

ACADEMIC REPORT 2021-22



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منزلوں کا یقین



Celebrations marking the 35th anniversary of LUMS were held throughout the year

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FROM THE VICE CHANCELLOR



Dear LUMS Community,

Congratulations on another successful academic year at LUMS! It was a special year for all of us for several reasons. First, 2021-22 marked the 35th anniversary of the founding of LUMS and we celebrated a remarkable history that has been the foundation of our unparalleled impact on students, on local communities, on Pakistan and beyond.

From its early establishment as a business school serving only 44 students in its first year, LUMS has evolved into a microcosm of Pakistan. Today, we celebrate our diversity in our 5,034 students, 362 faculty, 883 staff and 15,578 alumni. LUMS has always attracted people who share the fundamental curiosity and desire to learn. We must continue to promote and celebrate this by building on a robust history setting LUMS apart from the rest.

LUMS has fully embraced the perspective, 'Learning Without Borders', advocating a unity among the disciplines to collectively address the grand challenges facing Pakistan and beyond. In the past year, we remained committed to its efforts to break academic, geographic, gender, and socio-economic barriers. We serve the wider community to make quality education accessible to all.

In 2021-2022, we also turned a corner with regards to the challenges and restrictions that we dealt with during the global pandemic. We saw a gradual return to the vibrancy and campus life as students came back full-time last fall and during in-person convocations that included both the 2020 and 2021 graduating classes. One of the most impactful lessons that we can take away from the pandemic is that our university is only as strong as our community. Our successes depend on one

another, and our challenges are indeed shared challenges.

Throughout this last academic year, the LUMS community continued to prove its resilience and demonstrated a spirit of innovation, moving forward on many fronts to deliver excellence in research, teaching, and learning. I am pleased to share a few highlights that demonstrate how LUMS is bringing our vision to life.

Highlights

CELEBRATING RESEARCH, TEACHING AND SERVICE EXCELLENCE

LUMS faculty won 108 external grants worth PKR 624 million and 113 internal grants worth PKR 80 million in the past academic year. The variety of external grants cut across various disciplines and sectors including electrification, detecting antibodies, scaling up dialogues for sustainability, crop residues for value added products, applications in material and biological sciences; the list goes on. LUMS' research intensity continues to strengthen, seen through a wide array of scholarship across schools and a remarkable growth in graduate programmes that support research efforts. Cutting-edge innovations have also spurred several promising start-ups whose diverse



Rotibot at the Makers Lab



Electric rickshaw

purposes promise to change lives. These include therapeutics for diabetics, reducing plastic waste, multi-sensor traffic monitoring, electric rickshaws, DC inverters, lithium-ion batteries and even a robot that prepares *rotis*.

2022 marked the second year for the *Vice Chancellor's Award for Teaching Excellence*, co-sponsored by the VC Office and the LUMS Learning Institute. This institutional award celebrates the outstanding contributions instructors make to enhance the quality of learning and teaching at the University. This year, five winners were selected for the award including Drs. Haniya Azam, Rahman Shah Zaib Saleem, Hamad Alizai and Imran Cheema from the School of Science and Engineering and Dr. Syed Zahid Ali from the School of Humanities and Social Sciences. They were chosen by the Selection Committee from the 20 portfolios submitted out of a total of 40 nominations from across LUMS. The quality of the submissions made it clear that there were many more deserving winners than awards granted which speaks to the wider impact that many exceptional teachers are having on student learning, their colleagues, and the wider communities they serve.

We were also thrilled to launch the inaugural *Vice Chancellor's Awards for Service Excellence* in April 2022, co-sponsored by the VC Office and Human Resources. This is a first-of-its kind university-wide award to recognise the value that staff members bring to the LUMS community and their outstanding contributions to the University. This year, six individuals were selected for the Award. They are: Natasha Sohail Barlas (Office of Academic Advising), Muhammad Umar Brar (Admin Services, Suleman Dawood School of Business), Muhammad Faisal Haroon (Procurement), Shandana Mehdi (National Outreach Programme), Hafiz



Dr. Arshad Ahmad riding his electric bike on campus

Vice Chancellor's Award for Teaching Excellence
CONGRATULATIONS TO THE WINNERS!

Dr. Hamad Alizai Dr. Haniya Azam Dr. Imran Cheema Dr. Rahman Shah Zaib Saleem Dr. Syed Zahid Ali

Vice Chancellor's Award for Faculty



Vice Chancellor's Award for Staff

Muhammad Rizwan (Physics Department) and Tariq Sheikh (Information Systems and Technology/COVID Operations).

placed among the top 17 per cent universities assessed in the 2022 edition of the QS Asia University Rankings. The University has improved its position by five places this year.

REGIONAL AND GLOBAL RECOGNITION

LUMS is incredibly proud that our international presence is becoming more visible. For the first time, the University was recognised by Times Higher Education as the 50th Best Small University in the world in 2021. The University also received global recognition from the Council for the Advancement of Education based in Washington, with the Platinum award for our flagship National Outreach Programme (NOP). The NOP continues to provide full scholarships including all living expenses to students coming from over 130 disadvantaged areas in Pakistan.

The QS World Rankings consistently recognise LUMS graduates for placement and employability. The University continues to establish its reputation as one of the top universities in the region. According to the QS Asia University Rankings 2022, LUMS is

The 2022 rankings also determined that Employer Reputation was the strongest performance indicator for LUMS. This is an extension of last year's achievement where the QS Graduate Employability Rankings declared LUMS as the 'top-ranked university in Pakistan.' The faculty student ratio has also gone up, along with citations per paper.

COLLABORATIONS

We are ramping up experiential learning to have a greater impact on the quality of the student experience through more practicums, internships, and student partnership opportunities on campus. A unique example is the collaboration with the nascent University of Baltistan (UoB), in Skardu. Five field-based courses are to be taught to feed research



LUMS delegation at the new location of UoB campus

questions addressing an evolving curriculum that has a direct impact on local communities. Faculty from LUMS and UoB have designed and will co-teach field-based courses on hydrology, energy, life science, entrepreneurship, and e-commerce this July. Three hundred students from both universities will live and learn together in Skardu, which is the epicentre of the world's 3rd pole, to get a more holistic and ecological understanding of learning in natural environments.

By attending to these priorities, each of the departments, programmes, schools, centres, and offices will continue to share their distinctive perspectives and respective strategic plans. Guided by these priorities, you can expect more stories of accomplishments and milestones from LUMS in the years to come, and we hope you will join us in our excitement for what is ahead – for LUMS, for our communities, and our shared future in achieving positive impact together. Thank you for joining us on this journey!

Looking Ahead

LUMS continues to be a mission-driven institution, fully embracing the perspective of 'Learning Without Borders'. As we plan for the next year and refocus our energies toward a common vision for LUMS' future, our commitment to our communities remains steadfast. It is our social duty to be leaders in the grand challenge of strengthening our region. We have determined five top strategic priorities for regional impact that must simultaneously elevate social, environmental, and economic prosperity here in Pakistan.

Dr. Arshad Ahmad

PRIORITIES

- **Strengthening and optimising the mix of graduate and undergraduate programmes**
- **Determining the extent to which we complement in-person offerings with online and hybrid courses, certificates, diplomas, and degrees**
- **Elevating inter-disciplinary research centres as vehicles to advance research, learning and teaching**
- **Achieving a greater degree of internationalisation with more overseas faculty and students engaged in our core activities**
- **Identifying an equitable and sustainable model of fundraising and balanced budgeting**



Suleman Dawood School of Business

Message

FROM THE HONORARY DEAN



The Suleman Dawood School of Business (SDSB) is, as ever, continuing to target the improvement of the country's learning landscape through excellence in business education. In doing so, it pursues fast-paced changes across a number of dimensions. We have this past year admitted the highest ever number of undergraduate students. Our MBA and Executive MBA classes have grown in size, with 186 incoming candidates across both degrees. Applications to our six MS programmes launched over the past two years are attracting more and more candidates as these degrees gain awareness. Our MS students are successfully finding field project placements, many of which will firm up into permanent job offers. Most of our degree programmes primarily emphasise the application of knowledge to impact practice. Additionally, aside from experiential learning pedagogies and field internships, we promote entrepreneurial exposure for our students via the National Incubation Centre Lahore (NICL), where graduates can incubate their business ideas and launch their own start-ups.

In the coming year, SDSB will initiate a major in Public Management at the Bachelor's level and a Diploma in Business for candidates seeking career progression or entry into one of our graduate programmes. SDSB also plans to launch an Asian EMBA to develop mid-career professionals, with the programme being offered in several regions within South Asia and the Middle East.

SDSB's aim to develop ideas and people to shape business and society is evidenced by many of our other initiatives. For the past two years, every woman accepted into any graduate programme at the business school receives a 50 per cent scholarship. This is changing classroom conversations and powering a new generation of educated individuals who will lead the workplace. The 50 per cent graduate scholarship was celebrated internationally by AACSB as an 'inspiring innovation' recently. This initiative will be featured at the International Conference and Annual Meeting (ICAM) in the later part of 2022. SDSB has also opened its doors with a 50

per cent scholarship to any LUMS staff gaining admission to one of its graduate programmes. No other business school in the world engages in such level of generosity aligned with ambitious societal change objectives.

SDSB continues its 'Conversations with Changemakers' series, which features key people impacting our world. The faculty at SDSB are likewise publishing high impact research and case studies that are published in high-ranking journals and through the Harvard Business Publishing online catalogue, respectively. Research from SDSB can be accessed by other business instructors globally. More than 50 research papers were published during the past academic year by SDSB faculty, with 50 per cent of these rated as A or A*.

This year the National Business Education Accreditation Council (NBEAC) assessed SDSB's quality of business education. The Peer Review Team from NBEAC reviewed the School's performance across multiple domains, including strategic management, curriculum, students, faculty, research and development, social responsibility, resources, linkages, student placements and admission and exam policy. As a result, the School has been re-accredited (under category 'W') for a period of five years.

SDSB scholars are changing both thought and practice whilst imparting outstanding business education and mobilising positive social change. This Report highlights what SDSB brings to the world and makes transparent what makes it the top business school in the country.

Dr. Alnoor Bhimani

Highlights

NATIONAL ACCREDITATION

In 2022, the National Business Education Accreditation Council, Higher Education Commission re-accredited the MBA and undergraduate programmes at SDSB, placing the School in the highest category, 'W', for 5 years.

QS GLOBAL RANKINGS 2021

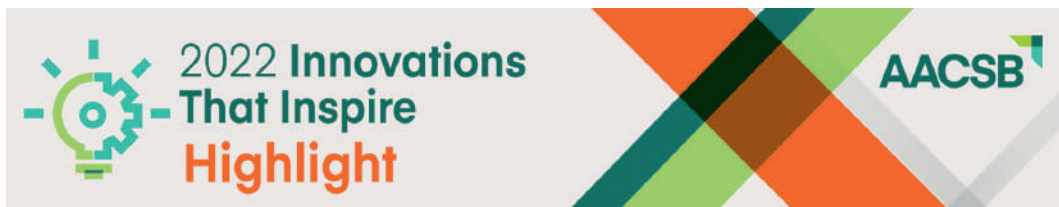
LUMS is ranked **number 1** in Pakistan in Business and Management Studies. It is globally placed in the top 200 with its rank in the 151-200 bracket.

SDSB is the only School from Pakistan to be ranked in the **Accounting and Finance** subject area with a global ranking of **201-250**.

SDSB's MBA is ranked among the top 30 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 2022.

SDSB's Executive MBA is ranked among the **top 16 programmes** in Asia and top 131-140 globally in the QS Executive MBA Rankings 2021.

AACSB'S INNOVATIONS THAT INSPIRE INITIATIVE RECOGNISES SDSB



The Association to Advance Collegiate Schools of Business (AACSB), the world's largest business education alliance, has featured SDSB in its Innovations That Inspire member spotlight programme. The School is one of 24 business schools worldwide to receive this honourable recognition this year for its Women's Scholarship Initiative.

The SDSB Women's Scholarship is the first in the world to extend a 50 per cent tuition waiver to any woman accepted to its graduate programmes, advancing women's access to higher education and creating transformative social impact.

News and Events

SDSB 360

The second volume comprising two issues of SDSB's biannual magazine, *SDSB 360* was published this year. It features conversations with global and national industry leaders, rising stars of SDSB, articles on faculty research and cases, and the latest news from SDSB and LUMS.



NEW FACULTY

Dr. Aman Abid, Visiting Assistant Professor
Dr. Ghulam Ali Arain, Associate Professor
Dr. Syed Kumail Rizvi, Associate Professor
Samir Ahmed, Executive in Residence, MS Financial Management
Ali Qamar, Executive in Residence, MS Accounting and Analytics

FACULTY PROMOTIONS

Dr. M. Shehryar Shahid promoted to Associate Professor with tenure
Asad Alam promoted to Associate Professor

CONVERSATIONS WITH CHANGEMAKERS

Changemaker conversations at SDSB connect students and the public with trailblazers making their mark in business and industry. Hosted by Honorary Dean, Dr. Alnoor Bhimani, each episode features an interesting and insightful conversation with an inspirational individual. This year, the series featured: Sultan Ali Allana, Chairman, Habib Bank Limited



Olivia Campbell, Deputy Director Trade, British High Commission



Undergraduate Programme Highlights

APPOINTMENT OF UNDERGRADUATE PROGRAMME DIRECTOR

Julien Harneis, Resident Coordinator and Humanitarian Coordinator in Pakistan, UN



SDSB welcomes Mahira Ilyas as the Programme Director for the Undergraduate Programmes. Ms. Ilyas teaches in the areas of e-business strategy, management, computers and problem-solving, brand management and professional responsibility. She holds an MBA degree from LUMS (2010) with a concentration in Marketing and Strategy. She also has a BSc from LUMS (2002) in Computer Science.

Teresa Daban Sanchez and Ester Perez Ruiz (Outgoing and Incoming Resident Representatives, respectively), International Monetary Fund



STUDENT ACHIEVEMENTS
EXCELLENCE ACHIEVED BY SDSB GRADUATES IN THE CIVIL SERVICES
EXAMINATIONS 2021

Name	Major	Batch	Province	Merit Number	Group/Service Allocated
Hafiz Ali Naeem Sheikh	BSc Management Science	2017	Punjab	01	Pakistan Administrative Service (PAS)
Ahsan Fraz Gondal	BSc Accounting and Finance	2019	Punjab	02	Pakistan Administrative Service (PAS)
Syed Ammar Akhtar	BSc Accounting and Finance	2016	Punjab	43	Pakistan Customs Service (PCS)
Minahil Khawaja	BSc Accounting and Finance	2020	Punjab	47	Police Service of Pakistan (PSP)
Hafiz Hamza Mahmood Raja	BSc Accounting and Finance	2020	Punjab	55	Foreign Service of Pakistan (FSP)
Sardar Usman Saleem	BSc Accounting and Finance	2018	KPK	63	Police Service of Pakistan (PSP)
Zubda Hameed	BSc Management Science	2020	Punjab	93	Inland Revenue Service (IRS)
Abdul Haseeb Asghar	BSc Accounting and Finance	2018	Punjab	107	Pakistan Audit & Accounts Service (PAAS)
Danial Hussain Shaikh	BSc Management Science	2018	GB	124	Police Service of Pakistan (PSP)



Mamoon Hamid, Partner, Kleiner Perkins in conversation with Babar Khan and Ismail Khan, Co-founders, Tajir

DEAN'S HONOUR LIST

231 STUDENTS ON THE SDSB DEAN'S HONOUR LIST FOR 2020-21

Class of 2022

65

Class of 2023

80

Class of 2024

86



INTERNATIONALISATION THROUGH EXCHANGE PROGRAMMES

Eighteen students were selected for exchange programmes for 2021-22. They will be going to universities like, Azerbaijan Diplomatic Academy (ADA University) Azerbaijan, Koç University, Turkey, FH Joanneum, University of Applied Sciences, Austria, Queen Mary University of London, UK, The University of Malaya, Malaysia, Tilburg University, Netherlands, University of Arkansas, USA, University of Evansville, USA, University of Southern Indiana, USA among a few others.

UNDERGRADUATE STUDENT SCHOLARSHIPS

MERIT SCHOLARSHIPS

60 STUDENTS

CFA LEVEL 1 EXAMINATION SCHOLARSHIPS

11 STUDENTS

ACCELERATE LETTERS FOR ACCA ASPIRANTS

6 STUDENTS

NOTABLE INFORMATIONAL SESSIONS FOR UNDERGRADUATE STUDENTS



ACCA Student Information Session with Aamir Saleem, Business Development Manager, ACCA Global

Session on Institute of Chartered Accountants of Pakistan's (ICAP) Education and Training Scheme



This session was a panel discussion on Fintech by ICAP members, followed by Q&A on ICAP's new education scheme

Master of Science Programme Highlights

In September 2021, the first cohorts of MS Financial Management, MS Supply Chain and Retail Management, MS Accounting and Analytics, and MS Executive Healthcare Management and Innovation started their classes.

EVENTS

NETWORKING MIXER BY MS TECHNOLOGY MANAGEMENT AND ENTREPRENEURSHIP PROGRAMME

This event brought together tech industry leaders and Technology Management and Entrepreneurship students to create strong industry-academia linkages and encourage experiential learning.



GUEST SPEAKER SESSION FOR MS TECHNOLOGY MANAGEMENT AND ENTREPRENEURSHIP STUDENTS

Dr. Salman Mufti, Associate Professor MIS, Smith School of Business & Visiting Assistant Professor, Cornell University

SEMINAR ON WOMEN EMPOWERMENT IN COLLABORATION WITH UNITED WE RISE

Panel of eminent scholars, leaders, and changemakers

DIGITALISATION AT JAZZ

Mateen Durrani, Vice President & Head of Network Performance and Quality of Service, Jazz

PANEL DISCUSSION ON CORPORATE BANKING

Yasir Siddique Sheikh, CFO, Descon Engineering Ltd., Harris Mehmood, CFO, AkzoNobel Pakistan Ltd., Bilal Nawaz, Senior Director, Digital Consulting, EY, Pakistan

GUEST SPEAKER SESSION ON BEST VS. WORST PRACTICES IN IT PROGRAMME MANAGEMENT

Chaminda Hettiarachchi (MBA'01), CEO, Dil Consultancy, Colombo, Sri Lanka

WORKSHOP ON BASIC FINANCIAL MODELLING

Dr. Kumail Rizvi, Associate Professor & Programme Director, MS Financial Management

MS FIELD THESIS

After successfully completing the course work, the MS 2020* students undertook the mandatory field thesis encompassing broad categories:

1. Theoretical Based Thesis
2. Internship Based Placement Field Thesis (start-ups, etc.)

*MS programmes are classified according to the induction year and not the graduating year.

THEORETICAL BASED THESIS

MS BUSINESS AND PUBLIC POLICY

WASTE MANAGEMENT: 4
EDUCATION: 3
IT: 2
PUBLIC SECTOR DEVELOPMENT: 2
COVID-19: 1
CRISES MANAGEMENT: 1
HOUSING: 1
PAKISTAN'S FAMILY BUSINESS ENTERPRISES: 1
POWER SECTOR: 1
PRISONERS: 1
SPECIAL CHILDREN: 1
WOMEN DEVELOPMENT: 1

INTERNSHIP BASED PLACEMENT FIELD THESIS

MS TECHNOLOGY MANAGEMENT AND ENTREPRENEURSHIP

START-UPS: 5
NETSOL TECHNOLOGIES: 3
SIEMENS: 3
SYSTEMS LTD: 3
MICROSOFT: 2
P@SHA: 2
SAP PAKISTAN: 2
CUREMD: 1
LUMENSOFT TECHNOLOGIES: 1
FINJA PVT. LTD.: 1
OCTEK PVT. LTD.: 1
SAHAR ATIF: 1
SHAUKAT KHANUM MEMORIAL CANCER HOSPITAL AND RESEARCH CENTRE: 1
SOL: 1
TRELLA: 1

MBA Programme Highlights

NEW ELECTIVE SHORT COURSES INTRODUCED

- The Business of Sports
- Conflict Resolution
- Critical and Strategic Thinking
- Influencer Marketing
- Emotional Intelligence

SPEAKER SESSIONS

As the country's top business school, SDSB creates a bridge between thought leadership and on-the-ground impact by fostering strong industry-academia linkages through guest speaker sessions, mentorship, panel discussions and more.

- Dr. Sanaullah Abbasi, Director General, FIA Pakistan
- Sultan Ali Allana, Chairman, Habib Bank Limited
- Mehmet Celepoglu, CEO, Total Parco Pakistan
- Mamoon Hamid, Partner, Kleiner Perkins in conversation with Babar Khan and Ismail Khan, Co-founders, Tajir
- Najam ul Saqib, Director, DHA Express
- Aisha Sarwari, Director Public Affairs, Communications and Sustainability Pakistan and Afghanistan, The Coca Cola Company
- Faisal Sheikh, Partner, Bain and Company Middle East
- Fouzia Younis, Head Communication, Pakistan Network and Senior Regional Communicator for South Asia, British High Commission



WOMEN IN BUSINESS (WIB)

Student society, WIB aims to create a network of women business leaders to support women's continued advancement at all levels of decision making through individual development, community creation, access to opportunities, and lifelong engagement. In 2022, the new council for the year 2022-23 was formed from the MBA Class of 2023.



2021-22 events

1. Fireside Chat hosted by Kulsoom Lakhani, CEO i2i
2. Fireside Chat with Alizay Saeed, Co-founder, VavaCars
3. Collaboration with Consult Port to offer discounted courses to students
4. Start-up – The Female Way: A panel discussion with female start-up founders

STUDENT ACHIEVEMENTS

LUMS TEAM MAKES IT TO THE GLOBAL FINALE OF BRITISH AMERICAN TOBACCO'S (BAT) BATTLE OF MINDS

The national winners of this prestigious competition are MBA 2022 students, Fahad Mahmood, Abdullah Aslam and Raffay Mahmood. The competition required students to present a business idea that addressed waste management. Out of 71 teams from Pakistan, only three teams went through to the Local Finale. The LUMS team, Team Batsmen, also made it to the Global Finale.



The LUMS team, Team Batsmen

INTERNATIONALISATION THROUGH EXCHANGE PROGRAMMES

MBA STUDENT EXCHANGE PARTNER UNIVERSITIES

1. Bond University, Australia
2. Emlyon Business School, France
3. ESSEC Business School, France
4. IÉSEG School of Management, France
5. Universiti Sains Malaysia, Malaysia
6. University Of Malaya, Malaysia
7. KOÇ University, Turkey
8. Sabanci University, Turkey
9. Putra Business School, Malaysia
10. Özyeğin University, Turkey
11. Nagoya University of Commerce and Business, Japan
12. Indian School of Business, India

7 STUDENTS SELECTED FOR SDSB'S FALL 2021 EXCHANGE PROGRAMMES

**EMLYON BUSINESS SCHOOL,
FRANCE**

1

**KOÇ ÜNİVERSİTESİ,
İSTANBUL, TURKEY**

1

**ESSEC BUSINESS SCHOOL,
FRANCE**

1

**NAGOYA UNIVERSITY OF
COMMERCE AND BUSINESS,
JAPAN**

4



Executive MBA Programme Highlights

**EMBA CLASS SIZE
INCREASED BY OVER 50%**

SUCCESSFUL LEVERAGE OF TECHNOLOGY FOR HYBRID CLASSES

Networking, team exercises, and learning from the experiences and insights of peers from across business and industry is a hallmark of the EMBA programme. Facilitating this communication and exchange of ideas virtually can be challenging; therefore, SDSB upgraded

the technology of its classrooms in a manner to simultaneously accommodate online and on-campus students. This was done while ensuring full compliance with government-mandated COVID SOPs and ensuring social distancing between attendees.

GLOBALISATION MODULE IN SILICON VALLEY

The Globalisation Module in Silicon Valley, USA was conducted in June-July 2021 for EMBA 2022 and selected EMBA 2021 students. The EMBA Class of 2022 and 2021 visited Silicon Valley in the San Francisco Bay Area to learn the ropes of entrepreneurship from start-up experts. Their course instructor was serial entrepreneur, Naeem

Zafar, who teaches entrepreneurship at UC Berkeley and Brown University. Through the Globalisation Module, EMBA students learn first-hand about international business practices, competitive markets, and complex environments.

PhD Management Programme Highlights

5 PHD MANAGEMENT CANDIDATES SUCCESSFULLY DEFENDED THEIR DISSERTATIONS

- Mamoona Arshad
- Manal Munir Choudhary
- Rizwan Khalid
- Ramsha Naeem
- Attique Ur Rehman

8 RESEARCH SEMINARS/WEBINARS PRESENTED BY PHD MANAGEMENT CANDIDATES

PAPERS PUBLISHED BY PHD CANDIDATES

Manal Munir Choudhary

Munir, M., Jajja, M. S. S., Chatha, K. A., & Farooq, S. 2021. Supply chain risk management and operational performance: The enabling role of supply chain integration. *International Journal of Production Economics*, 227. (Ranking ABDC: A)

Ramsha Naeem

Naeem, R., Butt, AN, & Malik, R. 2022. The Effects of Gender Faultlines and Distribution of Rewards on Intragroup Power Struggles and Group Performance. *Social Justice Research*. (Ranking ABDC: B)

PHD MANAGEMENT COLLABORATION WITH HABIB BANK LIMITED

In October 2021, HBL and SDSB finalised a collaboration on their PhD programme and its finance stream. HBL will support leading-edge scholarly and applied research in SDSB on real-world problems in global, regional and local finance and its social and economic impact. We expect the collaboration between SDSB faculty, PhD students and HBL executives to lead to new and exciting synergies.

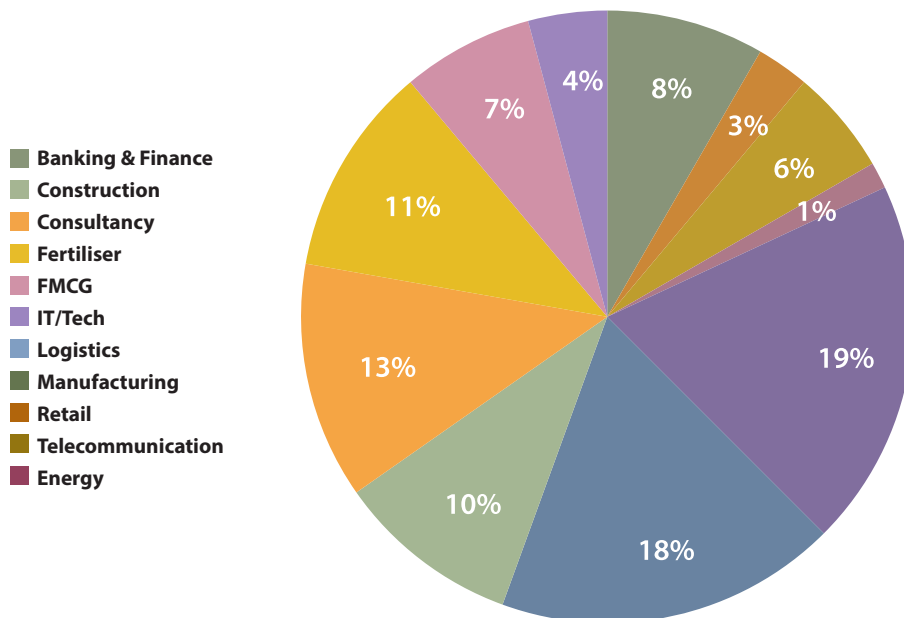


Dr. Tariq Jadoon, Interim Provost with Mr. Tariq Masaud, CRO, HBL

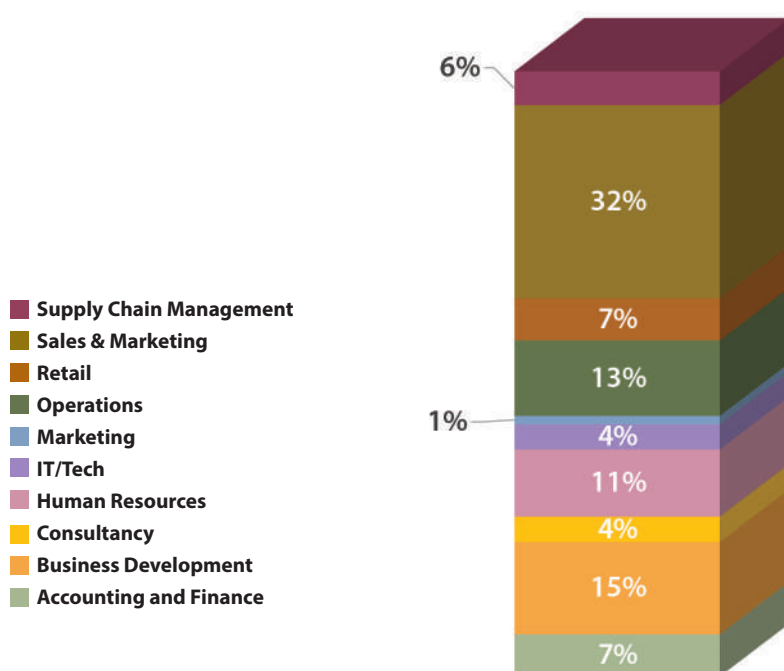
SDSB Placement Statistics

MBA PLACEMENT STATISTICS 2021

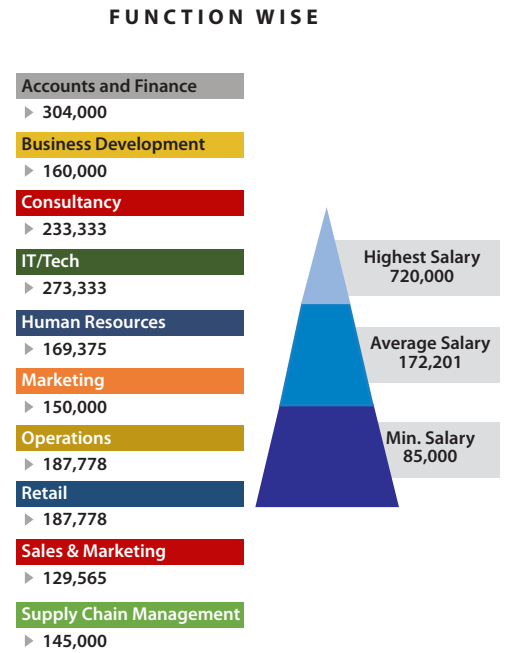
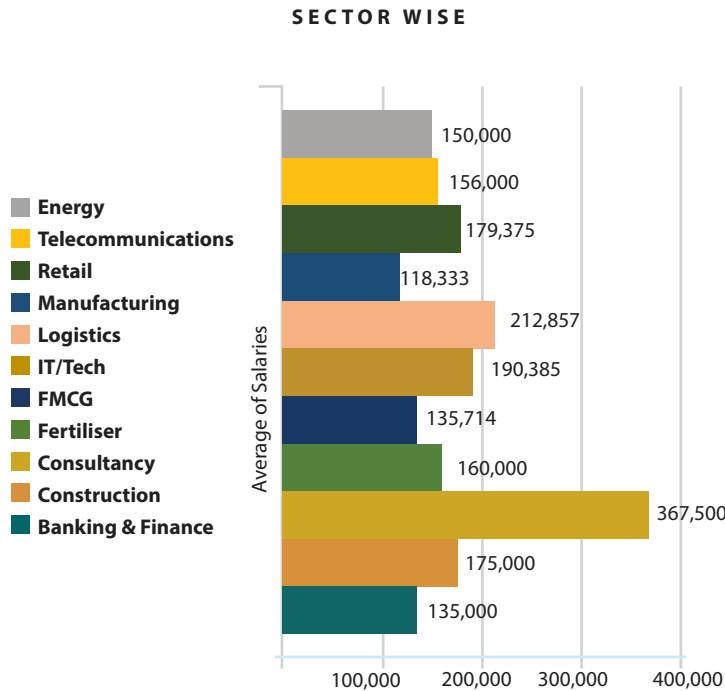
SECTOR WISE



FUNCTION WISE



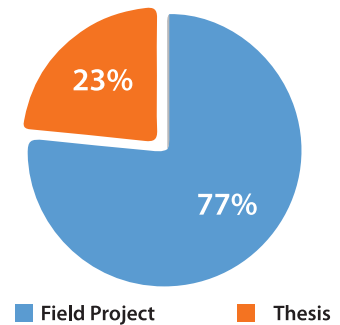
MBA AVERAGE SALARY* 2021



*All figures are in Pakistani Rupees (PKR)

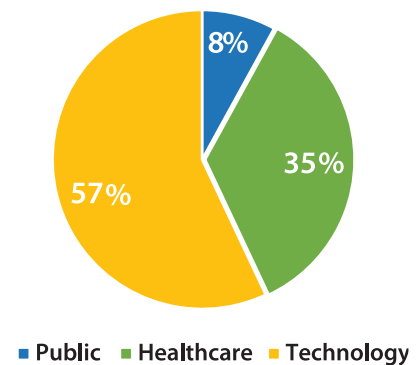
MS PROGRAMMES' FIELD PROJECT/ THESIS PLACEMENT STATISTICS* 2020

MS Programmes	Placements
Field Project	49
MS Business and Public Policy	4
MS Healthcare Management and Innovation	17
MS Technology Management and Entrepreneurship	28
Thesis	15
MS Business and Public Policy	15
Grand Total	64



Sector	Percentage
Public	8%
Healthcare	35%
Technology	57%

*Graded project based/Thesis placement



Research at SDSB

RESEARCH OUTPUT

JOURNAL RATING	2017	2018	2019	2020	2021
A *	8	5	5	5	7
A	11	22	24	45	22
TOTAL PUBLICATIONS	37	43	9	81	57

SEMINARS

2021 to April 2022

Crude Oil Prices, Financial Stability, and Stock Market Crashes
Rizwan Khalid (PhD Candidate, SDSB)

Data-driven Supply Chain and Firm Performance: Role of Risk Management Capabilities in Global Pandemics
Attique Ur Rehman (PhD Candidate, SDSB)

Does 'Islamic' Venture Capital Financing Translate into Superior Returns?
Abdullah Khan (PhD Candidate, SDSB)

Managing Uncertainty through Supply Chain Coordination
Attique Ur Rehman (PhD Candidate, SDSB)

The Effects of Gender Faultlines and Distribution Rules on Intragroup Power Struggles and Group Performance
Ramsha Naeem (PhD Candidate, SDSB)

Being Real: How and When Authenticity at Work Effects Interpersonal Deviance
Mamoona Arshad (PhD Candidate, SDSB)

Using Demand Shocks to Identify Revenue Recognition and the Effects of ASC 606
Waqar Ali (Teaching Fellow, SDSB)

Analysis of Twitter and Financial Data
Dr. Ussama Yaqub (Assistant Professor, SDSB)

Funding Opportunities for Faculty Members (PhD, Postdoc, Partnership Programmes)
Inge Iqbal (Director, DAAD Information Center, Islamabad)

Supply Chain Resilience and Responsiveness: The Driving Role of Data Analytics in COVID-19
Manal Munir (PhD Candidate, SDSB)

External Funding for Research Projects
Faiza Shah & Hamza Habib (Office of Research, LUMS)

COVID-19 Policy Actions and Inflation Targeting in South Asia
Dr. Syed Aun Raza Rizvi (Associate Professor, SDSB)

Myth of the Fourth Industrial Revolution and Industry 4.0 Technologies: An Appraisal
Dr. Muhammad Shafique (Assistant Professor, SDSB)

An Analysis of Response Strategies for Supply Chain Risk Management Using a Change-Uncertainty Framework
Manal Munir (PhD Candidate, SDSB)

The Social Reproduction of Homebased Worker Households in the COVID Pandemic
Dr. Ghazal M. Zulfiqar (Associate Professor, SDSB)

The Impact of Underwriter Reputation on Bond Fees and Yields
Dr. Zainab Mehmood (Assistant Professor, SDSB)

The Effect of Knowledge Connectivity on Global Innovation Across Major Cities
Dr. Salma Zaman (Assistant Professor, SDSB)

Polychronicity, Work Engagement, and Turnover Intention
Dr. Muhammad Tayyab (Assistant Professor, SDSB)

Case Research Unit Highlights

CASE OUTPUT 2021

TEACHING CASES

10

INDUSTRY/TECHNICAL NOTES

5

TOP 5 BEST-SELLING SDSB CASES IN THE HARVARD BUSINESS PUBLISHING ONLINE CATALOGUE October 2021-March 2022

CASE	AUTHORS
Gharpar: The Lean Beauty Start-up - Beauty Done Comfortably (A)	Dr. Muhammad Shehryar Shahid, Saad Raafay Ahsen & Dr. Muhammad Adeel Zaffar
Saint-Gobain Pakistan	Ayesha Bhatti, Dr. Muhammad Junaid Ashraf & Sami Ullah
Leading Transformative Change at PPL	Dr. Muhammad Adeel Zaffar & Dr. Anwar Khurshid
Vineyard Farm: Business Feasibility	Dr. Fazal Jawad Seyyed, Abdul Rauf, Muhammad Usman & Hafsa Ashfaq
Business Family Constitution: An Overview	Dr. Muhammad Shakeel Sadiq Jajja & Iram Khalid

TOP 5 PURCHASING INSTITUTIONS

(Reflective of the global impact of the cases being written and taught at SDSB)

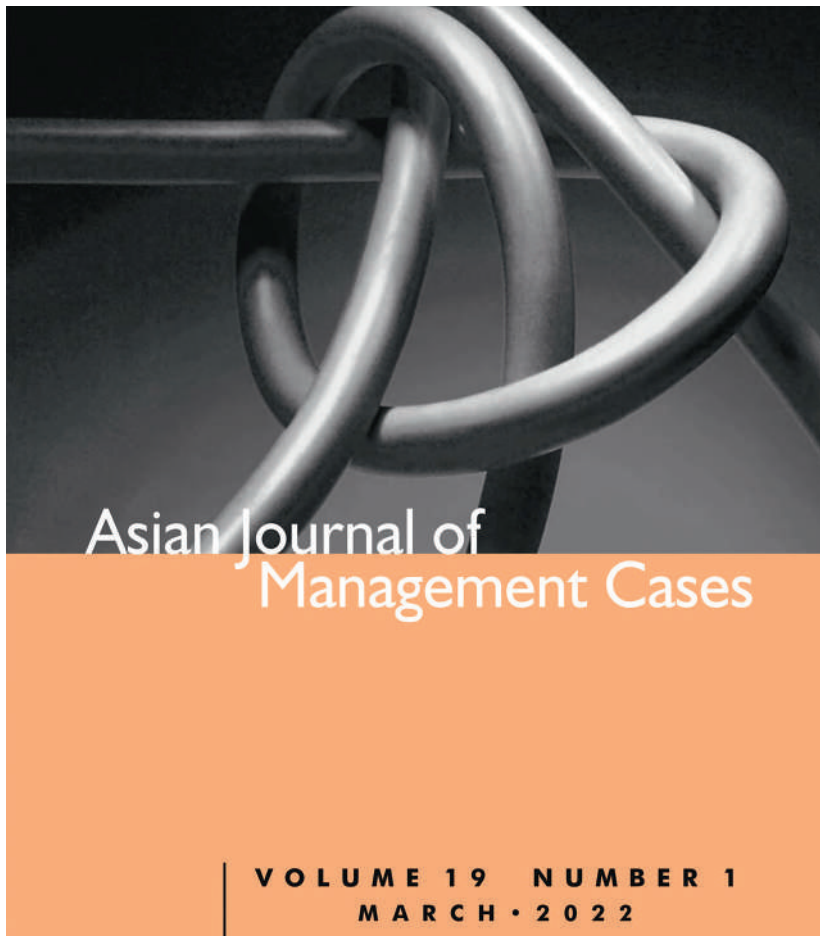
October 2021 – March 2022

- National Institute of Bank Management, India
- IE Business School, Spain
- University of Texas at Dallas, USA
- University of California Los Angeles, USA
- Wayne State University, USA

ASIAN JOURNAL OF MANAGEMENT CASES (AJMC)

AJMC is a biannual case journal published through Sage Publications. The journal's editor is SDSB Associate Dean of Research and Scholarship, Dr. Zainab Riaz.

In 2021-22, two regular issues were published.





Mushtaq Ahmad Gurmani School of Humanities and Social Sciences

Message

FROM THE DEAN



I recall writing last year what a difficult time it had been – ‘a year like no other’. Yet in many ways the 2021-22 period has been even more challenging. Teaching alternated between in-person and online. But by Spring 2022, following vaccinations, the threat of severe illness somewhat receded, bringing with it greater optimism for the future. More in-person events took place, and we were reminded just how much we had missed the feelings of community and togetherness. Next year will undoubtedly bring its own challenges as we begin to reintegrate back into a more in-person existence. And yet there have been lessons learnt and systems built that provide the confidence that we will be able to face these trials with greater success.

In the face of these difficulties, I think the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) can be proud of what it has collectively achieved. Students have shown enormous resolve and resilience in their studies. Already some students from the graduating batch have got excellent job placements. 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.

This has also been a trying period for faculty. Many have faced burn out and exhaustion, imposed by an abrupt and complete change in teaching format, while also having to cope with health shocks for themselves and their families. Yet they have continued with their research, making it a year where MGSHSS has produced some of its most internationally acclaimed publications. 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.

Many faculty and staff have also made enormous efforts to try and provide additional pastoral

support to their students in times of crisis. There have been open houses, career and graduate school workshops, movie nights and more extensive and structured advising than ever before.

During the academic year, the School also maintained a vibrant array of talks, webinars, workshops, exhibitions and conferences in order to ensure that the intellectual and cultural heart of the university keeps beating. In all of these academic endeavours, MGSHSS is supported by its centres – the Mahbub-ul-Haq Research Centre, the Saida Waheed Gender Initiative and the Gurmani Centre for Languages and Literature.

Similarly, as we look forward to the next academic year and beyond, both departments—Economics and Humanities and Social Sciences—are reviewing and re-assessing their curriculums—so that they can be strengthened and made more relevant to addressing contemporary regional and global issues such as poverty, inequality, climate change and the environment. Both departments are also reviewing their offerings to try and ensure that all students from the School graduate with the essential skills that they need in their careers. There is an excitement in injecting new urgency into our majors.

Last year, the Gurmani School received funding from the Syed Babar Ali Foundation and the Shahid Hussain Foundation, which led to two major endowments for the School. This year it is with a deep and continuing sense of gratitude and appreciation that the School thanks the Dawood family for the provision of a major endowment for the School in the form of the Bilquis Dawood Dean’s Chair for Humanities and Social Sciences. We are grateful to all those who continue to recognise and support the central importance of humanities and social sciences in our society.

Dr. Ali Khan

Events

WORKSHOP: US, PAKISTAN AND AFGHANISTAN: MAKING SENSE OF TALIBAN 2.0

Dr. Asma Faiz, Assistant Professor, organised this online workshop with panellists Dr. Paul Staniland, University of Chicago, and

Professor Jonathan Goodhand, SOAS, University of London.

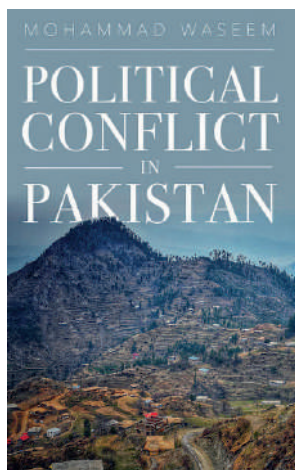
THE SYEDA MUBARIK BEGUM URDU-PERSIAN STUDIES CONFERENCE

The two-day inaugural conference was organised by the programme in Comparative Literary and Cultural Studies and featured talks by experts in the field.

The event explored topics such as Indo-Persian literary history, the *Dāstan* tradition in Urdu and Persian, and translation in both Mughal and modern contexts.

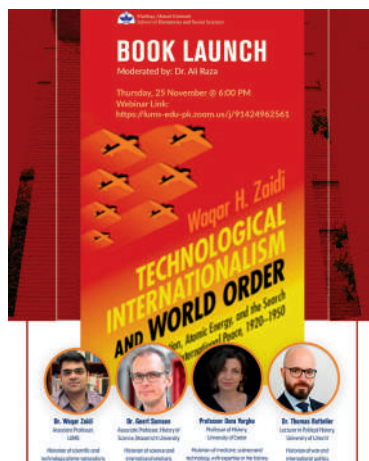
BOOK LAUNCHES

The following books authored by MGSJSS faculty were launched this year:



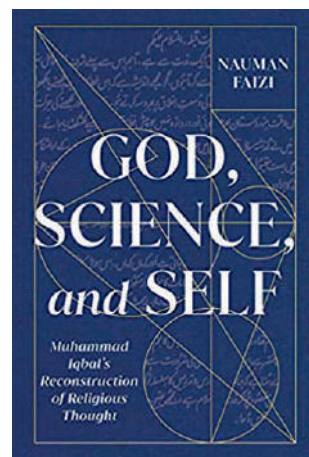
Political Conflict in Pakistan

Kings College London hosted an event to launch this latest book by Professor Mohammad Waseem on March 7, 2022. The book focuses on conflict among groups, communities, classes, ideologies and institutions, which has shaped the country's political dynamics.



Technological Internationalism and World Order

This book, authored by Dr. Waqar Zaidi, was launched at an event organised by the History stream at MGSJSS. The panel included Dr. Geert Somsen, Associate Professor, History of Science, Maastricht University, Professor Dora Vargha, Professor of History, University of Exeter and Dr. Thomas Bottelier, Lecturer in Political History, University of Utrecht.



God, Science, and Self: Muhammad Iqbal's Reconstruction of Religious Thought

The Study of Religion stream at MGSJSS organised a book launch for this book by Dr. Nauman Faizi. Dr. Faizi's book offers an original approach for interpreting Islamic thought as it crafts relationships between scriptural texts, philosophic thought, and scientific claims for modern Muslim subjects.

SESSION BY THE ACADEMIC ADVISING UNIT AT MGSHSS



A screenshot from the AAU fireside chat

The Academic Advising Unit (AAU) organised a fireside chat focused on answering queries related to graduate school. A panel of alumni and faculty members was invited to share their experiences.

THE ENGLISH SEMINAR SERIES

This series showcased multi-disciplinary and cutting-edge scholarship by renowned literary academics from across the world. The sessions were well attended and generated thought-provoking dialogue between the renowned speakers and audience.

- Talk on 'Spelling Lessons: Magical Realism and African Literature'
Speaker: Dr. Graham Riach, Departmental Lecturer in World Literature, University of Oxford
- Talk on 'Fitting Islam into the Global Humanities'
Speaker: Dr. Alexander Key, Associate Professor of Arabic and Comparative Literature, Stanford University
- Talk on the book *Looking for Other Worlds: Black Feminism and Haitian Fiction*
Speaker: Dr. Régine Michelle Jean-Charles, Director of Africana Studies and Dean's Professor, Northeastern University
- Talk on 'Imperial Conversions: Maharajah Duleep Singh and the Koh-i-Noor Diamond'
Speaker: Dr. Adrienne Munich, Professor, Stony Brook University

THE HSS SEMINAR SERIES

Under this series, the School convened seminars on a variety of issues across disciplines.

- 'Cold War 2.0: Sino-American Rivalry and the Post-liberal Order' by Professor Mustapha Kamal Pasha
- 'Pathway: Workers' Remarkable Struggle for Peace, Social Justice and Democracy — Experiences and Observations' by Dr. Syed Jaffer Ahmed and Mr. Karamat Ali
- 'A Postcolonial Condition of Policing? *Jang aur Jugaad* in Karachi, Pakistan' by Dr. Zoha Waseem
- 'Indo-Pak Cricket Relations in the Shadow of the Rise of Hindutva' by Dr. Ali Khan
- 'Creating Educational Opportunities: A Case Study of a Life Skills and Literacy Programme in Badin, Sindh' by Dr. Tania Saeed and Hina Muhamad Saleem
- 'The Four Nationality Thesis: Tracing the History of a Forgotten Idea' by Dr. Shayan Rajani
- 'The Lives and Afterlives of Some Pavilions in the Lahore Fort' by Dr. Nadhra Shahbaz Naeem Khan
- 'Petro-capitalism and Aquatic Environments in Helon Habila's 'Oil on Water'' by Dr. Saba Pirzadeh
- 'Illicit Cities: Contraband Trade between Lahore and Amritsar, 1947-1987' by Dr. Ilyas Ahmed Chattha
- 'Moving Politics: Bringing Emotions Back in Political Science' by Dr. Amelie Bloom



KARACHI LITERARY FESTIVAL 2022

Professor Mohammad Waseem and Dr. Asma Faiz also had book launches at the Karachi Literary Festival where they were invited as speakers.

Key Initiatives

HUMANITIES AND SOCIAL SCIENCES CURRICULUM REVIEW WORKSHOP

The Department of Humanities and Social Sciences held a one-day workshop to review the curricula of its majors. The main areas of discussion revolved around ways of strengthening and augmenting existing majors by making them more grounded in

contemporary issues, including experiential learning and interdisciplinarity, as well as enhancing essential skills such as data analysis. The implementation of two new majors was also discussed. Faculty and staff from across the humanities and social sciences participated.

INTRODUCTION OF A MAJOR IN COMPARATIVE AND CULTURAL STUDIES

This major is one of the first focused programmes of study in comparative literature and culture in Pakistan. Given the interdisciplinary and regionally-oriented nature of comparative literary studies, the Comparative Literary and Cultural Studies (CLCS) programme focuses on languages such as Urdu Persian, Punjabi, and most recently, Pashto, with an emphasis on developing methodologies that

are relevant to the region and its cultural history. While CLCS courses and areas of focus are attentive to the place and development of a variety of cultural forms including literature and film languages such as Urdu and Persian, they also do not disregard the European and colonial histories of modernity that so often inform the cultural contexts of postcolonial societies.

THE ACADEMIC ADVISING UNIT

The team at the Academic Advising Unit (AAU) at MGSHSS formally set up its operations for the first time while also proposing and implementing a revised academic advising system for the School. As part of the newly implemented system, the AAU assigned Junior and Senior year undergraduate students Faculty Advisors from their declared majors; the advisors mentored and advised students throughout the year. Students were able to meet their advisors and get guidance on issues such as course selection, senior projects, research opportunities, applying to graduate school, and planning their career trajectories.

In Spring and Fall 2021, 66 per cent students met with their advisors. In Spring 2022, the number increased to 95 per cent. Student feedback has been positive, with many expressing that they have benefited significantly from the advice given by their faculty advisors.

Staff Academic Advisors at the AAU have also been holding weekly office hours, where over 300 first year students and sophomores have visited and received advice about major

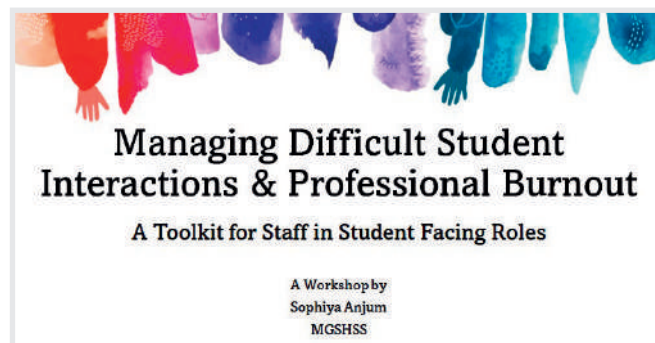
selection, course planning and managing their academics at LUMS. For the coming academic year, the AAU plans to hold mandatory meetings with all students for the first two years. The Unit has also been reaching out and lending specialised support to all students on academic probation or warning at the school.

In addition, a panel of faculty acting as Batch Representatives for First Year Students and sophomores were actively involved in helping incoming students acclimatise to LUMS and university life; and extended academic advice and pastoral support for students returning to campus after COVID lockdowns. During the year, the AAU organised four advising circles and an open house with Batch Representatives and the Dean of the School for students in this regard.

The AAU further hosted three very well received fireside chats with faculty and alumni to address larger advising concerns. The chats focused on topics such as choosing the right major, selecting minors, and advising students regarding graduate studies and careers.

TRAINING WORKSHOP ON MANAGING DIFFICULT STUDENT INTERACTIONS AND PROFESSIONAL BURNOUT

The search for best practices in academic advising is persistent, critical, and continuously evolving based on the needs of students. The coronavirus pandemic only exacerbated this issue, forcing advisors to quickly pivot on advising strategies, processes, and modalities. The pandemic, coupled with the already increasing levels of stress, anxiety, and depression among college students has required the role of the academic advisor to evolve. Recognising the skill gaps and training needs for staff, MGS SHSS recently conducted a training titled 'Managing Difficult Student Interactions: A Toolkit for Staff in Student Facing Roles'. This two-day workshop was facilitated by Ms. Sophiya Anjum, Manager, Department Of



Humanities and Social Sciences, and focused on resources for student advisors to help them understand psychological first aid techniques and practical ways to implement self-care.

CAREERS AT MGS SHSS

The Career Centre was established in September 2021 in response to significant demand from students for an office that would cater to the more specific needs of students in Humanities and Social Sciences. In the short time since its inception, the Centre has been able to hold eight workshops for students on resume writing and how to present themselves to employers. Furthermore, the Career Centre also offers ongoing one-on-one sessions to help students chart out their career prospects and prepare accordingly.

The Centre is also working on a project related to highlighting how majors at MGS SHSS provide the skills and proficiencies desirable to the job market. This involves creating a database of alumni and initiating feedback from their experiences. The aim is to develop documents that can be used to inform students, parents and employers about the specific advantages that the School's graduates possess.

Over the last few months, the Centre has focused on engaging alumni for the mentorship of current students. As part of this initiative, alumni have participated in focus group sessions and workshops arranged by the Centre on topics such as graduate school applications and job prospects.

LAUNCH OF MGS SHSS SOUVENIRS

In order to recognise and harness the creativity of its students and to build a sense of belonging and identity, MGS SHSS launched an exciting line of souvenirs in January 2022. The first batch of products included a 2022 Calendar that was hand-painted by an alumna of the School, Aisha Riaz, and a postcard depicting LUMS' iconic green benches. The School worked with the LUMS Store and the Information Systems Technology department to sell souvenirs in store and online. These products were well-received by students, staff, faculty, and alumni.



Postcard hand-painted by MGS SHSS alumna, Aisha Riaz

Faculty Achievements

FELLOWSHIPS AND RECOGNITION



Dr. Noaman G. Ali, Assistant Professor of Political Economy, has taken up the Charles Wallace Trust Visiting Fellowship at the University of Oxford's Contemporary South Asia Studies Programme.



Dr. Ali Raza, Associate Professor of History, received two offers for prestigious fellowships, one from the Institute of Advanced Studies (IAS), Princeton and another from the Harvard Radcliffe Institute. Dr. Raza has accepted the offer from IAS and will spend his sabbatical at the Institute working on his second monograph.



Dr. Saher Asad, Assistant Professor of Economics, was selected for the United National University-World Institute of Development Economic Research Visiting Fellowship for Summer 2022. Dr. Asad joins a group of four visiting fellows coming from various parts of the world. During the Fellowship, Dr. Asad will be working on studying the impacts of communication network quality on women's mobility and entrepreneurship in Pakistan. She will be giving various seminars as well as completing working papers, which will be added to the WIDER Working Paper series, a well-read series in the economics discipline.



Dr. Ali Usman Qasmi, Associate Professor of History, was selected to receive a Stanford Humanities Centre External Faculty Fellowship for 2021-22. Dr. Qasmi was one of only ten fellows chosen from around 300 applicants.



Dr. Nida Kirmani, Associate Professor of Sociology, will be joining Brandeis University next year as the Madeleine Haas Russell Visiting Associate Professor of South Asian Studies. At Brandeis, Dr. Kirmani will teach two courses, offer a public lecture on her research, and continue her research and writing on urban violence, gender, and insecurity in Lyari in Karachi, Pakistan. In Fall 2022, she will teach ANTH 146A Gender and the City.

PUBLICATIONS

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Bushra, Laila. "Theorizing Non-State Armed Actors in the Era of Economic Globalization", Paramilitary Groups and the State under Globalization: Political Violence, Elites, and Security, edited by Hristov, J. et al., Routledge, 2021.

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

Ahmad, Husnain Fateh, and Hadia Majid. "Disaggregating The Effects of Inequality on Informal Giving: Evidence from Pakistan." *Nonprofit and Voluntary Sector Quarterly* 51.2 (2021): 410-428. Web.

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Syed Babar Ali School of Science and Engineering

Message

FROM THE DEAN



To begin, I would like to mention our efforts in enhancing diversity within the faculty. I am sure the Chemical Engineering programme would be proud of its women faculty, Dr. Shahana Khurshid, an environmental engineer from UT Austin and Dr. Qandeel Almas, a catalysis expert, from Georgia Tech. Both have recently joined. Dr. Amna Ijaz, a spirited teacher and activist, has taught an exciting course on climate policy. Dr. Jawairia Ahmad is member of the Centre for Water Informatics and as a trained civil engineer from the University of Maryland and an expert in the cryosphere, she had led a course on remote sensing with a particular emphasis on climatic modeling. We are now probably the country's first University with a transgender faculty, Dr. Farzada Farkhooi, an Iranian and German physicist and mathematician who works at Berlin's Institute of Theoretical Biology and is now here at the School, teaching computational neuroscience and promising to mentor students in this forward looking area.

Dr. Zaigham Shahzad, a brilliant plant geneticist from the John Innes Centre joined our faculty in Life Sciences, enhancing our capability to foray into plant sciences and agriculture. This coincides with Dr. Abubakr Muhammad, Dr. Muhammad Tariq, Dr. Khurram Shahzad and Dr. Murtaza Taj's field experiments on our agricultural testbeds situated on LUMS premises. Dr. Nauman Butt's exploration into agrivoltaics promises to use enhancing crop yield using solar energy. Quite an interesting undertaking! Dr. Faheem Akhtar in Chemistry and Chemical Engineering, graduated from KAUST, Saudia Arabia and now leads our efforts in membrane based separation processes.

This past year, we had the distinct pleasure of hosting and learning from some distinguished colleagues. Dr. Shahid Khan, a pioneer in life sciences at the Syed Babar Ali School of Science and Engineering (SBASSE), mentored faculty and students in the area of biophysics and was also the speaker for the eighth Abdus Salam Memorial Lecture.

University of Alberta's Dr. Ahmed Qureshi spent some time with us motivating us to explore new directions in contemporary manufacturing and mechanical engineering. We were fortunate to have Dr. Abdul Bais spend a year-long sabbatical in our Computer Science Department. Partnering with Nvidia's Deep Learning Institute, Dr. Bais

orchestrated a workshop on deep learning which evidently became a thorough success.

We see a blossoming of new courses, many of which are truly inter-disciplinary. For example, the EE100 experiment is our flagship course that promises to bridge the gap between practicum and theory, by repackaging faculty research in a manner amenable to first year students. Many courses are now being tied up to identify useful continuums and advertised as such. Key examples are longitudinal trajectories in the sub-areas of machine learning and artificial intelligence, environment, quantum technologies and the molecular basis of drug discovery. My own course titled 'Life as you may have never seen before: a physics perspective' was aimed at beginners introducing them to physical and quantum processes that lie at the heart of physiology, locomotion and sensing. We introduced the course 'From mind to pen; clarity in technical writing', taught by our award-winning teacher Dr. Imran Cheema. The intent of this course was to encourage students to write accurate, gripping and honest accounts of their scientific investigations. We also launched the Sir Sayyed Ahmad Khan and Jacob Bronowski Writing Prizes for best BS and MS written dissertations. The winners from the first year were Irfan Javed and Muhammad Basit, interestingly both from Physics.

Yes, Drs. Imran Cheema, Haniya Azam, Hamad Alizai and Rahman Shahzaib Saleem became recipients of this year's VC's teaching Excellence Awards, a befitting testimony to our existential mission to mentor and create students who can become example-setters in the modern world.

Recently we've also been doing a lot of soul-searching at the programmatic level. This exercise has led us to contemplate the initiation of new specialised programmes at the graduate level that can bridge the gap between pure science and applied technologies. Reports from these task forces I set up in digital and embedded systems, power systems, biomedical systems, optics and lasers, earth systems, machine learning and artificial intelligence have now come in and are being discussed at various stages.

I am also considering initiating dialogue to launch programmes in the areas of mechanical engineering. The expanding frontiers of our

disciplinary concentrations have also led us to the renaming of the Department of Biology to Life Sciences reflecting an increased emphasis on applied health care, informatics, agriculture and drug discovery.

In the same vein, it's been highly refreshing to see our first industrially sponsored master's programme in integrated circuit design take root, sponsored by the NECOP. A similar agreement is in the offing vis a vis chemical sciences. As part of this overarching theme, our electrical engineers are making advanced efforts on stoking national debate on IC design.

Faculty from the School march on in their never-ending advance on the frontiers of research. The computer science faculty Dr. Naveed Arshad, has produced a comprehensive report on electric vehicles and technological and economic implications for this market in Pakistan. Physics faculty members find niche in exploring new areas quantum information processing and spectroscopy of quantum objects. Some of the most important research in algebra and topology is coming to the fore. Chemists and biologists have teamed up to synthesise new compounds for treating Alzheimer's and continually reprogramme chemicals. Dr. Agha Ali Raza uses voice to access reliable health care. This research is supported by many national and international grants and powers the research of 100+ PhD students, about 25 of whom have completed their dissertations in just the past year. The 200+ research talks and seminars in the School, many led by students, and many of them strung together in signature chains such as the John Conway Spirited Seminar Series, the CCEW series, zooming molecular and cell biology, conversations with women in science and technology series, are new additions to our portfolio of bringing experts together to a common platform.

The LUMS Kargaah is a field lab coming up behind the SBASSE complex that will house an animal room, greenhouse, labs for field research in robotics, electric vehicles, workshops that require ambient access and the ICC accredited cricket lab.

Sustainability is central to our academic and research mission. Our Lab's revenue has gone up. Pakistan's pharmaceutical industry convened in a signature assembly to initiate the fundraising for extending biomedical research laboratories through a 15 million PKR seed grant. This will help fund expansion of life sciences in the unpopulated areas of the SBASSE complex. A discretionary endowment fund set up by prominent Pakistani and American engineer, Dr. Khalid Aziz and member of our Advisory Boards also promised to help further our research agenda. The Electrical Engineering Department have also created a Product Development Fund that is sponsored by external donors.

The newly established Instrument Cell has resulted in major savings in the head of repair and maintenance

of scientific equipment and is now poised to becoming an important source of revenue through commercial activity outside LUMS. Muhammad Rizwan, an important component of Physics and the Instrument Cell recently won the VC's Service Excellence Award for his contributions to instrument making and repair.

The Syed Babar Ali Research Awards continue to celebrate and honour PhD students whose work promises far-reaching impact. Furthermore, our efforts culminated in the creation of 24 new fellowships for students in the basic sciences in honour of four doyens in science and technology. The recently announced 100% scholarships supported by Sekha are meant to fully support top students from the FSc stream.

Over the past year, we have targeted educational institutions in the developing world to seek international PhD students making significant strides in preparing for an international masters programme in mathematics under the Abdus Salam International Centre for Theoretical Physics IMM programme. Earmarked by the European Mathematical Society, we have invited talented Afghan women to study at the School. The CIMPA School on combinatorial geometry attracted talented and leading experts from around the developing world to Lahore. All of this work continues as we keep on touching base with Pakistani embassies around the world, collaborate with the Science Diplomacy Unit in the Ministry of Foreign Affairs in launching its first science diplomacy magazine and continue to host foreign ambassadors in the School. A postdoctoral programme, funded by the Abdus Salam endowment, meant for international postdocs has also been launched.

Last but not the least, over the last year, we have set up a self-contained cell in Innovation and Enterprise. Led by the School's first Associate Dean in Innovation and Enterprise, Dr. Tauqeer Abbas, this unit aims at helping us showcase our work beyond academic publications; and will forge new partnerships with the industry and pave the way for knowledge-based contributions to the economy. Part of this initiative is our effort in creating a well-equipped water quality lab that will serve the Pakistani corporate, government, and civic activist groups. A similar initiative for biomass conversion is also being considered.

At the Syed Babar Ali School of Science and Engineering, the discovery of new challenges keeps us going. I think this journey will never stop.

سے کہاں تمنا کا دوسرا قدم یا رہے؟
ہم نے دشتِ اراکوں کو ایک نقش پاپایا

Dr. Muhammad Sabieh Anwar

Highlights

RANKINGS

QS WORLD UNIVERSITY RANKINGS 2022, BY SUBJECT

COMPUTER SCIENCE AND INFORMATION SYSTEMS

#301-350

ENGINEERING – ELECTRICAL AND ELECTRONICS

#351-400

ENGINEERING AND TECHNOLOGY

#401-450

PHYSICS AND ASTRONOMY

#501-550

231

STUDENTS FROM
THE COHORTS OF
2022-2024 RECEIVED
**THE DEAN'S
HONOUR AWARD**

16

PHD STUDENTS
**SUCCESSFULLY
DEFENDED THEIR PHD
DISSERTATIONS AND 15
MORE ARE EXPECTED TO
COMPLETE THEIR PHD
DEGREE REQUIREMENTS
BY JUNE 2022**

**SBASSE'S SAFETY CELL
HAS PRODUCED THE
FIRST EDITION OF ITS
SAFETY HANDBOOK**
WHICH COVERS
POSSIBLE HAZARDS
AND THEIR CONTROL
MEASURES, AND SHEDS
LIGHT ON ALL THE
BASIC COMPONENTS OF
OCCUPATIONAL HEALTH
AND SAFETY

Key Initiatives

SYED BABAR ALI RESEARCH AWARDS (SBARA) AWARDS

Recognising scholars for the novelty of their research work, and the potential for lasting impact to their disciplines and society, here are the winners of the 2021 awards:

ENHANCED THERMAL AND MOISTURE STABILITY OF THE EMERGING PVS WHILE USING DISCOTIC LIQUID CRYSTALS

Supervisor: Dr. Ammar Ahmed Khan,
Department of Physics
Student: Qurat Ul Ain

INVESTIGATING THE ROLE OF PROTEINS IN DISEASE AND THEIR TREATMENT WITH DRUGS

Supervisor: Dr. Safee Ullah Chaudhry, Department
of Life Sciences
Student: Kanzal Iman

DESIGNING THE CELLULAR CORE FOR ULTRA-LOW LATENCY COMMUNICATION-BASED APPLICATIONS

Supervisor: Dr. Zafar Ayyub Qazi, Department
of Computer Science
Student: Mukhtiar Ahmad

NONINVASIVE BLOOD GLUCOSE MONITORING SYSTEM USING SINGLE WAVELENGTH NIR SPECTROMETRY

Supervisor: Dr. Wala Salem Mustafa Saadeh,
Department of Electrical Engineering
Student: Aminah Hina

EVALUATION OF PROTECTIVE IMMUNE RESPONSE INDUCED BY PNEUMOCOCCAL CONJUGATE VACCINES (PCV-10) IN INDIVIDUALS WITH TYPE 2 DIABETES

Supervisor: Dr. Shaper Mirza, Department of Life Sciences
Student: Izaz Ahmad

HONORIFIC FELLOWSHIPS

These 24 fellowships are for undergraduates in the basic sciences (Biology, Chemistry, Mathematics, and Physics). They are named after distinguished academics, teachers, practitioners, and scientists who have made distinct contributions to science and math learning. These fellowships have been created from a generous donation received from Packages Limited honouring the 90th birthday of the Founder of the School, Syed Babar Ali.

HONORIFIC FELLOWSHIPS

merit-based honorific fellowships for
undergraduate students in basic sciences



**Ahmed H. Zewail
Fellowship**
Chemistry



**Bilqees Majeed
Fellowship**
Biology



**Chandrasekhar
Fellowship**
Physics



**Dil Muhammad
Fellowship**
Mathematics

INSTITUTIONAL LICENSE FOR CAS SCIFINDER

The School has received an institutional license for CAS SciFinder, the world's most recognised mining solution for chemical reactions, catalysts, yields, and chemical substances, protein and nucleotide

sequences. These resources will bolster research in chemical and life sciences and will particularly help synthetic chemistry, an area which is SBASSE's forte in Pakistan.

WRITING PRIZES



SIR SAYYID AHMED KHAN AWARD
BASED ON THE BEST WRITTEN
DISSERTATION FOR A BS FINAL YEAR
PROJECT (TWO AWARDS)



Syed Babar Ali
School of Science and Engineering

JACOB BRONOWSKI AWARD
BASED ON THE BEST WRITTEN
DISSERTATION FOR AN MS
PROJECT (TWO AWARDS)

The Sir Sayyid Ahmed Khan Award and the Jacob Bronowski Award will be based on the best written dissertation for a BS final year and MS project respectively.

MATH CIRCLES

Participants work on various aspects of mathematics through means such as problem-solving and mathematical modelling. These meetings generally take place outside the regular school day and are independent of the syllabus being taught in schools and universities.



LUMS Math Circles was launched in 2021 by the Department of Mathematics

HPCX – AL FARABI

This is a Windows and GPU based high-performance computing environment for LUMS faculty. Al-Farabi compute nodes are split into production and development categories. This cluster is based in the Bioinformatics Research Laboratory and is managed by Dr. Safeeullah Chaudhry.

SEKHA SCHOLARSHIP

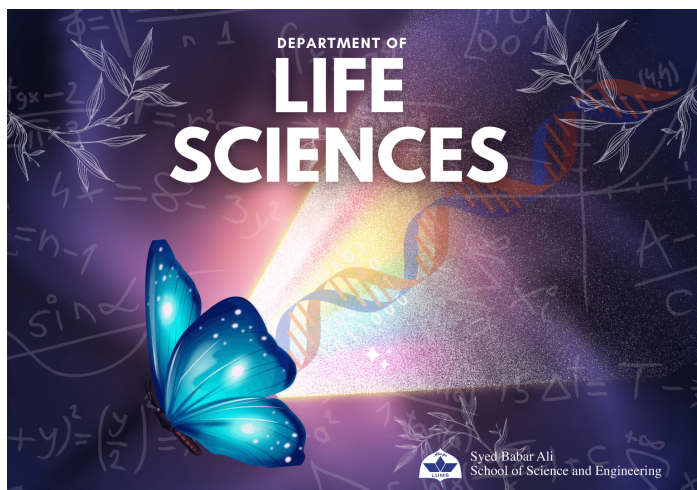
Starting from the academic year 2022, the Sekha Scholarship will provide successful applicants who are among the top 10 position holders of the national FSc examination boards, a 100% tuition fee waiver for the four years of their undergraduate degree at SBASSE.

ABDUS SALAM POSTDOC RESEARCHERS

The Abdus Salam Post-doctoral Research Programme, with funding derived from the Abdus Salam Chair endowment, is dedicated to Pakistan's only Nobel Laureate in science and physics. It will recruit international post-doctoral research fellows, who present advanced skills and research perspectives.

DEPARTMENT OF LIFE SCIENCES

The Department of Biology has been renamed the Department of Life Sciences. Dean and Ahmed Dawood Chair, Dr. Muhammad Sabieh Anwar said, "I believe the name change from 'biology' to 'life sciences' adequately captures this revolutionary new mode of thinking, which we know that the Biology Department has proudly espoused in the past 14 years. This change means an increased emphasis on informatics, applied health, agriculture, plants, ecology, and the fusion of the old with the new."



The Department of Biology gets a new name

INTERNATIONALISATION OF PHD PROGRAMME

SBASSE aims to build up an international profile especially in South Asia. The School has reached out to many regional institutions

by inviting them to refer students to its PhD programmes. A new application system has been set up for international applicants.

Events

DEAN'S HONOUR LIST CEREMONY 2021



Awardees pose for a group photograph

The Ceremony for undergraduates was held on Friday, December 3, 2021 and a large number of students, parents and faculty members from the School participated.

One of the highlights of the event was the Abdul Razak Dawood Scholar Award, which is given to the top student across the university at the end of first year of the undergraduate programme. This year, this was awarded to Muhammad Hashir Hassan Khan, BS Physics student from the Class of 2024.

Overall, 59 students from the BS Senior Class of 2022, 83 from Class of 2023 and 89 from Class of 2024 were recognised.

Also, the students who received the Honoric Fellowship Awards were called upon for their outstanding performance in the field of basic sciences. Finally, seven PhD students who received the Syed Babar Ali Research Fellowship Award for excellence in research were called on the stage to receive their certificates.

ADVISORY BOARD MEETING 2022

This year's meeting sessions commenced on January 27, 2022 and were held virtually. Over the course of three days, the Advisory Board received updates on the latest developments, achievements, and new initiatives at SBASSE, and across the university.

Dr. James Westcoat, Chairman of the Advisory Board, introduced two new members that

joined the SBASSE Advisory Board: Prof. Clarissa Prazeres da Costa, MD, consultant Microbiologist, Immunologist, Infectious Disease Specialist and Professor of Medical Microbiology and Immunology at Technical University of Munich and Dr. Salal Humair, Sr. Principal Scientist, Amazon Supply Chain Optimization Technologies.

Groundbreaking Research

SHATTERING SPIRES OF ALZHEIMER'S DISEASE



Researchers at SBASSE talk about a potential therapy for Alzheimer's disease

Dr. Ghayoor Abbas, Dr. Rahman Shah Zaib Saleem and his MS students, Umme Kalsoom and Syed Usama, have synthesised a library of selenadiazole-based compounds, that can prevent the fibrillisation of A β in the neurological tissues, thereby shattering these

long, slender molecular spires and preventing fibrillization. The results encourage preclinical development of these 'magical' selenadiazole compounds for potential therapy for Alzheimer's disease.

SWINGING LIGHT

Under the supervision of Dr. Ata Ul Haq, his team of researchers and student, Shahzad Akhtar Ali studied the characteristics of crystals of molybdenum trioxide (MoO₃), also called alpha-molybdenum trioxide. The work revealed that

alpha-molybdenum trioxide demonstrated very strong in-plane hyperbolicity, making it a strong candidate for possible nanophotonic applications, especially those requiring polarisation control of photons.

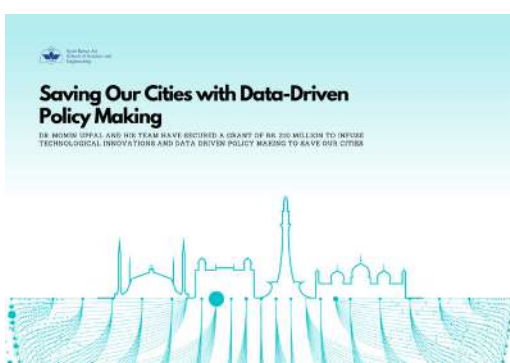
DESIGNING REPROGRAMMABLE CHEMICALS AND MATERIALS



Dr. Basil's research efforts are focused on developing facile strategies for chemical reprogramming of a diverse range of materials

Co-led by Dr. Basil Yameen, a team of researchers spanning three different continents (Europe, Asia and Australia) was able to develop a simple route to reprogramme the chemical nature of Metal-

organic frameworks' materials. Dr. Sana Nayab, Postdoctoral Research Fellow and Iqra Azeem, PhD student played a leading role in this study.



Dr. Momin's project was one of five funded under the GCF, out of more than 700 applications from across Pakistan

SAVING CITIES WITH DATA-DRIVEN POLICY-MAKING

Dr. Momin Uppal and his team have secured a grant of PKR 210 million for a project that strives to infuse sustainability to our cities, using technological innovations and data driven policy-making. The project comes as a response to HEC's Grand Challenge Fund call for proposal, which seeks to promote research excellence in strategic sectors of the economy by supporting large, multisectoral/multidimensional research projects.

SEAWEED AS A PROMISING SOURCE OF BIOFUEL

This study conducted by Dr. Rofice Dickson and his colleagues evaluates the environmental impacts, economic potential, and makes a case of producing bioenergy from seaweed via biological conversion

pathways. This study was published in the leading journal, *Renewable and Sustainable Energy Reviews*.

Alumni Spotlight

Dr. Haris Aziz (BSc 2003), Scientia Associate Professor at the University of New South Wales, Australia, has been honoured by the Association for the Advancement of Artificial Intelligence for his contribution to Game Theory and Artificial Intelligence.

Usama Javed Mirza (BSc 2013), has been awarded the Gates Cambridge Scholarship, which aims to build a global network of future leaders committed to improving the lives of others. Usama will be joining the University of Cambridge to pursue a PhD in Education and is one of 80 international PhD scholars selected for the Scholarship at the University this year.



Dr. Haris Aziz is a well-known figure in the field of Artificial Intelligence

Faculty Awards, Fellowship and Achievements

PROMOTIONS

SBASSE faculty have demonstrated brilliance in all aspects of scholarship. Their contributions to knowledge creation and dissemination, teaching and institutional and societal service have been recognised by the University. Here are the faculty members receiving promotions and tenure.

Professor with Tenure

Dr. Asim Karim

Associate Professor with Tenure

Dr. Adam Zaman

Dr. Zubair Khalid

Dr. Murtaza Taj

Dr. Amir Faisal

Dr. Safee Ullah

Dr. Muhammad Faryad

Dr. Muhammad Tahir

Dr. Muhammad Adeel Ahmed Pasha

Dr. Salman Noshear Arshad

OUTSTANDING SERVICE AWARD AND DISTINGUISHED TEACHING AWARD BY DEPARTMENT OF ELECTRICAL ENGINEERING

Dr. Ijaz Naqvi and Dr. Muhammad Tahir received the Outstanding Service Award and Distinguished Teaching Award, respectively. Dr. Naqvi is an internationally recognised researcher in advanced communication systems. The graduate programmes went from strength to strength under

his leadership, with the growth of SBASSE's student body, courses, and graduate streams.

Dr. Tahir is a role model for excellence in scholarship, innovative teaching, and selfless service. He is a brilliant researcher in the areas of decision theory and statistical inference.

FELLOW TO THE ROYAL SOCIETY OF CHEMISTRY AND PAKISTAN ACADEMY OF SCIENCES

Dr. Irshad Hussain, Professor, Chemistry and Chemical Engineering, has been elected as Fellow of the Royal Society of Chemistry and has also

been elected as a Fellow of Pakistan Academy of Sciences. His work is primarily focused on functional nanomaterials.

SHETH INTERNATIONAL YOUNG ALUMNI ACHIEVEMENT AWARD 2021

Dr. Ihsan Ayyub Qazi has been awarded the prestigious Sheth International Young Alumni Achievement Award. Dr. Qazi is Chair, Department of Computer Science. Created by Dr. and Mrs. Jagdish N. Sheth, this award aims to honour a member of the University of Pittsburgh alumni network. Dr. Sheth is a renowned scholar and an expert in the field of marketing. He is globally eminent for his scholarly contributions in consumer behaviour, relationship marketing, competitive strategy and geopolitical analysis.



Dr. Ihsan Ayyub Qazi

EDITORIAL BOARD OF *JOURNAL OF IONIC LIQUIDS*

Dr. Tauqeer Abbas, Assistant Professor, Chemistry and Chemical Engineering has been selected for the editorial board of *Journal of Ionic Liquids*, a

prestigious frontline journal capturing cutting-edge research in ionic liquids.

Student Achievements

INTRODUCTION TO ENVIRONMENTAL SCIENCE

Students from this course, taught by Dr. Fozia Parveen, have created sculptures from trash, using plastic and other non-biodegradable materials, to highlight environmental hazards. These

treasures from trash were displayed by the LUMS Environmental Action Forum leading to a bigger PlasQuit campaign on campus.

INTERNATIONAL UAV COMPETITION

Team SBASSE participated in the International Fixed-Wing Unmanned Aerial Vehicle Competition, organised by TUBITAK and the Turkish government,

held in Turkey in September 2021. Undergraduate and graduate teams from across the world participated in the competition.

BATTERY HEALTH MONITORING

Huzaifa Rauf from the Department of Electrical Engineering and Computer Science faculty, Dr. Naveed Arshad are utilising machine learning to

understand and possibly help reduce problems facing EV batteries.

LARGE-SCALE ENERGY STORAGE SYSTEM

Nasir Mehmood from the Department of Computer Science, with his supervisor, Dr. Naveed Arshad, has created an energy storage solution that might be a breakthrough innovation. Mehmood submitted

the idea as his PhD thesis on a large-scale energy storage system. This system is made from many small consumer batteries, orchestrated by a single central controller.

PRUNED TO PERFECTION

Under the supervision of Dr. Murtaza Taj, the thesis work of his MS students, Shehryar Malik, Muhammad Umair Haider, Omer Iqbal, has been published. The research study is based on neural network pruning through constrained

reinforcement learning (CRL). The team's experiments show that the proposed CRL strategy significantly outperforms the state-of-the-art methods and maintains the accuracy of unpruned baseline architecture.

Seminars, Workshops and Conferences

IC DESIGN IN PAKISTAN ROUNDTABLE



Experts participate to discuss the future of IC Design to fulfill national and international needs

The School hosted a one-day roundtable, IC Design in Pakistan on December 24, 2021, to discuss and reflect on the future of this magnificent invention. Micro-processors (that are the brains of all computing systems, e.g., laptops, cell phones, etc.),

image processing circuits (that power the display systems, e.g., computer monitors, television sets, cinema screens, etc.), and the sensors that are used in wearable and implanted medical devices, all of these rely on the function of IC.

ABDUS SALAM MEMORIAL LECTURE 2022

Resident scientist, Dr. Shahid Khan was the speaker at the 8th Abdus Salam Memorial Lecture held on February 25, 2022. Dr. Khan is a Senior Scientist of

Molecular Biology Consortium, Lawrence Berkeley National Laboratory, USA. His talk was titled, 'A Personal Exploration of the Molecules of Life'.

CONVERSATIONS WITH WOMEN IN SCIENCE AND TECHNOLOGY

A webinar series was initiated in 2021, titled, Conversations with Women in Science and Technology, organised by Dr. Amna Ijaz. The series highlighted women scientists from all over the globe and their cutting-edge contributions to science and academia. Some webinars from the series are listed below:

- **Ocean, Cryosphere and Sea Level Change**
Speaker: Dr. Helene Hewitt, Science Fellow, UK Met Office, and Coordinating Lead Author, IPCC AR6
- **Reconstructing Planet Formation Using Dynamical and Chemical Fossils**
Speaker: Dr. Daniella C. Bardalez Gagliuffi, Kalbfleisch Postdoctoral Fellow, American Museum of Natural History, New York, USA
- **Can You Hear Me Now? Effectively Communicating Scientific Research to Policy-makers and Decision-leaders**
Speaker: Dr. Kimiko Barrett, Research and Policy Lead, Headwaters Economics, Bozeman, Montana, USA
- **The Importance of the Cryosphere in High Mountain Asia**
Speaker: Dr. Miriam Jackson, Programme Coordinator, Cryosphere Initiative, International Centre for Integrated Mountain Development (ICIMOD), Nepal
- **Himalayan Debris-Covered Glaciers: Why Are They Special and What Can We Learn from Their Interior?**
Speaker: Dr. Katie Miles, Postdoctoral Research Associate, Centre for Glaciology, Department of Geography and Earth Sciences, Aberystwyth University, UK

MODELLING, LEARNING AND SENSING IN HYDROLOGY BY WIT

The Centre for Water Informatics and Technology (WIT) has launched a webinar series to celebrate distinguished research in modelling, learning and sensing applications in hydrology. The seminars target individuals engaged in research-based activities in the hydrological sciences and will be delivered by scientists who have produced acclaimed research in the field.

- **Detection and Mapping of Shifts in Dominant Hydrologic Processes, Plant Water Stress and Drought Cascade Using Satellite Data**
Speaker: Dara Entekhabi, Massachusetts Institute of Technology, USA
- **What is the Optimal Mixture of Space-borne Sensors for Remote Sensing of Terrestrial Freshwater? A Comparative Analysis of Passive Optical, Passive Microwave, Active Microwave, and LiDAR Retrievals**
Speaker: Barton Forman, University of Maryland, USA



Poster for the new webinar series launched by WIT

COLLOQUIUM: MOLECULAR CELLULAR BIOLOGY

The Tariq Lab at SBASSE organised the 'Molecular and Cellular Biology' colloquium by regularly inviting leading scientists from around the world to present their latest research work. Some online colloquiums are given below:

- **Inter-organ Communication: Studies in Drosophila**
Speaker: Prof. Dr. Norbert Perrimon, Harvard University, USA
- **The Advances in Pancreatic Beta Cell Regeneration**
Speaker: Prof. Dr. Juan Domínguez-Bendala, Director, Stem Cell Development for Translational Research and Associate Professor of Surgery, Diabetes Research Institute, University of Miami, Miller School of Medicine, USA
- **Transposable Elements**
Speaker: Prof. Dr. Susan Wessler, University of California Riverside, USA

JOHN CONWAY SPIRITED MATHEMATICS SEMINAR SERIES

The Department of Mathematics organised multiple online seminars during 2021-22 to disseminate mathematical knowledge. These sessions commemorate the memory of John Conway, a highly passionate mathematician. Some are listed below:

- **Modelling the Transmission of COVID-19: The Good, the Bad and the Ugly**
Speaker: Prof. Adnan Khan, LUMS
- **On the Tjurina Number of Projective Plane Curves**
Speaker: Prof. Alexandru Dimca, Université Côte d'Azur, France
- **Semi Continuity for Families of Power Series and Applications to Singularity Invariants and Computational Algorithms**
Speaker: Prof. Gert-Martin Greuel, University of Kaiserslautern, Germany

CIMPA – A 10-DAY MATHEMATICS EXTRAVAGANZA

The Department of Mathematics hosted one of the most prestigious global gatherings in mathematics - CIMPA Research School on Algebraic and Combinatorial Methods in Geometry. Held from March 1 to 11, 2022, the team of hosts and organisers managed to provide a highly resourceful platform for creating opportunities for

the researchers to work on various projects and nurturing collaborations. The 10-day extravaganza was sponsored and supported by the International Mathematical Union (IMU), Centre International de Mathématiques Pures et Appliquées (CIMPA) and HEC, Pakistan.

Collaborations

BETTER HEALTH THROUGH PARTNERSHIP

Out of a total of 150 proposals that were submitted to NORPART - Norwegian Partnership Programme for Global Academic Cooperation in 2021, 26 were accepted for funding. These included Dr. Shaper Mirza's proposal, which aims to enhance the internationalisation efforts that are already underway at SBASSE.



Dr. Shaper Mirza

SBASSE'S COLLABORATION WITH THE MINISTRY OF FOREIGN AFFAIRS, SCIENCE DIPLOMACY UNIT

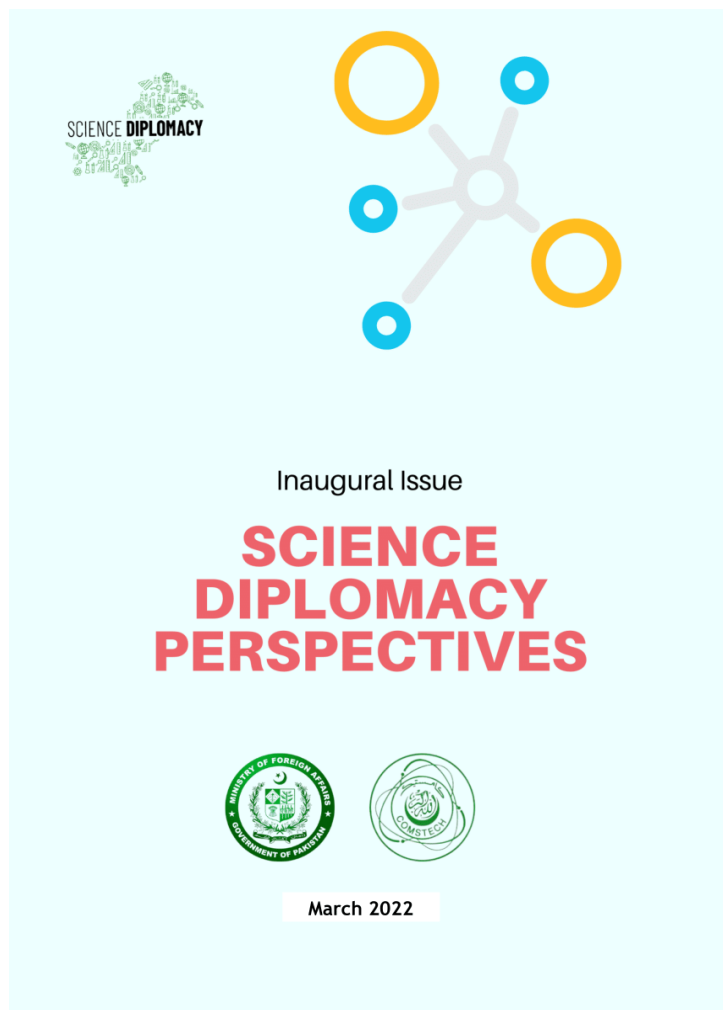
The Particle team and the Ministry of Foreign Affairs team published the first issue of *Science Diplomacy Perspectives*. Parcelled in a collection of detailed articles, authored by researchers, scientists and policy-makers, the spirit of Pakistan's scientific enterprise was captured and presented to the world in the inaugural issue.

BENEVOLENT GRANT

The Shahid Hussain Foundation has very generously awarded a fund of PKR 1.2 million for the development of the study titled, *Design and Synthesis of Electron-Deficient Fluorinated Sulphonamides and Evaluation of their Antibacterial Efficacy*. In this proposal, Dr. Ghayoor Abbas and Dr. Shaper Mirza, and Dr. Tariq, from Shalimar Institute of Health Sciences will investigate the use of novel fluorinated sulphonamides as potential antibiotics for killing resistant strains of uropathogenic escherichia coli (UPEC) and staphylococcus aureus.

MICROBIAL GENOMIC AND MULTIDRUG RESISTANCE LABORATORY

The Muhammad Zaka-ur-Rehman Microbial Genomic and Multidrug Resistance Laboratory has been named in memory of late Muhammad Zaka-ur-Rehman, LUMS MBA graduate of 1991 and former CEO of Schazoo Zaka. The lab will produce high impact research in areas crucial to the pharmaceutical industry like drug discovery and antimicrobial resistance.



Projecting Pakistan's scientific enterprise to the world through the inaugural issue





Shaikh Ahmad Hassan School of Law

Message

FROM THE DEAN



The last academic year was one in which the stop and go of emergence from the COVID-19 crisis was of great consequence. An increasing number of faculty were able to restart classes in person, but we were only able to hold larger events well into the second semester of the year. Even as each event and meeting presented an opportunity to regroup and acquaint ourselves with other members of our community, these were also occasions of commiserating on the many losses that people have experienced in this time.

The well-being of students has been of paramount concern for us and through our newly established advising service, we have sought to streamline student access to academic and non-academic advice and referrals. We have led several open houses for students to acquaint them with programme requirements, and with alumni leads for certain events to ensure that students are able to chart meaningful paths into their lives after LUMS. Faculty has been acquainted with a greater set of tools for compassionately addressing students in distress and we've sought to ensure that we embed systems to track and offer support for students who are struggling.

This has also been a time to streamline other matters of internal governance, restart committees and free up space to plan towards short and long-term strategic goals. The addition of new faculty as well as greater space within our building has opened possibilities for renewing our commitment to experiential learning and for planning the addition of new degree and certification programmes. All of this has taken place while faculty has been actively engaged in significant academic research and community service engagements.

The considerable linkages that exist between the Shaikh Ahmad Hassan School of Law (SAHSOL) and fields of legal practice are being further strengthened as our alumni make their mark in these fields and thereby amplify the reputation for excellence that the School has gained. We are also pleased to have some of these alumni back as full-time instructors and others join a pool of highly qualified legal experts who regularly teach in a part-time capacity at the School. These relationships are integral to ensuring that we can assimilate the emergence of new areas of legal practice into our curricular offerings and also maintain a balanced approach to imparting skills and knowledge.

SAHSOL faculty, staff and students are all integral to meeting the vision of being an institution dedicated to advocacy, justice and community.

Dr. Sadaf Aziz

Faculty Appointments

In early 2020, SAHSOL committed to increasing its faculty strength. A larger faculty will foster academic and research synergies, further develop existing programmes, and enable the School to offer graduate and joint programmes in the coming years. Through a worldwide recruitment drive, SAHSOL attracted talented new faculty members and welcomed back outstanding alumni and past associates.



Dr. Sheharyar Sikander Hamid
Assistant Professor of Law
PhD and LL.M, University of Warwick
BA-LL.B, University of London
Specialisation: Business Law, Commercial Law, Islamic Law, Corporate Finance Law and Business Regulation



Asad Farooq
Assistant Professor of Law
LL.B, University of Warwick
Specialisation: Environment and Human Rights



Dr. Sarah Humayun
Assistant Professor
PhD, University of Edinburgh
BA, Mount Holyoke College
Specialisation: Law and Literature



Hiba Akbar
Visiting Assistant Professor of Law
LL.M, Columbia Law School
BA-LL.B, LUMS
Specialisation: Gender, Labour and Law and Criminal Law



Marva Khan
Assistant Professor of Law
LL.M, Harvard Law School
BA-LL.B, LUMS
Specialisation: Comparative Constitutional Law



Syeda Zehra Zaidi
Visiting Assistant Professor of Law
Bar at Law, Lincoln's Inn
BA-LL.B, University of London
Specialisation: Contracts, Torts, Property Law, Legal Theory and Legal Reasoning



Aisha Ahmad
Assistant Professor of Law
PhD Candidate, University of Oxford
LL.M, Harvard
BA-LL.B, LUMS
Specialisation: Land, Law and Society, Jurisprudence, Law and Anthropology



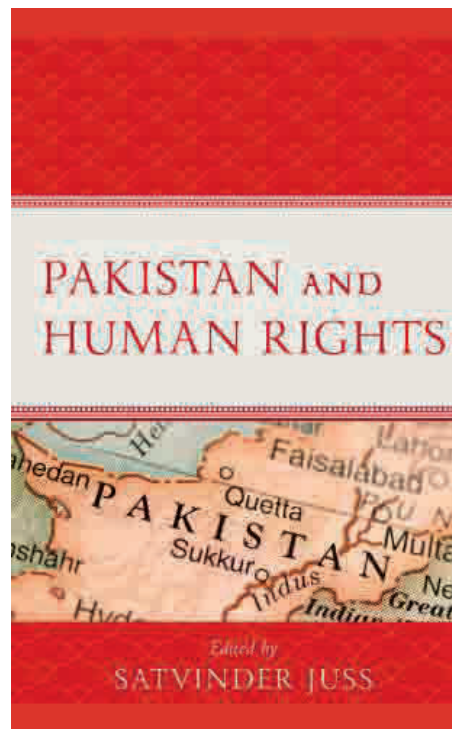
Madiha Tallat
Visiting Assistant Professor of Law
LL.M, UC Berkeley School of Law
BA-LL.B, LUMS
Specialisation: Public International Law, Refugee Law and Humanitarian Law

Research, Publications and Other Scholarly Contributions

CONTRIBUTIONS TO THE BOOK, *PAKISTAN AND HUMAN RIGHTS*

Comprising more than half the chapters in the volume, the innovative contributions of members of the SAHSOL faculty and alumni are pivotal to this volume and to defining scholarship in the area well into the future.

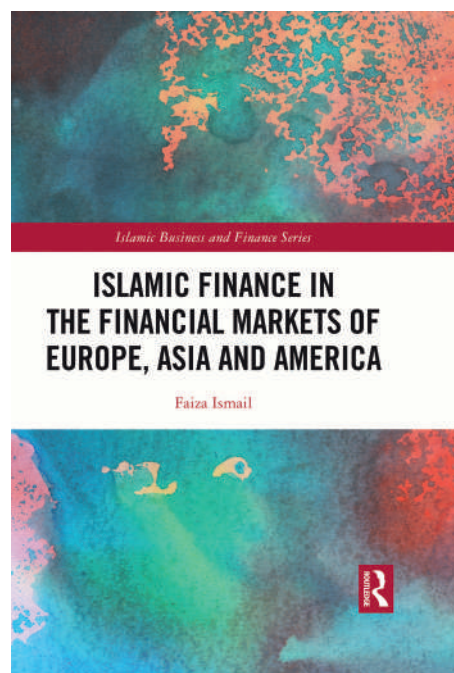
- 'The Law and Economy of Human Rights in Pakistan', Dr. Uzair J. Kayani
- 'Special Courts in Pakistan', Marva Khan
- 'Taking Children's Rights Seriously; Is Pakistan Ready?', Dr. Adnan Sattar
- 'Poverty, Bonded Labour and Unaccountable Supply Chains: The Case of Brick Kiln Workers in Pakistan', Dr. Adnan Sattar and Maleeha Sattar
- 'Enforced Disappearances in Pakistan, A tool of Terror', Reema Omar (BA-LL.B'10)



Members of the SAHSOL faculty and alumni have contributed to more than half of the chapters in this volume

FACULTY RESEARCH, PUBLICATIONS AND TALKS

- Dr. Muhammad Azeem, Assistant Professor
 - o Published an article titled 'The Kik Case: A Critical perspective from the South', (Springer, 2021)
 - o Part of the 'Political Conflict, Gender and People's Rights Initiative' research project based at the Center for Race and Gender at the University of California and Stanford University
- Dr. Uzair J. Kayani, Head of Department and Assistant Professor
 - o Published 'Unmanned Aerial Vehicles (Drones)', with Professor Sikander Ahmed Shah, Associate Professor, in The Elgar Encyclopedia of Human Rights (2021)
 - o Presented a talk with Professor Sikander Ahmed Shah on Chinese Neoliberalism at Bogazici University, Turkey



A book by Dr. Faiza Ismail, Assistant Professor

- Professor Sikander Ahmed Shah, Associate Professor
 - Organised and participated in the lecture series, 'Digital Transformation: Economic Development and Social Change' and 'Economics of Poverty: A Comparative Perspective'
- Dr. Faiza Ismail, Assistant Professor
 - Her forthcoming book, *Islamic Finance in the Financial Markets of Europe, Asia and USA* is expected to be published in 2022 (Routledge)
- Marva Khan, Assistant Professor of Law
 - Published a chapter with co-author, Atif Sheikh, titled 'Accessible ICT as a Ray of Hope for Disability Rights in Pakistan' in *Accessible Technology in the Developing World* (Oxford University Press)
- Dr. Adnan Sattar, Assistant Professor
 - Presented at 'Human Rights Penalty: The Next Decade', a workshop supported by *The Modern Law Review* in March 2022
- Professor Angbeen Mirza, Assistant Professor
 - Participated in the Global Alliance for Justice Education, and presented 'Using Interactive Teaching About Democracy, Science, and the Rule of Law in Times of COVID'
 - Panellist at the 10th Asia Pro Bono Conference and Access to Justice Exchange
- Dr. Zubair Abbasi, Associate Professor
 - 'Sexualization of Shari'a: Application of Islamic Criminal law (Hūdūd) in Pakistan' in *Islamic Law and Society* and 'Constructive Trusts under Muslim Family Law: Acknowledging Women's Rights to Matrimonial Property' in *Asia-Pacific Trusts Law: Theory and Practice in Context* (Hart)
 - His review of 'Recasting Islamic Law: Religion and the Nation in Egyptian Constitution Making' by Rachel M. Scott appeared in the *International Journal of Comparative Constitutional Law*
- Hiba Akbar, Visiting Assistant Professor
 - Presented 'Grave and Sudden Provocation; Slaying the Lernaean Hydra of Honour Crimes' at the annual Khalid Ishaque Memorial Lecture and Seminar in April 2022

Community Engagements and Service

SAHSOL faculty members are consistently engaged in outreach and collaborative projects for the betterment of the community and have been fostering a culture of service amongst students since the programme's inception. Detailed below are some of the achievements associated with such service from the last year:

- Dr. Adnan Sattar provided pro-bono technical support to the Human Rights Commission of Pakistan in preparing a shadow report for submission to the UN Committee on the rights of persons with disabilities.
- Angbeen Atif Mirza works with the Legal Aid Society to provide trainings in the areas of women's right to property and in alternative dispute resolution for community organisers.
- Professors Sikander Ahmed Shah and Uzair J. Kayani have collaborated with the Pakistan Medical Association to conduct trainings in the responsible preparation of medico-legal reports in gender based violence cases; they suggested correct practices for interviewing survivors and engaging in psychological evaluation. They also continue to work with the American Bar Association to protect and promote children's rights in Pakistan by training paralegals to respond to child sexual abuse.
- Professor Asad Farooq has worked extensively on environmental concerns, the energy sector and Thar coal in particular. He has engaged with local communities in the form of the *Thar Coal Rajouni Kath* (People's Tribunal on Thar Coal). Professor Asad has also collaborated on the filing of petitions in High Courts of Punjab and Sindh seeking for a review of the environmental quality standards in line with emergent international standards.

- Dr. Muhammad Azeem has overseen the writing of a position paper for the ratification of Convention-190 of the ILO in Pakistan for the Women's Committee of Pakistan Workers Federation, supported by the International Trade Union Confederation (2021).
- Dr. Faiza Ismail hosted the event 'A Pink Tea Party and Breast Cancer Awareness Session' in collaboration with the LUMS Community Service Society, Children's Hospital, Shaukat Khanum Memorial Hospital, and the Suleman Dawood School of Business in November 2021.
- Hiba Akbar conducted a training for the Khyber-Pakhtunkhwa Women's Parliamentary Caucus's Working Committee on the 'Protection of Women Against Sexual Harassment Act, 2010' in September 2021. It was sponsored by Shirkat Gah and UNFPA. She also held a training on 'Sexual Violence Against Sexual and Gender Minority Communities' for HOPE and Saathi Foundation in January 2022.
- Madiha Tallat has been nominated to join the Committee for Welfare of the Prisoners and Improvements in Prisons System of the Punjab constituted by the Chief Minister Punjab in May 2022. Usama Khawar Ghumman (BA-LL.B'13, and Adjunct Faculty) is also nominated, thereby ensuring that SAHSOL will have significant representation in an endeavour to make improvements towards prisoner welfare in Punjab.

Notable Talks and Seminars

KHALID ISHAQUE MEMORIAL LECTURE AND SEMINAR

Held over two days in April 2022, this annual seminar was held at LUMS to celebrate and evaluate the jurisprudence of the Honourable Justice Asif Saeed Khan Khosa, the 26th Chief Justice of the Supreme Court of Pakistan. Justice (R.) Khosa launched the event with the lecture, 'Catching the Bull by its Horns'. He explored a myriad of constitutional and social issues that Pakistan has faced in the seven decades since its inception and provided insights and anecdotes from his storied career.

The panel comprised distinguished academics, jurists and lawyers including:

- Honourable Justice Syed Mansoor Ali Shah, Puisne Judge, Supreme Court of Pakistan
- Faisal Siddiqi, Advocate, Supreme court of Pakistan
- Dr. Mohammad Waseem, Professor of Political Science, LUMS
- Hiba Akbar, Visiting Assistant Professor of Law, SAHSOL



Justice Asif Saeed Khan Khosa speaking at the session

EMERGENCE OF THE INDEPENDENT ACCOUNTABILITY MECHANISM IN INTERNATIONAL ORGANISATIONS

This talk by Hamid Sharif, Managing Director of Asian Infrastructure Investment Bank (AIIB), discussed the design, achievement, limitations and

implications for establishing compliance review mechanisms at multilateral lending institutions.

THE REGULATORY STATE

In April 2022, Dr. Amber Darr, lecturer at the University of Manchester, as well as a Senior Research Fellow at the UCL Centre for Law, Economics and Society delivered a talk for SAHSOL students. She focused on the regulatory turn taken by the Pakistani state since the 1990s and its impact on different sectors of the national economy.



Dr. Amber Darr delivering a talk at SAHSOL

SOCIAL ENTREPRENEURSHIP AND ITS LEGAL AND POLICY ASPECTS THAT IMPACT ORGANISATIONS IN PAKISTAN

Mehreen Shahid, a Forbes Ignite Fellow, and the founder of *Safe Delivery Safe Mother*, a non-governmental organisation combating maternal mortality in Pakistan, delivered this engaging talk.

CONSULTATION ON LEGAL BARRIERS TO EDUCATION

Sahar Bandial, Adjunct Faculty, engaged Peter Jacobs, Executive Director, Center Social Justice (CSJ) and highlighted the work of CSJ in improving education in the country, particularly the education of minorities.

SEMINAR: CRIME IN FINANCE

Dr. Faiza Ismail hosted this seminar that featured Zohaib Ashraf, Barrister of Lincoln's Inn, and an Advocate of the High Courts of Pakistan and an Associate Partner at Sheikh & Dahir in October 2021.

Memorandums of Understanding

PUNJAB SOCIAL WELFARE DEPARTMENT

This MoU will enable SAHSOL and the Directorate General of Social Welfare, Punjab to share research and technical expertise. Anticipated outcomes include an analysis of data on legal aid to women victims of violence. This analysis should identify specific patterns of violence being redressed by courts and the availability of legal support to the lawyers representing survivors.



LUMS leadership signs MoU with Directorate General of Social Welfare, Punjab

PUNJAB POLICE

This MoU will enable joint research activities and the training of law enforcement officers in domains such as community policing, gender-based violence, and gender sensitivity.



Professor Sikandar Ahmed Shah meets with members of Punjab Police to discuss opportunities of collaboration

Student Services

ESTABLISHMENT OF THE ADVISEMENT CELL

The advisement cell has been established to support students as they make their way through a challenging five-year degree programme. The School has established a holistic network of

advising support, including a peer pod system, alumni mentorship networks, and a streamlined faculty advisement system.

ALUMNI MENTORSHIP PROGRAMME

This has been introduced to empower the student body at the School with the key competencies and skills required for achieving academic and professional excellence. Alumni mentors will also help students explore career avenues after

graduating. Within the school, Academic Advisor, Saleha Parvaiz, has worked to upgrade student skills by offering CV writing workshops and individual guidance.

COUNSELLING AND PSYCHOLOGICAL SERVICES

The Cell also collaborated with the Counselling and Psychological Services (CAPS) office at LUMS to offer a workshop on mental health first-aid. The workshop introduced faculty to resources that can

help them provide constructive and compassionate support to students who are experiencing emotional distress and/or mental health issues.

BUILDING NETWORKS AND CAREER SERVICES

SAHSOL partnered with the Career Services Office at LUMS to host a law networking day in March 2022. More than 95 students across all batches

attended the event and had the opportunity to gain insight into predominant areas of practice across firms as well as differences amongst them.

Curriculum Reforms

The new curriculum has been carefully thought out and calibrated to meet several critical goals. Amongst them is to ensure that key learning objectives about core areas of the law are conveyed in a systematic and standardised way to students. In addition, a greater diversity of elective courses can be offered, organised in five course streams:

1. Government, Law and Citizenship

This stream encapsulates the preeminent concerns of public law, including rights, political process and governmental accountability. It also allows for the development of courses that interrogate relations

between government and the governed including specific issue areas such as the environment, privacy and others.

2. Criminal Law

The law's characterisation of and approach to criminality requires continual scrutiny. Courses in this stream will be organised in reference to criminal procedure, juvenile justice, capital

punishment, white collar crime, gender-based violence, reconciliation and forgiveness, forensics, and theories of criminality.

3. Business Law

This stream will focus on economic activities of production, consumption, investment, and redistribution that provides the needs, wants, and

opportunities that enable individuals and societies to achieve certain determinate outcomes.

4. Legal Theory

The law is deeply infused with diverse philosophical and normative questions. Schools of thought ranging from Natural Law to Game Theory have left deep imprints on various fields of legal

scholarship and practice. This stream examines critical, interdisciplinary, or philosophical questions in law.

5. International and Comparative Law

International law concerns the legal relationships among nations, while comparative law concerns the legal practices within particular states. Thus, courses in this stream includes study of any range of international legal regimes or comparative

constitutional, criminal, and regulatory law, as well as targeted courses on the laws of specific jurisdictions.

Teaching and Learning Collaborations

THE CENTRE FOR HUMAN RIGHTS, BIRMINGHAM CITY UNIVERSITY (BCU) EXTERNSHIP PROGRAMME

Three BA-LL.B students, Momina Khurshid, Bilques Bano Vardag, and Maria Shoaib Khan, had the opportunity to gain experience in the area of human rights evaluation and reporting under the tutelage of faculty from BCU's Centre for Human

Rights. The students conducted extensive research on children's rights in Ghana. The research report will be submitted to the UN Human Rights Council's Universal Periodic Review Mechanism.

COURSE WITH JUSTICE PROJECT PAKISTAN

SAHSOL offered a course on criminal litigation in collaboration with Justice Project Pakistan (JPP). They covered best practices in the defence of capital cases, based on the experiences of

advocates from around the world, international human rights principles, and the jurisprudence of both national courts and international tribunals.

LUMS Law and Politics Society

In December 2021, the LUMS Law And Politics Society (LPS) held the 'Intellectual Property Rights' workshop in collaboration with the Office of Research and the Intellectual Property Organisation. It featured important topics such as patent in industry, copyright protection, trademark and its application in business and patent drafting.

Process' by Ahsan Iqbal, Former Federal Minister; Ahmed Bilal Mehboob, President Pakistan Institute of Legislative Development and Transparency, and Barrister Ali Zafar. It examined the legality and feasibility of introducing e-voting in the electoral process.

In March, the society held a talk on 'Electronic Voting Machines and the Legality of the E-voting

LPS also organised the launch of *Diplomatic Footprints*, a book by Ambassador Aizaz Chaudhary, Former Foreign Secretary of Pakistan.



The Intellectual Property Rights workshop was organised by the LUMS Law and Politics Society in collaboration with the Office of Research

Experiential Learning

A LEGAL DAY OUT

SAHSOL students took day trips to the Supreme Court in Islamabad and the Lahore High Court. While attending a full bench proceeding, the students met the Honourable Chief Justice Umar Ata Bandial and Justice Mazhar Ali Akbar Naqvi. Students also attended proceedings in the court of Honourable Justice Shahid Karim and also visited the Lahore High Court Museum and Research Centre as well as the Punjab Judicial Academy.



Class of 2024 visits the Lahore High Court

THE FIFTH UNHCR - LUMS INTERNATIONAL MOOT COURT COMPETITION 2022

SAHSOL hosted teams from law schools across the country for this competition. Ahmer Bilal Soofi, Salman Akram Raja, Saroop Ijaz and Saad Rasool

judged the finalists and awarded the trophy to SZABIST School of Law, Karachi.

JESSUP INTERNATIONAL MOOT COURT COMPETITION

Five SAHSOL students, Marha Fathma, Safa Imran, Talha Riaz, Sameed Ali and Rabbia Ali, as advised by their coach, Umair Ahmed (BA-LL.B'19) participated virtually in the Jessup International Law Moot Court Competition, the largest international moot court competition.

After their excellent performance in the National Rounds, the team made it into the top 10 teams in Pakistan. Furthermore, Ms. Ali ranked as the 6th best oralist in Pakistan, out of the 67 participants in the tournament.

THE LEGAL WRITING LAB

The Legal Writing Lab is a student-run initiative managed by fourth and fifth-year law students who have received extensive training on legal writing by faculty members. The lab provides tailored advice to students for strengthening their analytical, critical, and persuasive writing skills. Student members of the Lab provide one-on-one sessions and online consultations.

Student Achievements

- Syed Qasim Abbas (Class of 2024) co-authored an article with Syed Mubashar Ali Shah Rizvi titled, 'US Freedom of Navigation Operations and Pakistan - Legality Under International Law and Geopolitical Implications' for the Research Society of International Law, a Pakistan-based policy and research institution. Additionally, Mr. Abbas's opinion piece on Craig Jones' book, *The War Lawyers: The United States, Israel, and the Juridical Warfare* appeared in *RSIL Law Review* indexed on Hein online.
- In December 2021, SAHSOL's Dean's Honour List ceremony was held to award the high academic achievement of 76 students.



Syed Qasim Abbas (BA-LL.B '24)



76 SAHSOL students were recognised at the Dean's Honour List ceremony

Alumni Achievements

- Ammar Athar Saeed (BA-LL.B '09) has been enrolled as the Advocate of the Supreme Court of Pakistan. He is the first SAHSOL graduate to be accredited to appear before the Supreme Court.
- Saroop Ejaz (BA-LL.B '08) has been appointed Human Rights Watch's Senior Asia Counsel in addition to continuing in his role as Pakistan representative.
- Hira Jaleel (BA-LL.B '17) was recently part of an important decision for wild animals and birds in Pakistan in a case before the Lahore High Court resulting in the ban of electronic decoys and PCP guns in hunting. She is also the first Lewis & Clark Law School's Centre for Animal Law Studies, LL.M '20 alumna and CALS Global Ambassador to teach Pakistan's first-ever Animal Law course as an adjunct faculty member at SAHSOL this spring 2022 semester.
- Two graduates from the Class of 2019 are position holders in the 2021 CSS Examination: Akbar Saeed (Foreign Service of Pakistan FSP, Merit 49) and Muhammad Arslan Mughal (CSS, Pakistan Customs Service, Merit 79)
- Syed Umair Javed (BA-LL.B '08) was appointed as Registrar at the Competition Commission of Pakistan, Islamabad.
- Abdul Wahab Niaz (BA-LL.B '20) joined as a Law Clerk at the Supreme Court of Pakistan with the Honourable Chief Justice of Pakistan.



Ammar Athar (BA-LL.B '09)



Hira Jaleel (BA-LL.B '17)



Syed Ahsan Ali and Syed Maratib Ali School of Education



Message

FROM THE DEAN

In the midst of a most unusual year, the Syed Ahsan Ali and Syed Maratib Ali School of Education (SOE) has not only created an empathetic community of inquiry and support, but also strived for academic excellence.

In the academic year 2021-22, we welcomed the inaugural cohort for our Executive MPhil Education Leadership and Management (ELM) – a body of 36 diverse, motivated working professionals. From teachers, non-profit leaders and policy-makers to entrepreneurs, this student body that is 75 per cent female, features diversity across experience, region, age, socio-economic background and interests. Our MPhil ELM cohort of 47 students embody similar values of leadership and motivation – 79 per cent female and committed to creating a positive change in the education sector.

Our third cohort of students graduated in May 2022. Through the final semester practicum, students were embedded in a semester-long ‘residency’ rooted in field-based research. Groups of students were placed in 11 educational organisations with impact, 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.

The Policy, Politics and Governance minor was launched in Fall 2021. Through 15 diverse and innovative undergraduate courses offered across two minors at SOE, undergraduate students got the opportunity to engage in education discourse and broaden their understanding of foundational issues such as education and social justice, teaching and learning, and education policy and practice. This year we are excited to launch a minor in Curriculum and Instruction for Fall 2022 which is aimed at providing students with the opportunity to develop skills for course design, lesson planning, course delivery and assessment of student learning.

SOE is rapidly growing. Our professional development and policy wing has been actively working on developing new executive trainings, short courses and applying for policy grants and bids. This year, we launched two cohorts of the ‘Certificate in School Leadership and Management’ with participants from schools across Punjab, designed a collaborative project on teacher training in pedagogical approach with leading industry specialists and led a ‘Leadership and Management’ training of Vice Chancellors with Punjab Higher Education Commission. The School also launched a short academic course on ‘Philosophy of Education’ and an in-person certificate programme on ‘Integrating Technology in Education’.

The SOE Career Placement Programme in its third year, has allowed our students to undergo a comprehensive, skills-based professional training. In March 2022, our students got the opportunity to polish their interview skills through ‘mock interviews’ with 14 industry specialists - providing them critical feedback on interview structure, style and communication skills.

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 reform agenda for Pakistan.

Dr. Faisal Bari

Inaugural Executive MPhil Education and Leadership Management Cohort

Total Students

35



75%



25%

100% Merit
Scholarships 3

Geographical Diversity

Faisalabad, Swabi, Lahore, Islamabad,
Rawalpindi & Karachi

Nottingham & Aberdeen

New Undergraduate Minors

During the past year, two new undergraduate minor streams were launched: 'Policy, Politics and Governance' and 'Teaching and Curriculum'. SOE

is also currently working with SDSB to introduce a joint major, Education and Management.

Professional Development

CERTIFICATE IN SCHOOL LEADERSHIP AND MANAGEMENT

Taught by Dr. Faisal Bari, Dr. Tayyaba Tamim, Associate Professor and Director Academics and Dr. Gulab Khan, Assistant Professor at SOE, the Programme benefitted 37 participants who came from across schools in Punjab. Its second cohort consisted of 38 students.



Students of CSLM Cohort 1 with Dr. Faisal Bari

CERTIFICATE PROGRAMMES AND ACADEMIC COURSES

The Policy Engagement Department at SOE has also launched a weekend, in-person certificate programme, 'Integrating Technology in Education', taught by Dr. Yasira Waqar, Assistant Professor, SOE in March 2022 with 29 students.

An academic course, 'Philosophy of Education', taught by Dr. Faisal Bari was launched in February 2022 as an evening online programme, with 30 students. Apart from this, the Policy Engagement Department is also developing several trainings and courses for the summer. Some of which are,



Class in session for the Integrating Technology in Education programme

Creativity in the Classroom, Anti-Bullying Workshop for Primary and Secondary Teachers and Certificate in Curriculum Design.

International Grant

SOE has won a British Council Grant worth GBP 60,000 in collaboration with the University of Reading and the Society for the Advancement

of Education. The main focus of this project is to investigate translanguaging practices in English language classrooms across Pakistan.

Practicum

MPhil students in their final semester, through a strategic student-led project, produce a reflective and analytical capstone, the Practicum. This mandatory, intensive semester-long 'residency' rooted in field-based research places students in

one of the 11 educational partner organisations of SOE. This year, practicum projects required a 'hybrid' model of engagement due to school closures and lockdown restrictions because of COVID-19.

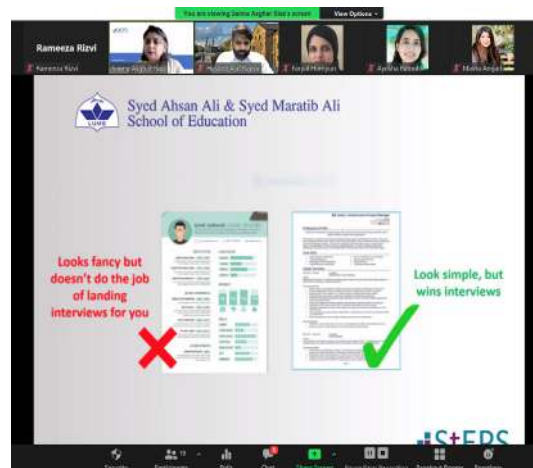
Project	Organisation
The implementation of Formative Assessment Techniques in Grade 4 and 5 Science	Punjab Examination Commission
Addressing Challenges in Hybrid Learning through Parent Engagement in ECE	Crescent Schools
Curation of Meaningful and Purposive Activities Leading to the Enhancement and Inculcation of Life Skills	Idaara-e-Taleemo Agaahi
Impact Evaluation of Pedagogical Partnership Programme at LUMS	LUMS Learning Institute
Cultural Adaptation of SCERTS Model	OASIS School of Autism
ICT in Education	Aga Khan Education Service Pakistan

Project	Organisation
Learning through Music	National Incubation Centre Lahore
Community Development through Nonformal Schooling at Akhuwat Islamic Microfinance	Akhuwat
Experiential Leadership	Akhuwat
Effective Implementation of Inquiry-based Learning: Analyzing Changes in Teachers' Perception and Role through Teacher Training, and Fostering Inter-departmental Collaboration at the Primary Level in a High-Cost Private School in Lahore, Pakistan	Beaconhouse School System
Evaluating the Design and Implementation Process of the SNC from a Design Thinking Approach	Oxford University Press
Learning Losses in STEM Education Due to School Closures During COVID	Knowledge Platform
School Councils in Punjab: Linking Motivation with their Perceived Vs. Actual Roles and Responsibilities	Programme Management and Implementation Unit
Exploring Motivation of School Councils through their Involvement in School-based Action Plan	Programme Management and Implementation Unit
Digital Learning Platforms	The Citizens Foundation
Appraisal of Research & Development in TEVTA; Reforming R&D for Decision Making Support in the Wake of New Skills Ecosystem Inception	TEVTA
Modernization of Apprenticeship Trainings: Ways and Means	TEVTA

Career Placement Programme

Developed around a system of support that focuses on reflection and resources, SOE's Career Placement Programme works with graduates to 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.

Moreover, this strategic support helps in identifying attributes such as leadership, communication and professional ethics for MPhil students. Additionally, behavioural interviews are also held, facilitating students to open up about their career goals, strengths and weaknesses.



Career Placement Session in progress

ADVISING SESSIONS WITH A CAREER PLACEMENT SPECIALIST

A specially hired Career Placement Specialist carried out workshops and one-on-one advising sessions with MPhil students through September, October and November. These included, resume

and cover letter writing, interview skills, career narrative and elevator pitch, building a digital footprint, LinkedIn profile, and networking and job hunting.



Mock Interviews in progress

Student Services

The Student Services department was established to assist incoming students transition into

graduate life and to enrich their student experience throughout their time at SOE.

DEAN ADVISING SESSIONS AND TOWN HALLS

MPhil students are encouraged to seek advice from the Dean in weekly one-on-one advising sessions, monthly group advising sessions, and Town Halls. 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. Besides that, the SOE team has an open-door policy which allows the students to discuss academic and personal issues that may hinder their academic performance.

STUDENT SUPPORT

Social events at SOE are significant in bringing about cohesiveness and collegiality among the students, staff and faculty at the School. This year, SOE organised in-person get-togethers with the students, faculty and the Dean.

Additionally, an interactive session with the Founding Pro Chancellor, Syed Babar Ali and students of the 2023 cohort was the highlight of

the year. The batch of 2021 had their in-person farewell which had been delayed by the onset of the pandemic and both the batches of 2020 and 2021 attended their in-person convocations. An end of semester party was arranged for SOE's Inaugural Executive MPhil ELM cohort in December and a farewell for the batch of 2022 was also arranged in March 2022.

MENTAL HEALTH COUNSELLING

A crucial function of the Student Assistance department is coordinating therapy sessions for the MPhil ELM students with a professional psychiatrist. The department sets up

appointments for the students with the therapist on a weekly basis. This year, they organised over 53 counselling sessions.

SCHOOL NEWSLETTER

For those interested in writing, there are opportunities to contribute to content development for SOE marketing collateral and its publications. The SOE Digest, also called *Justuju*, is a student-led newsletter published bi-annually.

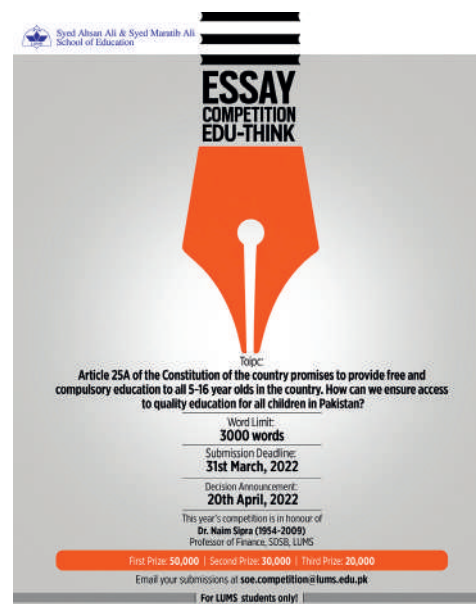
This academic year, the newsletter showcased academic highlights from the semesters, student events, and also carried submissions by the students of the School.

ESSAY COMPETITION

SOE launched its first Essay Competition this year, where the School invited the LUMS student community to submit an original creative work of up to 3,000 words.

The topic for this year's essay was, *Article 25A of the Constitution of the country promises to provide free and compulsory education to all 5-16 year olds in the country. How can we ensure access to quality education for all children in Pakistan?*

This will now be a yearly activity honouring the memory of one remarkable teacher. The top three submissions will be awarded cash prizes.



Essay Competition Poster

THE SCHOOL COUNCIL

The School Council 2021-22 provides a forum to faculty and students to participate in school governance through its elected representatives. It advises the Dean on a wide range of policies pertaining primarily to academic matters,

including proposals for establishing new degree and certificate programmes, establishing or modifying graduation requirements, and changes in curriculum, degree and other such requirements.

Office for Partnerships

This Office not only facilitates students to access practitioners in the education sector but also plays a focal role for faculty to make relevant connections with organisations to further their research interests.

This year three new MOUs were signed with:

The Knowledge Platform, a learning solutions company based in Singapore to expedite outreach efforts and scalability through research partnership and engaging in academic projects.

Crescent School, Lahore and **Jadid Dastagir**, Gujranwala to actively engage through different avenues i.e. training, student course work and faculty research.

Outreach Events

The purpose of outreach events is to create awareness about the MPhil and Executive ELM programmes, and direct students towards admission applications. This cycle's events included online information sessions, for both programmes, SOE Graduate Programme Webcast, SOE Live Webinar on Graduate Programmes, Radio LUMS session and an Insta Live session.



Dr. Faisal Bari taking about the SOE programmes at a Radio LUMS session

ONLINE CONSULTATION SESSIONS

SOE conducted 30 minute free in-person and online consultation sessions for potential applicants of MPhil/Executive MPhil to answer

their queries regarding the programmes and to clear any ambiguities about the application process and interviews.

SYED AHSAN ALI AND SYED MARATIB ALI SCHOOL OF EDUCATION

WEBINAR

PANELISTS



DR. FAISAL BARI
DEAN,
SCHOOL OF EDUCATION



MALIHA AMEEN
STUDENT,
EXECUTIVE MPhil ELM CLASS OF 2023



HAROON ASHFAQ
STUDENT,
MPhil ELM CLASS OF 2022

LIVE ON LUMS FACEBOOK PAGE
FEBRUARY 4, 2022 | 4:00 PM TO 5:00 PM

SOE Graduate Programme Webinar Poster

MPhil Co-Curricular Programmes

SPEAKER SERIES



Dr. Razia Sadiq, right and Dr. Asma Mundrawala, left, during the virtual speaker series

Every semester, SOE organises a range of events for its graduate students and the LUMS Community to benefit from its faculty expertise and take advantage of the Schools' professional network. The key objective of the programme is

to extend opportunities for student engagement outside the classroom, enrich students' overall educational experience and enable collaboration between faculty and students.

EDUTALK

Dr. Pablo Fraser: Connecting School Leadership and Professional Learning Networks: An International Perspective from TALIS 2018

Dr. Sadruddin Pardhan: Challenges of Development in Remote Societies of Pakistan: Educational Development and the Role Played by the Aga Khan Development Network

Dr. Pauline Rose: The Effects of COVID-19 on Children's Education: Evidence from Ethiopia

Dr. David Mills: Learning and Unlearning Beyond the Classroom: Why We Need More Anthropologists of Education

Dr. Nidhi Singal: Education of Children with Disabilities During COVID-19: Revisiting the Centrality of Schooling

SOE EduTalk

Understanding Educational Leadership through Metaphors: A Comparative Analysis of Leadership Metaphors from Pakistan and Kazakhstan

Synopsis

Leadership in general, and educational leadership, in particular, has been a contested concept lacking clear boundaries and definition within the wider literature. For over a century, a large number of different theories and approaches have been developed, mainly in the developed world, to understand educational leadership. However, practitioners, educators, and students in developing countries often struggle to understand and relate to the abstract, sometimes paradoxical and contradicting, theories of educational leadership. Therefore an alternative approach in leadership studies is to unpack the different theoretical orientations and concepts of educational leadership through metaphors. Based on an empirical study with leadership students in Pakistan and Kazakhstan, I will discuss how we (educators, practitioners, researchers and students) can better understand, explain and relate abstract leadership concepts to something more concrete and familiar by using a wide range of metaphors, rooted in our personal, experiential and cultural contexts. The central argument in my talk is that approaching leadership models through a metaphor exercise enables us not only to visualize and situate leadership in our socio-cultural context, but also to expand our creativity in imagining, creating, rationalizing, and justifying their leadership models.

Guest: Dr. Mir Afzal Tajik
Associate Professor and Director,
PhD Program, Nizhny Novgorod University,
Graduate School of Education

Host: Dr. Gulab Khan
Assistant Professor,
SOE, LUMS

5:00 PM | A Zoom Session | Wednesday, March 16, 2022

Marketing 'EduTalk'

Dr. Mir Afzal Tajik: Understanding Educational Leadership through Metaphors: A Comparative Analysis of Leadership Metaphors from Pakistan and Kazakhstan

Abid Gill: Accelerated Learning Programme (ALP); A Viable Solution to Growing Out-Of-School Children's Crises in Pakistan

Aliya Khalid: The Negotiations of Pakistani Mothers' Agency with Structure: Towards a Research Practice of Hearing 'Silences' as a Strategy

Dr. Rabea Malik: Social Distance, Teachers' Beliefs and Teaching Practice in a Context of Social Disadvantage

MODELS OF EDUCATIONAL INNOVATION

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

- JICA on non-formal education with Abid Fill Hussain, Deputy Chief Advisor, JICA; Dr. Tariq H. Cheema, Country Director, Alight Pakistan and Dr. Shafqat Janjua, Director Education, NCHD
- Zaawiya Trust School with Shahid Rasheed, Principal, Zaawiya Trust School

The poster for 'SOE EduTalk' features a red and black geometric design. At the top left is the logo of Syed Ahsan Ali & Syed Maratib Ali School of Education. The title 'SOE EduTalk' is prominently displayed in red. Below it, the seminar topic is 'Education of Children with Disabilities During COVID-19: Revisiting the Centrality of Schooling'. A 'Synopsis' section provides a detailed overview of the seminar's focus on the impact of school closures on children with disabilities in Ethiopia, Nepal, and Malawi. Two circular portraits are included: one of the guest speaker, Dr. Nidhi Singal, and one of the moderator, Dr. Tayabba Tamim. Their names and titles are listed below their respective portraits.

Syed Ahsan Ali & Syed Maratib Ali School of Education

SOE EduTalk

Education of Children with Disabilities During COVID-19: Revisiting the Centrality of Schooling

Synopsis

This seminar will discuss insights gathered from a recently completed multi-country project examining the impact of prolonged school closures on the education of children with disabilities and their families in Ethiopia, Nepal and Malawi. Through telephone surveys conducted with parents of children with disabilities, and teachers who were working with them prior to school closures, we gathered insights into the learning lives of girls and boys with disabilities during prolonged unexpected closures. Across contexts, there were concerns about learning loss during closures and the impact on children's prospects. Additionally, there was a significant acknowledgement of the loss of structure and socio-emotional support which schools often provide. A key issue that has emerged from this research is the centrality of schools as being significant to the wider socio-emotional well-being of all children and even more so for children with disabilities. Unexpected and prolonged school closures have also provided evidence that education cannot happen just within the four walls of the school. It needs to be connected with real life and also with families.

Guest: Dr. Nidhi Singal
Professor at the Faculty of Education and the Vice President of Hughes Hall College, University of Cambridge

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

Marketing 'EduTalk'

LUMS Live

SOE Faculty has been an active part of the LUMS Live series organised by the Office of Advancement at LUMS and have participated in the following sessions:

- A Single National Curriculum: Policy Ambition or Fiction for Education in Pakistan
- Learning How to Teach Online - Challenges and Opportunities
- Art and Education in Pakistan: Practice and Scope - Part 1 & 2
- Building Faculty/Staff-Student Pedagogical Partnerships
- Is Teaching a Profession in Pakistan?
- What Do Teachers Do in Classrooms?







ALUMNICONNECT SERIES

AlumniConnect is a series of talks aimed at providing a platform to alumni to reconnect with SOE in general and with their juniors in particular, and to talk about their lives post-graduation.

Eight sessions have been conducted so far with graduates from the inaugural cohort as well as the other batches.



Alumni reconnect and talk about their experiences and learnings in the job market

 <p>Safa Fajr Research Associate Human Development Cluster IUMAS</p>	 <p>Adil Sattar Assistant Manager-Strategy & Advancement, The Aga Khan University, Pakistan</p>	 <p>Hina Sobail Assistant Manager Organizational Development, Training & HR projects The City School Head Office</p>	 <p>Jannat Karim Khan Executive Officer, Quality, Teaching and Learning, Aga Khan University</p>	 <p>Maryam Mohsin Deputy Administrative Officer, HR Services, LUMS</p>	 <p>Sundus Khalid Academic Advisor, The Academic Advising Unit, MUMSERS, LUMS</p>
<p>AlumniConnect: Session 7 Date: Friday, February 11th Time: 5:00 PM Venue: Zoom Session</p>			<p>AlumniConnect: Session 8 Date: Tuesday, March 22nd Time: 5:30 pm Venue: Zoom Session</p>		

Marketing the AlumniConnect sessions



Batch of 2022's Farewell





Office of Student Affairs

Message

FROM THE DEAN



This year saw significant changes in the structure of our Office, with the most significant addition of the Associate Dean, Office of Student Affairs. Post COVID-19, we gradually moved towards our usual vibrant campus life.

The Office of Student Affairs (OSA), while working closely with the Health and Safety Committee, successfully welcomed a fully vaccinated student body of 5,000+ students back on campus.

The Student Council, with guidance from OSA, organised the first-ever O-Weekend for the sophomore batch. They also conducted a Harassment Awareness and Mental Health Awareness week, facilitated emergency counselling sessions for students, included a female doctor 24/7 in the wellness centre, established a 24/7 Anti-Harassment Helpline and a 24/7 Mental Health Helpline, and raised around PKR 1 million for welfare.

Our first in-person Career Fair after COVID-19 was a resounding success. More than 130 companies participated, and we were able to attract organisations from diverse industries to better cater to the variety of programmes offered across the schools.

Counselling and Psychological Services (CAPS) at LUMS launched many mental health wellness programmes which included 'Psychological First Aid Training' conducted for SAHSOL, Academic Advising Unit, Student Council, and hostel wardens. In-person and online workshops and webinars were conducted monthly by CAPS to assist students on a range of mental health issues.

To follow through with our commitment to Sports at LUMS, we introduced coaching sessions for beginners in five sports, and saw 1,000+ students keenly participating in these. We revived our sports teams, and started competing in inter varsity championships, where our female swimming team secured the 1st position. In addition to this, we increased the portfolio of for-credit sports courses, and executed exciting sports competitions for students, faculty, and staff. These initiatives were able to get significant traction from our community.

Dr. Adnan Zahid

Co-Curricular Activities

Student Societies

42

Events Organised

350+

External Delegates

5,000+

Event Registration Revenue

PKR 4 million

Sponsorship Revenue

PKR 7 million

KEY EVENTS

A range of exciting events were held during the year. The Co-Curricular Activities Office led leadership training for student societies, and collaborated with the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences to hold *Apni Boli Bol* in celebration of International Mother Tongue Day.

The student societies also held several events, ranging from Battle of the Batches by the Music Society to the Young Leaders Entrepreneurial Summit by the LUMS Entrepreneurial Society.



The LUMS MUN delegation at the Harvard National MUN Conference 2022 in Boston, USA



Participants of the leadership training session for student societies



PhotoLUMS Society's eLAPS event

Student Support Services



Students enjoying O-Week 2021

Steps towards some normalcy post-pandemic enabled O-Week '21 to be organised in a hybrid manner, with some events moved to on-campus. Spread over six days, the sessions included a

range of academic, informational and ice breaking activities to welcome incoming first year students into the LUMS family.

Career Services Office (CSO)

92%

student placement from the Class of 2021

Since July 2021, CSO shared

805 job opportunities

with Classes of 2022 and 2021, with another

672

openings shared with the alumni

During the summer break,

488

internship slots were facilitated at

107

companies

133 companies showcased at this year's Annual Career Fair

61 recruitment drives conducted (on-campus and online)

128

new companies brought on board for recruitment and mentoring opportunities;

15 of these are based internationally

53

virtual and on-campus Career Advisory and Mentorship sessions to

1,941

students

Experts from the corporate sector, senior alumni, and members of the CSO team provided career guidance to

1,941

students across

53

virtual and on-campus Career Advisory & Mentorship sessions under CSO's Career Guidance programmes

HIGHER EDUCATION PLACEMENTS

CSO facilitated admissions guidance sessions for leading universities of the world in collaboration with:

- The British Council
- Virtual Study UK
- Chevening
- The United States Educational Foundation in Pakistan

Counselling and Psychological Services (CAPS)

- Launched Mental Health Wellness programmes which included:
 - Support groups with students on different mental health topics
 - In-person and online workshops and webinars conducted monthly
 - Psychological First Aid Training conducted for Shaikh Ahmad Hassan School of Law, Academic Advising Unit, Student Council, and hostel wardens
- CAPS staff engaged in continuing professional development - The training included learning Eye Movement Desensitisation and Reprocessing (EMDR) to process memories of traumatic and disturbing experiences
- Introduction of psychiatric facilities in case of mental health emergencies
- CAPS has staff available during night shifts in case of mental health emergencies

Sports, Wellness, and Recreation



The LUMS basketball team

O-WEEK SPORTS GALA

Two O-Week sports galas were organised to inspire freshly enrolled students. These included

the following sports: futsal, badminton, basketball, tug of war, and table tennis.

1,800+

**STUDENTS
PARTICIPATED IN THE
O-WEEK SPORTS GALAS**

LIFETIME PHYSICAL ACTIVITIES AND WELLNESS PROGRAMME

The Office of Sports, Wellness and Recreation envisioned planned various online and in-person programmes to engage the LUMS community during the pandemic. These included:

- Online Full Body Conditioning Class
- Online Strength Training Bootcamp
- Online Strength and Conditioning Course
- Online Fusion Body Fitness Course
- Online Bodyweight Challenge
- Taekwondo Classes
- Flat Belly Challenge

300+ COMMUNITY MEMBERS ATTENDED THESE COURSES

TRAINING CAMPS FOR BEGINNERS

These events and activities are intended for faculty, staff, and students to get more people involved in sports. Under the guidance of highly skilled coaches, a total of 472 pupils were trained in table tennis, badminton, basketball, football, cricket, tennis, and volleyball.

SWIM AWAY YOUR WORRIES

In collaboration with Human Resources, the Office successfully executed basic swimming skill training to over 50 employees.

HEALTH AND SAFETY

A standard fitness test for all swimming instructors and lifeguards was conducted to test the ability of the staff. All staff qualified in the test.

ACHIEVEMENTS

- The female swimming team secured overall 1st position in the Higher Education Commission (HEC) Intervarsity Female Swimming Championship held in Karachi. LUMS athletes won 15 gold, 7 silver and 3 bronze medals.
- The male swimming team secured the overall 5th position in the HEC Intervarsity Male Swimming Championship held in Punjab Stadium, Lahore. They won 2 silver and 1 bronze medal.
- Duaa Hassan, a LUMS badminton player, was selected to compete in the National Championship Badminton 2022, where she was rated 20th among the best players.
- LUMS participated in the LSE Sports Gala and played basketball, badminton, football, cricket table tennis and volleyball. The LUMS team was declared the overall winner.

SPORTS RECREATIONAL EVENTS

- Talk by Pakistan Cricket Board Chairman, Rameez Raja
- World Cup T20 Screenings held for semi-finals and Pakistan matches, attended by 800+ members of the LUMS community
- Pakistan Super League screenings for final and semi-final matches, attended by 500+ members of the LUMS community
- LUMS Open Badminton 'Smash That' Championship
- LUMS Open Squash Championship
- Women League hosted at LUMS, with 500+ athletes from seven universities participating from all over Lahore

Office of Academic Advising and Student Success

The central Office of Academic Advising and Student Success (OAASS) was established in 2020, and comprises two units: Student Success, and

Academic Advising. The Office joined the umbrella of OSA in March 2022, given the overlap in its mandate and the domain of student affairs.

STUDENT SUCCESS

The Student Success unit of the Office has two main objectives:

- Creating targeted programming for students from under-resourced backgrounds at LUMS, so that all students can thrive irrespective of their background or resources; and
- Identifying effective programmes that can be scaled from a limited target population to the entire LUMS community.

The Student Success unit of OAASS has a joint partnership with the NOP Centre, called the Student Success Initiative, which currently runs 15 different programmes (see page 157).

ACADEMIC ADVISING

Delivery of academic advising remains the responsibility of each School where respective faculty, staff, and peer advisers work with students directly. The central Academic Advising unit of OAASS currently focuses on strengthening

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.

KEY ACHIEVEMENTS

All initiatives are informed by context and best-practice research. Alongside academic literature, best-practice models and data-analysis on the LUMS context, this year the Academic Advising unit also set up two advisory boards comprising students/alumni and faculty.

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

- **LUMS Advising Portal** was launched, containing a university-wide calendar alongside publicly available resources including 16 major exploration handouts, 14 industry-specific guides, and 11 graduate study handouts under development. The resources were developed based on online research and interviews with 70+ faculty and 120+ alumni.
- **Zambeel Advisor Centre** was also launched in Fall 2021 as an electronic system for faculty and staff to inform and document their advising interactions.
- **Coordination among schools and cross-pollination of ideas** was strengthened through regular meetings with advising staff, peer advising programme managers and department coordinators.
- An **Academic Advising Strategic Planning committee** was also set up consisting of leaders in each School's advising units and deans' offices. The committee leads discussions on the direction of advising across campus.

- **University-wide advising standards and protocols** for staff have been expanded to standardise advising across the various undergraduate programmes.
- **Professional development opportunities** were provided throughout the year to advising staff through group sessions.
- **A weekly newsletter** was initiated for 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.

The Academic Advising unit also worked with individual schools on strengthening specific elements of their advising system. Some key highlights include:

- **Suleman Dawood School of Business** reintroduced formal student-faculty pairings for advising of their sophomores this year.
- **Mushtaq Ahmad Gurmani School of Humanities and Social Sciences** piloted a more structured way to encourage student-faculty meetings in Spring 2022.
- **Syed Babar Ali School of Science and Engineering** enhanced its new peer advising programme and further undertook an extensive review of its faculty advising system, proposing enhancements (to be implemented in Fall 2022).
- **Shaikh Ahmad Hassan School of Law** launched a faculty-workshop on ‘Supporting Students with Mental Health Issues’ and enhanced its new peer advising programme.
- **All schools** introduced pre-meeting reflection forms to increase the meaningfulness of student-faculty interactions.



Students at the *khokha*



CENTRES

Raising Executive Development Centre

Exploring New Horizons



DR. ZAIN UL ABIDEEN
DIRECTOR

For the past 30 years, the Raising Executive Development Centre (REDC) has not only offered programmes which augment a standard management curriculum but offers a portfolio which extends far beyond. Currently, REDC is offering a number of programmes conceptualised on real-time market research, developed to accommodate several tiers of organisational hierarchy from those in the top management to middle and junior level employees.

In response to the multifaceted needs of organisations, REDC has adopted a multidisciplinary approach towards executive education to develop programmes that combine communication sciences, psychology, economics, and other disciplines necessitated for a modern approach towards management sciences. The Centre has also developed its capacity to offer blended and hybrid programmes delivered through broad based mediums of instructions, combining elements of in-person learning with live-online and asynchronous course content which can be accessed remotely by participants.

With an enhanced reach for programme delivery, REDC has expanded its functional area and capability beyond the domain of on-campus executive education. The Centre has scaled up its operations to other markets, with an official presence and a year-long programme calendar established in Karachi during the previous year. In addition to that, expansion to regional markets have been set in motion during the current year.

REDC's strategic leadership programmes including Enhancing Board Effectiveness – Directors' Training Programme, Growth and Continuity in Family-run Business, Leadership for Senior Executives and Strategy Execution Programme engage top industry leaders and entrepreneurs creating a strong impact on management and governance practices. Meanwhile, flagship programmes like the Management Development Programme, Finance for Non-Financial Managers, Building High Performance Teams, and Developing Future Leaders are shaping the new crop of leaders by equipping them with cutting-edge knowledge and practices based on REDC's hallmark pedagogy, interactive learning, and a real-time exchange of knowledge and ideas among faculty and an extensive peer-network.



Shahid Hussain, Rector LUMS, addressing a session for business executives at the REDC

Fostering New Partnerships



A group of executive participants work on creating a puzzle as part of a team building activity

REDC fostered new and continued partnerships with leading organisations functioning in the domains of information technology, textile exports, telecommunication, financial institutions, and fast-moving consumer goods.

The Centre conducted 19 custom programmes, some of which were conducted in the live-online format with participants joining from the USA, Germany and the UAE.

Expanding Programme Profiles

REDC continued to expand its open programme portfolio by introducing a new programme Organizational Transformation for Powering Innovation and Growth. This was offered to senior executives and industry leaders who seek to take their organisations to the next level by launching novel innovation strategies enabled by digital transformation.

The Centre conducted 36 Open Enrolment Programmes during the last academic year for 28 individual programmes.

Leveraging the case-writing experience of the LUMS faculty, the Centre collaborated to develop case studies and industry notes for executive programmes. Till date, 57 case studies have been published in the areas of finance, marketing, operations, sales, strategy, change management, agribusiness, innovation, family business and retail while 21 others are in the pipeline.

REDC also introduced a variety of new simulations in areas ranging from supply chain, operations management, digital marketing, and marketing strategy to ensure engagement with practical application of the knowledge acquired during the programmes.



Attendees at the Leadership for Senior Executives workshop

Centre for Business and Society

Initiatives

NEW WEBINAR SERIES

An exciting series of virtual sessions titled, 'Rethinking Business and Society Webinar Series' was launched by the Centre for Business and Society (CBS). The vision behind these was to have several different sessions under a selected overarching theme to bring together practitioners and academics for invigorating debates and open discourse.

The theme of the first set in this webinar series was Sustainability in Focus. CBS hosted a monthly live discussion over a period of three months in which academics from different schools of LUMS were invited to have open discussions on pressing environmental concerns including the climate crisis, air pollution and water sustainability.



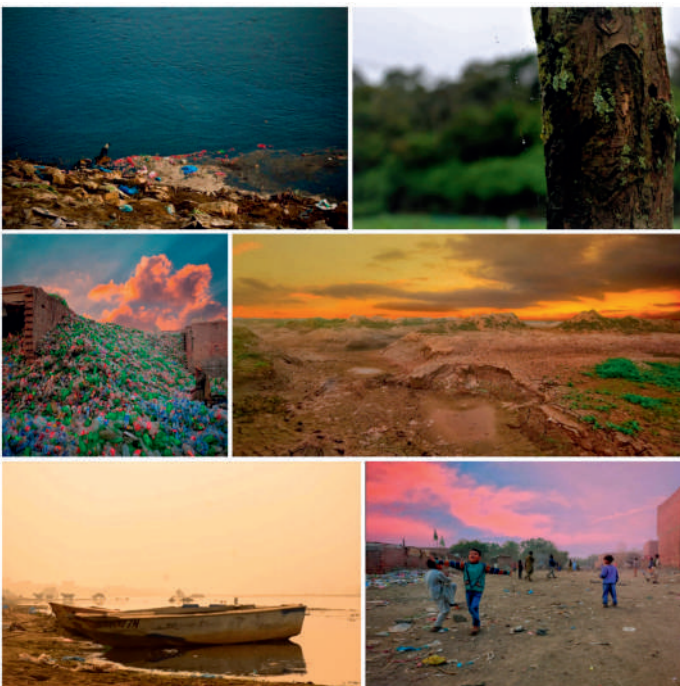
DR. ZEHRA WAHEED
DIRECTOR



Rethinking Business and Society Webinar Series

ANNUAL PHOTOGRAPHY COMPETITION

In Fall Semester 2021, CBS announced its second annual photography competition in collaboration with PhotoLUMS. Revolving around SDG 13, the theme of 'Click for Change 2021' was 'Visualising the Truth: Can You Capture the Urgency of the Climate Crisis?' The aim of the competition was to create awareness about the urgency of the climate crisis through a creative outlet.



2nd Annual Photography Competition with PhotoLUMS - Winning Pictures

PANEL TALK

CBS, in collaboration with WWF-Pakistan, organised a panel session titled, 'Responsibility is Sustainability: A Talk on Responsible Plastic Consumption' that revolved around SDG 12.

The objective of the panel talk was to bring awareness on the pertinent issue of plastic consumption and waste management in the country and to carve out possible sustainable solutions. Experts in the fields of plastic management, recycling and sustainability provided insightful overviews of their work and the significant initiatives being taken to tackle plastic consumption in the country.

WEBINAR ON HONOUR CRIMES IN PAKISTAN WITH ASIA INSTITUTE, UNIVERSITY OF MELBOURNE

The Centre held a webinar in collaboration with Asia Institute at the University of Melbourne to commemorate the UN International Day of Social Justice. The objective of the webinar was to discuss the critical issue of honour crimes in Pakistan and dissect the various social, religious, cultural, political, and economic causes of these killings. The expert panel included representatives from political, judicial, and academic domains who have done exceptional work related to gender and society.

TRAINING SESSIONS

CBS conducted trainings for 22 officers of the Merged Areas, Government of Khyber Pakhtunkhwa (KP), under the Governance and Policy Project (GPP) of P&D Department, Merged Areas. This programme, titled, 'Applying Monitoring & Evaluation Best Practice to the Public Sector', was organised to build the capacity of the planning and development staff working at the secretariat and district level of the KP government.

EARTH DAY

CBS collaborated with the LUMS Environmental Action Forum to celebrate Earth Day. In line with the annual theme of 'Invest in Our Planet', the Centre organised a virtual activity where pledges were taken from the entire LUMS community. As a part of the activity, individuals vowed to take steps towards building a sustainable future and shared their own unique pledges that honoured the Earth Day theme.

BUILDING BEAUTIFUL MINDS WORKSHOP

To celebrate UN International Day of Education and CBS' thematic pillar of education, the Centre organised a multifaceted workshop for the students of LUMS. With its interactive and insightful content, the session touched upon various subject matters such as development of a personal vision, core communication elements and understanding individual mental capabilities to truly unlock one's potential to excel both in personal and professional relationships.



Participants of the Building Beautiful Minds Workshop

AMBASSADORS FOR CHANGE PROGRAMME 2022

Following the success of the first and second cycles of the Ambassadors for Change Programme, CBS collaborated with The Citizens Foundation (TCF) for the third time in 2022. 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, thus giving them an equal chance of clearing entry tests required for their admission in tertiary education. The third cycle was a 3-month long programme from February to April 2022 in which alumni of TCF schools visited the LUMS campus on consecutive weekends for English and Mathematics classes. This cycle engaged 35 LUMS volunteers and 70 TCF alumni and included regular mentoring sessions in addition to the subject classes.

To add value to the student experience during the programme, the LUMS Consultancy Group organised an activity-based workshop session for the TCF alumni.

3RD INTERNATIONAL INTERDISCIPLINARY CONFERENCE ON GENDER, WORK AND SOCIETY 2022

The third conference in the 'Interdisciplinary Conference on Gender, Work and Society' series titled, 'Future of Equalities, Diversity and Inclusion in South Asia and Beyond', organised by featured Justice Ayesha Malik, the first female judge of Supreme Court, Pakistan, as one of the keynote speakers. Prof. Dr. Asghar Zaidi, Vice Chancellor, Government College University was also invited as a keynote speaker at the conference.

The conference explored the links between various gender and identity categories, education and employment, inclusivity of religious and ethnic minorities, and public policy, leadership and management. It presented an interdisciplinary platform for participants to analyse and critique recent trends, innovations, and conditions related to gender, work and society.



Responsible Plastic Consumption Panel Talk with WWF Pakistan

COMMEMORATING WORLD WATER DAY

To commemorate International World Water Day, CBS in collaboration with the Centre for Water Informatics and Technology (WIT), LUMS and Nestle, Pakistan organised a panel talk to highlight this year's annual World Water Day theme, 'Groundwater'.

The event featured expert panelists from both the academia and the industry.

LUMS Energy Institute

Highlights

TRAININGS

The LUMS Energy Institute (LEI) completed nine trainings in six months under the banner of Power Sector Center of Excellence – a capacity building hub developed in partnership with the Central Power Purchasing Agency. These included medium-term demand forecasting, transmission planning, generation planning, and competitive trading bilateral contract market related workshops, all part of the Advanced Development Programme. The trainings were imparted to more than 500 combined representatives of distribution companies: Karachi Electric, National Electric Power Regulatory Authority, National Transmission and Despatch Company (NTDC), Central Power Purchasing Agency and Private Power and Infrastructure Board.



DR. FIAZ CHAUDHRY
DIRECTOR

GRANT

LEI secured an almost 50,000 USD grant from Tara Foundation – an autonomous fund hosted at the European Climate Foundation. The objective of the grant is to critically review and analyse the Indicative Generation Capacity Expansion Plan of NTDC and provide recommendations for its improvement and planning process.



Electric rickshaws will soon be an obvious choice available in the market

Power System Improvement Activity

The Institute is also the key subcontractor in the Power System Improvement Activity – a four-year USD 25 million USAID-funded programme intended to increase power sector competition through market development, improved management and operations of the power



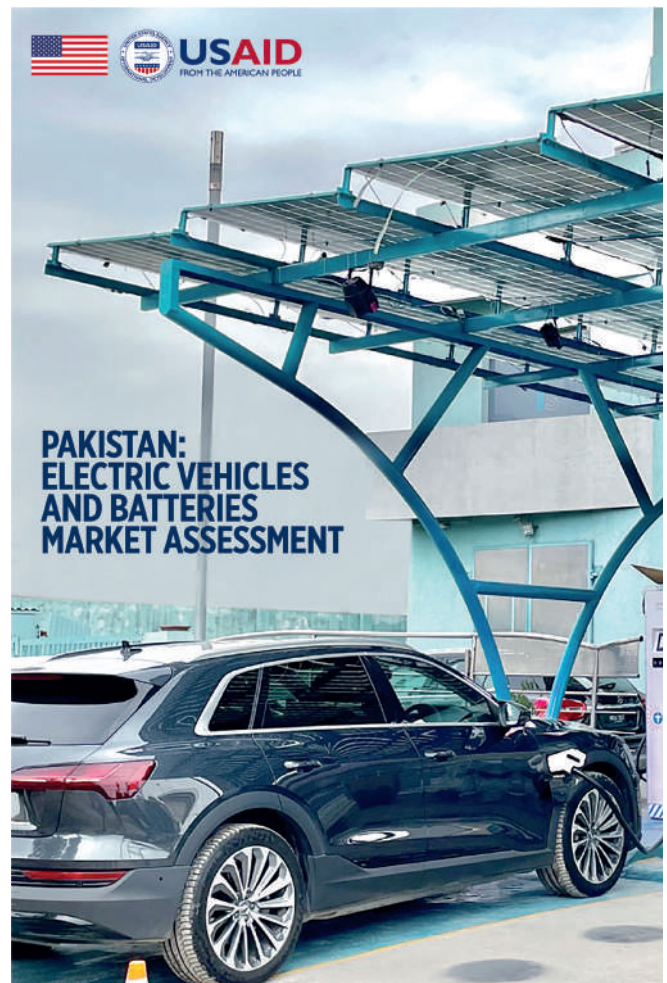
system, and optimising the grid electricity load. It has already commenced support activities in the 'Transmission System Expansion Plan' of NTDC and has engaged all stakeholders in other areas to reform and improve the power sector of Pakistan.

Social Services

LEI has been serving in various committees of the Government of Pakistan that are working on improving the overall energy sector. Currently, there is representation in the President of Pakistan's Committee on Smart Cities, Prime Minister's Inspection Commission, Planning Commission's Advisory Committee on Energy, NTDC Grid Code Steering Committee, MIRAD Recruitment Committee, Inter-ministerial Committee on the EV Policy and Implementation among several others.

Professional Services

LEI has conducted a 'Load Factor Analysis' study for Engro Powergen Qadirpur Limited (EPQL) for its 226 MW gas-fired power plant. The study included production simulations using an in-house tool, the LUMS Power Dispatch Model to ascertain the plant's dispatch over the next eight years. The results were shared with EPQL who found it quite useful in the context of assessing competition and evaluating the impact of new generation being added to the national grid.



A joint project between the LUMS Energy Institute and USAID, the Report outlines how the transport sector in Pakistan has seen a significant increase and showcases the potential for partnerships and investment opportunities in the electric vehicle industry

Centre for Chinese Legal Studies

Seminars and Conferences



PROF. SIKANDER AHMED SHAH
DIRECTOR

RECTIFYING THE NAME: SINOPHONE MUSLIMS & IDENTITY FORMATION IN REPUBLICAN CHINA

Dr. Z. Hale Eroglu's presentation centred on Chinese-speaking Muslims during China's Republican Period of the early to middle 20th century. Her focus was this community's unique struggle to achieve agency over the evolution of their collective identity.

REGIONAL, ECONOMIC & POLITICAL DIMENSIONS OF THE CHINA-PAKISTAN ECONOMIC CORRIDOR & THE BELT & ROAD INITIATIVE

The Annual International Virtual Conference included interactive panel discussions and presentations. Dr. Nadeem-ul-Haque, Vice Chancellor of Pakistan Institute of Development Economics, Islamabad gave the keynote address. Professor Zhao Wanru from Wuhan University presented a paper on cross-border data flow about the emergence of the digital Silk Road and highlighted how localised data governance policies in different countries prevent effective cooperation. Maroof Rafique talked about the importance of utilising data and technology in transforming the judiciary in Pakistan. Dr. Najimdeen Bakare, Associate Professor, Centre for International Peace and Stability, reviewed China's economic foreign policy while Dr. Hamid Ekbia spoke about moving towards geo-economics through a case study about the global cotton trade, comparing its colonial context with CPEC.

LUMS Centre for Chinese Legal Studies

CCLS TALK SERIES '22

Join us for an interactive session on
**Rectifying the Name:
Sinophone Muslims and Identity
Formation in Republican China**

Day & Date:
Tuesday, 15th February 2022
Time: 05:30 PM (PST)

Dr. Z. Hale Eroglu
(Boğaziçi University, Istanbul)

Zoom Meeting ID: 925 4515 9300
Passcode: 588123

Event poster for Dr. Z. Hale Eroglu's talk

CHINA & THE ENVIRONMENT: LESSONS FOR PAKISTAN

Speakers included Dr. Khalid Mir, Associate Professor, LUMS, Ahmad Rafay Alam, renowned environmental lawyer and activist; and Prof. Uzair Kayani, SAHSOL, LUMS. The session outlined the environmental catastrophes faced by the world today and the need to incorporate legal, economic, scientific, political, and ethical dimensions when discussing policy directives to combat climate change.

RISE OF CHINA: PAKISTAN'S OPPORTUNITIES & CHALLENGES

The session was attended by political commentator, Dr. Moeed Pirzada who discussed the history of the Pak-China relationship and shed light on the current strategic partnership between both countries. Dr. Pirzada also talked about the CPEC project and mentioned how it would help Pakistan in its efforts to diversify its strategic partnerships with neighbouring countries.

Courses

CHINESE BUSINESS LAW

This introductory course provided students with an overview of the legal framework governing business conduct in China. The main theme was the regulatory and legislative landscape for Foreign Direct Investment (FDI) in China. Another theme was to analyse Chinese FDI directed overseas through evaluating the concerns of Chinese nationals seeking to do business internationally.

ADVANCED TOPICS IN CHINESE LAW

Students were exposed to areas of law including gender and public law in China, preventive cybercrime and cybercrime by omission, and criminal protection of the right to personal information in China. Challenges relating to environmental public interest litigation in China were also examined.

CHINESE LANGUAGE FOR BEGINNERS

This course covered the history and linguistic development of the standard Mandarin Chinese Language. The course focused on listening, comprehension, and speaking. It touched upon the differences and similarities between Chinese and the student's native language.

Networking and Outreach

The CCLS team visited Islamabad and met with Ambassador Hasan Javed (R), Director China Study Centre at NUST. Ambassador Javed shared his knowledge about business and culture in China, and extended his support and guidance to assist CCLS.

The Team also met Dr. Tahir Mumtaz Awan, Director, China Study Centre at COMSATS, and identified various collaborative arrangements between the two centres.

Technology for People Initiative

The Technology for People Initiative (TPI) is an applied research and design centre. It utilises technology to catalyse development in the public sector, assist government led service delivery for citizens, and improve data accessibility to facilitate informed decisions for good governance. TPI designs innovative, low-cost, and practical solutions to problems prevalent in the public and development sector. Its work spans the themes of education, health, cultural heritage, media, crime and justice, and social protection.



DR. FAREED ZAFAR
DIRECTOR

News

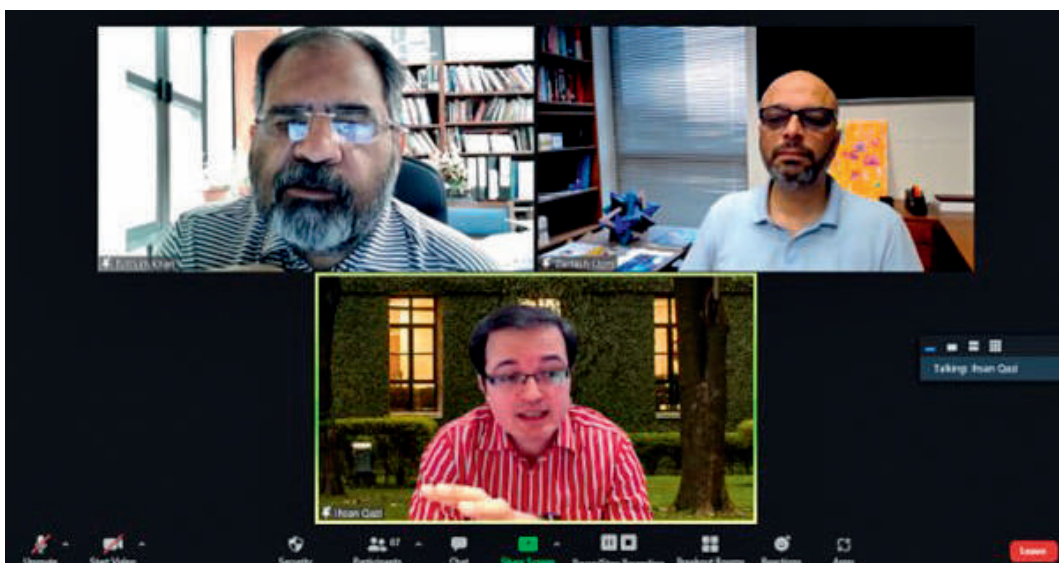
- TPI's Child Protection Project in collaboration with UNICEF, Oxford Policy Management, and provincial governments is being undertaken in 7 districts across Pakistan (Balochistan, Sindh, Gilgit-Baltistan, Azad Jammu and Kashmir, Islamabad Capital Territory, Punjab and Khyber Pakhtunkhwa). The project 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 case. Technical field assessment to understand the child protection and technology landscape has been completed for all districts. Software development which customises the software to the ground realities and laws in place for each district has been completed for Balochistan and Gilgit-Baltistan; for other districts, it is underway.
- The project 'Susceptibility to Misinformation: A Mixed Methods Study Investigating the Effects of Misinformation on COVID-19 Perceptions and Responsiveness' was published in *IEEE Internet Computing*. Using an embedded research design deploying both quantitative and qualitative tools, TPI examined the pervasiveness of belief in COVID-19 misinformation in Pakistan



Taking panoramic images for the Pano-tour of a site in Thalpan Village, Chilas, GB

and investigated the socio-cultural factors influencing people's susceptibilities to falling for misinformation.

- TPI has continued its partnership with Dr. Ali Usman Qasmi and Dr. Ali Raza 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.
- TPI is in continued collaboration with Dr. Nadhra Shahbaz Khan to provide technical assistance for the website of the Sikhvira project, the first ever website showcasing the phenomenal Sikh-period antiquities in the Lahore Fort's Sikh Gallery that includes the Princess Bamba Collection. This website aims to highlight Pakistan's highly valuable but little explored material culture associated with the country's Sikh heritage.
- 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 on-going. The area being targeted is 60 km long with most of it being along the Karakoram Highway and on the banks of the Indus River. Work is completed in the Gichi Nala – Chilas II district with work on the Thaplan Petroglyphs located at the Thalpan Village of Chilas, Gilgit-Baltistan is currently on-going.
- Work on the project, '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. A machine learning model has been developed to conduct this analysis not only on a macro (union council) level but also to zoom this analysis on individual plots as well.
- 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, are working to introduce evidence-based budgeting by creating a financial dashboard to automate financial analysis and budget forecasting. A budget execution report and an initial prototype of the dashboard has already been developed.
- TPI is undertaking an on-going survey study, 'Analysing the Motivational Factors Underlying COVID-19 Vaccine Hesitancy Among the Population in Pakistan: A Survey Study'. The study illustrates how the interrelations between the COVID-19 context, social influences, conspiracy narratives and misinformation, religious sentiments, and lack of trust in doctors, science, and the state play a role in driving vaccine hesitancy in Pakistan.
- Work on the project, 'Understanding the Impact of the COVID-19 Pandemic on Female Health Workers in Pakistan' is underway. Being on the pandemic's front lines has exposed female health workers to increased risk, as well as physical and emotional burden due to strenuous workdays and fear of contagion. The project uses mixed methods research to capture the narratives, reflections, and challenges of the female healthcare workers in Pakistan amid the pandemic.



Panel discussion on 'Susceptibility to Misinformation: A Mixed Methods Study Investigating the Effects of Misinformation on COVID-19 Perceptions and Responsiveness'



Field Assessment with Social Welfare Department, Peshawar, KP

Events

- As a part of the ‘Susceptibility to Misinformation: A Mixed Methods Study Investigating the Effects of Misinformation on COVID-19 Perceptions and Responsiveness’ project, TPI hosted a panel discussion. Titled, ‘Fake News: Evaluating the Spread and Countering of Misinformation in Pakistan’, this session covered a discussion on the role of socio-cultural factors in the spread and acceptance of misinformation, the types of misinformation prevalent in the country and factors which play a role in countering the spread of this misinformation. The panellists included Dr. Ihsan Ayyub Qazi and Dr. Zartash Afzal Uzmi, and the session was moderated by Dr. Furrugh A. Khan.
- In collaboration with LUMS Live, TPI hosted a panel discussion on ‘Cultural Preservation in Pakistan’ in which panellists discussed the current efforts for the preservation of visual culture through restoration and the use of modern technology in different parts of Pakistan. The session’s panellists were Dr. Nadhra Shahbaz Khan and Dr. Murtaza Taj, and the session was moderated by Fatima Bilquis.

Field Activities

- The TPI team visited Khyber Pakhtunkhwa and Punjab for a field assessment of the provincial governments’ technological capacity to implement a Child Protection Information Management System. The team also elicited the input of government and civil society stakeholders on the design and implementation of the System.
- The TPI team conducted field testing in Balochistan and Gilgit-Baltistan for the customised CP IMS prototype developed for these provinces. This included testing the system with identified key users for training and feedback which has been incorporated in the final system.
- The TPI team worked in the field on two targeted zones in Chilas, Gilgit-Baltistan to digitally document and preserve the inscriptions, epigraphs, and petroglyphs on rocks in the flood basin of Diamer Bhasha Dam.

Saida Waheed Gender Initiative

Events

The Saida Waheed Gender Initiative (SWGI) had a packed calendar of events for Fall 2021 and Spring 2022. The first in-person seminar since the pandemic was 'Care in Feminist Spaces: Myths and Monoliths' with guest speaker, Sophia-Layla Afsar, and moderated by Dr. Shayan Rajani. Ms. Afsar discussed how some feminist spaces have nurtured new ways of knowing through empathic listening and further highlighted how befriending our shame is essential for uncovering historically marginalised narratives.

Other events included:

- Patriarchal Violence and the Policy Landscape
- Impact of COVID-19 on Women in Informal Work across South Asia
- Conditional Cash Transfers and Maternal Health: Quasi-Experimental Evidence from Pakistan
- Solidarity Through Design: Across Borders & Intersections
- Forging Gendered Subjects: The Cultural Politics of Education in Pakistan
- Auntologies: Queer Aesthetics and South Asian Aunties
- Salt and Sponge: Eugenics, Women's Welfare, and the Genesis of Family Planning Programs in Pakistan
- Gendering Technology
- Promoting Gender Justice on Global Garment Supply Chains
- The Net of Kinship: Mothers, Daughters, and the Webs Caste Weaves in Pakistan
- Exploring the Intersections of Gender, Energy and Space Use



DR. HADIA MAJID
DIRECTOR



Sophia-Layla Afsar speaking at the seminar 'Care in Feminist Spaces: Myths and Monoliths'

Collaborations

INCOME INEQUALITY UNDER COVID-19

The Mahbub ul Haq Research Centre at LUMS (MHRC) in collaboration with SWGI, the Consortium for Development Policy Research, International Growth Centre and Centre for Economic Research in Pakistan hosted an online panel discussion to highlight the role governments have played in responding to the pandemic and spaces for improvement. In the session, economic and developmental opportunities that have emerged because of the pandemic were identified.

CENSORSHIP, PROGRESSIVE LITERATURE, & SECULAR NATIONALISM IN LATE COLONIAL INDIA AND PAKISTAN

Organised in collaboration with the history department at LUMS, the seminar's speaker, Dr. Sarah Waheed discussed how censorship, Urdu literature, Islam, and progressive secular nationalisms in colonial India and Pakistan have a complex, intertwined history. Dr. Waheed offered a timely examination of the role of progressive Muslim intellectuals in the Pakistan movement. Rather than seeing 'religion' and 'the secular' as distinct and oppositional phenomena, her book demonstrates how these concepts themselves were historically produced in South Asia and were deeply interconnected in the cultural politics of the left.

INTERSECTIONS OF HOSTILITY AT THE WORKPLACE

Organised in collaboration with the Office of Accessibility and Inclusion at LUMS, the online session discussed the abuse of power in the workplace, embedded within the larger social, economic, and political context. The participants expanded upon the gendered realities of hostility at the workplace, and the factors that define and accentuate worker vulnerabilities.

Research

SWGI offered small grants for student led research projects and senior projects that focus on, or use gender and sexuality as a major analytical tool in their work. Undergraduate students from all departments/schools at LUMS were eligible to apply. Funds were decided after careful evaluation of the research proposal by the Initiative's steering committee, and were limited to PKR 20,000.

Grantees of this cycle were:

- Marha Fathma and Muhammad Faizan ul Haq – A New Man? Masculinities in the Post #MeToo World
- Rameen Iftikhar and Ramsha Fatima – Popularity or Power: Does the accumulation of social capital in higher education settings in Pakistan increase women's agency?
- Aamina Shekha, Nisma Riaz and Shamaim Kirmani – Investigating how young women in Pakistan employ fashion as a tool of resistance against patriarchal gender and cultural norm

Faculty have also been provided grants for the pursuit of creative and interdisciplinary research and projects relating to gender and sexuality in Pakistan. The grantee of this cycle was Dr. Tania Saeed for 'Intergenerational Knowledge amongst Women: From Sex Education to Menopause'.

GENDER BI-ANNUAL

SWGI released the second issue of Gender Bi-Annual which brought a special focus on issues of gender inequality which affects the intimate, cultural and economic lives of women.



National Incubation Centre Lahore

The National Incubation Centre Lahore (NICL) is supporting ideas and entrepreneurs that create value in high impact sectors for Pakistan. It serves as a nexus between industry, academia, talent, and capital.

With more than 50 community partnerships, and multiple events, NICL partners with a diverse portfolio of stakeholders including donors, governments, investors, multinational corporations and the civil society.

From September 2021 to April 2022, NICL incubated two cohorts, comprising 50 start-ups across high-impact verticals including environment, health, education, fintech, ecommerce and more.



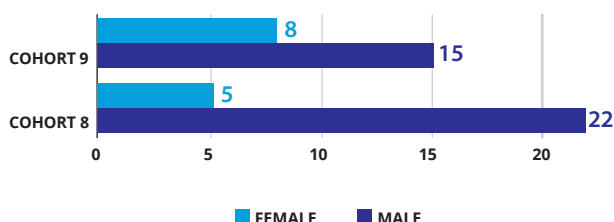
MR. NAUMAN ZAFFAR
DIRECTOR

Foundry Programme

To strengthen the entrepreneurial skills of a diverse group of incubatees, the Foundry Programme is continuously reviewed and updated by the Learning and Development team. Some recent changes include:

- Revision of the Accounting and Finance module to help start-ups develop a visionary financial layout to raise capital
- Director, LUMS Learning Institute, Dr. Suleman Shahid was taken on board to make the Design Thinking module more experiential
- The Marketing, Branding and Sales module was modified to integrate entrepreneurial marketing concepts. Area experts including Sarah Pervez, Programme Director, MS Technology Management and Entrepreneurship (TME), and the in-house marketing team at NICL, co-taught this module

INCUBATEES (SEPTEMBER - APRIL)



Events

WORKSHOP ON TRANSFORMING ACADEMIC KNOWLEDGE TO DEVELOP ENTREPRENEURIAL UNIVERSITIES

NICL's Learning and Development team was invited to the University of Athens and University of Saarland to participate in workshops on 'Take-UP – Transforming Academic Knowledge to

Develop Entrepreneurial Universities in Pakistan'. This programme was co-funded by the European Union.

ELECTRIC MOBILITY

NICL hosted the launch of 'Electric Vehicles and Battery Market Assessment' report. Authored by Dr. Naveed Arshad, the report examines Pakistan's EV policies and regulations, details the

characteristics of current and future EV markets, and provides a framework for investment and partnerships between Pakistani and American companies.



CONGRATULATIONS

Seed | Spark

to winners of the Stanford SEED Spark Program Competition!



PRANABESH DASH
Xplorazzi
SINE-IIT, Bombay



SADAF REHMAN
Code School
NIC-LUMS, Lahore



SARIKA PATHAK
Cresa GreenTech
Bhau Institute, Pune



MALIK WALEED TARIQ
XStak
NIC-LUMS, Lahore

- 83 VENTURES
- 17 INSTITUTIONS
- 3 COUNTRIES



In September 2021, NICL collaborated with Stanford Graduate School of Business for Seed Spark. During the first round, across 90 participants from all partner countries, NICL-backed Sadaf Rehman of Codeschool.pk, won the pitch competition, while mentors from NICL's pool of SDSB alumni made significant contributions.



NICL's flagship Investor Summit brought together investors, inspiring entrepreneurs, and corporate innovators. Ignite launched a cash prize award for the winner, runners-up, and participants.

Collaborations

UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)

NICL collaborated with the Innovation-Acceleration Lab at the UNDP to host SolutionsFest 2.0: Reimagining our Relationship with Plastics in Pakistan. The aim was to address the issue of plastic waste management in Pakistan. All prototypes were created at NICL's state-of-the-art, Makers Lab, which includes metal, CNC, PCB, wood, and 3D printing facilities for speedy, high quality hardware solutions.

INTEGRATION WITH LUMS

The LUMS faculty is an integral part of the Foundry Programme, and LUMS students are also often engaged in internships at NICL. The Centre has also partnered with the MS TME programme for students to have the option to be incubated as a part of their master's coursework.

Meanwhile, the MBA programme has partnered with NICL to conduct an experiential learning module titled 'My Start-up'. Many SDSB alumni are also part of the Centre as mentors.

ENTREPRENEURSHIP 101

Offered in collaboration with the University of Saarland, the 4-week course served as an introduction to entrepreneurship for LUMS students. The aim was to help them develop and formalise a business idea from scratch and pitch those ideas to the relevant audience.



NICL is a dynamic space for young entrepreneurs to incubate their start-ups

HUAWEI PAKISTAN

NIC at LUMS signed an MoU on March 29 with Huawei Technologies, Pakistan during the Huawei Cloud Summit Middle East in Dubai. The partnership hopes to enable a "Digital Pakistan" and aims to increase the implementation of Artificial Intelligence and Cloud technology through knowledge sharing.

Expanding Global Outreach

NICL has hosted several local and international delegations and entered into a partnership with PakLaunch, Step Conferences and Queens Commonwealth Trust to syndicate content, mentors and capital.

- Courtney Powell, Chief Operating Officer and Managing Partner, at \$1.8Bn international venture capital firm, 500 Global, visited NICL, accompanied by Board Member, Max Scheder-Bieschin.
- Teddy Himler, Global Partner (Investments) at Antler, a global early-stage venture capital firm, met with start-ups to seek investment opportunities and offer guidance.
- NICL hosted Robin Butler, Partner and Head of Impact, Sturgeon Capital, as part of his maiden visit to Pakistan.
- NICL also collaborated with SDSB for a fireside chat with Mamoon Hamid, Partner, Kleiner Perkins, hosted by Babar and Ismail Khan, founders of Tajir.
- In a bid to build stronger connections between the tech diaspora in the US and tech talent in Pakistan, Pakistani American and OPEN Seattle tech delegation visited NIC LUMS, to pave the way for future collaboration.

Water Informatics and Technology

The Centre for Water Informatics and Technology (WIT) focuses on hydro informatics and system analysis, engaging the next generation of water practitioners and academics in a multidisciplinary research team, working on innovative technologies.



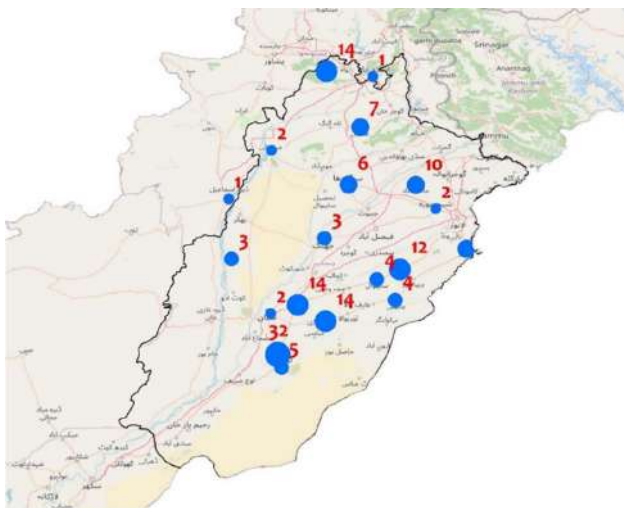
DR. ABUBAKR MUHAMMAD
DIRECTOR

Highlights and Achievements

- The Asian Development Bank awarded 'Improving Canal Irrigation Management through Remote Sensing Based Decision Support Tool' to NCRA - Agricultural Robotics Lab (NARL) at WIT. The Punjab Irrigation Department (PID) is a collaborating partner in the project.
- NARL was awarded a WWF-International funded project to develop an Early Warning System for Snow Leopard monitoring using AI camera traps. The project aims to mitigate the human-wildlife conflict in the Northern Areas. Dr. Murtaza Taj is the PI of the project.



WIT team during the cryosphere research expedition at Gabin Jaba, Swat



WIT's sensor network in Punjab

- Dr. Jawairia Ashfaq Ahmad, WIT has been awarded the 'Climate and Cryosphere (CliC) Fellowship' 2021 for her research activities to be carried out in the year 2022.
- Dr. Fozia Parveen, Adjunct Faculty at WIT, has joined the Institute for Educational Development, Aga Khan University as an assistant professor on a tenure track.
- The Centre completed the deployment of 125 sensors at 36 sites with Nestle. The project is part of Nestle's effort to achieve water neutrality, and it is expected that the project will help conserve 100+ million liters of water.

Initiatives

- The NARL team delivered an upgraded floating water quality mapper to UET Peshawar.
- WIT deployed one of the only snow depth monitoring sensors of Pakistan under the forest cover at Gabin Jabba, Swat. The deployment will further WIT's research on cryosphere monitoring and help collect important data related to snowfall, snowmelt, rainfall, and flash floods in the Swat River basin.



The WIT team during the deployment of the snow pack sensor under the forest cover

Projects

- WIT completed 'Climate Technology Market Assessment in Pakistan', an International Trade Center project. The project team delivered the technical report with a menu of options to guide Growth for Rural Advancement and Sustainable Progress to support the innovation of climate technologies.
- In collaboration with Pepsi Co. and WWF Pakistan, WIT installed the 'Water Quality Monitoring Early Warning System' at the Groundwater Recharge Project site at the Government College University.
- A grant titled, 'Securing Socio-Economic Stability and Data-Driven Resilience for Ungauged Namal Valley Watershed at Monsoon Margins' was awarded by the German Academic Exchange to a consortium that includes WIT, NUST, Namal University, and the University of Hamburg. Under the project, detailed hydrological modelling of the Namal catchment will be carried out for flood prediction applications in the valley. A minimally viable monitoring system has already been deployed by WIT which will be further extended through this grant.

Webinars and Workshops



Climate Technology Market Assessment report launch event in Quetta

- WIT concluded its 'Best of Water Systems Research' seminar series. The series took place during fall 2021 and featured leading experts in the field of water systems from MIT, IIASA, UIUC, UC Riverside, Boston University, Google, and CSU Australia. The series was well-received by the participants and has inspired new collaborations and initiatives.
- 180 participants attended the 1-day virtual workshop on 'Models, Machine Learning, and Autonomous Systems in Hydrology' hosted jointly by NARL, WIT and the Robotics Research Lab, Department of Computer Science, TU Kaiserslautern.
- The ITC Project team engaged with climate technology-focused stakeholders across the livestock and horticulture value chains through a series of workshops in Islamabad, Karachi, and Quetta.

Events



NARL team at ICRAI, College of EME, NUST

- A delegation of newly inducted Assistant Engineers from the Government of Khyber Pakhtunkhwa-Irrigation Department visited WIT under the 'Water Management for Enhanced Productivity programme by USAID and International Water Management Institute (IWMI). The delegation was oriented with WIT's ongoing research on demand-driven irrigation, data-driven hydrological modelling, and other activities at NARL.
- WIT collaborated with the Centre for Business and Society and Nestle Pakistan to commemorate the World Water Day by conducting a panel talk 'Groundwater: Use of technology to improve water efficiency in the agriculture sector'. Asad Rehman Gillani, Secretary of Agriculture, Punjab, delivered the keynote at the event.
- The Himalayan University Consortium (HUC) and WIT organised a workshop to

discuss the role of the cryosphere in the regional climate and its perception in society. Participants from international and national universities, regional governmental organisations, and ICIMOD identified current gaps in knowledge and areas of future collaboration.

- A team from FAO visited WIT on February 23, 2022. FAO has recently been awarded a project co-financed by the governments of Punjab and Sindh titled, 'Transforming the Indus Basin with Climate Resilient Agriculture and Water Management', under the umbrella of which different areas of overlapping interest and potential collaborations were discussed.



Impact of agriculture on water resources being discussed at the World Water Day 2022

- A delegation from IWMI visited WIT on December 13, 2021. It was led by Simon Langan, Director of the IWMI programme on Water Data Science and Digital Innovations. The team discussed pressing issues in Pakistan's water sector and potential collaborations between WIT and IWMI that may be developed to address them.
- The NARL team exhibited its technological innovations at the ICRAI 2021 Industrial Exhibition, NUST, and at the Quarterly Industrial Exhibition, Mirpur University of Sciences and Technology.



Assistant Engineers from the Irrigation Department, Khyber Pakhtunkhwa at the LUMS Digital Sustainable Agriculture Facility

Scientific Advancements

- A paper titled, A Dynamic Socio-Hydrological Model of the Irrigation Efficiency Paradox, has been published in the prestigious journal, *Water Resources Research*. The paper by PhD scholar, Ansir Ilyas, Dr. Talha Manzoor, and Dr. Abubakr Muhammad, Director WIT, highlights the Irrigation Efficiency Paradox and presents a dynamic systems model for it.
- PhD candidate, Wasim Hassan and the WIT research team's paper has been published in *Agricultural Water Management*. The paper titled, Demand-based water allocation in Irrigation systems using mechanism design: A case study from Pakistan. *Agricultural Water Management*, discusses that inefficient utilisation of water can be reduced by using a demand-based water distribution mechanism to supply water in the agriculture sector.
- NARL researchers, Ali Imran, Owais Tahir, and Shabbir Hasan, published their research on using the digital phenotyping robotic platform equipped with laser scanners and cameras to study Sustainable Intensification (SI) practices. The platform aims to gather data and aid in developing low-cost field-deployable sensors and systems at the farmer level to advance sustainable practices.
- Publications:
 - o Ilyas, A., Manzoor, T. and Muhammad, A., 2021. A Dynamic Socio-Hydrological Model of the Irrigation Efficiency Paradox. *Water Resources Research*, 57(12), p.e2021WR029783.
 - o Hassan, W., Manzoor, T., Jaleel, H. and Muhammad, A., 2021. Demand-based water allocation in irrigation systems using mechanism design: A case study from Pakistan. *Agricultural Water Management*, 256, p.107075.
 - o Manzoor, T. and Muhammad, A., 2021, October. Dynamics and Controllability of a Spherical Robot. In *2021 International Conference on Robotics and Automation in Industry (ICRAI)* (pp. 1-6). IEEE.
 - o Imran, A., Tahir, M.O., Muhammad, A. and Hasan, M.S., 2021, November. Development of a Robotic Crop Phenotyping Testbed for Sustainable Agriculture. In *AI for Agriculture and Food Systems*.
 - o Ali Imran, Owais Tahir, Abubakr Muhammad, Development of a Robotic Crop Phenotyping Testbed for Sustainable Agriculture, (Accepted Video submission DIGICROP2022).

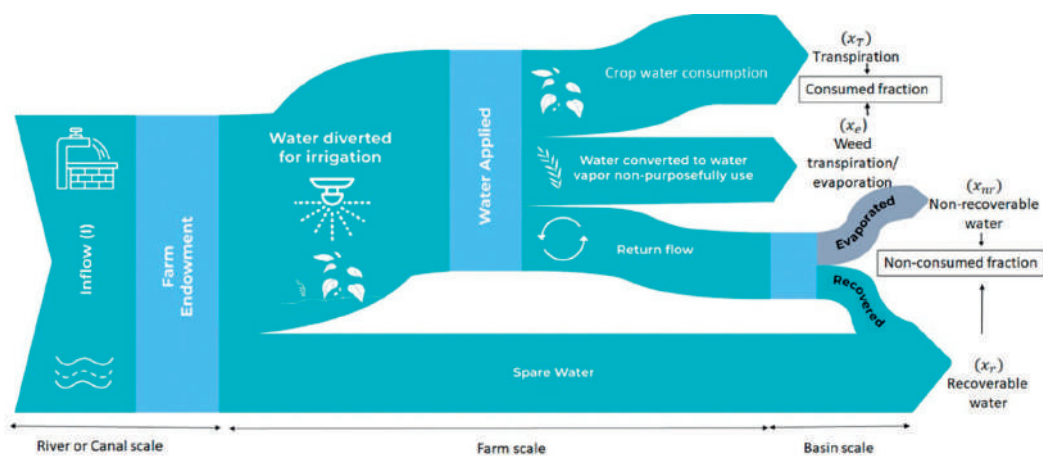


Figure 1. Water flow balance for irrigation water withdrawals used in WIT's dynamic modelling framework

Field Activities



Endurance and strength of the VTOL drone being tested in Sheikhpura

- The NARL team under, Dr. Murtaza Taj, conducted field tests of the AI camera traps for snow leopard monitoring at Margalla Hills National Park.
- Dr. Mahmood, Dr. Fozia Parveen, and the ITC Project team conducted extensive visits to government departments, universities, farmers, and fields in Balochistan (Quetta, Pishin, Khuzdar, Panjgur, Lasbela) and Sindh (Mirpurkhas, Tharparkar, Hyderabad, and Karachi).
- The robotics group at NARL upgraded the cable-driven robot to a portable data collection platform. The team used the platform to collect valuable data over the complete cultivation period of wheat (December 2021 – April 2022). The dataset includes dense LIDAR point clouds, high resolution multispectral images, GPS and localisation data.
- A network of greater than 150 sensors (Weather Stations, Soil Moisture Sensors, Flood monitoring sensors) is actively collecting data across the Punjab. The network will be scaled up further as part of the ADP-PID irrigation GIS-based Irrigation Management Project.
- The NARL team conducted drone flights in Sheikhpura. The drone collected multispectral images of the crops for crop health estimation. The surveys will be extended to the Okara region with increased flight time and coverage.



ITC Project team at an equipment manufacturing facility for PQNK sustainable agriculture




Robotic Platform at the LUMS Digital Sustainable Agriculture Facility

Courses

The WIT faculty offers a diversity of courses related to AI, remote sensing, environment, and robotics. These are:

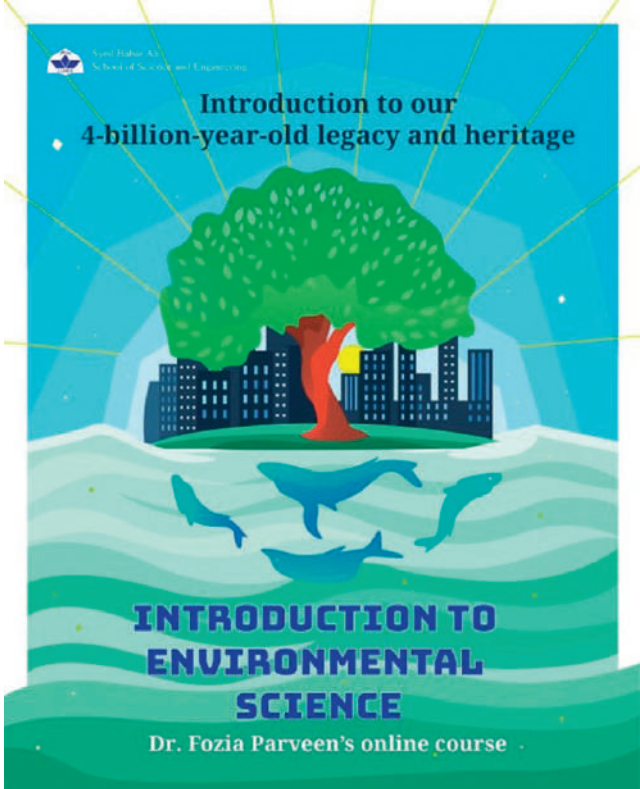
- Introduction to Environmental Sciences by Dr. Fozia Parveen (SCI 103)
- Socio-Ecological Systems and Sustainability by Dr. Talha Manzoor (EE 5612/SCI 302)
- Remote Sensing of the Environment by Dr. Jawairia Ashfaq Ahmad (EE 568)
- Engineering Laboratory - Intelligent Sustainable Systems by Dr. Abubakr Muhammad and Dr. Hassan Jaleel (EE 100)



The poster features a central image of the Earth. Surrounding it are several icons: a satellite, a tree, a cloud with rain, a plant, a mountain, and a weather icon. The text is as follows:

Remote sensing of the environment
by Dr. Jawairia Ahmad
Spring 2022 EE568/ PHY523/ CS6317
Tues and Thurs at 10:00am to 11:15am
Learn about the fundamental principles of remote sensing as applied to our environment


Syed Babar Ali
School of Science and Engineering



The poster features a large green tree in the foreground, with a city skyline and a sun in the background. Below the tree, there are blue waves and several blue dolphins. The text is as follows:

Introduction to our
4-billion-year-old legacy and heritage

INTRODUCTION TO ENVIRONMENTAL SCIENCE
Dr. Fozia Parveen's online course



The poster features a white robot holding a black marker, with a blue spiral line drawn behind it. The text is as follows:

FALL 2021 | EE 562 / CS 5610
Robot Motion Planning
by Dr. Abubakr Muhammad & Dr. Talha Manzoor

Syed Babar Ali
School of Science and Engineering

Mahbub ul Haq Research Centre

The Mahbub ul Haq Research Centre (MHRC) is the flagship centre of social science research at LUMS. It 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 change for an inclusive and equitable society.



DR. ALI CHEEMA
DIRECTOR

Research Clusters

MHRC has 8 research clusters. Fellows from each cluster commit to providing research leadership in their themes of interest. Thematic clusters at MHRC offer research fellows the opportunity to work in peer groups and draw on expertise across disciplines. Gender, labour, and historical

foundations are considered as cross-cutting themes.

MHRC has 116 Research Fellows working together on various projects and publications, including 39 external fellows and 77 resident fellows

THEMATIC CLUSTER	FELLOWS
Cities	Ali Cheema, Syed. M. Hasan, Adeel Tariq, Umair Javed, Amen Jaffer, Nida Kirmani, Zebunnisa Hamid, Ali Usman Qasmi, Momin Uppal, Zubair Khalid, Shandana K. Mohmand, Anis Siddiqi, Sohail Anwar
Energy, Environment and Public Health	Agha Ali Akram, Ayesha Ali, Saher Asad, Abid Aman Burki, Ali Cheema, Syed. M. Hasan, Sanval Nasim, Maha Rehman, Mian Muhammad Awais, Naveed Arshad, Muhammad Hamad Alizai, Shaper Mirza, Falak Sher, Muhammad Zaheer, Muhammad Shoaib, Nauman Ahmad, Momin Uppal, Zubair Khalid, Faiz Ahmad Chaudary, Hassan Jaleel, Ammar Ahmed Khan, Talha Manzoor, Waqqas Mir, Maira Hayat, Sameen Mohsin
Political Economy and Governance	Ali Cheema, Umair Javed, Noaman G. Ali, Hassan Javid, Uzair Kayani, Cory Smith, Saad Gulzar, Yasir Khan, Sarah Khan, Erum Haider, Rehan Jamil, Maira Hayat, Sabrin Beg, Fahd Ali, Miguel Loureiro, Sameen Mohsin
Education	Faisal Bari, Maha Rehman, Tania Saeed, Ali Usman Qasmi, Suleman Shahid, Hasan Mohy ud Din, Zubair Khalid, Muhammad Sabieh Anwar, Rafi Ullah, Sami Khan, Tariq Rehman, Sajid Ali, Sabrin Beg
Public Finance	Sher Afghan Asad, Faiza Ismail, Micheal Best, Adnan Khan, Mazhar Waseem, Fahd Ali

Firms	Faisal Bari, Abid Aman Burki, Antonio Marasco, Adeel Tariq, Maha Rehman, Nazish Afraz, Nadia Mukhtar, Uzair Kayani
Inequality, Poverty, and Social Inclusion	Abid Amna Burki, Hadia Majid, Kashif Zaheer Malik, Rashid Memon, Adeel Tariq, Nadia Mukhtar, Sadaf Ahmad, Tania Saeed, Faiza Ismail, Marva Khan, Farah Said, Ali Abbas, Rehan Jamil, Sabrin Beg, Miguel Loureiro
Technology in Society	Ayesha Ali, Saher Asad, Syed Ali Hasnain, Hassan Javid, Rabia Kamal, Maryam Mustafa, Muhammad Fareed Zaffar, Mian Muhammad Awais, Murtaza Taj, Ihsan Ayyub Qazi, Suleman Shahid, Muhammad Hammad Alizai, Mobin Javed, Agha Ali Raza, Hassan Mohy ud Din, Zubair Khalid, Hassan Jaleel, Ammar Ahmed Khan, Talha Manzoor, Sabrin Beg, Sameen Mohsin

PUBLICATIONS

MHRC undertakes a range of publishing efforts, from the annual issue-driven *Human Development Report* to policy papers as well as academic blogs.

The Centre 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 the preparation of the next Human Development Report on Gender and Cities.



Publications by the Centre

EVENTS

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

- **The Distinguished Lecture Series** brings leading scholars in discussion with Centre members and invitees on new knowledge concerning the critical global and national challenges of our times
- **Reform Dialogues** facilitates critical conversations around key policy reforms and debates, helping bridge the gap between academia and practice
- **Book Colloquiums** provide a platform for researchers to launch their publications and engage with a diverse audience
- **The Webinar Series** brings together policy-makers, academics and practitioners on a virtual platform to discuss various social themes
 - o This year, MHRC introduced the *I. A. Rehman Social Justice and Change Webinar Series* to honour and commemorate the life of veteran Pakistani journalist, progressive and rights activist, I. A. Rehman.
 - o The Centre also introduced the *Nigar Ahmad & Rubina Saigol Memorial Lecture Series* to honour and commemorate the life and work of Pakistani women's rights activists and scholars; Nigar Ahmad and Rubina Saigol.
 - o The Centre has also introduced a *Political Economy of Development Webinar Series*

MAHBUB UL HAQ DISTINGUISHED LECTURES

Bureaucracy, State Capacity and Development

Speaker: Adnan Q. Khan (LSE)

Moderators: Ali Cheema (LUMS, IDEAS, CERP), Miguel Loureiro (IDS)

Fiscal Challenges and Tax Reforms in Pakistan

Speaker: Mazhar Waseem (Manchester)

Moderators: Sher Afghan Asad (LUMS), Giulia Mascagni (IDS)

Urbanization and Economic Development after COVID-19

Speaker: Edward Glaeser (Harvard)

Moderators: Ali Cheema (LUMS, IDEAS, CERP) and Kate Vyborny (Duke)

The Economics of COVID-19 Pandemic in Poor Countries

Speaker: Mushfiq Mubarak (Yale)

Moderators: Maha Rehman (LUMS) and Ali Cheema (LUMS, IDEAS, CERP)



MHRC Distinguished Lecture Series with Nobel Prize-winner, Esther Duflo on 'Social Experiments to Fight Poverty: From Research to Policy'

The Rise of Populism in South Asia

Speaker: Pradeep Chhibber (Berkeley)

Moderators: Shandana Khan Mohmand (IDS) and Hassan Javid (LUMS)

Social Experiments to Fight Poverty:

Speaker: Esther Duflo (MIT, J-PAL, 2019 Nobel prize-winner in Economic Sciences)

Moderators: Farah Said (LUMS) and Ali Cheema (LUMS, IDEAS, CERP)

Modi's India: Hindu Nationalism and the Rise of Ethnic Democracy.

Speaker: Christophe Jaffrelot (Science Po, KII, KCL)

Moderators: Asma Faiz (LUMS), Anu Joshi (IDS)



Distinguished lecture with Edward Glaeser on 'Urbanization and Economic Development after COVID-19'

WEBINAR SERIES: POLITICAL ECONOMY OF DEVELOPMENT

Informal Institutions, Property Rights, and the Foundations of Political Order in Afghanistan

Speaker: Jennifer Brick Murtazashvili (Pittsburgh)

Moderator: Yasir Khan (Pittsburgh)

Distributive Politics in India and Pakistan

Speaker: Adam Auerbach (AU), Asad Liaqat (Facebook), Jennifer Bussell (Berkeley)

Moderator: Shandana Khan Mohmand (IDS)

Development and Contention: Energy Politics in the Contemporary Era

Speakers: Naomi Hossain (AU), Erum Haider (College of Wooster), Ijlal Naqvi (SMU)

Moderator: Umair Javed (LUMS)

Against All Odds: Social and Political Action for Empowerment and Accountability

Speaker: Ayesha Khan (IDS, CSSR), Khawar Mumtaz (Former Chairperson NCSW), Umair Javed (LUMS), Sarah Khan (Yale, IDEAS) and Miguel Loureiro (IDS)

Moderator: John Gaventa (IDS)

I. A. REHMAN SOCIAL JUSTICE AND CHANGE WEBINAR SERIES

Dispossession for Development? Land Struggles in Contemporary Pakistan

Speakers: Tanveer Ahmad (Sujag), Rabia Ezdi (NCA), Fahad Malik (Praxis Legal), Sajjad Warraich (Social Activist)

Moderator: Umair Javed (LUMS)

Housing Futures in the City of Islamabad

Speaker: Ayesha Shahid (Citizen Planner), Aasim Sajjad Akhtar (QAU, APAKA), Sikander Ajam (Federal Commission to Review Islamabad's Master Plan), Jawad Aslam (AMC)

Moderator: Fizzah Sajjad (LSE)

NIGAR AHMAD & RUBINA SAIGOL MEMORIAL LECTURE SERIES

Causes and Consequences of the Global 'Rights Revolution' for Women

Speaker: Mala Htun (UNM)

Moderators: Sarah Khan (Yale), Sohela Nazneen (IDS)

Research Collaborations

MHRC has been able to deepen academic research collaborations with various organisations and universities both within Pakistan and abroad. The focus of these collaborations revolve around:

- Public Finance
- Political Economy and Governance
- Public Health
- Gender and Development
- Urban Development
- Environment



Political Economy of Development lecture moderated by Umair Javed on 'Development and Contention: Energy Politics in the Contemporary Era'

BOOK LAUNCH

Womansplaining

Speakers: Zeenia Shaukat (Independent Researcher), Sara Malkani (Center for Reproductive Rights), Afiya Shehribano Zia (Wesleyan)

Moderator: Maryam Khan (IDEAS)



Womansplaining's book cover

The Centre's Partners

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

Research Projects Partnerships and MoUs

There are 12 active research projects currently being carried out at the centre which include the following:

Urban Property Tax Reform in Punjab: Using Evidence to Reform the Method of Valuation

PI: Dr. Ali Cheema

The Economic History of the Punjab Canal Colonies

PI: Dr. Ali Cheema

Intervention Monitoring & Support Services for Pilots of a COVID-19-focused Masks Intervention in KP and Punjab, Pakistan

PI: Maha Rehman

Increasing Vaccination in Urban Lahore

PI: Maha Rehman

COVID and Agricultural Supply Chain

PI: Dr. Sher Afghan Asad

Organizational Effectiveness and Tax Compliance in Punjab, Pakistan (PRA)

PI: Dr. Sher Afghan Asad

Understanding Agri Supply Chain Dynamics and Price Wedges

PI: Dr. Sher Afghan Asad

Impact of Work Place Harassment on Women in Patriarchal Contexts

PI: Dr. Maryam Mustafa

FCDO COVID-19 Social Science Research Evidence Platform

PI: Dr. Umair Javed

Collaborating on the Pakistan Country Economic Memorandum - World Bank Study

PI(s): Dr. Mushtaq Khan, Dr. Abid Burki

Do Banks in Pakistan Follow Responsible Investment & Financing Policies? A Scoping Review

PI: Dr. Abid Burki

Belief Formation, Signal Quality and Information, Sources: Experimental Evidence on Air Quality from Pakistan

PI: Dr. Sanval Nasim

- Partnership with the Government of Khyber Pakhtunkhwa on strengthening local public finances and local service delivery
- Partnership with the Government of Punjab on strengthening local public finances
- MoU with the Special Monitoring Unit within the CM Secretariat in Punjab to build a Smog Consortium that can help address the rapidly worsening smog crisis of the province
- MoUs in progress with the Provincial Disaster Management Authority Punjab as well as the Environment Protection Authority Punjab in connection with addressing air pollution
- Upcoming partnership with the Ministry of Federal Education and Professional Training, specifically with the newly emerging Pakistan Institute of Education
- MoU with *Tabadlab* is being signed on following areas of priority:
 - Public Health
 - Urban Policy
 - Education
- MHRC Fellow, Shaper Mirza's work with the Institute of Public Health, Punjab, SIMS and PKLI on identifying the drivers of the heterogeneity in COVID spread
- MoU for the duration of three years with SMEDA to focus on entrepreneurship and SME development
- Partnership with Kashf Foundation and Akhuwat for a conference on the success and limitations of microfinance in mediating the gender gap

LUMS Learning Institute

2020-21 has been instrumental at the LUMS Learning Institute (LLI) in furthering its mandate of strengthening teaching and learning communities, cultures, and practices at LUMS, and beyond.

With its new and pre-existing offerings, LLI is playing a crucial role in encouraging faculty and students to experiment, construct and deconstruct their notions about teaching and learning, to better equip themselves and respond to the challenges of learning in the 21st century.



DR. SULEMAN SHAHID
DIRECTOR

Instructional Skills Training (IST)

Participants go through an intensive 3-day peer-based training through group work, practising new instructional techniques and peer feedback. This has been a regular offering at the LLI, with five trained cohorts, supporting five faculty members and 17 graduate and PhD students during Fall 2021 and Spring 2022.

FACILITATOR'S DEVELOPMENT RETREAT

With a view of expanding its workforce of in-house trainers, in February 2022 five participants from the previous cohorts of IST underwent rigorous 7-day facilitation sessions, comprising 30 hours of training. The participants received insight on the philosophy and thought constituting the Instructional Skills Workshop as well as the theoretical components, and practised facilitation and various forms of feedback delivery.

Course Design Express (CDE)

With the help of this asynchronous course, LLI has successfully supported four cohorts of instructors and practitioners in designing course outlines. Participants are required to work along five flexible blocks of course design and receive support and feedback via optional check-in sessions. CDE graduates also have an option to further their course design activities via the Pedagogical Partnerships Programme at the LLI.



Participants of the TA Development Programme

COLLABORATION WITH UNIVERSITY OF BALTISTAN

This workshop was offered to 18 faculty members of LUMS and University of Baltistan, Skardu as a collaborative project under the mentorship of Vice Chancellor, Dr. Arshad Ahmad. The faculty members gathered at the LLI workspace and attended a series of workshops with regards to course design over five days. The workshops were

facilitated by Dr. Ahmad, Dr. Launa Gauthier and Mr. Talha Mahmood. Divided into five groups, the faculty members designed five new courses around Life and Bio-sciences, Entrepreneurship, Water Informatics, Green Energy and E-commerce.

TA Development Programme

The training sessions for Teaching Assistants (TAs) at LUMS were revamped and merged under the TA Development Programme. The webinar has been divided into a series of sessions of one hour

each, for students to engage in a discussion-based experience to learn more about their roles and responsibilities.

Pedagogical Partnerships Programme

During 2021-22, LLI ran two successful cohorts of the Pedagogical Partnerships Programme (PPP), establishing productive and meaningful partnerships between students and staff/faculty to work on a range of teaching and learning

projects. Since its inception in 2020, PPP has successfully completed 54 projects related to different areas of teaching and learning, with the support of about 70 student and 60 faculty partners.

PROFESSIONAL PARTNERSHIPS PROGRAMME



Welcome meeting with student partners

In Spring 2022, LLI piloted the first cohort of the Professional Partnership Programme, a progression of the student partnerships stream. The project was initiated in collaboration with the Monal Group, where 10 students were taken on board for a paid opportunity of theoretical as well as professional training and collaboration in areas of the hospitality industry such as customer

service, supply/chain management, location selection, menu design, legal issues revolving around hotel/restaurant management, etc. In turn, students add value to the organisation through a multitude of activities such as designing menus, collecting feedback from customers guised as mystery shoppers, providing feedback on food choices and quality etc.

The Vice Chancellor's Award for Teaching Excellence

LLI announced the second round for the Vice Chancellor's Award for Teaching Excellence, inviting portfolio submissions from faculty

members with sustained achievements and contributions towards enhancing the learning experiences of their students.

Research Initiatives

CAPTURING MY VOICE AND AGENCY THROUGH PARTNERSHIP

Mehak Najeeb, one of LLI's student partners, recently published this research in the journal, *Teaching and Learning Together in Higher Education* by Bryn Mawr College. The paper is inspired by her experiences as a student partner and explores agentic engagement across pedagogical

partnerships, and highlights Ms. Najeeb's journey as she worked on the development of a course, catering to the role of education within media and evaluating it with a gendered perspective in Pakistan.



Dr. Arshad Ahmad delivering a talk during the Course Design Express workshop with University of Baltistan delegates

IMPACT EVALUATION OF PEDAGOGICAL PARTNERSHIPS PROGRAMME

A group of graduate students from the School of Education at LUMS conducted an impact evaluation of the Pedagogical Partnership Programme (PPP) at LLI as their practicum project during their MPhil programme. For this qualitative study, the students interviewed various faculty and student partners from the earlier cohorts

and gathered insight regarding PPP's impact on teaching and learning, the perception of power imbalance between faculty and students, and the professional growth of the student partners. The research group also outlined various recommendations for the PPP team to enhance their output and areas of support.

Events

TEACHING AND LEARNING FACULTY TALKS SERIES

LLI hosted the Teaching and Learning Faculty Talks Series in March 2022, where two faculty members delivered insightful sessions on various areas of student engagement. These aim to promote communities of practice, through dialogue and shared experiences, and to bring various pedagogical matters under discussion.

The topics for the month of March were:

- Student Engagement in Reading through E-collaboration by Dr. Shazia Nawaz Awan
- Engaging Students in Larger Classes using Technology by Dr. Suleman Shahid

LUMSx

The University's digital learning initiative, established in 2020, aims to make education accessible to all by eliminating barriers of time, cost, and location. LUMSx is an innovation hub that is rethinking and reimagining the possibilities of digital learning and its impact in Pakistan and beyond. It offers massive open

online courses (MOOCs) that address key learning gaps in the education and professional sectors covering topics like data science, health and curriculum design. Currently, the team is collaborating with leading experts and faculty to develop and deploy six courses scheduled for release in 2022.



LUMSx instructional design and media team storyboarding course videos

The LUMSx team has collaborated with Arbisoft to pilot an online learning platform that will host courses from universities all over Pakistan. Prospective students will be able to browse through and enrol in a course of their choice. Once enrolled they can access learning videos, discussions, assessments and earn a certificate after successful completion. Through this academia and industry partnership the Institute aims to adopt a research and pedagogy based approach to collaboratively improve the design of online learning experiences and learning technology.

LUMSx also provides instructional design, media production, and technology support to help faculty design and deliver asynchronous online courses.



Postproduction of course videos

LUMS Studio

The studio has been upgraded and relocated to the Syed Babar Ali School of Science and Engineering. It now has a larger green screen,

light grid, a photobooth, and a space for webcasts, interviews and voice-over recordings.



The upgraded LUMS Studio

Gurmani Centre for Languages and Literature

The Gurmani Centre for Languages and Literature (GCLL) celebrates South Asian languages, literature, and art and has been serving this mission since 2019. The Centre appreciates and promotes all forms of creative expressions and takes great pride in hosting several events every semester featuring a variety of different themes. These discussions or performance sessions are carefully designed to inspire a deeper engagement of the attendees with the history and practice of languages, literature, and art. Today, the Centre is recognised for its contributions not only by the LUMS community, but also by the literati across Pakistan and the rest of the region.



DR. NADHRA SHAHBAZ KHAN
DIRECTOR

Fall Semester

After a long silence enforced by COVID-19, the Centre resumed its activities this semester with webinars. GCLL's last event of the semester in

December finally broke the online spell and visitors were delighted to re-discover the rewards of experiencing art activities in-person.

VIRTUAL LAUNCH OF GCLL'S ANNUAL URDU JOURNAL *BUNYAD* '21

The semester's first session was dedicated to launching the 12th volume of *Bunyād*, the peer-reviewed annual Urdu journal published by the Centre. The journal has created a special niche for itself in Urdu literary circles over the past few years. Dr. Nayyar and Dr. Najiba Arif, the current and the former chief editors of the journal shed light on the painstaking processes of blind peer-reviewing of each article by Pakistani and foreign scholars and the significance of the journal's role in promoting the Urdu language and its literary traditions. Dr. Fatima Fayyaz, Assistant Professor, LUMS, served as the moderator.



Poster for the *Bunyād*'s launch

Literary Events

The Gurmani Centre has two main streams of literary events that feature thematic sessions every semester. These are: Halqa-e Danish (lit. The Circle of Knowledge) and Bilal Awan Bazm-e Adab (lit. An Assembly of Literature). Each stream holds three sessions dedicated to a contemporary or historical aspect of a language or literary tradition and invites renowned scholars for talks and discussions.

HALQA-E DANISH—LITERATURE AND ART: THE AFGHAN PERSPECTIVE (SESSION 1)

The first session of this Halqa-e Danish series was dedicated to Afghanistan's contemporary Dari-Pashto short stories (معاصر افغان دري-پښتو افسانې). The session hosted two distinguished speakers,

Dr. Akhlaq Ahmad Ahan from New Dehli, and Dr. Abdul Khaliq Rashid from Kabul, moderated by Dr. Fatima Fayyaz.

AHMAD BILAL AWAN BAZM-E ADAB—BOOK LAUNCH OF *ĀRĒ TIRĤĒ Ā'INĒ*

Published by GCLL, *Ārē Tirĥē Ā'inē*, is an anthology of Urdu and Punjabi plays, written by the dramatist Sarmad Sehbai. The session emphasized the importance of classifying contemporary Urdu drama as an equally

important and prestigious genre to other Urdu literary works and urged their publications on regular basis. The launch was hosted by Bilal Tanweer, Associate Professor, LUMS, with Madeeha Hanif as the guest speaker.

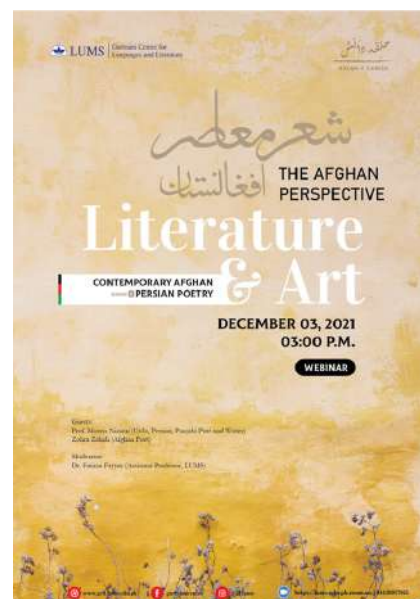
AHMAD BILAL AWAN BAZM-E ADAB—CORONA KĪ VABĀ AUR HAMĀRĀ ADAB (THE PANDEMIC AND OUR LITERATURE)

This session was dedicated to measure the effects of COVID-19 on contemporary literature in different areas of Pakistan. Dr. Nasir Abbas Nayyar invited panellists representing different linguistic traditions to collectively reflect upon the pandemic's devastating consequences on

littérateurs and their creative processes. Dr. Rifat Abbas discussed the case of Seraiki poetry, Dr. Aurangzaib Niazi shared his views on Urdu literature, Dr. Ishaq Samejho brought Sindhi to the table and and Muhammad Ejaz represented Punjabi.

HALQA-E DANISH—LITERATURE AND ART: THE AFGHAN PERSPECTIVE (SESSION 2): CONTEMPORARY AFGHAN PERSIAN POETRY

This session brought the state of contemporary Afghan poetry into focus. Zohra Zahidi, an eminent Afghan poet whose poetry revolves around themes of migration, war and their effects on female experiences, shared her own challenges and those of her fellow Afghan poets, especially women. The session was moderated by Dr. Fatima Fayyaz, Assistant Professor, LUMS, and Dr. Moeen Nizami, Professor, Punjab University, was invited to acquaint the audience with the historical background of contemporary Afghan poetry and literature.



Poster for the event

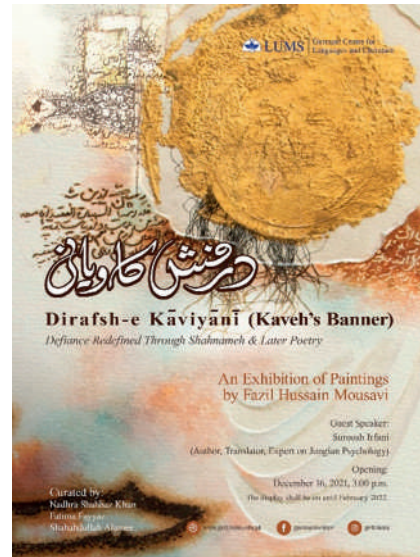
AHMAD BILAL AWAN BAZM-E ADAB—FRANTZ FANON: JĀ'IZA AUR AFĀDA (AN OVERVIEW AND SIGNIFICANCE)

This session commemorated Franz Fanon's contributions to colonial and post-colonial theories on his 60th death anniversary. It was hosted by Dr. Nasir Abbas Nayyar, and Dr. Akhtar

Ali Syed was invited as the guest speaker whose article on this topic features in the recent issue of *Bunyād*.

DIRAFSH-E KĀVIYĀNĪ - AN EXHIBITION OF PAINTINGS BY FAZIL HUSSAIN MOUSAVI AND SHAHNAMEH-KHAWĀNI IN HAZARGI ACCENT

Fazil Hussain Mousavi is a well-known name amongst the Hazara community and within the city of Quetta. The Gurmani Centre was the first to host an exhibition of Mousavi's works in Lahore—an initiative that strengthened the institution's ties with languages and literature and their manifestations in the visual arts. The exhibition was also accompanied by a session of *Shahnameh-Khawāni* or the recital of the *Shahnameh* by the artist in Hazargi accent.



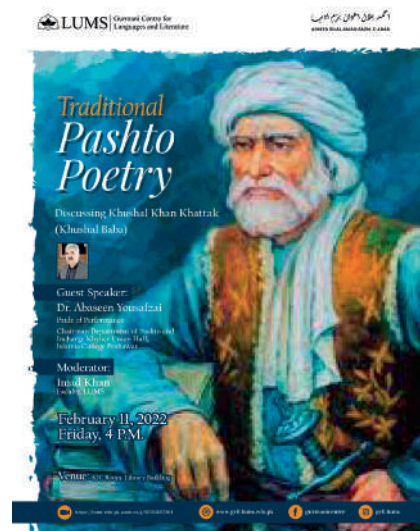
Poster for the event

Spring Semester

The Spring calendar was more closely packed with multiple artistic and literature events than the previous semester. The sessions went hybrid this semester and welcomed in-person attendance after a long spell of virtual participation.

AHMED BILAL AWAN BAZM-E-ADAB—TRADITIONAL PASHTO POETRY

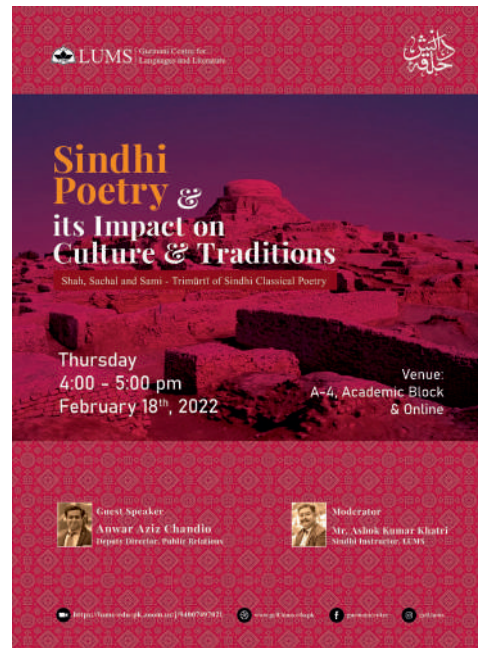
This session underscored the contributions of Khushal Khan Khatak to Pashto poetry and recounted his achievements as a warrior and tribal chief of the Pashtuns. Imad Khan, Pashto Instructor, LUMS, moderated the session and the guest speaker was Dr. Abuseen Yousufzai, Professor and Chairman of the Pashto Department at the Islamia College, Peshawar, and a renowned Pashto poet and scholar.



Poster for the event

HALQA-E-DANISH—SINDHI POETRY AND ITS IMPACT ON CULTURE AND TRADITIONS

Dedicated to introducing the audience to the diversity of Sindhi culture, the guest speaker of this session was Anwar Aziz Chandio. The session was moderated by Mr. Ashok Kumar, who teaches Sindhi language and literature at the Gurmani Centre. The speaker focused on a trio of Sindhi classical poetry: Shah Abdul Karim (1536-1623), Abdul Wahab (1739-1829), more commonly known as Sachal, and Chainrai Sami (1743-1850).



Poster for the event

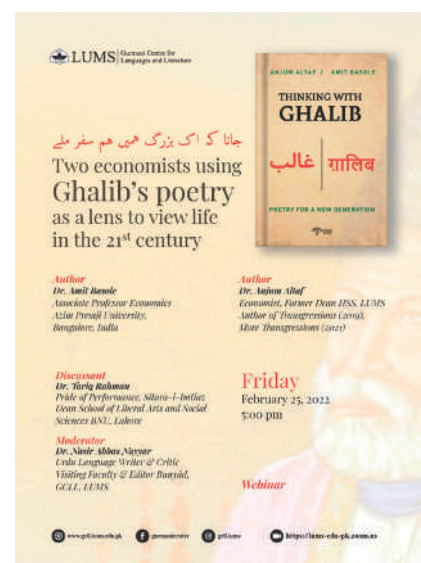
CELEBRATING THE 'INTERNATIONAL MOTHER LANGUAGE DAY'— APNI BOLI BOL! (SPEAK YOUR NATIVE LANGUAGE)

Students were the focus of this event and the prime objective was to encourage each one of them to speak her/his mother-tongue—a mission successfully accomplished. From 6 to 10 pm,

the venue echoed with vibrant utterances of all regional languages, proudly presented by students and language instructors showcasing the linguistic diversity of the LUMS community.

BOOK LAUNCH— THINKING WITH GHALIB

This book-talk introduced *Thinking with Ghalib*, a book written by two eminent economists, Dr. Anjum Altaf (Pakistan) and Dr. Amit Basole (India) to provoke thinking with the help of Ghalib. As economists, the authors are interested in having their students think about universal ethics, contemporary realities, and human relationships. Ghalib has been appropriated in the service of social science and dragged into the midst of our everyday lives. Dr. Tariq Rahman, a distinguished scholar also working on Ghalib was invited as a discussant. Dr. Nasir Abbas Nayyar moderated the session who is an eminent Urdu language writer, critic and essayist.



Poster for the event

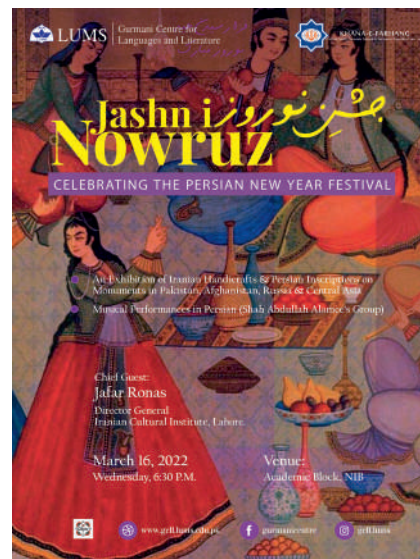
BOOK LAUNCH—*STUDIES IN MAJESTY: PAINTINGS BY AUGUST SCHOEFFT AND RELATED PORTRAITS BY FAKIR SYED AIJAZUDDIN*

This book features paintings by the 19th century Hungarian artist, August Schoefft who visited Lahore at the invitation of the Sikh ruler Maharaja Sher Singh in 1841-42. Housed in the Sikh Gallery, Lahore Fort, these artworks were brought to Lahore from the UK by Princess Bamba

Sutherland (1869–1957), daughter of Duleep Singh and granddaughter of Maharaja Ranjit Singh. The author walked the audience through several periods of history using the fascinating visuals inspiring them to learn more about these remarkable but little known artworks.

JASHN-I NOWRUZ: CELEBRATING THE PERSIAN NEW YEAR FESTIVAL

GCLL welcomed spring by hosting *Jashn-i Nowruz* at LUMS in collaboration with the Iranian Cultural Institute. This grand festival attracted many people and introduced them to the Nowruz tradition that used to be an integral part of Lahore's cultural life until a few decades ago. The distinguished guests included Syed Babar Ali, Founding Pro Chancellor, LUMS, Mr. Jafar Ronas, DG Iranian Cultural Institute, and Dr. Ali Khan, Dean, MGSHSS.



Poster for the event



Dr. Nadhra Shahbaz Khan presenting the souvenirs to Mr. Jafar Ronas



Poster for the event

AHMED BILAL AWAN BAZM-E-ADAB—MODERN PASHTO PROSE

Mr. Imad Khan, GCLL's Pashto instructor, invited Mr. Said Amin-ul Ahsan to share his thoughts on Pashto *afsāna* (short story). The guest speaker discussed the inception of this literary tradition, the requirements of this genre, and its absorption of modern trends.

He also analyzed how its rules and requirements differ from Urdu short stories and other unique features that reflect the culture it embodies.

A DISCUSSION ON CONTEMPORARY URDU NAZM (POEM)

Dr. Nasir Abbas Nayyar invited three esteemed contemporary poets, Afzal Ahmed Syed, Inaam Nadeem and Tanveer Anjum, to discuss the

concerns of the Urdu nazm and the significance of its structure and scope in modern literary genres.

TALK BY DR. JEAN-BAPTISTE CLAIS, CURATOR AT LOUVRE, PARIS

Dr. Jean-Baptiste Clais is the curator of the Asian collection (China, Japan, and some India) and European porcelains at the Department of Art Objects at the Louvre, Paris. During his visit to LUMS, he was accompanied by Mr. Dylan Gerald, Attaché for Cultural Affairs, and Mr. Mounir

Slimani, Counsellor for Cooperation, French Embassy, Islamabad. Dr. Nadhra Khan moderated the session and invited the guest speaker to explain the general curatorial processes and share details of one of his upcoming projects.

HISTORY OF PUNJAB THROUGH FOLK LITERATURE

Professor Saeed Bhutta and the Centre's Punjabi instructor, Mr. Zahid Hussain, both renowned scholar of Punjabi literature, explained the significance of folk literature in piecing together different aspects of Punjab's history. Challenging

the dominant historical narrative as a foreign construct, Dr. Bhutta drew attention to the Punjabi folk literature, folk poetry, and folk tales that offer a true picture of this land.

GCLL PODCASTS—KHAYĀL-O-NAZAR KA SILSILA

This new initiative was launched in Fall 2021 to present an audio format to enhance visitors' engagement with the journal and the GCLL website. The two podcasts offers the gist of two essays published in *Bunyād's* 2021 issue: Manto's short story '*Dhuvān*: A Religious Compendium

of Artistic Configuration' and 'Frantz Fanon: Sixty Years After His Death: Review and Relevance'.

The Centre aims to add more podcasts in the future on other literary, linguistic and cultural themes.

Continuing Education Studies

The Centre for Continuing Education Studies (CES) is dedicated to extending educational opportunities to diverse learning communities in Pakistan. Its programmes, designed and delivered by highly acclaimed industry experts and LUMS faculty, are tailored to the needs and expectations of learners of all ages from all walks of life.

The Centre offers the following:

- Short evening courses
- Certifications and Programmes
- Pre-college Programme
- Summer Semester for LUMS and external university students



DR. ALI RAZA
DIRECTOR

Achievements

- **1,800+ participants** enrolled to courses at CES from September 2021 to April 2022. Courses were offered both online and on-campus.
- **60 courses** were offered, during these sessions, with around eight new offerings, including courses in Advanced Fiction Writing, Brand Management, Influencer Marketing and Digital PR, Investment and Asset Management 101, Introduction to Finance, and Smartphone Photography.
- LUMS alumni were engaged to teach as instructors through the 'Teach at CES' initiative. Currently, LUMS alumni make up **45 per cent** of the faculty at CES and are teaching courses across a wide range of disciplines and sectors.
- Students enrolled at CES come from varying industries including finance, education, non-governmental organisations, multinational



Participants engaged in an in-class activity

corporations, retail and telecommunications, providing participants an enriching networking opportunity and learning experience.

- The availability of online courses has significantly increased the **global reach** of CES' programmes, with individuals joining from countries such as, the United States, Canada, United Kingdom, and the United Arab Emirates.

Initiatives

WINTER SCHOOL AT LUMS

The Winter School was designed to equip pre-college students to learn in an intellectually stimulating environment and experience the social and academic opportunity that a LUMS education has to offer. Students enrolled at the School also participate in a seminar series that introduces them to the diverse disciplines offered at LUMS and also prepares them for their college applications.



Students attending a session at the Winter School

PROFESSIONAL COMMUNICATION SKILLS FOR UNDP

A customised course for the United Nations Development Programme (UNDP) was developed by CES. The course was conducted by Dr. Aamna

Khalid, Assistant Professor, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences, LUMS, and had 30 UNDP nominees.

YOUNG SCHOLARS PROGRAMME

The Young Scholars Programme is curated for children between 9-12 years to attend to their creative and academic needs, with courses

ranging from Debates and Mathematics to Communication Skills.

URDU LANGUAGE PROGRAMMME

This programme features Urdu language instruction at all levels. Students study Urdu in an immersive environment and get an introduction to Pakistani society and culture.

The course emphasises the four skills of reading, writing, listening, and speaking, with a pedagogy that takes an active learning, student-centred approach.

LUMSx

Certificates in Data Science and Elementary English for Remote Learners are being offered by CES through LUMSx; a University-wide platform

that enables high quality online and asynchronous learning experiences.

SUMMER SEMESTER AT LUMS

With over 35+ online courses, the Summer Semester offers the same learning outcomes and credits as the regular undergraduate courses at LUMS. These courses are open to college going

and non-traditional students across Pakistan and abroad. Online courses are available in Business, Economics, Humanities, Law and STEM.

TEDX LAHORE

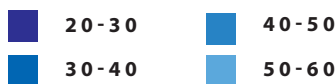
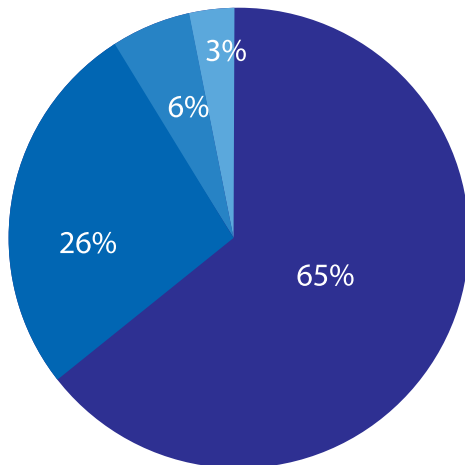
CES participated in TEDx Lahore to publicise CES courses, Summer School at LUMS and the Young Scholars Programme. The event was attended by 350+ members.



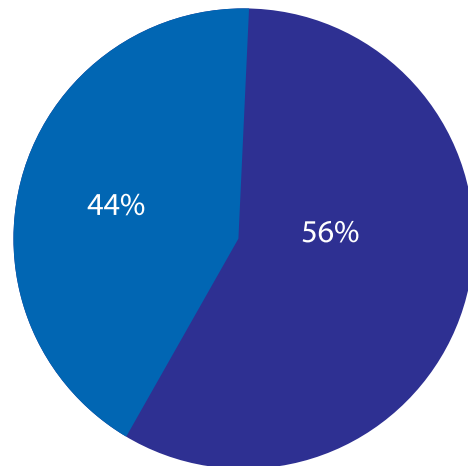
CES team at Tedx Lahore

Participant Demographics

AGE GROUP DIVISION



GENDER RATIO



PERFORMANCE INDICATORS	VALUE (1-5)
OVERALL SATISFACTION OF THE PROGRAMME EXPERIENCE	4.85
QUALITY ENHANCEMENT AND SIGNIFICANCE OF CONTENT	4.58
OVERALL FACULTY EXPERTISE	4.53
VALUE FOR FUTURE CAREER	4.25



OFFICES

Office of the Vice Chancellor

VC COUNCIL

The members of the VC Council include the Vice Chancellor, the Interim Provost, and six Deans who meet weekly to advise on the University's core business and strategic directions. This year, the Council made significant progress on several key initiatives including performance appraisals, the new policy for Pakistan for intellectual property rights, appointment of a new dean and the role of the decanal team, faculty career progression, curriculum innovation, and fundraising.

The group participated in two strategic planning retreats in Islamabad and Lahore in the Fall. In December, the VC, two deans and several faculty members travelled to Skardu and planned a new teaching and learning partnership with the University of Baltistan (UoB). The VC Council has also championed the move to decentralise the budget by using activity-based budgeting within each School and Centre.

Most recently, the Council has also developed new strategic priorities for LUMS. These priorities aim to increase LUMS' impact on students, society, and the region through a redoubling effort towards internationalisation, strengthening transdisciplinary work across all schools and centres, and identifying opportunities for enhancing programmes and online or hybrid learning.



DR. ARSHAD AHMAD
VICE CHANCELLOR

VC ADMINISTRATIVE COUNCIL

This advisory council comprises of the Vice Chancellor and the senior administrative heads representing the offices of Advancement, General Administration, Finance, Information Systems and Technology, and Human Resources who advise on central university operations, policies, and major events. In the last year, the team oversaw some significant improvements to campus operations and events. These include building outdoor classrooms, planning two convocations, establishing the LUMS store and more food options for the community. The Baradari Café in the Khoka and the Green Olive Café next to the Aquatic Centre both opened on campus in Fall 2021. They offer a greater variety of healthy food choices and ample indoor and outdoor spaces for gatherings. These venues will eventually be operated by LUMS with opportunities for students to work and learn.

There are also several major initiatives underway to increase learning spaces across campus. A plan to redesign the Pepsi Dining Centre will result in more spaces for students to gather, and a greater variety of cuisine options. General Administration is restoring the LUMS horticulture sites to create a space for student learning while acting as a source for fresh produce for the LUMS community. The Council has also updated a code of conduct for students, faculty, and staff.



Outdoor seating at the Green Olive Cafe



Students eating lunch at the Baradari Cafe

VC-PROVOST COUNCIL

This Council was created in January 2022 by the VC and Interim Provost to unite central academic services including the Registrar, and the Directors of Research, Programme Enhancement, Admissions, and Accessibility and Inclusion. Once a month, the team meets to share progress on their respective portfolios and discuss strategic responses to the ongoing needs and developments in the LUMS academic community.

UNIVERSITY COUNCIL

This elected council meets two or three times a semester and is comprised of deans, representatives from administration, staff, faculty, and students. The group continues to serve as a tangible representation of the University's goals towards stronger, shared governance. Some of the major milestone discussions from the past year have included decisions related to budgets, new faculty career progression policies which include teaching excellence and improving healthcare benefits to increase equity and access to the same outpatient care allowance for all LUMS employees. The faculty disciplinary and grievance policy was also approved during this period. The Council also discussed major changes to the LUMS organisation chart and detailed plans for the new central academic complex that will showcase a 500-seating auditorium, classrooms, a student centre and six institutional centres.

UNIVERSITY ADVISORY BOARD

The University Advisory Board (UAB) continues to play a pivotal role in providing feedback on LUMS' progress with its strategic priorities and future directions. In January 2021, the UAB met with the University's senior management for three days of virtual meetings. The Vice Chancellor provided an overview of LUMS' key milestones over the past year, including the progress that had been made towards the new faculty career progression policy as well as efforts to drive internationalisation. He also highlighted LUMS' efforts in supporting and monitoring health and safety during the pandemic to ensure the safe reopening of campus. The UAB provided insights on recruitment, retention and retirement, as well future directions in governance.

BOARD OF TRUSTEES

In December 2021, the Board of Trustees meeting was held in-person at LUMS for the first time since the beginning of the pandemic. The Vice Chancellor gave comprehensive updates on key milestones and new initiatives at LUMS. He also highlighted the University's new exchange programme with the University of Baltistan (UoB) and welcomed the delegation of UoB who attended the meeting. Interim Provost, Dr. Tariq Jadoon along with deans, and selected centre directors also shared significant achievements from the year.

MANAGEMENT COMMITTEE

The Vice Chancellor meets regularly with the Management Committee who provides oversight and approval of strategic and policy related decisions. Similarly, meetings with the Finance Committee to review accounts, investment portfolio placements and endowments as well as with the HR Committee for new hires have been ongoing. The VC Office is also responsible for supporting strategic

initiatives. Last year, investments were made in health and safety, establishing the Wellness Centre and increasing supports for Counselling and Psychological Services. Several bridge-financing projects were also executed as well new initiatives, which are described below.

Initiatives

COLLABORATION WITH HEDP

This February, the Higher Education Development Program (HEDP) hosted Vice Chancellors from nine universities at LUMS to discuss quality and access with regards to the 11 new core courses being added to the higher education curriculum. The consortium aimed to identify high-quality asynchronous online

courses to be available to all students in Pakistan on a national online platform, PakistanEdX. A follow up meeting at NUST resulted in the formation of three committees that are responsible to encourage, vet and monitor proposals for asynchronous courses that will go into production this year.

NEW FEMALE HOSTEL

The Babar Ali Foundation (BAF) has funded a new 500 bed women's hostel which will be ready by August 2022. The hostel will contribute to increasing the gender balance on campus providing space for more female students and

help to alleviate challenges that many female students face during long commutes. To date, all female hostels on campus have been funded by BAF and the community is grateful for this newest, generous initiative.



A model of the new hostel for women under construction

CENTRAL BUILDING COMPLEX

The design of a new central building complex has been finalised. The construction for the complex will begin in October. This building will house a student centre, six university-wide

centres, a 500-seating amphitheatre, and several learning spaces for classes and collaborative work.



A model displaying the design of the new Central Complex



New hostel for women under construction

Office of the Provost

Message from the Interim Provost

Kudos to the faculty, students, and staff for resiliently battling through another year impacted by the pandemic. The resilience of the LUMS community prevailed to overcome the diverse challenges we all faced. Thankfully, we were able to return to some semblance of normalcy through the valiant efforts of our health and safety team.

The Office of the Provost envisages itself as an enabler for students, faculty and staff, fostering an environment conducive to their growth and helping fulfil their goals and realise their dreams and aspirations. It facilitates schools and multidisciplinary research centres that aim to provide solutions for grand challenges facing our nation and humanity at large.

This year we were able to finalise the academic appointments matrix and update the Faculty Appointments, Promotion and Tenure document to reiterate the mission of LUMS in inculcating and encouraging academic excellence as a path to tenure whilst recognising the importance of research and service. The discussions were facilitated through a faculty retreat. An orientation consisting of multiple sessions was conducted to ensure that new faculty gets settled into LUMS comfortably. Counselling and wellness services were expanded to include external hospitals and care providers. Initiatives by the schools in new programming in minors, majors and graduate programmes was stewarded in addition to the exciting new core course, *LUMS 100*.

We enthusiastically look forward to partaking this fantastic journey with you and hope that the future is filled with prosperity and noteworthy accomplishments.



DR. TARIQ M. JADOON
INTERIM PROVOST

Career Progression

The Provost Office has worked tirelessly to materialise the updated Faculty Career Progression track in alliance with faculty, management, and leadership. LUMS fully appreciates the paramountcy of the role of teachers in providing knowledge excellence, academic distinction and fostering intellectual growth; consequently, it is crucial to facilitate, support and provide a congruent framework to our exceptional faculty.

The amendments to the former hierarchy have been made with the far-sighted vision to promote and achieve teaching excellence. The updated organisational chart categorises faculty members into tenure track and non-tenure track faculty and streamlines all succeeding teaching ranks strategically. This academic appointment matrix reiterates the mission of LUMS to promote, encourage and inculcate excellence in teaching. Hence, this is a formal acknowledgement of teaching excellence as a foundational pillar for career progression and all schools have agreed to showcase portfolios based on six teaching evaluation criteria with separate indicators reflecting their diverse missions.

The non-tenure track caters for both limited and extended term teaching contracts. Another channel of systemised academic appointments is the category of special appointments; these include Research Professor, Professor of Practice



Interim Provost, Dr. Jadoon with faculty

and Professor Emeritus. Categorically organising these appointments would expedite the process for characterising strategic hires, promoting retired professors with meritorious service and celebrated research scholars.

Principally, this revised matrix aims to recognise the efforts of faculty members in all three essential parameters of research, teaching and service. Resultantly, ascertaining excellence in either of the parameter would be an accelerating factor for career progression. The implementation of these practices would prove to be promising incentives for faculty commitment and subsequently teaching excellence.

Orientation for New Faculty

The Office of the Provost arranged a series of events spanning over the academic year to acquaint new faculty members with the practices, infrastructure and resources at LUMS. These

comprehensive orientation sessions aimed to familiarise the new faculty with HR policies, Zambeel, IST and other resources at LUMS.

In addition to this, the LUMS Learning Institute also conducted a training on good online teaching practices and pedagogical strategies. In summation, a total of four different orientation sessions were held and these were concluded with a new faculty orientation dinner held on December 2, 2021. This networking dinner was a wonderful opportunity for new faculty members to socialise with faculty, executive leadership, and management and most importantly be welcomed as integral members of the LUMS family.

Faculty Retreat

In fall 2021, the Office of the Provost organised a faculty retreat that was held from September 27 to October 3, 2021. This retreat aimed to stimulate rigorous conversation on the academic vision of LUMS. The University proudly showcases the motto of 'Learning Without Borders' and



Dinner for new faculty



Dr. Alnoor Bhimani speaking at the Faculty Retreat

this retreat aimed to act as a catalyst in helping it achieve its strategic vision. The prime focus of the retreat remained on impelling discussions on the core curriculum, interdisciplinary academic programmes, and the intersecting role of centres at LUMS in promoting transdisciplinary research and teaching.

Counselling and Wellness

At LUMS, we understand the magnanimous impact of prioritising the mental health of students and providing a nurturing environment conducive to promoting psychological wellness in the community.

The University constantly strives to improve the counselling and psychological services provided at CAPS. In this regard, the Office of the Provost has recently signed an MoU with *Tibbi* to make counselling and therapy easily accessible. *Tibbi* is a digital platform providing healthcare and psychiatric care with an innovative preventive approach and easy smart device accessibility.

According to the MoU, *Tibbi* will provide 'preferential treatment in providing psychiatric in-patient/out-patient assessment and treatment facilities to LUMS students'.

Covid Operations

The Office of the Provost has continued to be a torchbearer through the turbulent times of the pandemic. It has triumphantly managed the response of the University campus to the COVID-19 pandemic for yet another year. The fluctuating peaks of occurrence of COVID cases required prompt, diligent and conscientious implementation of SOPs and protocols. For example, as January 2022 witnessed a dramatic rise in COVID cases, the Office swiftly employed the protocols of increasing isolation rooms at hostels and restricting campus access to students with in-person classes and a night-time curfew from 9 pm to 8 am for hostel residents. Protocols were formulated scrupulously to ensure that there were no loopholes left to aggravate the situation.

Fast forward to the current situation; after a 3-year long laborious battle with COVID, the world is finally moving towards lifting all restrictions after gaining herd immunity. Similarly, with cautious optimism, COVID operations at the Office of the Provost hopes to execute a gradual seamless transition to normal practices.

AKU Visit

On March 22, the Office heartily welcomed a delegation from the Aga Khan University (AKU), led by Provost and Vice President, Academic, Dr. Carl Amrhein, and Vice Provost, Asia and UK and Dean, Faculty of Arts and Sciences, Dr. Anjum Halai. The purpose of this visit was to explore potential avenues for collaboration and to learn from each other's accomplishments.

The visit of the delegation led to thriving discussions on the myriad of academic and research initiatives being taken here at LUMS that may serve as avenues of prospective collaboration. The presenters included Vice Provost, AKU and from LUMS the faculty who presented included, Drs. Ali Khan, Faisal Bari, Amir Faisal, Nadhra Shahbaz, Suleman Shahid and Furrukh Khan. The AKU Provost expressed the desire for both institutions to build a positive relationship and work on future collaborations.

Academic Advising Shifted Under the Provost Office

Following the restructuring of the LUMS governance and organisational chart, the Office of Academic Advising is now placed under the Office of Student Affairs (OSA). As student advising is an indispensable component of the student experience at LUMS, the affiliation of academic advising and student success with OSA was inevitable. As a result of this association, Dr. Bilal Ahsan Malik is now the Associate Dean of OSA. Both Offices now work in conjunction with the Office of the Provost and are working industriously on the Student Success Initiative.



Delegation from Aga Khan University with LUMS leadership and faculty

New Undergraduate Minors by the School of Education

The Syed Ahsan Ali and Syed Maratib Ali School of Education now offers two minors; 'Policy, Politics and Governance' and 'Teaching and Curriculum' open to undergraduate students. This will enable students to embark upon a career in education irrespective of their field of study. The minors will provide them with skills in pedagogy design, curriculum development, instructional delivery, and imparting knowledge effectively.

Major in Comparative Literary and Cultural Studies (CLCS)

The Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS) will now offer a major in CLCS. A minor in CLCS formerly known as South Asian Literary Studies is a spearhead study programme in comparative literature and culture in Pakistan which has now expanded and will comprise of a full-scope major programme offering. The major promises deep diving into the vibrant world of cultural studies, literature, music, and creative practices such as translation and filmmaking. It will comprise of courses from History, Anthropology, Sociology, Study of Religion, Art, Cultural Studies and so on and will focus on shaping scholars to develop an interdisciplinary approach to culture and literature and a hyperopic worldview.

Introduction of LUMS 100

To foster, inculcate, and promote critical thinking, problem-solving and analytical reasoning in students, *LUMS 100*, a core course is being offered to all undergraduates, giving them the chance to explore new ideas and transformative global challenges.

LUMS 100 aims to help students to not only understand the modern world challenges but develop a mindset to tackle the conflicts that plague modern society as well as confront the issues that lie ahead for future generations.

Office of the Registrar



**MS. ZARA QIZILBASH
DIRECTOR**

Fast Facts

Online queries addressed from
September 1, 2021 to April 15, 2022

10,830

Students from UG & Grad
programmes enrolled for Spring '22

4,945

Requests for academic
documents catered

2,100

Courses graded for
Fall '21

572

Online Application and Process Enhancements

An online application to declare courses as pass/fail was launched in Fall 2021, with an integrated workflow to minimise the need for paper-based forms. An auto process to identify withdrawn/dropped courses has also been developed. In case of application inactivation, system generated email messages are delivered to students with applicable reasons for application deactivation. This will enable students to keep track of their pass/fail application status.

To further facilitate students, a pass/fail application exception handling process has been introduced, which enables the Registrar's Office to open an application past the deadline to handle exceptional cases.

GRADING PROCESS ENHANCEMENT

Enhancements have been made in the grading software to smoothen the grading cycle. Department wise grades approval roles have been configured in the grader to allow the HOD/Chairs of the respective departments to review subject/stream wise grades and approve them prior to the grade finalisation by the instructors. The grades' re-opening panel has also been modified with better outlook and an additional feature to add the reason for grades re-opening.

SEMESTER OFF/ WITHDRAWAL APPLICATION IMPROVEMENT

The online 'semester off' application process has been further refined with the addition of a section which captures the reasons behind cancellation/ withdrawal of requests. This provision helps to keep track of semester wise cancelled or deleted applications and mitigates the need for maintaining manual logs.

MAJOR DECLARATION/ CHANGE & INTER-SCHOOL TRANSFER APPLICATION

Online application submission was introduced in 2021 to facilitate the students and avoid the hassle of seeking approvals from all involved stakeholders on paper forms. Further modifications in the online application have also been made in Fall 2021 to make the process more robust, transparent and user friendly for students.

ONLINE DIRECTED COURSE WORK APPLICATION

A new data analysis report has been developed to extract the information of students enrolled in Directed Course Work supervised by faculty members (regular/adjunct) in a semester. This report has been integrated with the faculty appraisals system and plays an important part in the faculty appraisal process and provides authentic and accurate faculty supervision data.

AUTOMATION OF GRADUATION AUDIT PROCESSES

Some critical graduation audit processes have been automated over the past one year. Automating these processes have not only made the processes error free but have also drastically reduced the execution time.

- i. Minor Declaration application process has been automated to facilitate graduating students and coordinators. Students can now apply for their minor through Zambeel's self-service. The Minor GPA is now automatically calculated through the system.
- ii. The Dean's Honour List (DHL) process has been automated by using Zambeel. This automated DHL process is successfully run at the end of every semester to calculate various high performance awards. Comments are also visible on the students' transcripts.
- iii. Academic standing letters of undergraduate students have been automated from Fall Semester 2021. The process of identifying the prospective students and issuance of letters to those students has been automated. These letters are issued to vulnerable students i.e., students below the required academic performance level at the end of every semester to apprise them about their current performance and advise on how they can improve academically.

In-Person Convocations

LUMS' first in-person Convocation ceremonies since 2019, were held on two consecutive days for the Classes of 2020 and 2021. RO played a vital role in the execution of the academic and administrative functions to ensure the success of the ceremonies.

Office of Advancement

Initiatives

LUMS COMMEMORATES ITS 35-YEAR ASSOCIATION WITH DONORS

On the occasion of its 35th anniversary, LUMS acknowledged the leadership of its founding members as well as its donors and friends through a special commemorative ceremony held on campus on December 11, 2021. The evening was a special tribute to all the donors who played a pivotal role in the University's journey and its transformational endeavours through their generous contributions in the last 35 years.



MS. NUZHAT KAMRAN
DIRECTOR



LUMS supporters at the 35th anniversary celebrations

LUMS COMMUNITY CELEBRATES UNIVERSITY'S 35TH ANNIVERSARY

On May 20, 2022, LUMS leadership, faculty and staff gathered to commemorate the University's 35th anniversary. This exciting evening was the perfect opportunity for the community to come together, reminisce, and celebrate their achievements.

The event recognised outstanding faculty and staff members for teaching and service excellence, as well as emeritus faculty for their exemplary contributions to LUMS. Some of the University's endeavours over the past few years were also shared along with the direction and priorities for the coming decades.

LAUNCHING ALUMS CHAT

The Office of Advancement launched 'ALUMS Chat', an exciting new series that presents an opportunity for our community to hear firsthand the remarkable stories of our accomplished alumni across Pakistan and around the world.



First two episodes, featuring Farhan Syed, BSc 2015, COO of Bagallery, and Dr. Haris Aziz, BSc 2003, Artificial Intelligence Research Scientist, garnered 91k+ views



BARD FOUNDATION PLEDGES TO ESTABLISH RESEARCH CHAIRS AT LUMS

The Bilquis and Abdul Razak Dawood (BARD) Foundation has pledged to establish one research chair at SDSB, and one at MGSBSS. These endowed Chairs will enable the Deans to expand

PhD scholarships, faculty fellowships and engage the two schools with industry leaders across various public and private sectors.



Mehreen Dawood, Member of the Board of Governors of the BARD Foundation, and Dr. Arshad Ahmad, at the MoU signing ceremony

Communications

ENGAGEMENT IN KEY UNIVERSITY INITIATIVES

The Communications Team provides content and design support to various University-wide initiatives and events. Some examples include, coverage of the launch of USAID's Report on Electric Vehicles in Pakistan, content support for Vice Chancellor's Awards for Service Excellence and designing collateral for Convocation 2020 and 2021, Orientation Week 2021 and the University Advisory Board Meeting.

CONTENT GENERATION FOR THE LUMS WEBSITE

The team shares the stories about LUMS faculty, alumni, students, and staff in a way that informs, inspires and engages its audience. Original pieces like a LUMS student becoming the first Pakistani woman to summit Gondogoro Peak; an alum receiving the Global 40 Under 40 Award and a faculty member winning a CPEC-HEC collaborative grant have been published on the website.

189 EVENTS PUBLICISED
ON LUMS WEBSITE

186 NEWS PIECES
PUBLISHED

511 DESIGN JOBS
COMPLETED

31 BROCHURES AND
FLYERS REVIEWED

PUBLICATIONS

19 MARKETING PUBLICATIONS PRINTED FOR UNDERGRADUATE AND GRADUATE PROGRAMMES

2 PUBLICATIONS FOR THE OFFICE OF DEVELOPMENT; *THE ANNUAL DONOR REPORT* AND *NIGEHBAAN* PRINTED

22 ISSUES OF LUMS CONNECT CIRCULATED

THE PROFILE BOOK, LUMS AT A GLANCE, AND NATIONAL OUTREACH PROGRAMME - BEYOND HORIZONS PRINTED



Marketing

ADMISSIONS CAMPAIGN 'EVERYTHING YOU CAN IMAGINE IS POSSIBLE'

This year's admissions campaign centred around the theme of 'Everything you can Imagine is Possible'. Featuring inspirational stories of past alumni and documenting their journey after graduating from LUMS, the objectives of this campaign were two-fold: firstly, creating aspirational stories for future applicants and secondly, bridging the gap between alumni and their alma mater.



An ad from the 2022 admission campaign

Marketing publications for some of our graduate programmes

FROM PLANNING TO EXECUTION: OUTREACH, ADVERTISEMENTS AND EVENTS

17 print and digital advertisements; placed in 5 major dailies with a circulation of approximately 2 million

Nationwide outreach with 4,000+ students from 120+ schools across the country through virtual sessions resulting in a

10% increase in created accounts

2 radio ads aired in 4 leading stations with estimated reach of over

3 million active listeners across Pakistan

Virtual nationwide counsellor's meet attended by

45+ counsellors

LUMS IN THE MEDIA

877

Media Appearances
(23 Press Releases/OP-ED/Articles - Print and Online)

7 TV Shows/
Appearances on Aaj & City 42

DIGITAL ASSET MANAGEMENT & SOCIAL MEDIA

'Learning Without Borders'
Video Viewed

828,803
Times



Social media posts showcasing alumni and their journey after graduating from LUMS

FACEBOOK	TWITTER	LINKEDIN	YOUTUBE	INSTAGRAM	PIXEL ADS
POSTS 416	POSTS 550	POSTS 272	TOTAL SUBSCRIBERS 29,600	POSTS 281	TOTAL ADS 56
IMPRESSIONS 103,004,021	FOLLOWERS 43,100	TOTAL CLICKS 40,597	IMPRESSIONS 2,314,072	IMPRESSIONS 2,496,962	IMPRESSIONS 8,436,754
REACH 15,002,138	TOTAL VIEWS 1,329,825	FOLLOWERS 1,627,608	TOTAL VIEWS 1,008,032	TOTAL CLICKS 62,400	TOTAL CLICKS 27,172
ENGAGED USERS 1,329,825			TOTAL VIEWS LWB INSTREAM AD 828,803		

Development

GIVE A DAY TO LUMS CAMPAIGN

The Campaign raised over

PKR **20** million

through **291** donors



The 'Give a Day to LUMS' announcement post

KEY PARTNERSHIPS

- Bank Al-Habib has recently pledged PKR 50 million towards NOP. Abbas D. Habib, Founder Member & Chairman of the Board of Bank Al-Habib and Qumail R. Habib, Founder Member of the Board and Executive Director led this donation.
- Fatima Group has been a generous supporter of LUMS since 2011. They have recently contributed PKR 9.2 million towards the NOP to strengthen their commitment towards the cause of inclusive education.
- To date, PSO CSR Trust has donated PKR 35 million to support talented NOP scholars at LUMS. To further solidify this support, GM Administration, Security Services Department and CSR, PSO, Brig. (Retd.) Rizwan Ahmad, presented LUMS a cheque for PKR 10 million at a ceremony held at PSO House, Karachi.
- TCL Pakistan has pledged to support one NOP scholar throughout the entire duration of their undergraduate programme. Representing TCL were Sunny Yang, CEO, TCL Electronics Pakistan and Majid Khan Niazi, Head of Marketing & Modern Trade.
- DWP Group has recently completed their initial agreement of an amount worth PKR 40 million and has sponsored 29 scholars to date through their scholarship fund.
- The graduates of NED University of Engineering and Technology set up a scholarship at LUMS to support one scholar from the MBA programme who has completed their Bachelors from NED.
- The partnership between LUMS and Punjab Educational Endowment Fund (PEEF), an initiative of the Government of Punjab, dates back to 2009. An initial MoU was signed to sponsor 30 students for partial financial aid. PEEF recently gifted PKR 17 million in continuation of their support towards LUMS.
- To honour the valuable contributions of the late Syed Dilawar Abbas towards Pakistan, his sisters, Ather Wajid Ali and Nuzhat Wajid



The LUMS leadership with the family of late Syed Dilawar Abbas at the inauguration of the tennis courts

Ali have established a National Outreach Programme Endowment Fund as well as named the tennis facilities at LUMS in his memory.

- Members from the Sialkot Chamber of Commerce and Industry invited the LUMS senior management to give them an overview of the export-oriented industries.
- To support the education of one female NOP scholar for the entire duration of her undergraduate degree at LUMS, the family of late Malik Anwar Noon, a well-respected landlord and a veteran politician, has established a scholarship fund in his memory.
- Al-Moiz Industries and Thal Industries have pledged to sponsor an NOP scholar each from their respective regions of Mianwali, Bhakkar, D.I. Khan, Chiniot and Layyah.
- The Chairman, National Electric Power Regulatory Authority (NEPRA), Tauseef H. Farooqi visited LUMS along with representatives from seven NEPRA licensee organisations.
- Nabeel Ahmed Ilyas, Chief Operating Officer, GFC Fans visited LUMS to pledge his support towards the NOP. An MoU signing ceremony marked the event where Dr. Arshad Ahmad and Mohammad Ilyas, CEO, GFC Fans came together to sign an agreement to support an NOP scholar.
- This year, LUMS received USD 1.8 million from an anonymous donor in the Silicon Valley for NOP and Financial Aid scholars.

DONATIONS RECEIVED

DONOR CATEGORY	PLEDGES IN PKR*
HNI	403,640,968
CORPORATION	113,449,098
ALUMNI	101,171,742
FUNDING AGENCY	71,257,352
STAFF/FACULTY/OTHERS	962,960
GRAND TOTAL	690,482,120



Senior management and Deans of LUMS with prominent donors and alumni in Lahore at a networking dinner

ALUMNI CONTRIBUTIONS



Omer Mahmood and Maleeha Mahmood

- Omer Mahmood, Vice President of Software Engineering - Workforce, Workday, and his wife, Maleeha Mahmood (MBA 2002), Senior Associate, Armanino LLP, have pledged PKR 34 million to support one NOP scholar every year.
- The 'Muhammad Zaka-ur-Rehman Microbial Genomic and Multidrug Resistance Laboratory' was named in memory of the late Muhammad Zaka-ur-Rehman (MBA 1991), former CEO of Schazoo Zaka. The laboratory has been funded by his family, 14 members of the pharmaceutical industry in Pakistan, and alumni of the MBA Class of 1991.
- Baradari Café, conceptualised by Luqman Ali Afzal (BSc 2002), CEO and Founder, The Monal Group, was launched at LUMS on October 14, 2021.
- BSc Class of 2017 has established a scholarship fund to support an NOP scholar through a pledged amount of PKR 1.2 million.
- Faisal Sabir Raja (MBA 2002), has established the 'Justice Raja Muhammad Sabir Scholarship' in memory of his late father who was a Judge in the Lahore High Court. The scholarship will support one NOP scholar at the Law School at LUMS for the academic year 2022-23.
- Tauqeer Mazhar (MBA 1988), who set up the 'Uzair Tauqeer Scholarship Fund' in memory of his son, late Uzair Tauqeer, has recently gifted PKR 3.6 million towards the NOP.
- Ahsan Sheikh (MBA 1998), CEO, Kinetic Pakistan, recently donated towards the sponsorship of two NOP scholars and partial sponsorship of one MBA scholar. To date, he has mobilised his batchmates for a Class Fund as well as donated PKR 3 million towards student scholarships.



LUMS senior management in a meeting with the Sialkot Chamber of Commerce

STRENGTHENING INDUSTRY-ACADEMIA PARTNERSHIPS THROUGH DONOR ENGAGEMENT EVENTS



Dr. Arshad Ahmad and Shahid Hussain acknowledging Gohar Ejaz for his support towards the National Outreach Programme



GFC Fans signs an MoU with LUMS to sponsor a scholar from the National Outreach Programme



The senior management of LUMS with prominent corporate and industry partners in Karachi



Donor engagement dinner with donors and alumni in Islamabad

LEADERS AT LUMS SESSIONS



Leaders at LUMS: Pakistan Pavilion Special brought together the masterminds behind the award winning Pavilion at the Dubai Expo 2020. Shahid Abdullah, Principal and founding partner of Arshad Shahid Abdulla (Pvt.) Ltd; Noorjehan Bilgrami, artist, designer and educationist, as well as the founding member of the Indus Valley School of Art and Architecture; Rashid Rana, award-winning artist along with Abdul Razak Dawood, Pro Chancellor, LUMS shared their experiences. The session was moderated by Dr. Arshad Ahmad.

- The 16th 'Leaders at LUMS' session featured Tara Uzra Dawood, CEO and Founder, 786 Investments Ltd., Pakistan's pioneer asset management company. During the session, Ms. Dawood shared insights from her personal and professional achievements and outlined the lessons she has learnt along the way.
- Chairman of National Electric Power Regulatory Authority (NEPRA), Tauseef H. Farooqi (MBA 1996), was featured in the 17th session, where he shed light on his experience within NEPRA and the power, water and energy sectors of Pakistan and UAE.



Alumni Relations

15,588
ALUMNI

SPREAD ACROSS
57
COUNTRIES

KEY INITIATIVES

Executed the **fourth Vice Chancellor's Alumni Achievement Awards (VC AAA)**. These awards recognise up to 10 alumni annually with outstanding accomplishments across sectors and for contributions made to local, regional, national and/or global communities.



Bagallery Team

ALUMNI ACHIEVEMENTS



Hirra Babar, MBA 2014, is making a mark on the global stage with her unique accessories brand, Warp. Her brand participated in Mipel (a prestigious leather handbag and accessories event) in Milan in 2018 and was recently selected by the National Chamber of Italian Fashion to display her pieces in the emerging brands category. Warp also participated in Tranoï (a leading trade show) for three seasons of Paris Fashion Week in both 2019 and 2020.



Hafiz Ali Naeem Sheikh, BSc 2017, a Management Science graduate topped the Central Superior Services (CSS) this year and has been inducted into the Pakistan Administrative Services. He joins 28 LUMS graduates who have passed the country's CSS examinations this year.

Farhan Arif Syed, BSc 2015, an Accounting and Finance graduate, is COO, Bagallery, a digital-first beauty and fashion start-up. Syed has raised USD 4.5 million for Bagallery.

Bilal Lakhani, BSc 2008, won the PR 40 Under 40 Award by PRWeek, one of the highest honours in the public relations industry globally.

Two alumni, one from the Business School and the second from the School of Humanities and Social Sciences, secured 2nd and 3rd position in the CSS exams, respectively this year. **Ahsan Fraz Gondal (BSc 2019)** secured second position and will join the PAS group, and **Haroon Sahu (BSc 2020)** placed at number 3 and is also set to join the PAS.



Alumnus Muhammad Omer Saleem, Pakistan's first horseback archer

Mohammad Omer Saleem, EMBA 2017, became Pakistan's first-ever horseback archer. He is also the official representative of the World Horseback Archery Federation in Pakistan. Mr. Saleem represented Pakistan in the 16th World Horseback Archery Championship 2021 held in Tehran, Iran. He was placed 20th in the Korean Serial Track out of 45, including qualifiers. Mr. Saleem broke the record for the highest score of any first-time participating country.

Tania Mallick, MBA 1991, was appointed the new Head of Women's Cricket by the Pakistan Cricket Board this year. She represented Pakistan in the Seoul Asian Games in 1986 and was the national champion in 1987-88. She has also served as the Vice President of the Punjab Olympic Association, Vice President of the Punjab Squash Association and as a member of Pakistan Olympic Association's Education and Women's Commissions.

REUNIONS



Dr. Arshad Ahmad addressing the alumni at the Islamabad & KPK Reunion 2022



Alumni pose for a group photograph



Alumni at the Karachi Reunion 2022

Office of Admissions & Financial Aid

Key Initiatives

NEW PHD APPLICATION FOR FOREIGN NATIONALS

The Syed Babar Ali School of Science and Engineering (SBASSE) is now offering its six PhD programmes to Foreign Nationals. An online application and web page was created to facilitate the admission process.

ADMISSION TESTS

The SBASSE Scientific Aptitude Test and LUMS Common Admission Test (LCAT) for the UG and Graduate programmes were conducted successfully adhering to COVID-19 SOPs.

2,000+

candidates appeared for the Tests in Lahore, Karachi, Islamabad, Multan, Peshawar and Quetta

600+

candidates appeared for the Tests in Lahore, Karachi and Islamabad

Admissions Office was proactively engaged in several activities led by different departments and schools. The Admissions Team also participated in webcasts and several faculty talks.

Admission processes were improved and automated to achieve operational excellence.



MS. RABIA AHMAD
DIRECTOR

SBASSE SCIENTIFIC APTITUDE TEST FOR UG PROGRAMME ADMISSIONS

The SBASSE Scientific Aptitude Test has been introduced this year in place of the SBASSE Subject Test for UG admissions.

'ASK ADMISSIONS' INITIATIVE

A new feature in the online application to facilitate applicants in responding to their queries online in a timely manner has been created.

APPLICATIONS RECEIVED IN 2022

Undergraduate
5,711

Graduate
1,429

Doctoral
371

APPLICATIONS RECEIVED FOR PHD FOR FOREIGN NATIONALS 2022:

3

New Scholarships and Funding

HONORIFIC FELLOWSHIPS

The merit-based Honorific Fellowships are offered to undergraduate students in the fundamental sciences at the Syed Babar Ali School of Science and Engineering. Twenty-four Fellowships for undergraduates in the basic sciences (Biology, Chemistry, Mathematics, and Physics) are named after distinguished academics, teachers, practitioners, and scientists who have made distinct contributions to science and math learning or made revolutionary discoveries about the universe.

These Fellowships are created from the generous donation received from Packages Limited, honouring the 90th birthday of the Founder of the School, Syed Babar Ali. The Fellowships are aimed to bolster interest in fundamental science and incentivise students to major in basic sciences.

The programme, which will pilot for three years, started from the 2021-22 academic session.

NAME OF DISTINGUISHED FELLOWSHIP	MAJOR
BILQEES MUJEEB FELLOWSHIP	BIOLOGY
AHMED H. ZEWAIL FELLOWSHIP	CHEMISTRY
KHAWAJA DIL MUHAMMAD FELLOWSHIP	MATHEMATICS
CHANDRASEKHAR FELLOWSHIP	PHYSICS

USAID SCHOLARSHIP FOR FEMALE APPLICANTS

USAID aims to provide equal learning opportunities and access to education for talented students, particularly middle and lower-middle-class students, who cannot meet the cost of education at 30 leading higher education institutions. LUMS is one of the partner universities, and eight Graduate female students have qualified for HEC-USAID Merit and Need-Based Scholarships 2021.

SEKHA SCHOLARSHIP

The Sekha Scholarship will provide 100% tuition waiver for FSc top 10 position holders who gain admission to SBASSE. Starting from the academic year 2022, the Scholarship will provide successful applicants who are among the top ten position holders of the national FSc examination boards with a 100 per cent tuition fee waiver for the four years of their undergraduate degree at LUMS. FSc position holders from Year 1 or 2 from any of the 23 national FSc boards are encouraged to apply to SBASSE undergraduate programmes to avail of this prestigious scholarship.

STAFF SCHOLARSHIP

LUMS has announced a Study Scholarship for its staff members. The recipients will receive a 50 per cent tuition waiver on a growing list of offerings initially comprising selected graduate programmes offered at SDSB, SBASSE and SOE.

This scholarship is open to all LUMS staff. It will:

- Cover 50 per cent of the tuition fee for the programme (the applicant would fund the balance)
- Assist staff in enhancing the service they can provide LUMS
- Enable staff members to develop their careers within and outside LUMS
- Increase staff motivation and satisfaction
- Enhance the University's 'Learning Without Borders' vision

Highlights

- On average,

2,000

requests for financial assistance are received and processed each year. Financial assistance was provided to all eligible students in reaching their academic goals within the resources available to the University.

- Since inception, LUMS has disbursed approximately

PKR 7.8 billion

as financial assistance, excluding the commitment made in the current academic year.

- Nearly

PKR 1.11 billion

was disbursed as financial assistance in the current academic year 2021-2022

30%

of the student body is receiving some financial assistance

- On average, the Office receives and processes around

600-700

fee payment deadline extension and instalment requests each semester.

- Students are provided with continuous support via live chat and helpdesk throughout the assessment process.
- Provided support to IST to preserve old data through M Files Training

Financial Aid Commitment 2021-2022

UNDER GRADUATE	SUBMITTED APPLICATIONS	
	NO. OF STUDENTS	AMOUNT (PKR)
MGS HSS	271	211,317,075
SAHSOL	129	101,298,398
SBASSE	325	305,616,321
SDSB	270	228,791,920
TOTAL	995	847,023,714

GRADUATE	SUBMITTED APPLICATIONS	
	NO. OF STUDENTS	AMOUNT (PKR)
MBA	78	46,783,145
EMBA	18	6,734,340
MS SDSB	60	32,105,558
MS SBASSE	132	41,325,781
MS ECONOMICS	4	1,921,452
M PHIL ELM	94	23,538,432

DOCTORAL	NO. OF STUDENTS	AMOUNT (PKR)
PHD SBASSE	146	105,326,070
PHD MANAGEMENT	19	13,824,190
TOTAL	165	119,150,260

GRAND TOTAL (PKR)	1,118,582,682
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NOTE: The amounts mentioned above are unaudited. This includes actual disbursement till April 2022 and estimated amounts of financial assistance for Summer 2022.

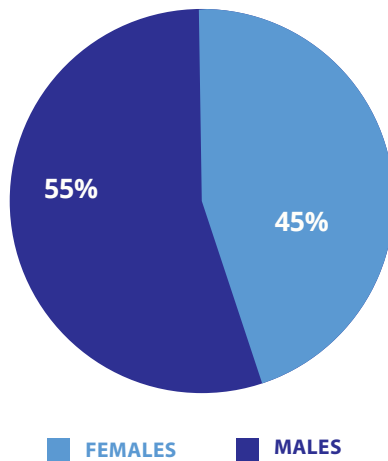
FINANCIAL AID APPLICATION STATS – NEW STUDENTS

	2021	2020
UNDERGRADUATE (ALL PROGRAMMES)	677	468
UNDERGRADUATE (TRANSFER APPLICATIONS)	3	1
GRADUATE (ALL PROGRAMMES)	273	209

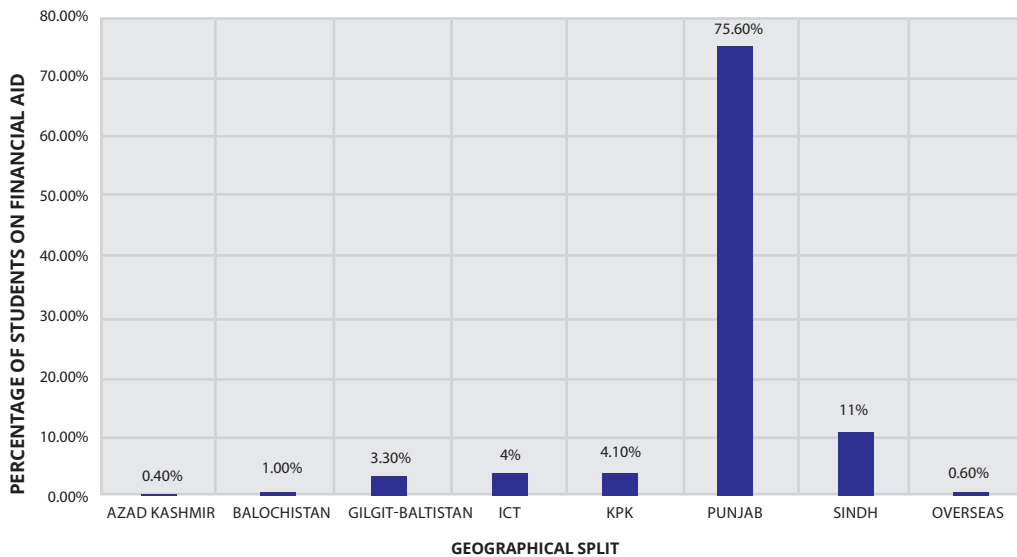
FINANCIAL AID APPLICATION STATS – RETURNING STUDENTS

	2021	2020
UNDERGRADUATE (ALL PROGRAMMES)	784	835
GRADUATE (ALL PROGRAMMES)	110	98

GENDER SPLIT OF STUDENTS ON FINANCIAL AID



GEOGRAPHICAL SPLIT OF THE STUDENTS ON FINANCIAL AID



National Outreach Programme



**MS. RABIA AHMAD
DIRECTOR**

Highlights

**RECEIVED
10,292
APPLICATIONS
FOR THE SUMMER
COACHING
SESSION 2022**

NOP SUMMER COACHING SESSION

- In addition to providing internet devices/packages to students to attend the Online National Outreach Programme (NOP) Summer Coaching Session 2021, a new initiative of interactive E-learning via the advanced Learning Management System—Moodle, was introduced
- Conducted various workshops to enhance technical and soft skills like communication skills, time management, and introduction to different online learning tools
- A Harassment Awareness session was organised to enlighten the NOP Summer

Coaching Session students and further guide them regarding exam strategies and stress management techniques

- Motivational lectures delivered throughout the session to boost candidates' spirits, which improved their performance
- Collaborated with the Office of Admissions and Financial Aid to assist candidates with the entire LUMS application submission process
- To facilitate prospective Summer Coaching Session '20 students, applying for LUMS undergraduate admissions, extra resources like LCAT sample tests were sent to assist them with their practice

INITIATIVES TO SUPPORT NOP SCHOLARS

Collaborated with the Office of Academic Advising under the Student Success Initiative (SSI) to conduct various programmes on academic, social well-being and career readiness to cater to the additional needs of the NOP scholars. These included:

- Made 24/7 Counselling Support accessible to students according to their convenience during the pandemic for general and problem-specific discussions/counselling sessions

- Dispatched Midterm and General Survey forms to get general and specific feedback throughout the academic year
- Made WhatsApp groups for Freshmen and Sophomore NOP scholars to cater to urgent issues and increase engagement
- Arranged mandatory meetings for vulnerable students to motivate them, help improve their CGPA, and redirect them to the concerned department/track

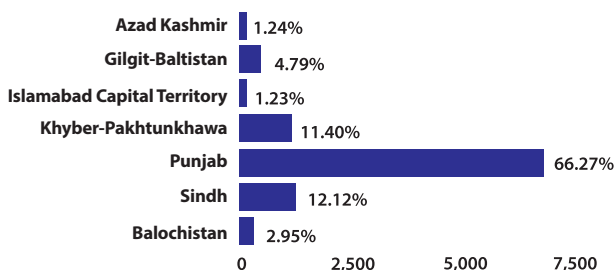
Details on these and other initiatives are provided in the Student Success Initiative section.

Outreach and Marketing

PHYSICAL OUTREACH AND TRADITIONAL MARKETING

- Revamped traditional marketing/outreach strategy by visiting new cities and covering more schools.
- As a result, established new relationships with head offices of schools/colleges of both Government and Private sectors at both Provincial and Federal levels.
- Increased outreach by 55.9 per cent by visiting 64 cities and 195 institutes in 2022 compared to last year. Reached out to new cities, especially Muzaffargarh, Khanewal, and Shujabad.
- Visited the first Girls Cadet College of Pakistan in Mardan in 2022 and received 16 applications instantly.
- Current NOP scholars aided the Centre in expanding its outreach in previously inaccessible regions like Bannu and Turbat in KPK and Balochistan, respectively; they helped the outreach process by visiting and spreading awareness in their respective schools/colleges while visiting their hometowns.
- Dispatched marketing collateral as a direct marketing strategy to all the respective schools and colleges in the NOP network.
- Aired advertisements via Radio on regional and national stations.

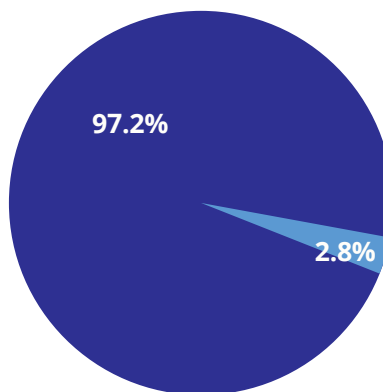
SUMMER COACHING SESSION 2022: PROVINCIAL SPLIT OF APPLICATIONS



MALE: 67.94%
FEMALE: 32.06%

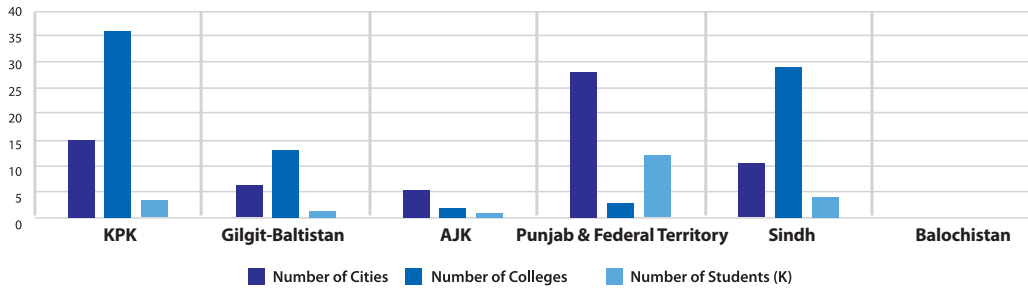


APPLICATIONS STATISTICS 2021-22



■ MATRICULATION STREAM
■ CAMBRIDGE/O LEVELS STREAM

APPLICATIONS STATISTICS 2021-22



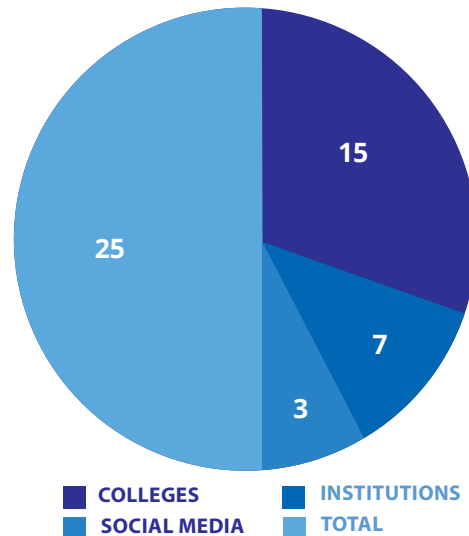
DIGITAL, SOCIAL MEDIA AND EMAIL MARKETING

- Conducted multiple Zoom/Facebook live sessions and assisted 300+ students in filling applications for the Summer Coaching Session 2022.
- Focused on robust Social Media marketing strategies through daily and weekly posts, announcements of city visits, and online awareness sessions through Facebook to increase awareness and engagement.
- Reached out to more than 250 contacts through WhatsApp to share the NOP collateral and short videos.

ONLINE OUTREACH SESSIONS 2021-22

TOTAL PARTICIPANTS

1,800



8,000+

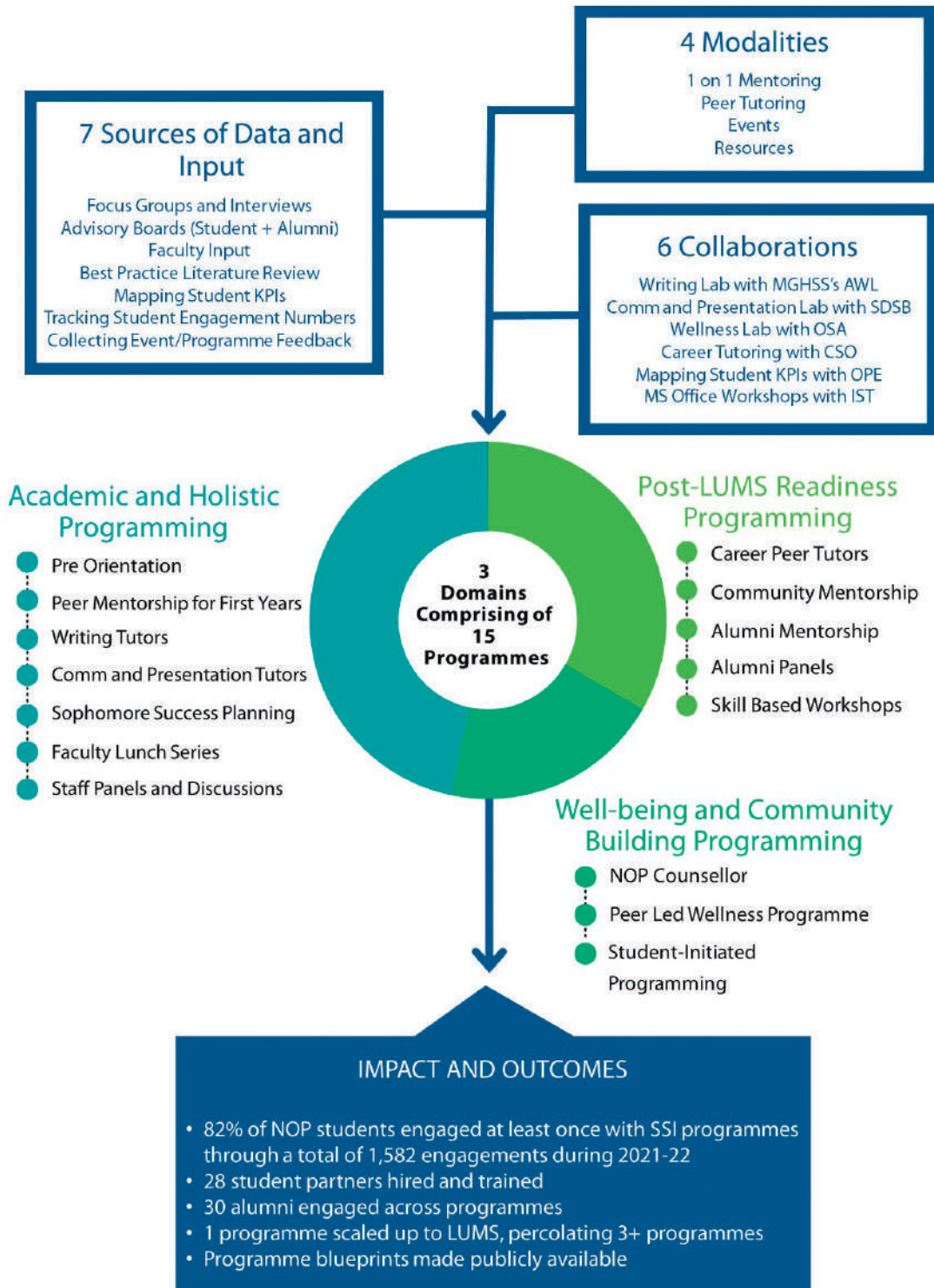
SMS AND EMAILS AND
COUNTDOWN POSTS SHARED
ON FACEBOOK TO MAXIMISE
APPLICATION SUBMISSIONS

NOP SOCIAL MEDIA AND FACEBOOK STATS

PERIOD	NO. OF POSTS	TOTAL REACH	TOTAL IMPRESSIONS	ENGAGED USERS
JULY 1, '21 - SEPT 30, '22	1	7,008	7,402	362
OCT 1, '21 - DEC 21, '21	2	37,909	41,885	1,845
JAN 1, '22 - APRIL 11, '22	39	105,490	110,139	1,683
TOTAL				
JULY 1, '21 - APRIL 11, '22	42	150,407	159,426	3,890

NOP Student Success Initiative

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



In Fall 2020, the NOP Centre and the Office of Academic Advising and Student Success (OAASS) entered into a joint collaboration to form the NOP Student Success Initiative (SSI). This collaboration seeks to combine the expertise of the two offices for a shared objective: to plan, develop and implement programmes for 400 NOP scholars' on-campus support, thereby ensuring that all students can thrive at LUMS irrespective of their backgrounds or resources.

SSI programming is informed by seven sources of data and input including best practice research, student KPIs, stakeholder input and post-programme participant surveys. The programming itself is delivered using four modalities and relies on six collaborations with various units across campus to leverage expertise from different sources.

SSI builds on NOP Centre's long-standing programmes which included pre-semester workshops for first-years and a dedicated NOP

Student Counsellor. Since its inception, SSI has launched 13 new initiatives, bringing the total to 15 different programmes spanning three domains: Academics/Holistic, Well-being/Community-building, and Post-LUMS readiness.

SSI has also served as an experimental lab to identify ideas that could be scaled from the NOP population to the entire LUMS community. The Communications and Presentation Lab has already been expanded to the entire campus and SSI hopes to scale at least three additional programmes in the next year. Finally, SSI also extended support beyond LUMS by making programme manuals and best practice memos publicly available for other universities through the LUMS Advising portal.

DOMAINS AND PROGRAMMES COMPRISING 2021-22 SSI PROGRAMMING

ACADEMIC AND HOLISTIC DOMAIN (SEVEN PROGRAMMES)

- **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
- **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 writing support through individual appointments and workshops.
- **Communication and Presentation Tutors:** Provided support through individual office hours, weekly group sessions, and workshops.
- **Faculty Lunch Pilot:** Encouraged informal interactions among juniors and faculty beyond the classroom over a sponsored meal.
- **Sophomore Success Planning:** Encouraged sophomores to check in with the NOP counsellor to set detailed academic and well-being goals.
- **Staff Panels and Discussions:** Organised discussions with Advising units and the SSI team to improve student comfort level with staff and encourage engagement.

WELL-BEING AND COMMUNITY BUILDING DOMAIN (THREE PROGRAMMES)



Student Success Initiative Wellness Circle

- **NOP Counsellor:** (longstanding) A designated counsellor 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 to share well-being concerns. They also hosted wellness walks, breakfasts, and de-stressing events over the year.
- **Student-Initiated Programming:** NOP scholars 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, among others.

POST-LUMS CAREER READINESS DOMAIN (FIVE PROGRAMMES)

- **Career Peer Tutors:** Trained peer tutors supported career-readiness through office hours and workshops.
- **Community Mentorship Pilot:** Junior NOP students were matched with professional leaders to enhance their exposure to life beyond LUMS.
- **Alumni Mentorship Pilot:** Senior NOP students were matched with alumni, based on their post-LUMS plans, for guidance on planning for careers or higher education.
- **Alumni Panels:** NOP alumni were welcomed back to campus to share their experiences with current students on topics relating to career readiness, graduate studies, etc.
- **Skills Based Workshops:** Included Microsoft Office, Canva, Time Management, etc.



Student Success Initiative alumni panel

Office of Accessibility & Inclusion



MS. ANGBEEN MIRZA
DIRECTOR

Highlights

TRAINING WITH O' WEEK COACHES

Ever since its inception, the Office of Accessibility and Inclusion (OAI) has been very actively taking charge of training student representatives and leaders in various capacities, about 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 trained all O'Week coaches on harassment, bullying, the role of a first responder and the student code of conduct.

WINTER SCHOOL

The Office in collaboration with Continuing Education Studies conducted an interactive activity meant to raise awareness about inclusive campuses with students attending the Winter School in December 2021. The session primarily included high school students between the ages of 16-19, soon to be on their way to universities.

The concept was to instill the idea of what an inclusive university (and community) should comprise of, especially with reference to people with disabilities (physical, learning etc.), gender equality and equality for other minorities (ethnic, racial, religious etc.).



OAI Director, Angbeen Mirza, conducting a session

CHRISTMAS CELEBRATIONS

As part of its aim to promote 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.



Members of the LUMS community at the Christmas Celebrations

LEARNING ACCOMMODATION

OAI has initiated receipt of accommodation requests by students with disabilities. Students who require reasonable accommodations to provide them with equal opportunity are encouraged to reach out to OAI and ask for assistance. With a consultant clinical psychologist and faculty members, OAI determines the reasonable learning accommodations that are to be extended to students deserving of such accommodations in order for them to benefit from an inclusive learning experience. Once the assessment and verification of these requests is complete, OAI approves the request for the students.

SEXUAL HARASSMENT AWARENESS TRAININGS

OAI has commenced campus wide sexual harassment awareness trainings. The purpose of these trainings is to encourage conversations on important matters like sexual harassment, gender, consent, bystander intervention and role of a first responder in such issues, to create a more informed, respectful, aware, and responsible culture on campus.

SAFE SPACE CONVERSATION

A Safe Space Conversation was held on Women's Day on March 9, 2022. This event was jointly arranged by Human Resources (HR) and OAI for women staff at LUMS and was attended by 30 women colleagues on campus.

The concept of the event was to create a space in which women could safely connect, be heard and express themselves. This was an open conversation led by Angbeen Mirza, Faculty Director, OAI, and Aymen Abdullah, Head of Talent Management and Rewards, HR. The discussions attempted to understand the pressure points and sensitivities that all female colleagues experience in Pakistan (including in the workspace). Participants also provided encouraging suggestions on steps that LUMS, HR and individuals could take to ensure a safer, more harmonious working environment.

OPEN-MIC NIGHT: CLAIM YOUR SPACE

OAI kicked off its series of student engagement events with an Open Mic Night on November 26, 2021. The concept of the open mic was 'Claim Your Space' and was aimed at providing the student body with a platform to express what this statement means to them using whichever medium they prefer, be it poetry, stand-up or speech. The event was attended by graduate and undergraduate students alike and numerous budding poets/singers showcased their talent.

The conference included open discussions, inclusive dialogues, and interdisciplinary interactions between academia, community organisers, social and legal activists, and government representatives. The sessions aimed to break stigmas associated with disabilities, and also serve as a platform to foster collaboration, debate policy proposals, and increase understanding of accessibility, safe spaces, and disability rights.

CONFERENCE ON THE RIGHTS OF PERSONS WITH DISABILITIES

This interactive two-day event, held on March 19-20, 2022 consisted of sessions on disability rights and movements.

The Conference itself benefited from the services of sign language interpreters and translators from English to Urdu, and ensured active participation in both the panels and the audience by persons with disabilities who were working as activists, entrepreneurs and policy-makers.



A panel discussion during the Conference on the Rights of Persons with Disabilities

For more information on the Office's work, updates and policies you can visit their new website at <https://oai.lums.edu.pk/>

General Administration & Services



MR. AMER KHAN DURRANI
DIRECTOR

Highlights

NEW INSTALLATIONS

- Installation of a new fire alarm system at the Pepsi Dining Centre, Executive Dining Hall, Commercial Centre and the Admissions Office is in process.
- Installation of 2 X 300TR chillers to be used on cogeneration
- Heat proofing of Olive Green Cafe outdoor shed



Heat proof shed at the Olive Green Café



The renovated Office of Advancement space

UNIVERSITY-WIDE RENOVATIONS AND ADDITIONS

- Renovation of the Office of Advancement
- Smart Classrooms at the Syed Babar Ali School of Science and Engineering (SBASSE)



Smart Classrooms at SBASSE



The cogeneration system in SB #01 & SBASSE using a gas generator fuel system

Information Systems & Technology



MR. FAISAL KHEIRI
DIRECTOR

- Upgraded the Data Centre to Hyper-Converged Infrastructure (HCI) and removed all legacy and outdated hardware to ensure high availability, enhanced security and redundancy of services. Replaced upgraded internet infrastructure to ensure smooth internet connectivity and enhance the quality of service and the visibility of internet usage with the best ROI.
- Successfully migrated from SAP ECC to SAP4Hana, enabling enhanced functionality and better performance.
- Implemented SAP e-Recruitment, which has transformed the recruitment process from a paper based to an automated one. The entire recruitment process is now automated and recorded, as opposed to previously being spread over numerous emails and paper-based forms.
- Developed an e-Clearance system replacing the previous one in which the employee physically visited several departments, to get signatures and approvals, etc. Now, all approvals are online within a one-window operation.
- Developed the following applications on the SAP ePortal (eportal.lums.edu.pk) to automate several LUMS processes
 - o Budget Transfer App (to self-manage the transfer of budget from one head to another)
 - o Budget Utilisation Report
- Established two new state-of-the-art smart classrooms in SDSB, equipped with the latest technologies to support hybrid teaching and distance learning; also introduced smart and interactive board/LED to SDSB faculty.
- Introduced Microsoft Teams meetings as an alternative for Zoom for Lecture Delivery/ Meetings.
- Deployed a system to continuously monitor and identify vulnerabilities in our hosted services/servers with step-by-step remediation plans and recommendations.
- Deployed a market leader in cyber security training and assessment, to address the weakest link, 'People' in the information security chain. The system will allow IST to roll out large-scale cyber security training and assessments, with granular level reporting to ascertain where the community stands in terms of cyber security awareness and threat-readiness.
- Trained over 100+ staff and faculty in IT skills through the IST Training Programme.
- Introduced new training programmes for faculty on 'Online Teaching Tools' covering LMS, Zoom, OBS and PowerPoint.
- Introduced a variety of MS Office trainings for NOP students in collaboration with NOP Office as part of 'MS Office Skills Fest'.

Office of Research



DR. SAAD AZMAT
DIRECTOR

Publication Facts

2,702

in the last 10 years

17.22%

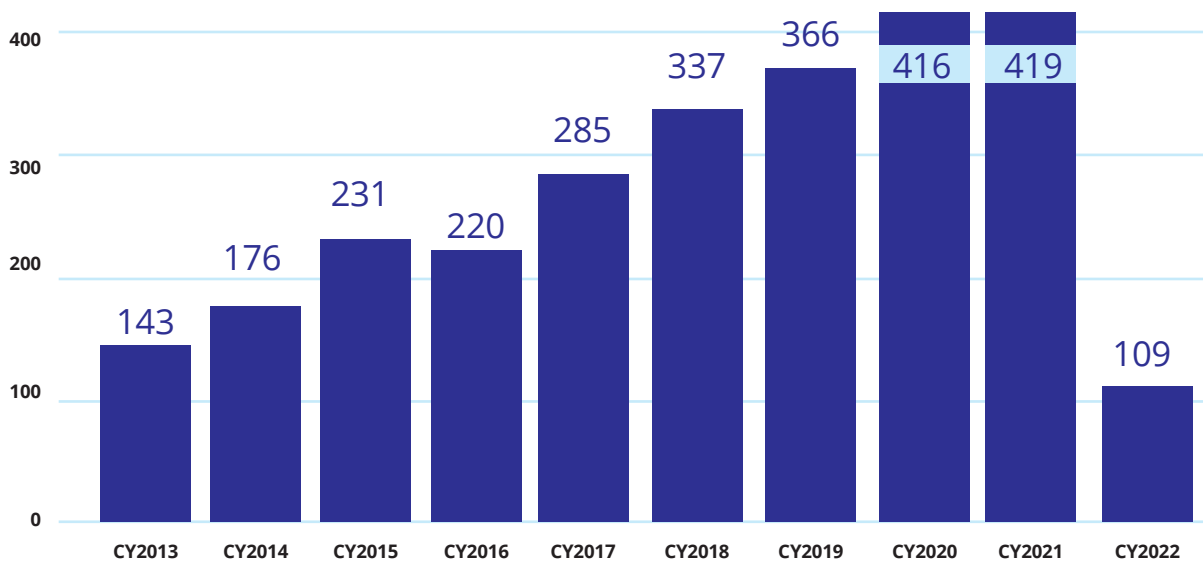
in the top 10 journals

1.41

publications per faculty in CY 2021

19.57%

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	115	88	19	8
FUNDS REQUESTED	3,796,902,560	3,650,648,199	109,563,988	36,690,373
PROPOSALS APPROVED	77	59	11	7
FUNDS APPROVED	398,604,744	342,360,671	47,312,584	8,931,489
TOTAL FUNDS RECEIVED	29,741,621	21,151,390	3,603,831	4,986,400

RESEARCH MOUS AND NDAS SIGNED AND PROCESSED	15
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	LUMS FUNDED GRANTS (ALL TYPES)	FACULTY INITIATIVE FUND	FACULTY START-UP GRANT	FACULTY TRAVEL GRANT
PROPOSALS SUBMITTED	131	76*	11	44
FUNDS REQUESTED	105,095,549	74,132,300	14,500,000	16,463,249
PROPOSALS APPROVED	84	38	11	35
FUNDS APPROVED	65,259,058	36,816,000	14,500,000	13,943,058

*Faculty Initiative Fund 2021-22 call was submitted in July 2021 but was approved in October 2021. Therefore, this number encompasses that call too.

Office of International Affairs



DR. FURRUKH A. KHAN
DIRECTOR

Initiatives & Activities

OUTWARD EXCHANGE IN FALL 2021 AND SPRING 2022

During Fall 2021 and Spring 2022, the Office of International Affairs (OIA) advertised its outbound exchange opportunities through open houses, online correspondence and one-on-one sessions, to current LUMS students. Twenty students availed this opportunity; four students received the *Ernst Mach Grant* for FH Joanneum, Austria and two students received the Erasmus +ICM grant at Koc University, Turkey.

the annual 'Night of Ideas' to be hosted at the LUMS campus with a funding of PKR 663,820. Other events conducted at the Centre include 'An Introduction to Erasmus+', hosted by Paolo Londero, First Secretary of the EU Delegation; 'Pursuing Humanity – The Affinity in the Ideas of Bergson and Iqbal and their Relevance in the 21st Century' and 'An Introduction to the Japanese Government MEXT Scholarship Program.' Prof. Souleymane Bachir Diagne, Director of the Institute of African Studies, and Professor of French and Philosophy at Columbia University, participated as the main speaker for 'Pursuing Humanity.'

B-INTERNATIONAL CENTRE FOR INTERNATIONALISATION LAUNCH

In January 2022, OIA launched its Centre for Internationalisation. LUMS was able to qualify for the Erasmus+ B-International Project (initiated in 2019) and as a result, the University received a grant of PKR 5,799,000. This funding contributed to the purchase of equipment for the newly launched B-International Centre for Internationalisation.

The Centre opened its services to all students, faculty, and staff in January. In addition to creating short-term international activities on campus, the Centre aims to explore and implement new regional and international opportunities to further enhance the LUMS' experience, through cultural sharing, language exchange, lectures and virtual mobilities. Additionally, OIA's collaboration with the Embassy of France in Islamabad recently resulted in a sponsorship of

NEW AGREEMENTS

Since international travel was primarily halted, engagement through online mediums with newer geographies and universities has been taken up. Some of these new agreements are with the following universities:

1. Maldives National University, Maldives
2. Birmingham City University, UK
3. Necmettin Erbakan University, Turkey
4. ADA University, Azerbaijan
5. Queen Mary University of London, UK
6. Exeter University, UK
7. Humboldt University, Germany

In addition, conversations are at an advanced stage for MoU signing with the following universities:

1. University of Kassel, Germany
2. UFMG, Brazil
3. Abdullah Gul University, Turkey

OIA ATTENDS EURIE SUMMIT CONFERENCE IN TURKEY

In March 2022, OIA representatives attended the EURIE Summit Conference in Istanbul, Turkey, both in-person and virtually. EURIE is an annual international higher education conference and exhibition organised since 2016. Within a short span of time, it has become the largest international education

event in Eurasia, connecting the dynamic higher education sector in the Eurasian region to the world.

The key participants of EURIE include senior academic leadership, international office staff and directors along with other stakeholders in the sector, such as international marketing service providers, education abroad consultants, and public higher education authorities. This year's conference theme was 'Imagining the Future of International Education.'



OIA representatives at the EURIE Summit Conference in Istanbul, Turkey

COMPLETION OF TWO B-INTERNATIONAL INTERNATIONALISATION WORKSHOPS

A series of eight internationalisation workshops as part of 'Work Package 2' of the B-International Project were conducted via the Microsoft Teams platform by the University of Bologna, Italy and the four Pakistani partners in this project consortium. The workshops incorporated topics such as the implementation of the internationalisation strategy and successful

agreements and MoUs. The workshops served their purpose in providing a foundation of knowledge to build upon and put into practice. They also aimed to help the centre develop and implement international strategies and activities that support the wider aims of internationalisation at LUMS.

Visitors to LUMS



Visit by the Embassy of France in Pakistan

- Representatives of the Pakistan Institute of Fashion and Design (PIFD) visited LUMS on October 7, 2021 to discuss internationalisation strategies, the inauguration of the Centre for Internationalisation at each institution, and the progress of the B-International Project. LUMS and PIFD are two of four Pakistani partner universities in the Erasmus+ B-International consortium. In future, both universities aim to connect closely through joint events and other collaborations in their respective Centres.
- Dr. Daniel Saud, Director of Undergraduate International Admissions, Recruitment and Marketing at Washington State University (WSU) visited LUMS to explore avenues of collaboration.
- OIA team members met with the Director, German Academic Exchange Service (DAAD), Inge Iqbal on November 5, 2021 and discussed partnership options. These included hosting multiple events in future to educate LUMS students and faculty on different funding options as well as to introduce Germany as a destination for higher education.
- Dylan Gélard, Attaché for Cooperation and Culture and Mounir Slimani, Counsellor for Cooperation and Culture at Embassy of France visited LUMS to discuss upcoming event collaborations for the French 'Night of Ideas' and the university's internationalisation strategy. The OIA introduced the Centre for Internationalisation to the delegation.
- Dorota Berezicki, First Secretary of the German Embassy in Islamabad, visited LUMS on February 11, 2022. The OIA used the opportunity to exchange ideas on how to strengthen its cooperation with the embassy and other German institutions in Pakistan. In addition to an introduction of the new Centre for Internationalisation and the LUMS campus, both parties discussed ways to promote academic and cultural exchange in future.
- The new Attaché for Higher Education at the French Embassy, Sabine Vermillard, visited LUMS on February 16, 2022. The OIA team discussed with her the B-International Project and potential ways to utilise the capacities of the Centre for Internationalisation to further strengthen academic exchange between LUMS and French institutes.
- Prof. Thomas Nanney, Visiting Professor at University of Missouri-Kansas City (UMKC), visited LUMS in December 2021 to share ideas for building collaborations and internationalisation. Moreover, plans for a partnership with the Law School were discussed. The OIA facilitated a second meeting with the Law School in March 2022. During his second visit, he was accompanied by Prof. Timothy Lynch, Associate Professor of Law at UMKC, to explore a concrete partnership with the Law School.



OIA starts collaboration with German Embassy

HUMAN RESOURCES

Digitisation

As a significant step towards efficiency, a paperless environment and the reduction of human error, the Human Resources (HR) team automated several processes. These include talent acquisition, clearance and final settlement for faculty and staff and the digitisation of HR records.



MR. FAISAL KHEIRI
DIRECTOR

Process Enhancement Employee Wellness and Engagement

INTERNAL STRUCTURE REVIEW

An extensive exercise has been undertaken by HR for the restructuring of organisational units across LUMS into role-based titles for a leaner overall structure and has had initial conversations on career and succession planning. This includes an in-depth review of internal equity and a remuneration survey with the academic industry set to conclude by June.

HR EFFECTIVENESS SURVEY AND ACTION PLAN

To get a pulse on colleagues' experience of HR processes, the HR team conducted a first of its kind 'HR Effectiveness Survey' which was followed up by a strategy session and an action plan adding many more initiatives in the pipeline.

POLICY AND PROCESS UPDATES

Policy review, Employee Handbook, HR Manual and HR's new website are among all the in-process projects by HR. The department has revised the travel policy with increase of entitlement limits for employees and introduced equal health benefits for all employees across the board. Recruitment and code of conduct policies are underway.

COUNSELLING SERVICES

HR signed a partnership with *Tibbi.pk* to offer Online Counselling Services, which include a discount for counselling sessions for the LUMS Community, a 24-hour hotline for booking and emergency services, as well as awareness sessions to further promote well-being at work.

EVENTS/SESSIONS

HR organised multiple events to celebrate and connect with the LUMS Community. This included 'Christmas Celebration 2022' in collaboration with the Office of International Affairs, Office of Accessibility and Inclusion (OAI), Co-Curricular Activities and Campus Climate Unit, a session on 'Women's Well-being' by Dr. Noreen Zafar, organised on International Women's Day 2022 and a 'Learn to Swim Challenge' to promote employees' wellness and instill a lifesaving learning skill.

A SAFE SPACE DISCUSSION

An all-women Safe Space conversation was co-organised with the OAI for female staff members where they openly shared their experiences and challenges.

Talent Acquisition

AN 'INTERNAL FIRST' POLICY

HR implemented an 'internal first' recruitment policy which gives internal applicants the priority to apply to any vacant positions at LUMS. Several internal movements have already been made under this policy.

A SMOOTH TRANSITION ONLINE

All recruitments are being run efficiently online after the successful implementation of SAP Success Factors module. The system allows recruiters and hiring managers to set the right qualifying criteria from the start, reducing the effort and time taken to shortlist candidates and offering a pleasant experience to applicants by allowing them to register and set alerts for relevant jobs; enhancing LUMS' image as an employer.

SERVICE LEVEL AGREEMENTS

Setting up internal mechanisms to monitor various recruitments, the HR keeps a live view of ongoing recruitments, clearly agreeing on the process and timelines with the hiring managers to comply with turnaround times and SOPs.

REASONABLE ACCOMMODATION

To promote equal opportunities for candidates with a disability, the HR team has committed to provide reasonable accommodation to all applicants with a disability. In this regard, the department has initiated work with OAI to create pipelines of candidates belonging to under-represented groups.

PROCESS REVAMP AMIDST POST-PANDEMIC RECRUITMENT VOLUME

A significant hike in recruitments was efficiently handled by the talent acquisition team amidst rigorous process change and automation. Some recruitment figures are as follows:

ADMINISTRATIVE AND ACADEMIC SUPPORT STAFF POSITIONS	129
FULL-TIME INTERNSHIPS	08
RESEARCH ASSISTANTS	692
TEACHING ASSISTANTS	133
STUDENT INTERNSHIPS	36
STUDENT PARTNERSHIP PROGRAMMES	10
FACULTY	30

Day Care

As the lockdown lifted, the Day Care Centre enrolled over 70 children as compared to just 22 children last year. Along with this promising increase in volume, a number of initiatives were introduced this year including a fulltime appointment of a qualified nurse for the health and safety of children, physical education including Yoga, Zumba, Aerobics, stretching, games and self-defense techniques. The curriculum was updated to prepare the preschoolers for their school enrolment tests including lessons in phonics, rhymes, introduction to *Haroofo Tahajji* and concepts of mathematics.



Children enjoying activities at the LUMS Day Care Centre

Learning and Development

HR introduced a state-of-the-art self-paced E-learning solution in the form of LinkedIn Learning to adapt employees to individualised learning needs and to equip them with an exclusive learning environment available 24 hours a day, remotely. More than 5000 learning videos have been completed to date. Regular learning challenges have been introduced by HR such as the '12 Days of Learning Challenge', 'Build Mindfulness into Your New Normal', '13 Days Choose to Challenge: International Women's Day Learning Challenge' and 'Earth Day: Protect Our Planet Challenge' etc.

Vice Chancellor's Award for Service Excellence (2021-2022)

The inaugural awards were announced for recognising staff working in administrative and support roles. Six colleagues were selected as winners out of a total of 85 nominations and were awarded a cash prize, a shield and a lunch with the Vice Chancellor, Dr. Arshad Ahmad.



The HR team at the 35 Years of LUMS Staff and Faculty event

GAD & BIRGIT RAUSING LIBRARY



DR. NADEEM SIDDIQUE
SENIOR MANAGER

25
research skills
enhancement
sessions held

Access to
38,000
e-journals

15,524
books issued

Key Initiatives

- Awarded a grant of PKR 1.898 million to purchase books and subscriptions of journals under HEC's Library Support Programme.
- Arranged discount coupons worth 15% to purchase books from *Readings*.
- Updated research support services through a world-class content management system, LibGuides.
- Subscribed to more electronic resources including the *Institute of Physics*, *American Institute of Physics*, *Art Full-text*, *ProQuest Social Science Premium Collection*, *American Physical Society*, *Faculty Opinions*, *Oxford Bibliographies Collection* and *EastLaw*.
- Developed a large collection of company reports (mostly e-copies), digital press clippings, and the Pakistan Periodical Index from 1989 to the present, all accessible digitally.
- Provided free access to e-libraries of the World Bank, the United Nations, International Monetary Fund, European Union and Asian Development Bank.
- The staff delivered the best online services by creating the alert page 'Stay Home Go Digital' on how to interact with the library resources.
- The Library Staff checked research projects, essays and theses, and generated about 60,781 similarity reports, a necessary part of thesis submission, and issued 90 plagiarism certificates. They also helped disseminate more than 8,000 e-articles and e-books to the LUMS community.



The Library has multi-purpose learning spaces and facilities

Enhanced User Facilities

A variety of services are available including:

- Kindle e-Readers
- Book and article alerts
- E-Kiosks
- Virtual Private Network
- Full-text linking of subscribed resources from SCOPUS and Google Scholar
- Tutorials about Library resources and services

Conferences, Workshops and Trainings

- The renowned publisher, Wiley, under the patronage of the Higher Education Commission (HEC) conducted monthly/bi-monthly training on dissecting the scholarly publishing process.
- Officials of Turnitin from HEC conducted Research Skills Enhancement sessions with LUMS faculty on plagiarism detection softwares.
- HEC conducted a workshop on academic publishing for the effective dissemination of new information and knowledge. HEC also conducted workshops on ProQuest Dissertations and Theses Global Database, ProQuest Business Premium Collection Database and Discover HEC.
- In collaboration with HEC and IEEE, training sessions were held to enhance the research culture between the researchers and scholars.
- Legal research skills with LexisAdvance were taught to faculty and students.



The LUMS library plays a vital role in the academic journey of students



Financial Statements

JULY 1, 2020 TO JUNE 30, 2021

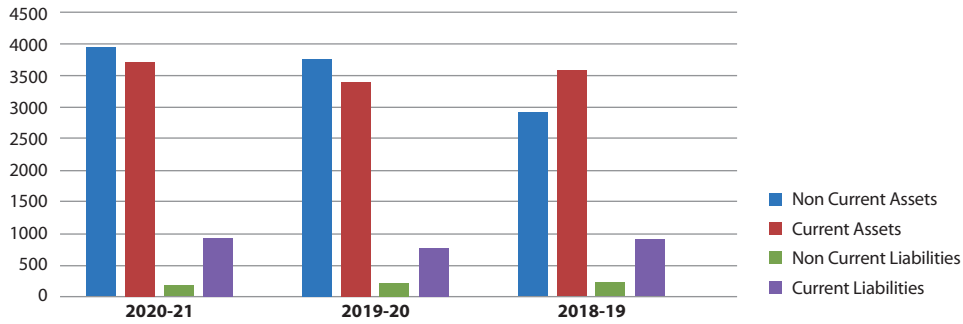
Horizontal Analysis of Financial Statements

	2020-21	%	2019-20	%	2018-19
Assets					
Non Current Assets	3951	5%	3771	29%	2924
Current Assets	3720	9%	3401	-5%	3574
	7671		7172		6498
Fund Balance and Liabilities					
Non Current Liabilities	190	-12%	215	-5%	227
Current Liabilities	937	21%	777	-16%	928
Fund Balance	6544	6%	6180	16%	5343
	7671		7172		6498
Fund Balance					
Current Fund	1854	-11%	2074	20%	1727
Endowment Fund	2848	18%	2407	26%	1915
Scholarship Fund	35	-5%	37	-47%	70
Chair Fund	58	5%	56	84%	30
Fixed Asset Fund	1175	-3%	1210	1%	1197
	6544		6180		5343
Income and Expenditure					
Income	6345	3%	6190	7%	5795
Expenditure	5974	12%	5347	2%	5262
Surplus	371	-56%	843	58%	533

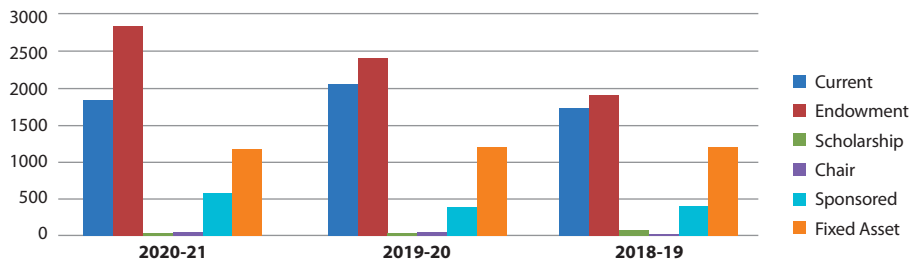
Vertical Analysis of Financial Statements

	2020-21	%	2019-20	%	2018-19
Assets					
Non Current Assets	3951	52%	3771	53%	2924
Current Assets	3720	48%	3401	47%	3574
Total	7671	100%	7172	100%	6498
Fund Balance and Liabilities					
Non Current Liabilities	190	2%	215	3%	227
Current Liabilities	937	12%	777	11%	928
Fund Balance	6544	85%	6180	86%	5343
Total	7671	100%	7172	100%	6498
Fund Balance					
Current Fund	1854	28%	2074	34%	1727
Endowment Fund	2848	44%	2407	39%	1915
Scholarship Fund	35	1%	37	1%	70
Chair Fund	58	1%	56	1%	30
Sponsored Fund	574	9%	396	6%	403
Fixed Asset Fund	1175	18%	1210	20%	1197
Total	6544	100%	6180	100%	5343
Income and Expenditure					
Income	6345	100%	6190	100%	5795
Expenditure	5974	94%	5347	86%	5262
Surplus	371	6%	843	14%	533

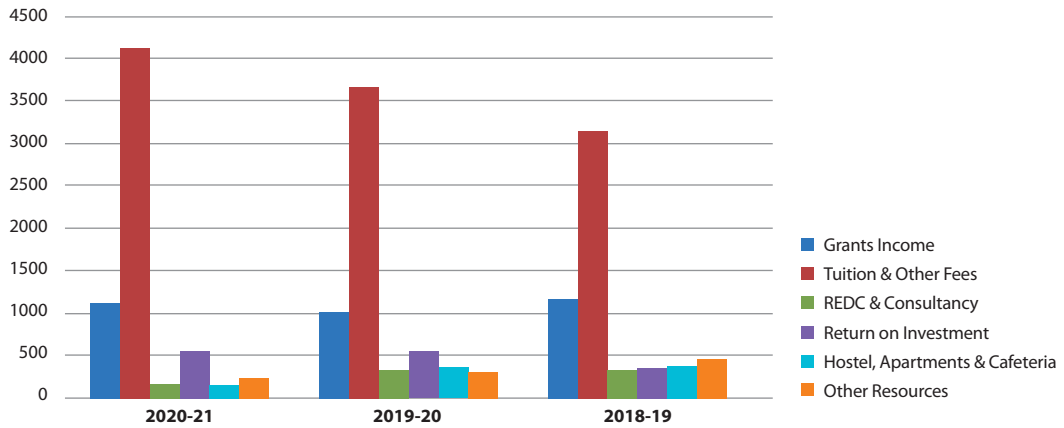
Summary of Assets and Liabilities PKR in Millions



Summary of Funds PKR in Millions

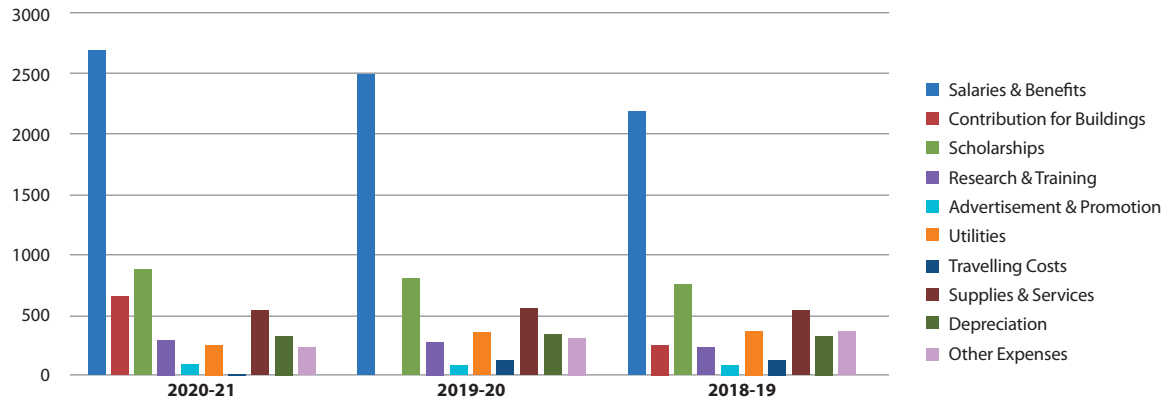


Revenue Composition PKR in Millions



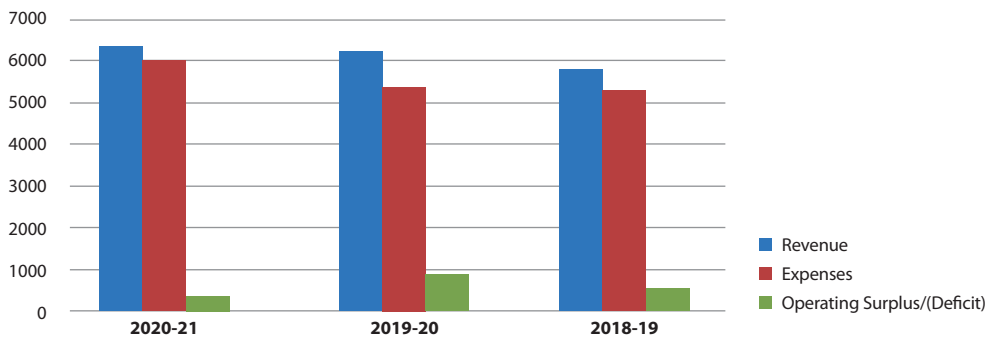
Expense Composition

PKR in Millions



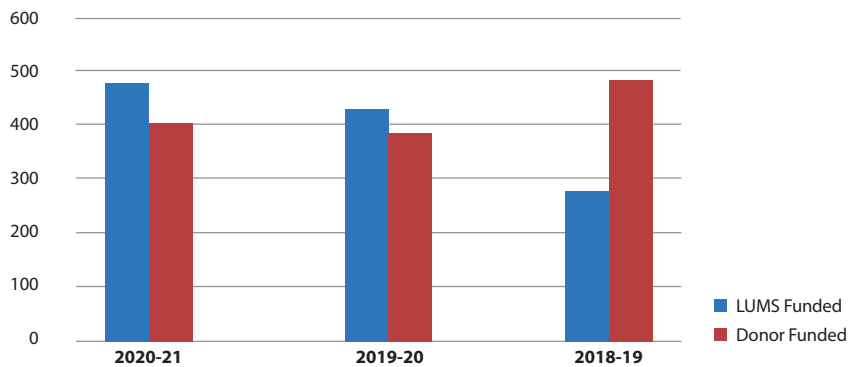
Revenue and Expense Comparison

PKR in Millions



Scholarship Expense

PKR in Millions



Office of Advancement
LUMS
DHA, Lahore Cantt. 54792, Lahore, Pakistan
Tel: +92 42 3560 8000
www.lums.edu.pk

