# Information Systems & Technology

## New Technology

- Deployed CISCO ISE, which has enhanced the performance, connectivity, and security of the wireless network
- Deployed a ticketing system for all schools to increase the visibility of their routine tasks, helping them in tracking and timely resolution of issues
- Deployed environment monitoring system in the Data Centre, which has temperature, humidity, smoke detection, and water leakage sensors, and generates real-time alerts
- Upgraded private cloud to the latest version
- Provided assistance to various departments and centres in delivering online training through a learning platform, facilitating video conferencing solutions, and providing guidance on utilising supplementary tools to enhance participant engagement
- Revamped Learning Management Systems for empowering teaching staff
- Automated payroll payment
- Automated Provident Fund payments to enable direct transfer of approved loan and withdrawal amounts into the designated bank accounts
- Auto deduction system for increased transparency and visibility by systematically deducting various charges from the employees' salaries
- Deploying Secure Information & Event Management (SIEM) on-prem solution that will give real-time visibility
- Provided interactive displays to SDSB for multi-purpose use, replacing projectors with several benefits
- Upgraded the OS and Application of the latest Moodle Learning Management System (LMS) for LUMSx, LLI, NICL, SDSB, SOE, NOP, and REDC
- Upgraded audio/video facilities in the Moot Court
- Renovated and upgraded LUMSx with the latest multimedia technologies
- Worked closely with OSA to provide unauthorised account access incident response to the community, while liaising with FIA Cybercrime for legal compliance and support for external incidents, such as social media harassment, libelous emails, etc
- Facilitated HR to digitise and store employee physical records in M-Files

## Faculty & Staff Training

- Office Skill Development Program for staff
- Developing effective dashboards to visualise and analyse data
- Microsoft Teams
- M-Files to digitise HR-related documents
- Phishing simulation for staff
- Cybersecurity training and assessment for staff
- Helpdesk training for all relevant staff

### REQUESTS HANDLED BY HELPDESK

REQUESTS THROUGH SYSTEM	7,002
WALK-IN USERS	3,250
<b>TOTAL</b>	<b>10,252</b>

LAB RESERVATIONS	2,350 hours
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### MULTIMEDIA SUPPORT

VIDEO CONFERENCES/MEGA EVENTS/WEBINARS (ZOOM/MS TEAMS)	87 Sessions
SMD BOOKING (CENTRAL COURTYARD)	242 Hours
LECTURES RECORDINGS	368 Hours

## Facilities for Faculty, Staff & Students

- Maintained 99.9% availability of Data Centre services and hosting
- Provided technical support for mega-events across the campus
- Reserved teaching labs for different class sessions, examinations, REDC training, and other mega-events and provided users with high-speed printing facilities and support

# Office of Research

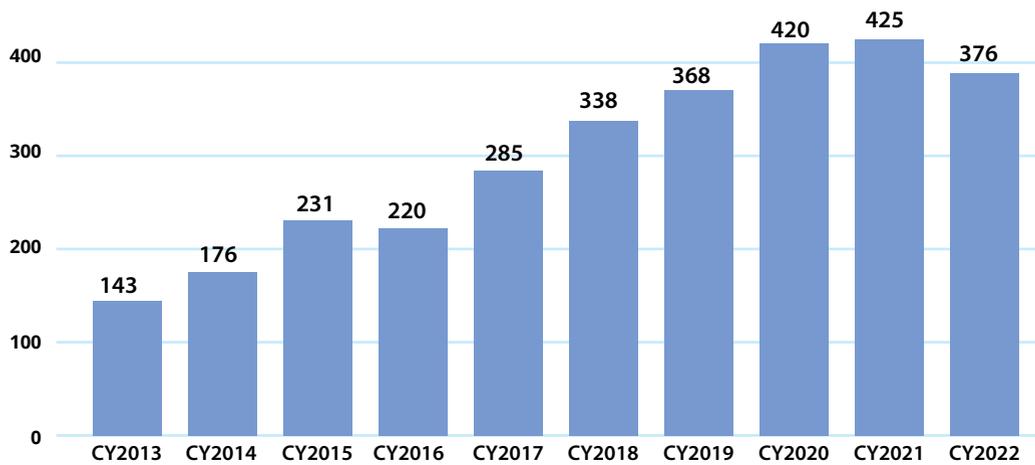
## Publication Facts

**2,980**  
in the last  
10 years

**17.48%**  
in the top 10  
journals

**1.26**  
publications per  
faculty in CY 2021

**23.94%**  
in the top 10 league  
for CY 2021



	EXTERNALLY SPONSORED GRANTS (ALL TYPES)	EXTERNALLY SPONSORED RESEARCH GRANTS	EXTERNALLY SPONSORED CONSULTANCY PROJECTS	EXTERNALLY SPONSORED EVENTS
PROPOSALS SUBMITTED	83	66	12	5
FUNDS REQUESTED	1,234,192,594	2,494,943,411	80,103,602	14,466,120
PROPOSALS APPROVED	49	34	11	4
FUNDS APPROVED	948,227,395	908,927,873	27,393,202	11,906,320
TOTAL FUNDS RECEIVED	669,676,146	630,856,465	24,781,122	14,038,559

Research MoUs and NDAs Signed and Processed

16

	LUMS FUNDED GRANTS (ALL TYPES)	FACULTY INITIATIVE FUND	FACULTY START-UP GRANT	FACULTY TRAVEL GRANT
PROPOSALS SUBMITTED	199	66*	6	125**
FUNDS REQUESTED	166,819,657	64,021,090	4,500,000	121,322,307
PROPOSALS APPROVED	152	37	6	52
FUNDS APPROVED	125,104,284	24,878,450	4,500,000	48,279,265

\*The data for Faculty Initiative Fund includes the 2022-23 and 2023 calls

\*\*This includes data of FTG for all four calls of 2022-23

# Office of International Affairs

## Initiatives & Activities

### Outbound Mobility: Fall 2022 and Spring 2023

The Office of International Affairs (OIA) utilised various communication channels such as open houses, emails and one-on-one sessions with students to motivate them to participate in exchange programmes.

13

students participated in exchange programmes in Fall 2022

18

students went on international exchange programmes in Spring 2023

2

students received the Erasmus +ICM grant at Koc University, Turkey

1

staff member got an internship opportunity at Koc University

### Inbound Mobility in Fall 2022

LUMS welcomed two exchange students from the University of Passau, Germany for one semester during Fall 2022. Moreover, in Spring

2023, two female students from Afghanistan enrolled at LUMS and will be completing their undergraduate degree here.

### B-International Project Meetings

B-International is a capacity-building project co-funded by the European Union. It aims to provide staff in Pakistani HEIs with the tools and knowledge to implement international strategies that support the wider strategic priorities of the universities. The project comprises of 8 universities: 4 from the EU and 4 from Pakistan. The total budget of the project is PKR 19,464,587.

- From November 28 to 30, 2022, LUMS hosted a series of in-person events with international partners from the B-International consortium. Representatives from Cardiff Metropolitan University and the University of Salamanca, as well as local partners from NUST, PIFD and COMSATS visited LUMS to attend the launch of a digital learning

platform along with strategy meetings on internationalisation.

- The 4<sup>th</sup> Consortium meeting of the B-International Project was held from January 30 till February 1, 2023 at Cardiff Metropolitan University. LUMS and Cardiff also signed an MoU with the intent to collaborate on research, exchange programmes for students and staff, and capacity building initiatives. As the B-International project approaches its closure, LUMS will continue to develop the systems, networks and capacity to transform its campus into a truly international space.

## Agreements

MoUs have been signed with the following universities:

- University of Kassel, Germany
- Cardiff Metropolitan University, UK
- Tashkent State Transport University, Uzbekistan

- Sciences Po, France
- NUCB, Japan

In addition, conversations are at an advanced stage for MoU signing with American University, Beirut.



LUMS representatives at Cardiff Metropolitan University, UK

## Events

- On February 16, 2023 the EU Delegation in Pakistan, in collaboration with OIA, hosted the EU Roadshow 2023 to mark 60 years of diplomatic relations between Pakistan and the EU. It highlighted the scholarship opportunities under the Erasmus+ programme for students and academic staff.
- OIA represented LUMS at the Edex Expo 2023 in collaboration with HEC, Pakistan. The expo was held from February 24 to 26 in Colombo, Sri Lanka. During the event, LUMS representatives engaged with approximately 200 students, parents and educators, providing them with comprehensive information on courses, programmes, admission requirements and other pertinent aspects of pursuing education at LUMS. OIA representatives also visited 4 Sri Lankan universities that have resulted in discussions about faculty and student exchanges.
- 9 students from Heidelberg University, accompanied by Dr. Philipp Zehmisch visited LUMS for a week-long research seminar. The international research seminar, 'Heritage

Conservation in Postcolonial Pakistan' aimed to explore the heritage of postcolonial Pakistan.



Mr. Thomas Seiler, EU Deputy Head of Mission to Pakistan and LUMS VC inaugurate the EU Roadshow

## Visitors



Ambassador H.E. Jose Antonio de Ory with the LUMS leadership

- His Excellency, Alfred Grannas, the German Ambassador to Pakistan, visited LUMS on September 21, 2023 to discuss opportunities of collaboration with German universities.
- Mark Coddington, Global Projects and Policy Manager and Nabeel Vehra, Regional Advisor for Pakistan at Queen Mary University, London visited OIA on January 18, 2023. During the visit, discussions ensued on the current collaboration they have with LUMS and further initiatives between the two entities. The visiting delegation explored new avenues of collaboration with the Law School at LUMS.
- A high-level delegation headed by the Ambassador of Spain to Pakistan, visited LUMS on January 20, 2023 to explore areas of mutual collaboration. Ambassador H.E. Jose Antonio de Ory expressed his interest in the possibility of designing and teaching a course on the Spanish language by LUMS. Moreover, there was an extensive conversation regarding the potential partnership between the School of Business at LUMS and Spanish Business Schools.
- OIA had the pleasure of hosting Dr. Doris Kiendl, Chair for the International Management & Entrepreneurship Institute at FH JOANNEUM University of Applied Sciences on January 30, 2023. She discussed increasing inbound mobility and also conducted a session with LUMS students.
- Prof. Amir Mahmood, Dean, School of Business and International Dean at Western Sydney University visited LUMS on January 31, 2023. Avenues of cooperation were explored to encourage exchange between students, faculty and staff and research collaboration.
- Ivan Hutchins, the Head of International Business Development and Muhammad Talha, the Country Manager of the University of Essex visited OIA on March 6, 2023. Several opportunities for collaboration were identified during this meeting.
- Prof. Ren Yi, Pro Vice Chancellor (International) and Mohammad Jawad Akhtar, Country Manager, Pakistan, University of Southern Queensland visited OIA on March 8, 2023. The conversation was based on bilateral mobility opportunities.
- Dr. Bernhard Loll and his PhD student from Freie University visited OIA on March 15, 2023 and discussed several opportunities for collaboration.
- Professors Stefan Securing and Ralf Wagner from the University of Kassel visited OIA on March 17, 2023. Several ideas were explored to enhance the existing collaboration.
- Haroon Chaudhry, Associate Vice-President (International), University of Regina, visited OIA on March 20, 2023. Discussions revolved around the current collaboration and the several opportunities that exist to expand this partnership.

# Human Resources

## Process Enhancement

### Embracing a Paperless Workplace: Digitising Files with M-Files

The Office of Human Resources (HR) has taken a significant step towards sustainability and efficiency by embracing a paperless environment. To reduce paper usage and streamline document management, HR has successfully completed the migration of all paper files to M-Files, an online document management system. With M-Files, HR now has a centralised and secure platform for storing, organising, and accessing documents electronically, eliminating the need for physical files and promoting a greener and more digitally driven approach to document management.

### Faculty and Staff Remuneration Survey

As part of its commitment to ensuring fair and competitive remuneration practices, HR recently conducted a comprehensive survey to evaluate faculty and staff salaries. This initiative aimed to benchmark LUMS' remuneration against comparable corporate and academic institutions, identify any disparities, and develop strategies to address salary inequities. The results of the survey provided valuable insights into current remuneration practices, enabling LUMS to take proactive measures to bridge any gaps and ensure a fair and transparent compensation structure.

### Performance Management Sessions for Employees

HR has initiated performance management sessions to reinforce fair appraisals, SMART goal setting, performance benchmarking, team building, and identifying high/low performers. Empowering employees with skills for effective performance management aligns with LUMS' culture of accountability, transparency, and excellence in pursuit of strategic goals.

### Automation of Key Projects and Processes

HR has taken significant strides in automating various HR projects and processes. These initiatives include automating the faculty and staff tuition remission process, custodian leaves in e-Portal/Fiori, retirement age calculation and notification, probation cases, data correction exercises relating to employees' family information, insurance, and training data.

### Performance Improvement Plan for Employees

HR has implemented a staff Performance Improvement Plan (PIP) to provide a framework for addressing performance gaps/issues and helping the employees improve their skills and competencies. The PIP is a formal process that outlines specific goals and expectations, as well as a timeline for improvement, and provides ongoing support and feedback to the employees in an effective manner.

### Relief Efforts for Staff (Custodial, Janitorial, and Daily Wagers)

In response to the ongoing crisis in Pakistan, HR has taken a compassionate initiative to support its custodial staff. Through an organised campaign led by HR, all custodial staff, including permanent, outsourced, and daily wage workers, will receive essential relief items such as food boxes, medicine vouchers, and fuel cards over the next three months. This initiative, spearheaded by the University's leadership, demonstrates LUMS' commitment to providing immediate relief to its most vulnerable community members during these challenging times.

## Inclusion of Custodial Staff in OPD Coverage

HR has extended the benefit of OPD insurance coverage to all custodial staff. This initiative ensures that the custodial staff, who play a vital role in maintaining the campus, have access to comprehensive healthcare coverage, including OPD consultations and treatments, which were previously not available to them. This reflects LUMS' commitment to enhancing employee benefits and promoting inclusivity in our workplace.

## Faculty Reinstatement Policy

LUMS has extended the retirement age for full-time faculty to 63 years. This was based on recommendations from the University Advisory Board, HR Committee, and VC to the Management Committee. According to the policy from July 1, 2022 onwards, titles for the retiring faculty will not be changed to visiting faculty and are being reinstated to permanent with their respective ranks.

## Employee Wellness & Engagement

### Women's Health and Wellness Initiatives

HR collaborated with Cancer Care Hospital and a certified obstetrician and gynaecologist to organise a Breast Cancer Awareness Campaign. The initiative aimed to raise awareness among the LUMS community on the importance of early breast cancer prevention and detection. Free mammography exams were offered to all female staff above 40 years of age, and an awareness session and medical camp were conducted on October 21, 2022.

To honour the incredible women at LUMS, HR hosted an online social media campaign titled 'Your Story Matters' under the theme of 'Embrace Equity' for International Women's Day 2023. This was an effort to celebrate women and hear their unique stories and perspective to inspire others.

### Highlighting the Importance of Mental Health

Recognising the importance of mental health and focusing on addressing common mental health concerns such as stress, anxiety, and depression, HR organised a workshop in collaboration with ReliveNow titled 'Brain Health, Finding Solace: Calming the Chaos'. Additionally, a webinar was held on October 10 to mark World Mental Health Day. The webinar featured guest speakers from LUMS and Tibbi, providing valuable insights and information on the topic.

### Celebrating Independence Day

The HR Team organised a campaign titled 'Hum Sab Ka Pakistan' to celebrate Independence Day on August 14, 2022. The campaign involved a photo contest in which all departments were encouraged to share team pictures celebrating Independence Day in full spirit.

### Christmas Celebrations

HR in collaboration with the Office of International Affairs and the Office of Accessibility, and Inclusion, organised a heartwarming Christmas celebration for its Christian colleagues. The team hosted fun activities like singing and quizzes and distributing gift hampers among the winners.



## Annual Career Fair 2023

The HR Team participated in the Annual Career Fair 2023 at LUMS, providing an opportunity for networking and building connections with university alumni and students, leading to potential career advancement opportunities, and serving their alma mater. This year, HR's focus

was to highlight the importance of sustainability through fun activities and giveaways, including interactive games like a Kahoot quiz and a 'Go Green' dart game. Students were offered the opportunity to help raise awareness about tree plantation by adopting a plant as a winning prize.

## Talent Acquisition

### Going Digital – Way Forward

HR implemented the additional modules of SAP SuccessFactors and conducted a comprehensive training session with all stakeholders on recruitment workflows to ensure the efficient execution of the recruitment process resulting in an improved candidate onboarding experience and application completion rate. Within a short span, LUMS has a pool of more than 35,000 profiles of active candidates, which will help in the improvement of the recruitment metrics in future and help the university achieve its workforce needs in a timely manner.

### Recruitment Dashboard

The recruitment metrics dashboards have provided HR with a comprehensive understanding of hiring practices and empowered the Office to make data-informed decisions in accordance with the prevailing market trends. By leveraging these insights, HR has significantly improved key recruitment metrics including turnaround time, time to hire and time to fill positions, leading to enhanced recruitment efficiency. This has further enabled LUMS to attract and retain top talent in a highly competitive market.



### Career Advancement Opportunities

The announcement of internal career advancement opportunities resulted in numerous internal candidates being promoted and given opportunities to advance their careers by taking on more challenging roles within LUMS.

### Improved Candidate Experience

A revamped hiring process including job advertisement, application and active feedback to ensure a positive experience for candidates, has assisted in attracting top-tier talent, as well as ensuring that candidates disseminate favourable testimonials regarding their experience with LUMS. These efforts have ultimately resulted in the enhancement of the institution's employer brand among top industry talent.

## Recruitment Volume

A significant hike in recruitment was efficiently handled by the Talent Acquisition team amid automation and process revamp. Some recruitment figures are

	2022-2023
ADMINISTRATIVE & ACADEMIC SUPPORT STAFF POSITIONS	140
FULL-TIME INTERNSHIPS	7
RAS	277
TAS	49
STUDENT INTERNS	50
STUDENT PARTNERSHIPS	18
FACULTY	49

## Learning & Development

HR has completed a thorough Training Needs Assessment to identify the critical areas of learning and development, covering both soft skills and competencies essential for success in the workplace. As a result, HR has identified the top 10 learning themes that are most relevant to employees. HR has initiated and completed the Request for Proposal process for the upcoming training. With these measures in place, high-quality training programmes will be organised

that align with employees' professional growth and development needs.

In addition, HR has established a robust framework for measuring the Return on Investment of the training programmes, incorporating pre- and post-assessment as well as impact assessment, to ensure that the training initiatives are highly effective and tailored to individual needs.

## Day Care

The Day Care Centre experienced peak enrolments consistently; 80 children including infants are the maximum capacity. A major initiative of the Centre was an inaugural summer camp in 2022 which offered six courses including Karate; music; painting and sketching; assisted homework; hand stitching, embroidery and beads work, and Quran Nazira. The LUMS community's overwhelming feedback on the School Preparatory Programme for preschoolers was the major cause of the promising increase in day care enrolment. The curriculum offered activity and play-based lessons on phonics, rhymes, storytelling, introduction to Haroof e Tahajji and concepts of Mathematics.

New programmes, *Quran Nazira* and Assisted Homework were also launched based on the community's demand and are being offered on a regular basis.



# Gad and Birgit Rausing Library

Over

**45,000+**  
online journals

**229,553+**  
e-books

**2,500**  
books received as gifts

**60+**  
research skills enhancement  
sessions conducted

**2,811,861**  
(11619/daily) annual searches &  
downloads of research papers  
from e-databases

**445,662**  
(1842 daily) physical  
visitors

**21,296**  
(88/daily) books issued

**8,000+**  
research articles provided to  
faculty through the Table of  
Contents Service.

Generated

**18,000+**  
similarity index reports,  
plagiarism certificates & Turnitin  
accounts

## Initiatives

- Implemented a world-class library content management system to allow library users to easily locate the content they require on a particular subject.
- Arranged a book exhibition by Oxford University Press to offer the university community the opportunity to purchase books of their interest at discounted rates. The stall housed a wide range of dictionaries, reference books, textbooks, and other materials on different subjects.
- The Library is actively maintaining its institutional repository by providing access to a wide range of diverse resources. This includes LUMS projects, dissertations, publications, pictorial and video archives etc.
- Increased electric connections for charging devices on the Library's ground floor by 50.
- Acquired gifts and donations of 2,500 books. This collection includes approximately 1,000 highly valuable, rare, and antique books generously contributed by Fakir Syed Aijazuddin. Among these books are also several author-signed copies and publications authored by Mr. Aijazuddin himself.
- Developed a collaboration of resources between libraries at the University of London, the University of Stirling, and the University of Sharjah.

## Enhanced User Facilities

The Library offers various services to assist the faculty in teaching and research. These include:

- **Kindle e-Readers:** The Library has recently acquired 52 Amazon Kindle e-readers, which are now available for borrowing. These come pre-loaded with a diverse selection of classics, fiction, and course packs. Moreover, they are configured to provide convenient access to a vast collection of resources, including online journals and e-books.
- **Book and Article Alerts:** Alerts are sent to concerned faculty members according to their interest areas.

- E-Kiosks: High-tech computer terminals provide information from subscribed databases for education and research and facilitate the users to retrieve relevant research data.
- 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 the promotion of new publications by LUMS faculty through practical ways.

## Workshops & Trainings

- Information literacy session held on the request of Mr. Aurangzeb Haneef from MGSHSS, focused on locating appropriate resources and conducting location-based searches for materials. The students showed a keen interest in finding books in the library catalog and locating them.
- WebEx training session, 'The Business & Management Collection' was conducted for faculty members and students with Ms. Monique Winstanley and Mr. Joe Moody from HSTalks as the speakers.
- WebEx session, 'Plagiarism Detection Software' was conducted with Mr. Taimur Mirza, EdTech Consultant. The session covered various topics related to plagiarism, including what constitutes plagiarism, how to detect it using Turnitin software, and how to avoid it through appropriate paraphrasing, summarising, quoting, and referencing. The session also covered the consequences of plagiarism.



## Collections and Resources

- Added 615 books through purchase and 2299 through donations; print collections of over 292,119 and e-books of over 229,553.
- Developed a huge collection of company reports (mostly e-copies), digital press clippings, and the Pakistan Periodical Index from 1989 to the present, all accessible through the digital library.
- Being a depository, free access to e-libraries of the WB, UN, IMF, EU, and Asian Development Bank.



# **Financial Statements**

JULY 1, 2021 TO JUNE 30, 2022

## Horizontal Analysis of Financial Statements

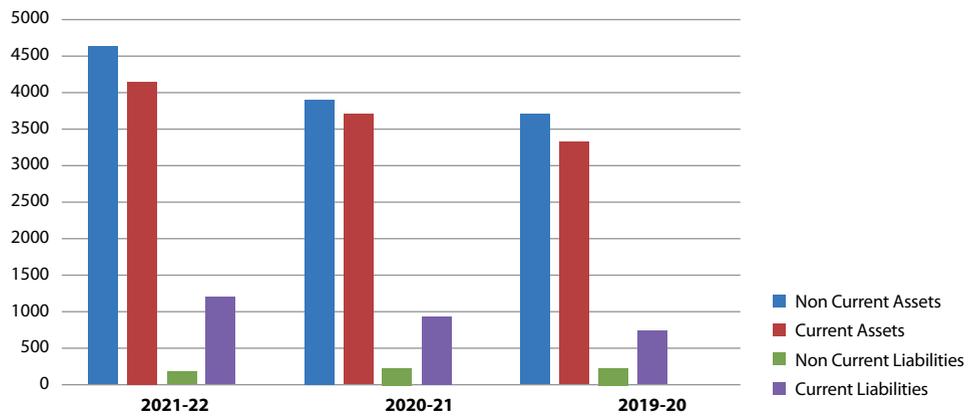
	2021-22	%	2020-21	%	2019-20
<b>Assets</b>					
Non Current Assets	4642	17%	3951	5%	3771
Current Assets	4140	11%	3720	9%	3401
	<b>8782</b>		<b>7671</b>		<b>7172</b>
<b>Fund Balance and Liabilities</b>					
Non Current Liabilities	186	-2%	190	-12%	215
Current Liabilities	1299	39%	937	21%	777
Fund Balance	7296	11%	6544	6%	6180
	<b>8782</b>		<b>7671</b>		<b>7172</b>
<b>Fund Balance</b>					
Current Fund	1948	5%	1854	-11%	2074
Endowment Fund	3329	17%	2848	18%	2407
Scholarship Fund	49	41%	35	-5%	37
Chair Fund	62	7%	58	5%	56
Sponsored Fund	685	19%	574	45%	396
Fixed Asset Fund	1223	4%	1175	-3%	1210
	<b>7296</b>		<b>6544</b>		<b>6180</b>
<b>Income &amp; Expenditure</b>					
Income	7643	20%	6345	3%	6190
Expenditure	6891	15%	5974	12%	5347
Surplus	752	103%	371	-56%	843

## Vertical Analysis of Financial Statements

	2021-22	%	2020-21	%	2019-20
<b>Assets</b>					
Non Current Assets	4642	53%	3951	52%	3771
Current Assets	4140	47%	3720	48%	3401
<b>Total</b>	<b>8782</b>	<b>100%</b>	<b>7671</b>	<b>100%</b>	<b>7172</b>
<b>Fund Balance and Liabilities</b>					
Non Current Liabilities	186	2%	190	2%	215
Current Liabilities	1299	15%	937	12%	777
Fund Balance	7296	83%	6544	85%	6180
<b>Total</b>	<b>8782</b>	<b>100%</b>	<b>7671</b>	<b>100%</b>	<b>7172</b>
<b>Fund Balance</b>					
Current Fund	1948	27%	1854	28%	2074
Endowment Fund	3329	46%	2848	44%	2407
Scholarship Fund	49	1%	35	1%	37
Chair Fund	62	1%	58	1%	56
Sponsored Fund	685	9%	574	9%	396
Fixed Asset Fund	1223	17%	1175	18%	1210
<b>Total</b>	<b>7296</b>	<b>100%</b>	<b>6544</b>	<b>100%</b>	<b>6180</b>
<b>Income &amp; Expenditure</b>					
Income	7643	100%	6345	100%	6190
Expenditure	6891	90%	5974	94%	5347
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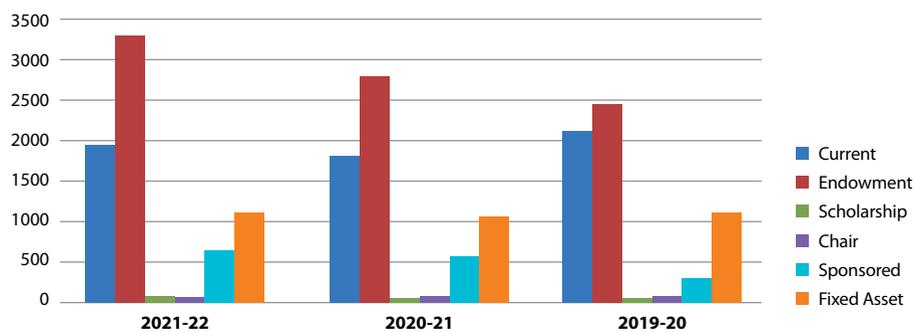
## Summary of Assets and Liabilities

PKR in Millions



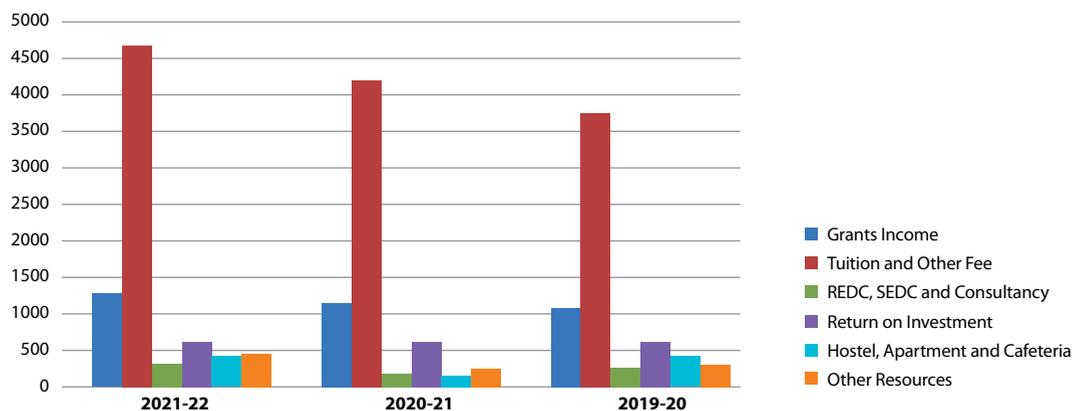
## Summary of Funds

PKR in Millions



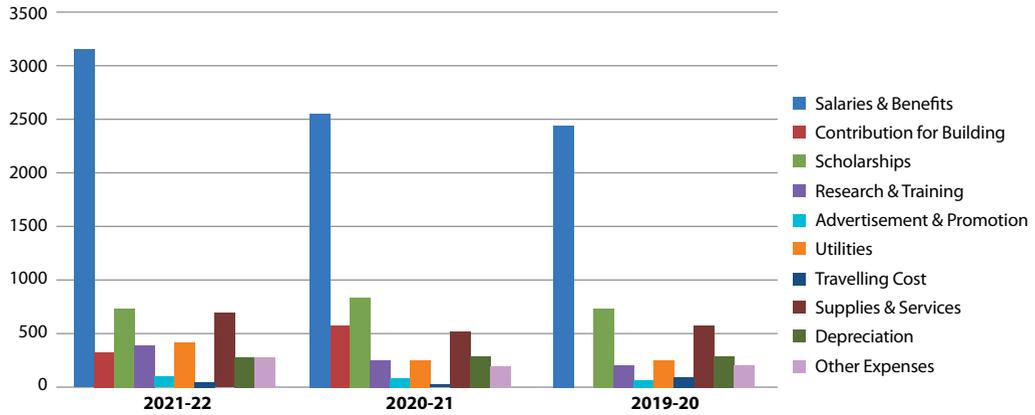
## Revenue Composition

PKR in Millions



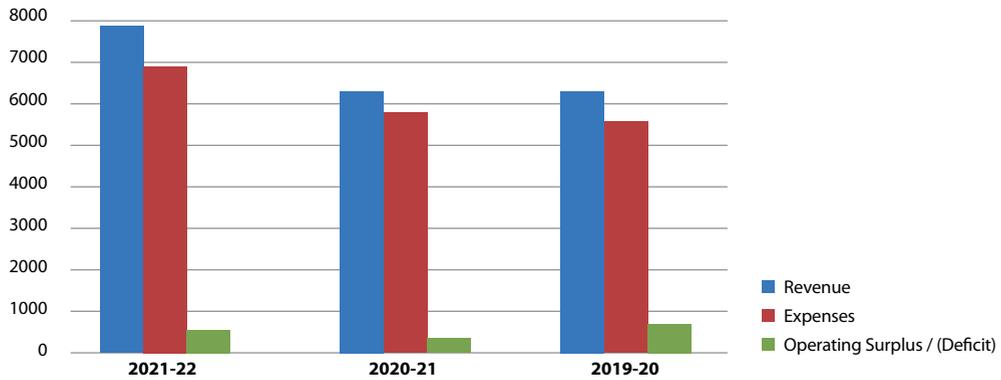
## Expense Composition

PKR in Millions



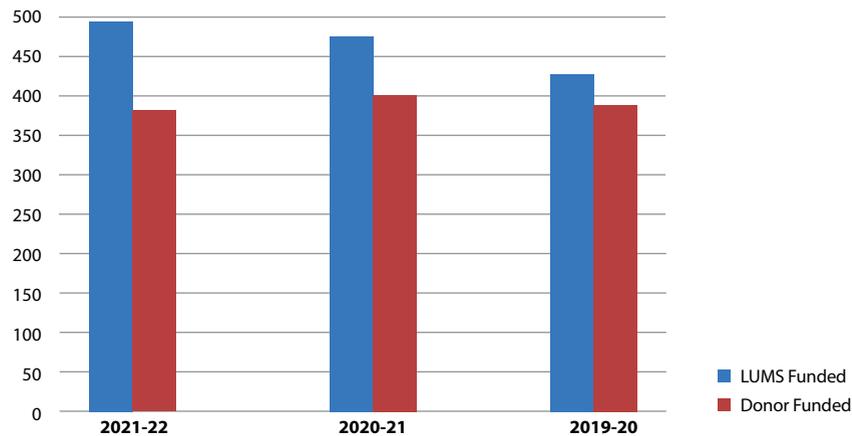
## Revenue and Expense Comparison

PKR in Millions



## Scholarship Disbursements

PKR in Millions





**“There is no end to development,  
improvement and progress.”**

**Syed Babar Ali,  
Founding Pro Chancellor, LUMS**





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