




A Tribute to our Founders

روشنی کا نشان
منزلوں کا یقین





Established in 1985 as a private, not-for-profit university, LUMS is one of South Asia's top academic institutions known for its commitment to outstanding learning, research intensity, and teaching excellence. It is renowned for its exceptional academics and quality, its emphasis on access, relevance, and collaboration, and its focus on tackling the major challenges confronting the Global South.

The first letter by Syed Babar Ali proposing a business school

April 6, 1983

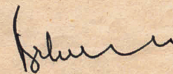
Pakistan is desperately short of managers, people who manage other people and get work out of them, be it in Government, or in public sector, or in the private sector.

In the last thirteen years there has been a mass exodus, primarily to the Middle East, of managers at all levels in search of more remunerative jobs and also for better living conditions. Meanwhile, the need for managers in Pakistan during this period has grown manifold on account of the increase in the industrial and commercial activity in the public and private sectors. In the past decade there has been little or no effort in increasing management education.

The purpose of this note is to suggest the setting up of a College of Management in Lahore. This College should collaborate with one of the better business schools in the United States, also the College should be able to award graduate and post-graduate degrees. Admission should be after secondary education (12 years) and only on competitive basis. Entrance examination should be conducted by the College. For the under-graduate programme (2 years) the College should admit not less than 240 students per year. The graduate programme should be based on admitting the College's own product, that is, it should start 24 months after the start of the under-graduate programme.

The College should be managed by a Board of Directors, and interference by Government should be minimal.

Any suggestions?



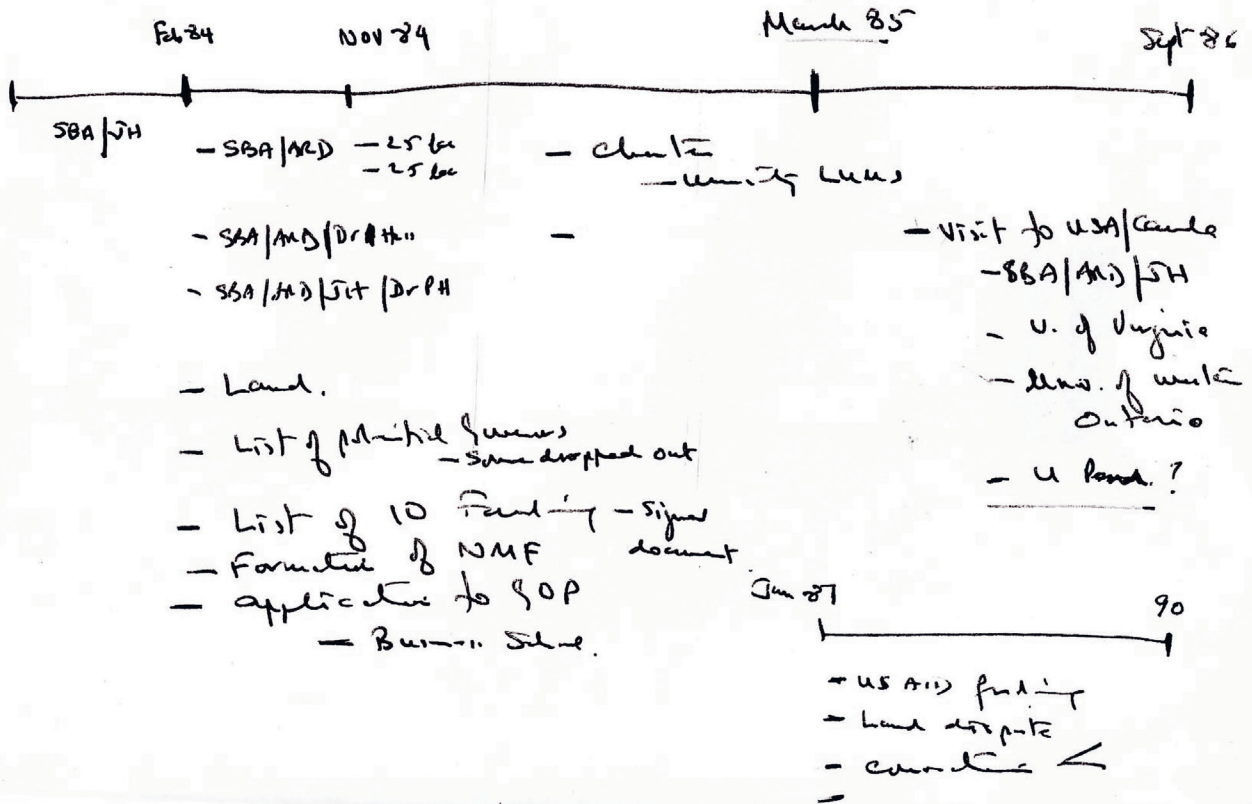
April 6, 1983.



Syed Babar Ali presiding over a meeting of the Board of Governors, with Mr. Abdul Razak Dawood, Mr. Nasim Mirza, and Mr. H.U. Beg on his right, and Mr. Javed Hamid, Mr. Manzur-ul Haq, and Mr. Yusuf H. Shirazi on his left

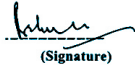









The founders of LUMS, Syed Babar Ali, Abdul Razak Dawood, and Dr. Parvez Hassan have made significant contributions to elevate education, business, sustainability, and philanthropy in Pakistan and beyond. Through their patronage of over 35 years, LUMS has achieved significant milestones in setting the highest standard of academic and institutional excellence.

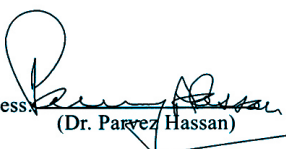
Roadmap of LUMS drawn by Abdul Razak Dawood



Prof. James Austin taking a class

The Signatories of the National Management Foundation, 1984

S.No.	Name	Addresses	Signature
1.	Syed Babar Ali	Advisor, Packages Limited, Shahrah-e-Roomi, Lahore-40.	 (Signature)
2.	Mr. Abdul Razak Dawood	Chairman, Descon Engineering Limited, 18-KM, Ferozpur Road, Lahore.	 (Signature)
3.	Mr. M. R. Khan	Chairman, Pakistan Banking Council, 8 Habib Bank Plaza, I.I. Chundrigar Road, Karachi.	 (Signature)
4.	Mr. Naseem S. Mirza	Chairman, ICI Pakistan Limited, Imperial Chemical House, 5 West Wharf, P.O. Box 4731, Karachi.	 (Signature)
5.	Chaudhry Nazar Muhammad	Chairman, Service Industries Limited, 80-E/1, Main Boulevard, Gulberg, Lahore.	 (Signature)
6.	Mr. D. M. Qureshi	Managing Director Bankers Equity Limited State Life Building No. 3, Dr. Ziauddin Ahmed Road, Karachi.	 (Signature)
7.	Mian M. Rafique Saigol	Chairman, Kohinoor Technical & Management Services Limited, 176 Shadman 2, Lahore.	 (Signature)
8.	Mian Altaf Saleem	Managing Director Shakarganj Mills Limited, Management House, Jhang.	 (Signature)
9.	Mr. N. A. Shah	Chairman, Pakistan Tobacco Company Limited, Mackinnons Building, I.I. Chundrigar Road, Karachi-2.	 (Signature)
10.	Mr. Yusuf H. Shirazi	Chairman, Atlas Group of Companies, Adamjee House, 8th Floor, I.I. Chundrigar Road, P.O. Box 4429, Karachi.	 (Signature)

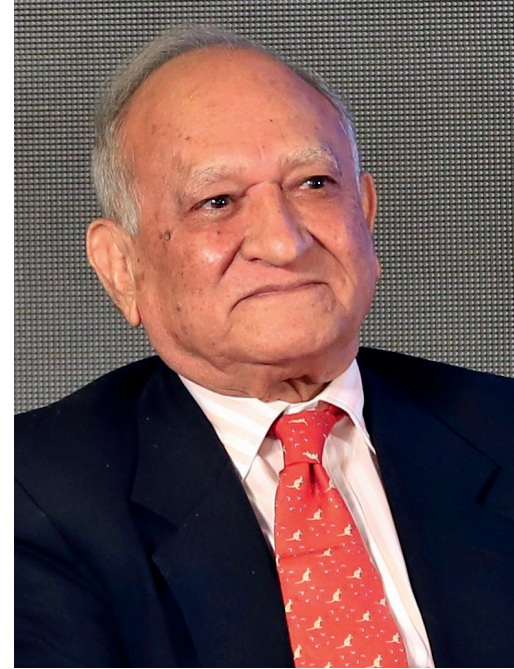
Witness 
(Dr. Parvez Hassan)



Syed Babar Ali



Abdul Razak Dawood



Dr. Parvez Hassan

Founding Vision

Syed Babar Ali, Abdul Razak Dawood, and Dr. Parvez Hassan have made stellar contributions to the development of human capital, institution building, women's empowerment, and climate action. Their impact stems from enhanced access to quality education for tens of thousands of Pakistanis, governance and support for better healthcare and policy recommendations for a cleaner environment.

Their life's work has been devoted to the public good and their leadership on national priorities is widely respected and applauded. The founders' vision for the coming decades is to further expand access through platform learning and unifying disciplinary experts to address the grand challenges facing the region.

Championing

Learning *Without* Borders

“*Learning without borders* is more than a slogan. It is LUMS’ guiding perspective that has become a living, mutually reinforcing system.”

Dr. Nicholas A. Robinson

Gilbert and Sarah Kerlin Distinguished Professor,
Elisabeth Haub School of Law, Pace University

LUMS views global grand challenges as developmental opportunities that require finding new ways to think, learn, and work together. This is why LUMS has embraced *learning without borders*, a unique guiding perspective that is needed to catalyze such changes in thinking and action. *Learning without borders* requires engaging a broad network of collaborative interactions among key stakeholders. These interactions result in exceptional learning amongst academic and professional experts, students, policymakers, business, and civil society leaders. As a cross-sectoral, multidisciplinary process, *learning without borders*, produces innovative ideas and high-impact interventions capable of addressing global challenges.

“Not many universities have the good fortune of trustees who have provided continuity for 35 years and remain enthusiastic about re-envisioning LUMS for the future.”

Dr. Arshad Ahmad
Vice Chancellor, LUMS

The genesis of *learning without borders* has been nurtured by the founding Pro Chancellor, Syed Babar Ali, founding Rector, Abdul Razak Dawood, and the architect of the LUMS Charter, Dr. Parvez Hassan.

More recently, the founders have clarified that *learning without borders* will unfold through three dimensions, including transdisciplinary approaches, experiential learning, and access to exceptional learning at scale.

First, *learning without borders* engages multiple stakeholders to use a range of approaches from discovery to applied learning. It thus goes beyond traditional knowledge-creation derived from within siloed departments and promotes transdisciplinary approaches. Second, *learning without borders* immerses stakeholders in field-based, experiential learning in organisational and community settings. Using action-oriented interventions, stakeholders collaborate to solve local and global challenges. Access to exceptional learning is the third dimension.

Learning without borders requires the removal of barriers that often keep talented people from fully engaging in high quality, contextually relevant learning that builds the knowledge and skills people need to face the challenges of the world today. *Learning without borders* thus maximizes people’s access to quality learning based on merit, regardless of their socioeconomic background, prior experience, or present location.



Syed Babar Ali

Syed Babar Ali is an iconic figure in Pakistan and globally. Mr. Ali has a deep and abiding belief that nothing can impact the future of a country or an individual more than access to equitable, quality educational opportunities.

Leader. Philanthropist. Icon.

“Early in his life, Mr. Ali identified education as the key to the future of Pakistan, and he subsequently devoted himself to several future-oriented educational ventures.”

Khalid Aziz, Otto N. Miller Professor Emeritus,
Energy Science and Engineering,
Stanford Doerr School of Sustainability,
Stanford University

The work of Mr. Ali, and other members of LUMS' core founding team, have created world-class educational opportunities for Pakistanis through the inauguration of LUMS and their sustained commitment to nurturing and expanding this groundbreaking university.

Syed Babar Ali's contributions to education also extends beyond LUMS. He sought to make LUMS an example for other universities nationwide to follow. He understood such an enterprise would require contributions from all sectors of Pakistani life, so he co-created and co-chaired (with Shams Kassim-Lakha, then President of Aga Khan University) the Task Force on Improvement of Higher Education in Pakistan in April 2001. They began with the premise that political stability and peace, as well as economic progress and prosperity, flow from a fount of sustained investment in quality education. The Task Force set about to identify the principles of

higher education reform that would appeal to all stakeholders, be practically feasible, and effect real change.

- Pakistani universities should have autonomy from all extraneous influences and should be run by independent governing boards;
- A central body should be created that oversees quality assurance and links funding to performance for universities;
- A new Higher Education Commission responsible for accreditation, fund-raising, and distribution of grants from the Ministry of Finance be established;
- Funding for public universities be increased;
- Research at universities receive new emphasis;
- The curriculum be overhauled to accentuate a comprehensive general education programme alongside narrow areas of specialization;
- The recruitment of teachers and staff be heavily bolstered.

This initiative created the Higher Education Commission of Pakistan (HEC) that now funds research at both public and private universities.



Syed Babar Ali with Mr. Irshad Hussain and Mr. Hans Hallen at Packages

Syed Babar Ali's contributions to education have been recognised with numerous awards and honours, including the *Sitara-e-Imtiaz*, one of Pakistan's highest civilian honors. Furthermore, work with the Lahore Conservation Society and the World Wildlife Fund globally showcases his

commitment to sustainable development, and his efforts to preserve Pakistan's natural heritage for future generations. Recently, Syed Babar Ali became the second Pakistani to be inducted into the American Academy of Arts & Sciences, after the Nobel Laureate Dr. Abdus Salam.

A Champion of Equity and Access

With the support of Mr. Ali's international and business connections, his personal generosity, and his vision of a better educational landscape for his home country, in 1984, he and his fellow nominees co-founded LUMS, one of the most preeminent universities in Pakistan today.

LUMS began as a business school, and has since added schools of humanities and social sciences, science and engineering, law and education.

Mr. Ali's vision for the future has had a tremendous impact on the quality of higher education in Pakistan. LUMS collaborates with other private and public universities that continues to lift the quality of education in the entire country. His constant financial support and leadership is shaping the future of higher education in Pakistan, as well as the lives of LUMS graduates. Mr. Ali's influence and generosity has led many of the graduates to not only build their future but also change the lives of their families and impact the wider community.

One of the most innovative projects launched at LUMS has been the Syed Babar Ali School of Science and Engineering (SBASSE). In 2004, Mr. Ali, along with Mr. Abdul Razak Dawood and Dr. Parvez Hassan, decided that the future of Pakistan depended on training the next generation of engineers and scientists who could not only tackle the problems of the day, but also had the skills and foresight to tackle the problems of the future. To achieve his vision, he invited a number of distinguished academics and industrial leaders, to meet in Boston and discuss the vision for the new school.

In 2008, SBASSE was launched with the premise that there would be no borders between disciplines, which as a perspective has expanded throughout LUMS to become a slogan that

embodies the university's mission, *learning without borders*.

In this first meeting, it was decided that the School would help tackle global challenges, and must break the barriers between scientists and engineers. This was an unconventional move—at that time, in almost every university in the world, scientists and engineers worked in separate schools.

Mr. Ali further championed access and diversity with the launch of the National Outreach Programme (NOP), a flagship initiative that aims to remove the socioeconomic barriers that prevent talented students from attending university.



SBASSE set the stage for inter-disciplinary science and engineering education in the country

Each year, the NOP recruits first-generation, high-potential students from disadvantaged, primarily rural communities who demonstrate the drive, merit, and talent to succeed at LUMS. With family incomes averaging just USD 200 per month, higher education is often inconceivable for many young people without significant mentorship and funding.

Each year, LUMS brings potential NOP candidates to campus while they are still in high school to prepare them for the university entrance exams, interviews, application procedures and university life. This allows potential NOP students to compete with their more affluent counterparts. If they meet LUMS' high, merit-based admission standards, the University pays for their tuition and provides a living stipend. Today, one-tenth of all

“Mr. Ali has a longstanding commitment to providing equal opportunities to women and minorities. At LUMS, all (six) female hostels have been funded through the Babar Ali Foundation.”

Dr. Arshad Ahmad
Vice Chancellor, LUMS

new LUMS students are NOP scholars and a third of the student body receives significant financial support.

In 2021, the Council for the Advancement and Support of Education (CASE) recognised the NOP with a best-practice Platinum Award for diversity, equity, and inclusion. CASE cited NOP's ability to identify talented students from 140 towns and villages across Pakistan and noted that the LUMS initiative was a model for organisations and universities worldwide.

Teacher quality is one of the prime determinants of student learning. Currently, teacher training programmes in Pakistan are hampered by resource constraints, quality, consistency in training across districts and regions, budgetary

concerns and weak monitoring and evaluation. As a result, many of our teachers struggle with pedagogical competence, and classroom management. The potential impact is enormous. Furthermore, considering that women make up 74% of Pakistan's teacher workforce who are traditionally denied professional development opportunities, then the potential impact multiplies. Through his patronage, there is a developmental focus on online teacher-training at LUMS, which can make a tangible difference to the quality and affordability of teacher training in the country.

To take access to the next level, the founders are committed to complementing residential learning with the highest quality of digital learning. LUMSx is a proprietary digital platform that



Built in memory of Syed Babar Ali's mother and her two sisters, the hostel accommodates 500 female students

will take Pakistan's digital education to another level. It will provide digital solutions to tackle the complex challenges currently impeding the quality of learning in Pakistan. LUMSx will foster collaborative learning communities through a range of digital learning opportunities that are contextually relevant, inclusive, and affordable. Whether they have access to in-person learning or digital learning through the online platform LUMSx – access and affordability can provide the level playing field that all young Pakistanis deserve.

“Mr. Ali has played a seminal role in shaping the quality of education in the primary and secondary education sectors through the Ali Institute of Education which trains teachers and education leaders in Pakistan.”

Mehmood Khan
CEO, Hevolution Foundation



Syed Babar Ali was inducted into the American Academy of Arts & Sciences' cohort at a ceremony in September 2022 in Cambridge, Massachusetts. He was honoured for 'Business, Corporate, and Philanthropic Leadership'.

An Advocate for the Environment

“Mr. Ali is not only concerned about the sustainability of institutions that he has founded but also the sustainability of life on this planet.”

Dr. David E. Bloom, Clarence James Gamble Professor of Economics and Demography, Department of Global Health and Population at the Harvard T.H Chan School of Public Health

Mr. Ali's reputation for being committed to environmental sustainability precedes him.

When the new LUMS campus was being designed on suburban agricultural lands, he invited a botanist from Kew, UK to suggest native and adapted plant species that might thrive, and he acted on that advice. Today, LUMS is an urban arboretum with rich habitat that faculty and students can study. LUMS, spread on a 100-acre area in the middle of an urban neighbourhood presents a complete ecological system with remarkable biodiversity.

Over 900 trees of over 100 species, including 71 species that are native to this geographical region, are found here. Out of these, six species are identified as endangered and one has been declared extinct in Pakistan. Fifty species of birds have been identified so far, as have several species of flies and reptiles. LUMS also hosts around 10,000 migratory birds of 12 different types. The vast variety of birds on campus include Starling (Tiliyars) breed in Siberia and Turkmanestan; Eurasian Hoopoe (Upapa Epops) and the Black Rumped Flameback Woodpecker, which is endangered in Pakistan, but is commonly sighted at LUMS.

Mr. Ali's commitment to environmental sustainability extends beyond LUMS to his service as

President of the Pakistan chapter of the World Wildlife Federation and years of experience with United Nations programmes.

A Patron of the Arts

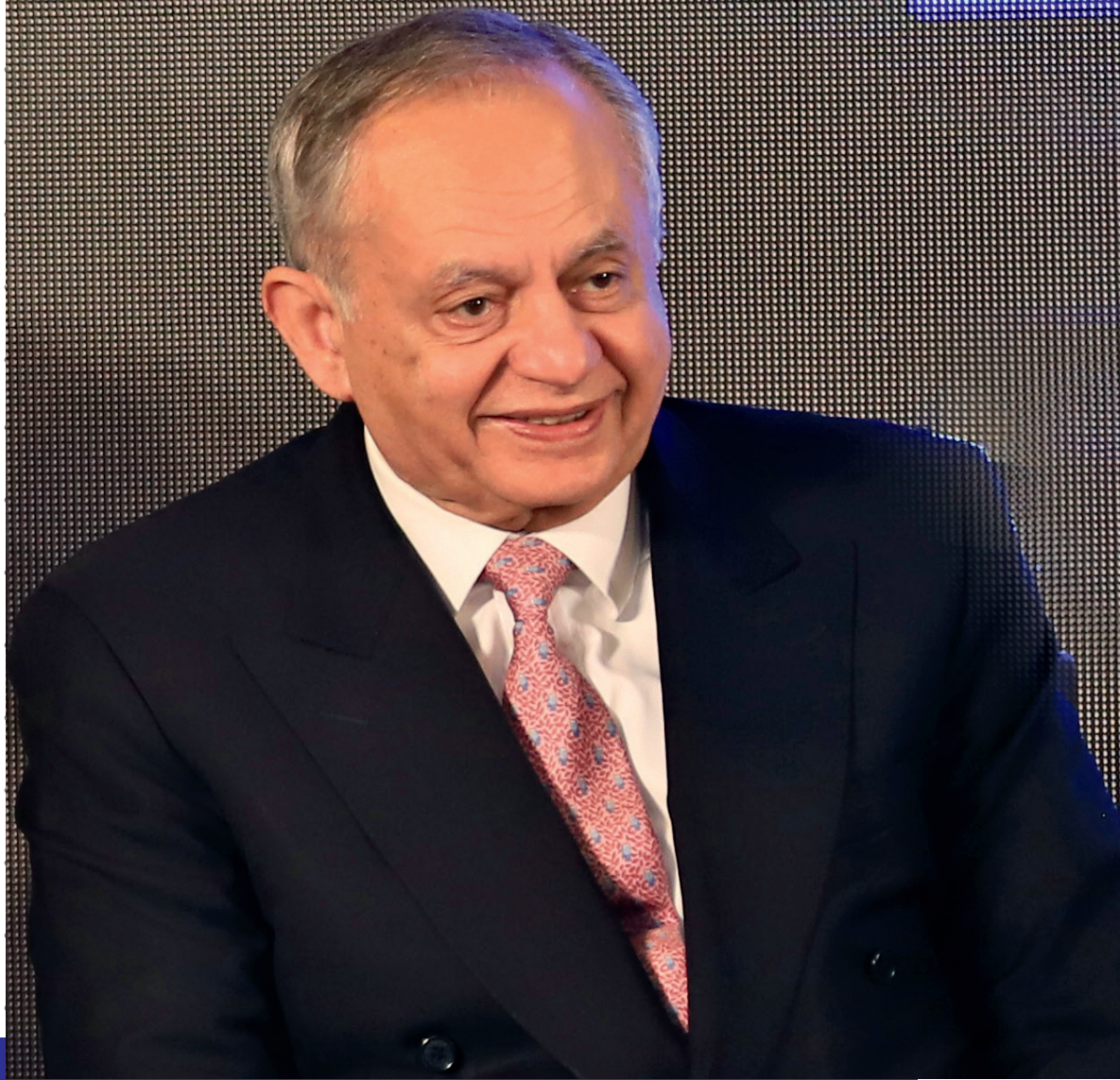
In 2003, Syed Babar Ali helped set up an art school called Naqsh in Bhati Gate. This school sought to provide training in drawing, ceramics, miniature painting, and landscape primarily catering to people from the Walled City of Lahore, but also people from less affluent localities elsewhere.

The Naqsh School has enrolled over a thousand students in the ten years of its existence and continues to enable people to learn new skills and earn a reasonable living. It trains underprivileged young people in the arts including ceramics, calligraphy, painting, and drawing. Students of the Naqsh School were given an opportunity to study art after being unable to secure admission in regular government art schools and colleges.

Since its inception, over a thousand students have attended Naqsh. About a hundred students have completed the three-year programme, accomplishing good skills in their specific art form and are now able to earn a reasonable living.



A miniature painting produced by a Naqsh artist depicting artisans at work



Abdul Razak Dawood

A leader in both thought and action, Abdul Razak Dawood has pioneered innovative models in business education. He is remarkably humble and always acknowledges the efforts of others.

Institution Builder. Business Leader. Policy Maker.

Abdul Razak Dawood was born and grew up in a tiny village in Kathiawar, Gujerat, India. He came from a family of astute traders who had business interests in Bombay and Calcutta. Immediately after the 1947 Partition, they migrated to Pakistan with little and saw opportunity in a nascent economy by trading cotton and textiles. Mr. Dawood was sent to boarding school in England where he recalls being an average student preferring to spend his time out on the rugby field. Putting his love for sports on hold, he quickly understood the importance of learning and went on to study engineering at Newcastle. This choice charted his career and ultimately changed the lives of tens of thousands of young people who worked for him in Pakistan and beyond.

His early work life in family enterprises including textiles, chemicals, and fertilizers was always on the front lines in remote locations where he learnt core business functions and how to exercise empathy, which was to become his leadership hallmark. Mr. Dawood returned to higher education at Columbia Business School, which reaffirmed his love for problem-solving, and more importantly, helped him to develop a global view of how businesses grow and prosper. Following his return to Pakistan, he was met with a turbulent wave of nationalization, and the loss of East Pakistan, which is present-day Bangladesh. He saw the break-up of his own family's assets resulting in a choice to either work for his elder brother or start from scratch on his own. Mr. Dawood chose the latter and found Descon Engineering, embracing mega-projects in construction, chemicals, and power generation. Descon was Pakistan's first multinational company, and today employs more than 30,000 people of over 30

“What distinguishes him from his peers is that he is a global citizen in the truest sense and has a broad and expansive outlook towards issues, events, and people.”

Dr. Ishrat Husain

Former Governor, State Bank of Pakistan; Former Cabinet Member, Federal Government of Pakistan; and Former Dean & Director, Institute of Business Administration, Karachi, Pakistan

nationalities who work in Iraq, Kenya, Kuwait, Oman, Pakistan, Qatar, Saudi Arabia, South Africa, and the United Arab Emirates.

A nationally respected leader in education, business, and public policy, Mr. Dawood's extraordinary contribution to Pakistan's trade and commerce resulted in a huge boost to the Country's exports, facilitated the flow of foreign investment and strengthened linkages with the business community. His notable achievement was the silver award to the acclaimed Pakistan Pavilion at the Dubai Expo in 2020.

As co-founder, first Rector and current Pro Chancellor of LUMS, he is passionate about education in Pakistan. Through his philanthropic participation, he has also been instrumental in the establishment of universities in underserved regions like Namal, public-private partnerships in primary and secondary education through CARE Foundation and skill building through technical

and vocational education at the institute he set up at his own organisation, Descon Engineering.

Mr. Dawood, is a strong proponent of gender equity, having started 'The Women Economic Empowerment Group' to facilitate women entrepreneurs. He also started the award winning 50% women's scholarship initiative in business education at the Suleman Dawood School of Business at LUMS.

His family foundation, Biliquis and Abdul

Razak Dawood Foundation (BARD), has been a trailblazer in encouraging athletes to compete internationally and their support has already brought success in mountaineering, tennis and the martial arts, particularly for women.

The BARD Foundation has established two endowed Chairs at LUMS - the Abdul Razak Dawood Dean's Chair at the Suleman Dawood School of Business, and the Bilquis Dawood Dean's Chair at the Mushtaq Ahmad Gurmani School for Humanities and Social Sciences.



Suleman Dawood School of Business

The SDSB Women's Scholarship initiative has been recognised globally by the Association of American Collegiate Schools in Business under 'Innovations that Inspire' and by the Council for Advancement & Support of Education for 'Best of Asia Pacific in Leadership' in fostering and advancing women leaders in business.

Envisioning LUMS

Mr. Dawood understood that Pakistan's growth would be fuelled by developing talent that would meet the burgeoning needs of local and foreign businesses and aimed to produce a new generation of leader-entrepreneurs.

Few know that prior to forming LUMS, Mr. Dawood had taught for several years in the MBA programme at the University of Punjab. He also played a key role in attracting support from his peers in fundraising efforts, infusing the LUMS board of directors with generous donors, and creating the LUMS National Management Foundation, a trust which manages the institution's assets and endowments.

Appointed as the first Rector of LUMS in 1986, Mr. Dawood oversaw a governance structure that continues to serve the University today. He now leads a 'Management Committee' representing the trustees that guides senior leaders but ensures their independence and autonomy in institutional decision making. Senior leadership, who have complete strategic and operational freedom are also held accountable for accomplishing the LUMS mission.

"In just 35 years, Razak's contributions have lifted LUMS to achieve global standards that ensure quality in research productivity and teaching excellence," says Dr. Husain.

A Proponent for Access to Quality Education

Mr. Dawood and the founders have made sure that access, quality, and relevance have become LUMS hallmarks. He deserves credit for championing the National Outreach Programme which is a key anchor for the LUMS need-blind

admission policy. The NOP has enabled several hundreds of students from low-income families to acquire first rate education, become excellent professionals and thus break the barriers for upward social mobility.

A Pioneer of Innovative Methods in Business Education

One of Mr. Dawood's most valuable contributions has been to endow the flagship Business School, named in the memory of his late father Suleman Dawood. Subsequently, to break down barriers for women who wish to develop as business professionals, the Business School introduced a 50% scholarship for all women enrolled in any of its nine graduate programmes. As a result, over a third of the graduate student-body are women, which differentiates the School from its national and regional competitors.

up the Rausing Executive Development Centre. To date, the Centre has delivered mid-career and professional development education and training to over forty thousand senior managers in Pakistan.

The word 'inclusive' was not in vogue when Mr. Dawood and LUMS undertook the efforts to provide opportunities to women and marginalised communities. The ripple effect of LUMS' efforts spread to many institutions including the Institute of Business Administration.

His other noteworthy contribution to cater to the needs of the larger community was setting



An NOP student locates her hometown on the map of Pakistan

Answering the Call to Duty

During 1999-2002 and from 2018-2022, Mr. Dawood managed the most challenging portfolio as Minister for Trade, Commerce & Industries. Full credit goes to his clarity of purpose, attention to detail, and consultative approach in formulating and implementing policy. His critical role as a policy maker and consensus builder helped the country rise out of the stagnant level of exports and make a significant upsurge in both goods and ICT services.

By developing regional free-trade agreements in Central Asia, fostering the protection of Pakistan's intellectual property rights through trademarks and patents of products like Basmati rice, Mr. Dawood helped boost export earnings. His lead in e-commerce policy, advocacy for mobile phone manufacturing, and support for e-vehicles were innovative and path breaking efforts to put the country on a different trajectory.

He has created enormous growth opportunities for those in smart agriculture, educational

“Razak’s business acumen and deep expertise has shaped the progressive aspects of public policy that have transformed challenges into opportunities from start-ups to established multinational enterprises.”

Dr. Ishrat Hussain

Former Governor, State Bank of Pakistan; Former Cabinet Member, Federal Government of Pakistan; and Former Dean & Director, Institute of Business Administration, Karachi, Pakistan

technology, programming, and manufacturing. But perhaps his greatest and most valuable contribution has been to instil confidence, and a sense of purpose among nascent industries, and in the wider business community. Mr. Dawood has forged a truly lasting developmental path for others to follow.

An Entrepreneur and Business Leader

Some of Mr. Dawood's most emphatic and impactful achievements began in 1977 when he invited four engineers to join him in launching

Descon. With an audacious bid to engineer a refinery, he went on to win a major project in Abu Dhabi, proving his ability to compete with global



Descon is Pakistan's leading engineering enterprise with expertise in diverse sectors

companies. With a bold vision to be a global player, he was famous for saying that 'Pakistan was not going to be big enough for us.' He expanded his foothold with operations in the UAE, Saudi Arabia, and Qatar and looked beyond to other developing markets in the Global South.

Through sheer tenacity, he built strategic alliances, and opened pathways for recruiting and training young professionals, fostering a growth-mindset on capacity building. Given how complex engineering projects required sophisticated equipment and processes to demanding clients, he focused on building an enviable reputation as a trusted partner known for accelerating

growth. Competing with the biggest and the best in international markets, including various port cities in Africa, Mr. Dawood mastered the art of joint ventures, always nurturing Pakistani talent to build technical and managerial skills. Over time, he created a networked, cross-sectoral approach across borders through a fully integrated engineering services company. As a result, thousands of Pakistanis and foreigners have contributed to the region's development and prosperity. His global and outward oriented outlook has not only helped Pakistan but also the host countries where he has been engaged for decades.

Award-winning Showcase of Pakistan's Heritage: Expo 22 Dubai



The award-winning Pakistan Pavilion in Dubai

Mr. Dawood pioneered the idea and oversaw the execution of the award-winning Pakistan Pavilion at Dubai Expo in 2022. The uncontestable reality of Pakistan's 'Hidden Treasures' was revealed in its pavilion which attracted more than 1.2 million international visitors. Among the 192 countries represented, Pakistan was honoured with a Silver Award thanks to Mr. Dawood's efforts in recruiting and mentoring a 'dream team' that touched

visitors' hearts. The team included artist and educationalist, Noorjehan Bilgrami, the principle curator of the pavilion, along with renowned architect Shahid Abdullah, and Pakistan's international award-winning designer-artist Rashid Rana, who created a journey of discovery through Pakistan's heritage that is a source for learning and development today.



Dr. Parvez Hassan

Dr. Parvez Hassan is a Senior Advocate of the Supreme Court of Pakistan. He has led an exemplary legal career, and has been recognised for providing pro bono services to environmental causes. He is one of the co-founders of LUMS, having drafted the original charter for the University. Internationally, Dr. Hassan is an ardent champion of environmental issues.

Activist. Environmentalist. Humanitarian.

With a Master's in Law from Yale and a PhD from Harvard, Dr. Hassan's legal expertise includes corporate, environmental law and policy. His landmark contribution in the 'Shehla Zia' case mainstreamed environmental issues when the Supreme Court of Pakistan declared that a safe environment constitutes a fundamental human right.

Dr. Hassan endowed the Shaikh Ahmad Hassan School of Law at LUMS to honour his late father and established the Parvez Hassan Environmental Law Center at the University of Punjab and the Razia Hassan School of Architecture at Beaconhouse National University. As a founding member of Shaukat Khanum Memorial Cancer Hospital, LEAD Pakistan, he has made a stellar contribution to institution building.

Internationally, Dr. Hassan has been an ardent champion of environmental issues through capacity building in the Asia Pacific region, IUCN's International Covenant on Environment and Development, regional initiatives at the Asia Pacific Forum on Environment and Development and launching the Earth Charter in the Netherlands in 2000.

He has eschewed politics and works in non-partisan and civic efforts. Doubtless more than any one other individual in law or the private sector generally, Dr. Hassan's name can be found, on rosters of the boards of trustees, the syndicates, and the governing bodies of Lahore's most prestigious educational institutions, including: LUMS, BNU, Government College University, National College of Arts; Aitchison College, and outside Lahore for Namal College in Mianwali.



The Steering Committee (L to R) Dr. Efrain Perez, Dr. Badria Al-Awadi, Professor Alexandre Kiss, Mr. J. William Futrell, Professor Nicholas A. Robinson (Deputy Chair), Ms. Donna Craig, Dr. Wolfgang E. Burhenne, Dr. Parvez Hassan (Chair), Dr. Oleg Kolbasov, Ms. Francoise Burhenne-Guilmin, Mr. Amado S. Tolentino; Mr. Charles O. Okidi, not present.

Dr. Parvez Hassan's law firm, Hassan & Hassan, has an international reputation for providing legal services with integrity and the highest professional competence. His commercial law practice has provided him with sufficient resources to donate his legal services and make donations for educational, environmental, and other good causes.

The quality of educational experience and student performance also matters greatly to Dr. Hassan. After Harvard, he honed his legal skills working as a lawyer in highly regarded law firms in both Washington, D.C. and New York City. In each case, he worked diligently, with distinction and experienced rigorous preparation at an

internationally recognised level of quality. He recognised that merit could be its own reward.

“[Parvez] is both an outstanding citizen of his homeland, Pakistan, and a truly exceptional citizen of the world.”

Steven C. Rockefeller

Professor Emeritus at Middlebury College, Philanthropist, and son of former U.S. Vice President Nelson A. Rockefeller

Steering Educational Innovation at LUMS



Exterior view of Shaikh Ahmad Hassan School of Law

Dr. Hassan not only provided essential legal counselling, but also ensured that environmental ethics and stewardship became a core part of LUMS' educational focus and administration. To set out to launch an excellent university is an audacious and extraordinary undertaking. To succeed at such an ambitious undertaking in a little more than three decades, is unprecedented.

One of Dr. Hassan's contributions to LUMS has been formulating an elegant legal governing framework. He has endowed the Shaikh Ahmad Hassan School of Law, and established close

ties between the Law School and the judiciary. Through IUCN colleagues at law schools in China, he has helped inaugurate a specialised centre to study Chinese law, including environmental law. This regional Centre for Chinese Legal Studies is an innovative response to China's ambitious "One Belt One Road" development programme that includes Pakistan through the China-Pakistan Economic Corridor and adjacent areas.

Dr. Hassan's contributions to the founding of and educational development at LUMS reflect his own rich educational and international experiences,

and a wish to extend these benefits to others.

He often shared his love for the companionship of the residential university campus, the shared experiences with his cadre of fellow students from around the world, and with the respect and support of professors. It is not a coincidence that these elements of university life are evident at LUMS. Well-appointed academic buildings and residences provide a basis for a thriving academic community. Like his fellow founders, Dr. Hassan has donated materially to support the design and construction of academic buildings for LUMS.

Today, LUMS provides a rich and balanced residential setting with rigorous educational opportunities. Its green and sustainable campus, its athletic programmes, and its student co-curricular activities are all comparable to European or North American universities. LUMS seeks to holistically nurture the whole individual. What Dr. Hassan and his fellow founders accomplished based on their personal educational experiences is now institutionalised. Peer review is accepted as an essential and productive part of academic work and running the university, as the use of international advisory committees illustrates.

The model that LUMS represents today disrupted the status quo among state-supported universities in Pakistan. Other institutions have been obliged to adopt some innovations from LUMS in order to keep up with the competition. LUMS inspires a national debate about raising standards for higher education. The model of a privately funded university, with faculty empowered to be autonomous and design their own teaching and research, makes for a strong and innovative university that is rare in the Global South.

Dr. Hassan knew it would not be sufficient to start teaching about the new field of environmental law at LUMS - or other educational institutions in Lahore - without doing so more widely. As chair of the new IUCN Commission on Environmental Law, and drawing on his ESCAP studies of environmental legislation in Asia, he proposed a "training the trainers," type of programme.

"My admiration of Dr. Hassan's contributions to strengthening the rule of law through enhancing legal education at LUMS is profound. Improving the quality of the bar is essential to advocacy for the environment, for women's rights, for children's rights, for human rights in all its dimensions, and for good governance in all fields. The educational reforms that LUMS inaugurated have transformed how lawyers are educated in Pakistan."

Antonio Herman Benjamin

Minister Justice of the National High Court of Brazil

International Footprint

In the 1980s, Dr. Hassan was engaged in studies to assess the status of environmental protection legislation and institutional and legislative frameworks for forestry management in the Asian and Pacific Region, for the UN Economic and Social Commission for Asia and the Pacific (ESCAP).

He donates his legal services, pro bono publico, with strategic acumen. In the now internationally acclaimed Shehla Zia case (1994), representing

some residents of Islamabad in what today would be called an “Environmental Justice” case, Dr. Hassan won an internationally acclaimed landmark decision by the Supreme Court. The Court’s ruling protecting people from having a high tension electrical power line strung above their homes, as the basis for the ruling, Pakistan’s Supreme Court recognised the Constitutional right to the environment for the first time.



Addressing the senate of Brazil, on “Environmental Rule of Law”, in Brasilia, Brazil, on 26 April 2016

“While serving with him on IUCN’s governing Council, I came to value and highly regard his negotiating skills. He took on the task of revising IUCN’s governing Statutes, which required approval of more than 70 sovereign States and more than 700 environmental organisations from all regions. After several years of consultations, in a diplomatic conference in Montreal, he won approval of all amendments in just two days.”

Nicholas A. Robinson
 Professor of Law,
 University Professor on the Environment and Gilbert and Sarah Kerlin Distinguished Professor of Environmental Law Emeritus
 Elisabeth Haub School of Law at Pace University

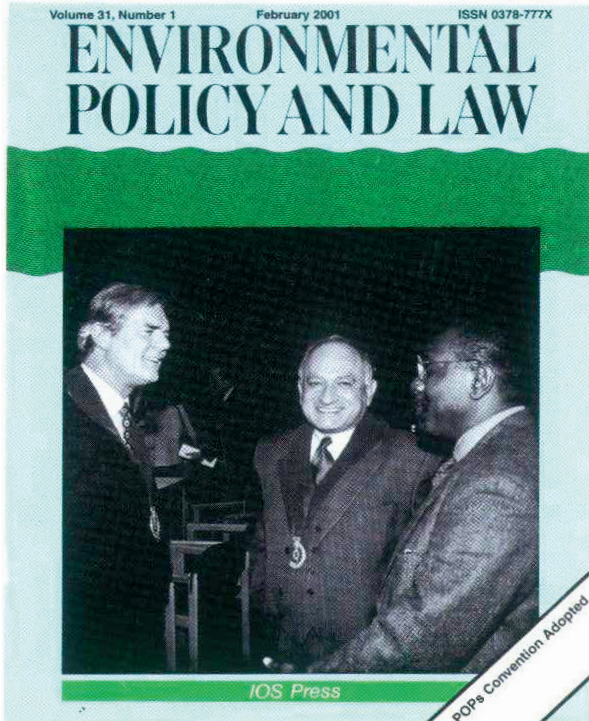
The Earth Charter

In its 1987 report, “Our Common Future,” the UN World Commission on Environment and Development had called for the creation of an Earth Charter with fundamental principles to guide the global transition to sustainable development. At the UN Rio Earth Summit in 1992, governments failed to reach an agreement on principles for the Charter. Therefore, in 1995 Maurice Strong, Secretary General of the Summit, joined with President Mikhail Gorbachev to lead an initiative to draft the Earth Charter as a peoples’ treaty in and through a worldwide civil society consultation process. Guided by a special concern to address the environmental crisis and recognising the interrelation of humanity’s environmental, social, and economic challenges, the major goal of the initiative was to identify and set forth a vision of widely shared ethical principles that provide the foundation for building a just, sustainable, and peaceful world. The Earth Charter was to be both an educational instrument that creates awareness and a call to action that inspires major change in all spheres of society.

As the concept of the Earth Charter was taking form, the IUCN Commission on Environmental Law under Dr. Hassan’s leadership, in collaboration with the International Council on Environmental Law, had drafted the Draft Covenant on Environment and Development. Construction of the Draft Covenant was intended to lay the groundwork for



Dr. Parvez Hassan with Jorge Caillaux, John Scanlon, Antonio Benjamin (later Justice Antonio Benjamin) and the iconic Ms. Marina Silva who chaired the “Tribute to Parvez Hassan” ceremony in Sao Paolo, Brazil in 2002



Johan G. Lammers, Haub Laureate (1999) with Dr. Parvez Hassan, Haub Laureate (1998) and Stephane Doumbe-Bille, Haub Jury Member

intergovernmental negotiations on a legally binding international treaty that concisely synthesizes all relevant international law. In 1995, Dr. Hassan presented the Draft Covenant to the UN General Assembly. Recognising that the Commission on Environmental Law and the Earth Charter initiative had common goals and that the ethical concerns and movement behind the Earth Charter could help to focus attention on the urgent need for the Draft Covenant, Dr. Hassan met with Maurice Strong and President Gorbachev and subsequently pledged the IUCN Commission's support for the Earth Charter project. Having the strong moral support and professional assistance of the world's leading experts in the field of international environmental and sustainable development law gave significant added credibility to the whole undertaking and would prove to be extraordinarily important for the success of the Earth Charter initiative.

His inclusive moral concern for the wellbeing of people and the larger community, deep knowledge of international law, broad experience in both the developing and developed world, and wise counsel were invaluable.

While working on the concluding section of the Earth Charter, "The Way Forward," Dr. Hassan introduced the concept of "a new beginning" as a way to define the future envisioned in the Charter, which led to adoption of the following opening words: "As never before in human history, common destiny beckons us to seek a new beginning."

At a meeting early in 2000 Dr. Parvez Hassan said, "You must remember that there is no such thing as a perfect document and every document has its time, and the time for the Earth Charter is now."

The text of the Earth Charter, a declaration of global interdependence and universal ethical principles, was finalised at a meeting of the Earth Charter Commission at the UNESCO headquarters in Paris in March 2000.

A Career Full of Firsts

Dr. Hassan has an instinct for innovation. His pioneering accomplishments, in building the field of environmental law, have been recognised by the UN Environment Programme (Global 500 Honor Roll, 1991), and by the Elizabeth Haub Environmental Law Award (1998, conferred by the Free University of Brussels and the International Council of Environmental Law, on selection by an international jury), and by a Lifetime Achievement Award from the Government College University in Lahore.

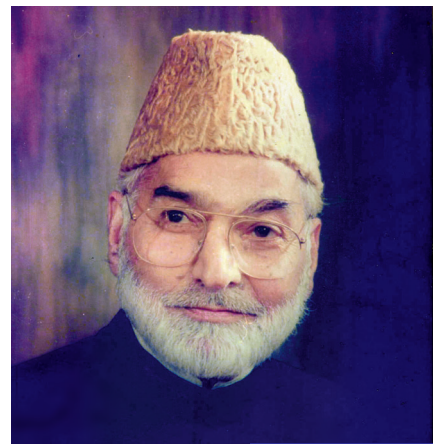
Another example is the UN Environment Persons Forum in 2001, for Asia Pacific and Central and South Asia. He joined with Japan's Prime Minister, Ryutaro Hashimoto, and other leaders to develop and participate in the Asia Pacific Forum on Environment & Development, from 2001-2010. Dr. Hassan leverages his honours into opportunities that further international cooperation.

Chaudhry Nazar Muhammad: A Visionary

“When we all started LUMS, we knew it was not going to be a trip; it was going to be a journey. It actually turned out to be an adventure. An adventure to greatness and an adventure to doing something big for our country, which in the early days was something we never expected. Part of that adventure was Chaudhry Nazar Muhammad himself.”

Abdul Razak Dawood, Pro Chancellor, LUMS at the naming ceremony of Chaudhry Nazar Muhammad Department of Economics December 7, 2020

Chaudhry Nazar Muhammad has played an incomparable role in laying the foundations for LUMS and the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences. As one of the founding members of the National Management Foundation, LUMS’ sponsoring body, he emphasized the importance of providing educational opportunities to deserving students across different socioeconomic backgrounds. These values inaugurated a lasting institutional commitment towards promoting accessibility in the education sector, and continue to shape LUMS’ priorities today.



Shahid Hussain: Carrying the Legacy Forward

Mr. Shahid Hussain has been a generous donor for LUMS for many years. In December 2020, he made a donation to contribute for the development of the LUMS department of Economics in his father’s memory.

On this occasion, he said, “Education was very close to my late father, Chaudhry Nazar Muhammad. His life story ties in well with the National Outreach Programme at LUMS, our diverse student body, and the fighting spirit of Pakistanis against impossible odds. We could not have had a more fitting opportunity to pay tribute to our father than donating towards the department of Economics.”



Mr. Shahid Hussain, Rector, LUMS

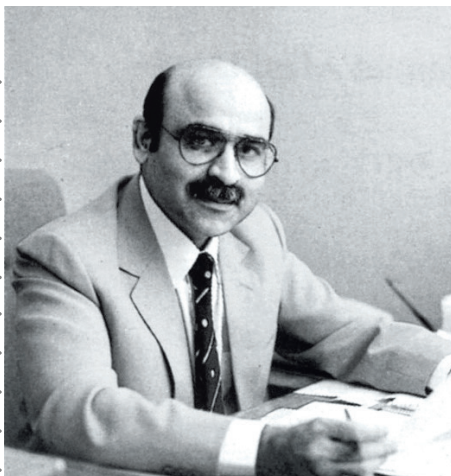
National Management Foundation



A meeting of the LUMS faculty and members of the National Management Foundation, 1988

The National Management Foundation was created in 1985 as the core funding body for LUMS. Alongside Syed Babar Ali, Abdul Razak Dawood, and Dr. Parvez Hassan, the founders included Mr. M. R. Khan, Chairman of Pakistan Banking Council; Mr. Naseem S. Mirza, Chairman ICI Pakistan Ltd.; Chaudhry Nazar Muhammad, Chairman Service Ltd.; Mr. D. M. Qureshi, Managing Director Bankers Equity Ltd.; Mian M. Rafique Saigol, Chairman Kohinoor Group; Mian Altaf Saleem, Managing Director Shakarganj Mills; Mr. Manzur-ul Haq, Director KSB Pumps; Mr. N. A. Shah, Chairman Pakistan Tobacco Company, and Mr. Yusuf H. Shirazi, Chairman of Atlas Group of Companies. Without its founding members, the LUMS we know today, a sprawling 100-acre campus with five schools, various learning institutes, over 300 faculty members, and more than 17,000 alumni, would not exist.

Javed Hamid: Leader and Supporter



Mr. Javed Hamid, MBA, Harvard University

Syed Babar Ali shared his idea for LUMS and recruited Mr. Javed Hamid from the World Bank; he enthusiastically executed Syed Babar Ali's plan. When LUMS' core funding body, the National Management Foundation was set up, Mr. Hamid became the first Secretary. He also played an instrumental role in recruiting accomplished faculty from around the globe to come work for LUMS.

Mr. Hamid envisioned much greater things for LUMS than simply an institution. He expressed this sentiment in the words: "We are not in the business of producing MBAs or even in the business of education; we are going to develop people who will bring about a culture of excellence and change the way society is run."

Two Generations of Support

Mr. Yusuf H. Shirazi was one of the founding members of LUMS and served on its Board of Governors for several years. He was also a founding member of the Karachi Stock Exchange, Lahore Stock Exchange and the International Chamber of Commerce and Industry. In recognition of his services, Mr. Shirazi was awarded the *Sitara-i-Imtiaz* by the Government of Pakistan. His unwavering commitment to fostering positive business environments and his belief in sharing with society shaped his empire. Throughout his life, he remained actively involved in philanthropy and education, as exemplified in his support of LUMS.

Today, Yusuf H. Shirazi's sons, Iftikhar and Ali Shirazi, continue to uphold their father's legacy in their capacity as leaders of the Atlas Group. Most recently, the Atlas Group made a generous contribution to creating the Central Building at LUMS. This new space,

aptly named the Yusuf H. Shirazi Complex, will serve as a hub of intellectual exchange where faculty and students from across LUMS can come together, interact, and collaborate on new intellectual endeavours.

The visionary leadership of Syed Babar Ali, Mr. Abdul Razak Dawood, and Dr. Pervez Hassan, and their collaboration in gathering some of Pakistan's most accomplished academics and business professionals under one roof in a small office behind Lahore's famous Liberty market, has enabled the creation of one of Pakistan's most renowned institutions. Today, LUMS is recognised by Times Higher Education as the 45th best small university in the world, an astonishing feat that has been accomplished through the ideological and operational leadership of its founding team.



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

A Legacy of Transformation

The three founders of LUMS, Syed Babar Ali, Abdul Razak Dawood and Dr. Parvez Hassan have a history of being future-oriented and shaping the development of human capital, institutions, women's empowerment, and climate action.

"The founders' contributions to educational development have been transformative and sustainable. Their vision for LUMS was based on creating a centre of academic excellence that would produce the next generation of leaders, academics, and entrepreneurs. Through their persistent efforts and unwavering commitment, LUMS has become a hub of innovative research and scholarship, with a diverse student body that represents the best and brightest of Pakistan. Furthermore, their work with conservation to preserve Pakistan's natural heritage and influence on policy has transformed multi-sectors and multi-stakeholders creating a better future for generations to come. Their advocacy for educational and economic development also leaves a legacy for Pakistan.

Mehmood Khan, MD
CEO, Hevolution Foundation

"Universities like LUMS are likely to follow very different trajectories from those enjoyed by universities that were established years ago in the West. There is little room for error, mediocrity, or narrow self interest. Our universities must embrace new perspectives to support exceptional learning, such as *learning without borders*, if they are to capitalize on their unique opportunities, and ultimately produce a transformational impact on individuals and societies locally and globally."

Dr. Arshad Ahmad
Vice Chancellor, LUMS

"For those of us who benefited from the many gifts from LUMS, our lives have been truly transformed. LUMS sends a powerful message to families across the nation: dream big and encourage your children to work hard and they will have the opportunity to compete on a level playing field."

Waqas Haider
Former NOP Scholar and Valedictorian 2019,
Founder, Chiraagh and Programme Manager, Amal Academy



Learning *Without* Borders

Only truly exceptional learning environments have the potential to foster meaningful change.

LUMS
DHA, Lahore Cantt. 54792, Lahore, Pakistan
Tel: +92 42 111 11 LUMS (5867)
www.lums.edu.pk

